

The Impact of Human Resource Planning (HRP) in Achieving the Strategic Goal of the Firm With the Moderating Role of Organizational Innovation

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ABSTRACT

The aim of this study is to examine the impact of human resource planning (HRP) in achieving the strategic goal of the firm and organizational productivity. Structural equation modeling (SEM) approach is used to investigate causal relationship among exogenous and endogenous variables. Findings indicate that underpinned factors like talent management, succession planning, job analysis, staffing plan, and career development have showed positive impact to predict strategic goals of the firm. The interaction effect between achieving the strategic goal and organizational innovation is found significant, and it is confirmed that the positive relationship between achieving the strategic goal of the firm and organizational productivity will be stronger when organizational innovation is higher. Effect size analysis $[(f)^2]$ indicates that employee creativity has the highest effect size in achieving strategic goal of the firm. Finally, the current study contributes to theory and practice while showing the importance of human resource planning in predicting organizational productivity.

KEYWORDS

Employee Creativity, Human Resource Planning, Organizational Innovation, Organizational Productivity, Strategic Goal of Firm, Structural Equation Modeling

1. INTRODUCTION

The mobilization of human resource is increasing day by day and it has become the biggest challenge for organizations. Organizations need to make continuous effort to survive in turbulent business environment. The role of human resource planning (HRP) which includes factors like talent management, succession planning, staffing plan, job analysis and career development have been identified crucial in achieving organizational goals and productivity (Deci & Ryan, 1985, 2000; Dewett, 2007; Hirst, Van Dick, & Van Knippenberg, 2009; Martín Cruz, Martín Pérez, & Trevilla Cantero, 2009; Vroom, 1964; S. Wang & Noe, 2010; Zhou & George, 2003). The talent management practices wherein organizations recognize scientific knowledge among employees and augment their skills to achieve strategic goals of the firm (Chakraborty & Biswas, 2019; Mardani, Nikoosokhan, Moradi, & Doustar, 2018; C. L. Wang & Ahmed, 2004). In addition to that talent management contributes by coaching and mentoring employee and had confirmed positive impact in organizational productivity (Mohammed, 2016; Mwanzi, Wamitu, & Kiama, 2017).

DOI: 10.4018/IJSDA.20211001.0a17

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Succession planning activities includes comprehensive strategic plan that employee adopt and later apply to solve critical problem which ultimately help organizations to achieve firm goals (Kiumarsi, Isa, Jayaraman, Amran, & Hashemi, 2020; Seniwoliba, 2015). The use of staffing plan drives efficient workforce which impart values in achieving sustainable goals of the organizations (Aslam, Aslam, Ali, & Habib, 2013; Hurley & Choudhary, 2016; Omidi & Shafiee, 2018; Powell, 2012; Robson, 2013). The job analysis and design process provide autonomy, variety and task significance to employee in order to achieve firm performance (Belias & Sklikas, 2013; Tufail, Bashir, & Shoukat, 2017). Authors like to Belias and Sklikas (2013) stated that less is discussed about human resource planning and achieving strategic goal of the firm. Therefore, the current study fills the research gap by studying talent management, staffing plan, succession plan and job analysis and design in the context of aching strategic goals of the firms.

The role of career development and employee creativity has been identified crucial. Career planning activities synthesize organizational needs and encourage employees to achieve organizational goals cost effectively. It is also argued that career planning development provide clear guideline to employees helps them to accomplish tasks timely (Jameendar, 2014). Similarly, author like Zhou and George (2003) asserted that employee creativity introduce novelty in business which in turn enhance business performance. Although the focus of this study was to investigate employee commitment towards achieving strategic goal of firm and organizational productivity, it added organizational innovation in the research model. Organization innovation is identified as organization efforts to bring and adopt new and unique methods to carry on daily business activities (Ha & Lo, 2018; Hurley & Choudhary, 2016; Irfan & Marzuki, 2018; Jimenez-Jimenez, Sanz Valle, & Hernandez-Espallardo, 2008; Okoye, 2007; Powell, 2012; Robson, 2013; Uddin, Luva, & Hossian, 2013; Uz Kurt, Kumar, Semih Kimzan, & Eminoğlu, 2013). Thereby, the role of organizational innovation is studied as moderator between achieving strategic goal of the firm and organisational productivity. This study is significant as it investigate firm's strategic goal and organizational productivity with an amalgamated model which includes direct and moderating effects of the constructs.

2. LITERATURE REVIEW

2.1 Talent Management

Talent management concept is used to identify employee competencies within organization to survive in dynamic business environment which in turn impact on organizational performance (Chakraborty & Biswas, 2019; Mohammed, 2016; Okoye, 2007; Saviour, Kofi, Yao, & Kafui, 2017). According to Abazeed (2018) postulated that talent management helps to recognize scientific knowledge among employees and augment their skills using acquired knowledge. In organization talent management contributes by coaching and mentoring employee and had revealed positive impact in achieving organization strategic goals (Mohammed, 2016; Mwanzi et al., 2017; Sareen & Mishra, 2016). The adoption of talent management strategies had made employees proactive and enthusiastic towards achieving organizational goals (Naeiji & Siadat, 2018; Pasha & Ahmed, 2017). An integrated model with combination of talent and business strategies ensures consistency in achieving firm objectives (Lyria, 2015). Earlier studies have confirmed that an integrated talent management model instigate employee to achieve individual and corporate goals proactively (Abazeed, 2018; Mangusho, Murei, & Nelima, 2015; Mwanzi et al., 2017; Pasha & Ahmed, 2017). Following above arguments and back up by previous studies conducted by Abazeed (2018); Mangusho et al. (2015); Mwanzi et al. (2017); Pasha and Ahmed (2017); Sareen and Mishra (2016) talent management is anticipated as:

H1: Talent management has positive influence on achieving strategic goal of firm.

2.2 Succession Plan

Succession plan is a systematic process to produce new successor or personnel with right knowledge and skills. The succession plan prevents disarrays in business operations and enable employees to handle business needs and demands successfully (Adewale, Abolaji, & Kolade, 2011). On the flip side lacking succession plan leads to failure in achieving organizational goals (Maimone & Sinclair, 2014; Mittal & Dhar, 2015; Omidi & Shafiee, 2018; Sternberg & Lubart, 1999; S. Wang & Noe, 2010). Therefore, examining the role of succession plan in determining strategic goal of the firm is imperative. The importance of succession planning is highlighted in previous studies (Adewale et al., 2011; Das, 2013; Komora, Guyo, & Odhiambo, 2015; Seniwoliba, 2015). Use of secession planning strategies helps organizations to move propitiously in dynamic business environment (Adewale et al., 2011; Galli, 2018). Another study conducted by Seniwoliba (2015) highlighted that succession plan ensure employee responsibilities, proficiencies and coordination to attain organization strategic goals. In other words secession plan is an effort to achieve organizational goals with adequate personnel skills and experiences (Adewale et al., 2011; Anilkumar & Sridharan, 2019; Das, 2013; Seniwoliba, 2015). Earlier studies had confirmed that succession plan assess necessary skills and experience of the personnel which in turn helps them to achieve firm goals (Adewale et al., 2011; Das, 2013; Komaki, 2003; Komora et al., 2015; Seniwoliba, 2015; Vroom, 1964). Thus, we advance the following hypothesis:

H2: Succession plan has positive influence on achieving strategic goal of firm.

2.3 Staffing Plan

The term staffing is used in organizations to hire personnel by looking at their knowledge, skills and competencies that contribute to firm and add values. An adequate staffing helps organization to deploy employee services according to their needs (Chakraborty & Biswas, 2019). The importance of staffing is highlighted by earlier researchers Chakraborty and Biswas (2019); Maih (2015); Saddam and Mansor (2015) and concluded that right staffing augments organizational policies and programs and promote firm purpose. Staffing strategies integral part of the human resource management and fetch efficient workforce to achieve firm goals and objective (Schroeder, 2012). The use of staffing plan drives efficient workforce which impart values in achieving sustainable goals of the organizations (Aslam et al., 2013). According to Chakraborty and Biswas (2019) adroit quality of the employee is noteworthy during staffing and played vital role in achieving strategic business goals. Earlier studies had confirmed that adequate staffing strategies augment organizational process and programs and encourage employees to achieve firms goals (Aslam et al., 2013; Chakraborty & Biswas, 2019; Ekwoaba, Ikeije, & Ufoma, 2015; Maih, 2015; Saddam & Mansor, 2015; Saviour et al., 2017; Schroeder, 2012). Hence, we hypothesized staffing plan as:

H3: Staffing plan has positive influence on achieving strategic goal of firm.

2.4 Job Analysis and Design

Job analysis and design process includes the identification of employee skills, polishing and design their skills according to job need and provide them equal opportunities to participate in firm decision making (Belias & Sklikas, 2013). Job analysis and design is essential and consider an important factor in human resource management. The job analysis and design process provide autonomy, variety and task significance to employee in order to achieve firm performance (Belias & Sklikas, 2013; Tufail et al., 2017). Job analysis is a win-win situation wherein employees and organizations both get equal opportunities. For organizations job analysis gives clear work directions to employee to execute firm's goals and strategic objectives (Suthar, Chakravarthi, & Pradhan, 2014). Earlier studies had confirmed

positive impact of employee job analysis and design on firm strategic goals and performance (Belias & Sklikas, 2013; Suthar et al., 2014; Tufail et al., 2017). Job analysis motivate employees to achieve desired firm goals cost effectively (Tufail et al., 2017). Therefore and supporting by previous literature Belias and Sklikas (2013); Ehsan (2018); Mardani et al. (2018); Okoye (2007); Sharif and Karim (2017); Suthar et al. (2014); Tufail et al. (2017); C. L. Wang and Ahmed (2004), the job analysis and design is hypothesized as:

H4: Job analysis and design has positive influence on achieving strategic goal of firm.

2.5 Career Development Plan

The concept of career development plan incorporates the process wherein organization identify employee skills, capabilities, weaknesses and strength and train them according to organizational needs and current market demands (Mohammad Ali, 2018). A study conducted by Antoniu (2010) indicates that the role of career planning and development is vital to achieve organizations strategic goal. It is also found that organizations who offer training and development programs to its employees had more enthusiastic and motivated employees (Lam, Dyke, & Duxbury, 1999; Mohammad Ali, 2018; Mohammad Ali Yamin & Swaiess, 2019). Author like Baruch (1996) asserted that career plan development create a balance between employee and organizations which help them to overcome future challenges. Career planning activities brings positivity in employee attitude and boost their confidence to survive in competitive industry (Mikacic, 2015; Mohammad Ali, 2018; Mohammad Ali Yamin & Swaiess, 2019). Similarly, career planning and development impact positively in achieving competitive goal of the firm and help them to achieve competitive advantages (Antoniu, 2010; Mohammed Ali Yousef Yamin, 2020). Therefore and supported by previous literature Jameendar (2014); Mikacic (2015); Mohammad Ali Yamin and Swaiess (2019), we proposed career planning and development as:

H5: Career development plan has positive influence on achieving strategic goal of firm.

2.6 Employee Creativity

Employee creativity is seen as the extent wherein employee brings innovation in business operation to achieve business process or services (Zhou & George, 2003). It is identified as creative concepts with respect to people and business process (Tierney, Farmer, & Graen, 1999). Human resource literature highlights the importance of employee creativity and its positive impact on achieving strategic goal of the firm (Ha & Lo, 2018; Hirst et al., 2009; Tierney et al., 1999; Zhou & George, 2003). According to Zhou and George (2003) asserted that employee creativity introduce novelty in business which in turn enhance business performance. In business world novelty and useful ideas are considered the most important factors that leads to employee creativity (Dewett, 2007; Nguyen & Hooi, 2020). Organizations provide creative opportunities to employees had more creative employee (Dewett, 2007; Dewettinck & van Ameijde, 2011; Ha & Lo, 2018; Hirst et al., 2009). The relationship between employee creativity and achieving strategic goal of firm is found significant (S. Wang & Noe, 2010). Thus, the current study anticipate that employee creativity helps organization to achieve strategic goal of firm which is also confirmed by previous studies (Dewett, 2007; Ha & Lo, 2018; Hirst et al., 2009; S. Wang & Noe, 2010). Thus, employee creativity is outlined as:

H6: Employee creativity has positive influence on achieving strategic goal of firm.

2.7 Achieving Strategic Goal of Firm

The role of succession plan, talent management, staffing plan, job analysis and design, career development plan and employee creativity had showed direct and positive influence in achieving strategic goal of firm (Dobre, 2013). It is established that when employs goals are aligned with company strategic goals, they boost organizational productivity (Elharakany, Moscardini, Khalifa, & Abd Elghany, 2018; Trybou, Gemmel, Desmidt, & Annemans, 2017). In addition to that studies found that employee's enthusiasm and strong motivation towards achieving firm goals significantly contributes towards organizational productise (Dewett, 2007; Galli, 2019; Ha & Lo, 2018; Hirst et al., 2009)(Namatovu & Semwanga, 2020; Trybou et al., 2017). Earlier studies have found a strong linkage between achieving strategic goal of firm and organizational productivity (Ashraf, 2012; Chakraborty & Biswas, 2019; Dewett, 2007; Dobre, 2013; Ha & Lo, 2018; Hirst et al., 2009; Shah, 2011; Trybou et al., 2017); S. Wang and Noe (2010). The alignment between company objectives and employee skills, capacities, abilities and capabilities strengthen organizational productivity and motivate employees to achieve organizational goals (Ashraf, 2012; Chakraborty & Biswas, 2019; Shah, 2011; Trybou et al., 2017; S. Wang & Noe, 2010). Therefore and backup by earlier studies Chakraborty and Biswas (2019); Dewett (2007); Dobre (2013); Hirst et al. (2009); Shah (2011); Trybou et al. (2017), achieving strategic goal of firm is hypothesized as:

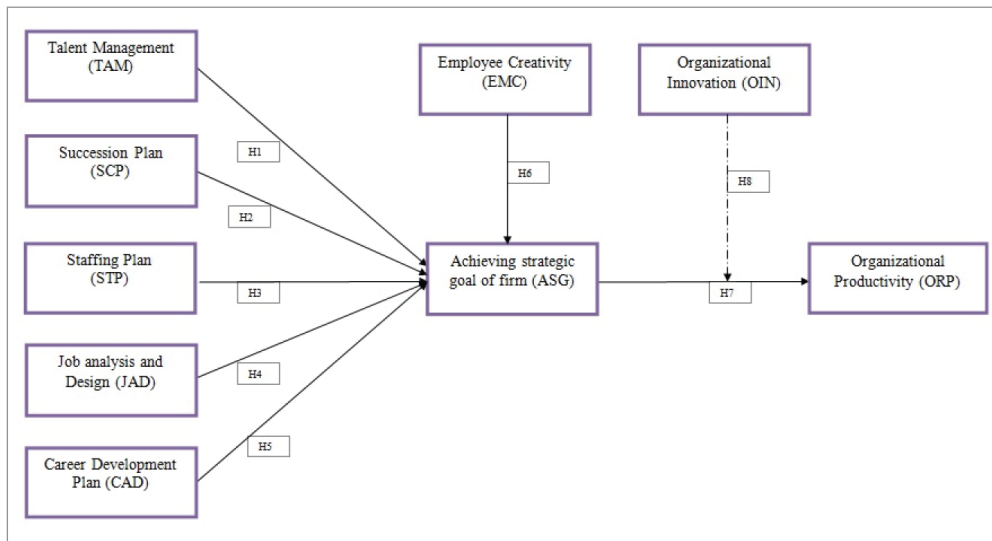
H7: Achieving strategic goal of firm has positive influence on organizational productivity.

2.8 Organizational Innovation

Innovation plays vital role for company success or failure. Organizational innovation significantly impacts in achieving strategic goals of the firm and enhance organizational productivity. The term organizational innovation is defined as an “*organization efforts to bring and adopt new and unique methods to carry on daily business activities*” (Jimenez-Jimenez et al., 2008; Kiveu, Namusonge, & Muathe, 2019). Examining the role of organizational innovation is necessary to make employees innovation oriented which in turn boost organizational productivity (Jimenez-Jimenez et al., 2008; Uz Kurt et al., 2013). Authors like Uz Kurt et al. (2013) asserted that organizations with innovative workforce have been found more goal oriented; thereby investigating the role of organizational innovation is important. A significant and direct relationship is found between organizational innovation and achieving organizational goal (Ha & Lo, 2018); Hurley and Choudhary (2016); (Irfan & Marzuki, 2018); Powell (2012); Robson (2013); (Uddin et al., 2013; Uz Kurt et al., 2013). Contrary to previous studies, the current study extends the body of knowledge and outlined organizational innovation as moderating variable between achieving strategic goal and organizational productivity (Manu, 1992; Narver, Slater, & MacLachlan, 2004; Noble, Sinha, & Kumar, 2002; Siguaw, Simpson, & Enz, 2006). Following above literature and in line with previous literature Jimenez-Jimenez et al. (2008); Manu (1992); Mittal and Dhar (2015); Narver et al. (2004); Noble et al. (2002); Siguaw et al. (2006); S. Wang and Noe (2010); Wu, Tsai, and Wang (2011), organizational innovation is proposed as (Figure 1):

H8: The positive relationship between achieving strategic goal of firm and organizational productivity will be stronger when organizational innovation is higher.

Figure 1. The research model



3. METHODOLOGY

3.1 Sampling and Data Collection

The population of this study is small and medium level of organizations from both public and private sectors of Saudi Arabia. Sample size is calculated with prior-power analysis using G-Power Software as suggested by S Rahi, Ghani, and Ngah (2018). According to S Rahi, Ghani, and Ngah (2018) studies that contains factor analysis must calculate sample size with prior-power analysis. Findings of the prior-power analysis indicated that 245 responses are required at least to predict organizational productivity. However, earlier studies postulated that increase in responses will set reduce the sampling error (Samar Rahi, 2018; S Rahi, Ghani, & Ngah, 2018). Data is collected using convenience sampling approach in line with earlier studies S. Rahi (2018) and Ghani, Rahi, Yasin, and Alnaser (2017). The use of convenience sampling approach is adequate wherein research aim is to get veracity in data set. Using convenience sampling approach 450 questionnaire were distributed to 118 small and medium levels of organizations. Out of 450, 357 responses were retrieved from organizations. Of these responses 17 responses were discarded due to incomplete filling. Finally, this study incorporates 340 responses for inferential data analysis.

3.2 Instrument Development

The aim of this study is to investigate strategic fit of the organizations and organizational productivity. Therefore, the current study develops an amalgamated model which outlines factors such as talent management, succession plan, staffing plan, career development plan, job analysis design, employee creativity and achieving strategic fit of firm to examine organizational productivity. A survey questionnaire was developed with instrument items adapted from previous studies. Instrument items were measured with a seven-point Likert scales ranging from “1” strongly disagree to “7” strongly agree in line with previous study (S. Rahi, 2018). Instrument items for the construct talent management adapted from Mohammed (2016). Scale items for the constructs succession plan and staffing plan adapted from Adewale et al. (2011). Job analysis design, career development plan items were adopted from Belias and Sklikas (2013); Tufail et al. (2017) and later adapted in the context of achieving strategic goal of the firm and organizational productivity. Finally, instrument items for

both endogenous variable strategic goal of the firm and organizational productivity were adopted from Trybou et al. (2017) and then adapted in current study context.

3.3 Assessing Common Method Variance Issue

Following positivist paradigm this study collects data using single source. Thus, assessing common method variance bias is essential. In order to confirm that this study is free from common method variance bias help is taken from Harman's single factor analysis. Harman's single factor analysis suggested that variance explained by single factor should not be higher than 50% indicating that data set is free from biasness (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Findings of the analysis showed that the variance explained by first factor was 15% and much less than 40%. These findings confirmed that study is free from common method variance bias and valid of structural model assessment.

4. DATA ANALYSIS AND FINDINGS

The current study follows quantitative research approach therefore inferential analysis is required to test the relationship among variables. For inferential analysis author has used latest statistical technique namely structural equation modeling (SEM). Structural equation modeling is a statistical technique to test and estimate the causal relationship among variables using data set (Samar Rahi & Ghani, 2018b; Yamin & Alyoubi, 2020). Structural equation modeling assessment includes estimation of measurement model and structural model (Anderson & Gerbing, 1988; Samar Rahi & Ghani, 2018a). The measurement model assesses convergent validity and discriminant validity of the constructs. On the flip side structural model evaluates the causal relationships between two or more than two variables. For structural equation modeling Smart-PLS Software used (S. Rahi, 2017; Ringle, Wende, & Becker, 2015).

4.1 The Measurement Model

The measurement model estimates convergent and discriminant validity of the constructs. The measurement model comprises assessment of cronbach's (α), composite reliability, indicator loadings and average variance extracted (R. Samar & Mazuri, 2019a). In order to achieve constructs reliability the values of (α) and CR should be higher than 0.70 as suggested by (Samar Rahi, Ghani, & Ngah, 2020a). Similarly, factor loading values should be higher than 0.60 indicate adequate reliability of the indicators (R. Samar & Mazuri, 2019b; Mohammad Ali Yousef Yamin, 2020). Therefore, convergent validity is assessed with average variance extracted and the criterion is that values of AVE should be higher than 0.50 (Fornell & Larcker, 1981b; Samar Rahi, Abd.Ghani, & Hafaz Ngah, 2019; M. Yamin, 2020). Findings of the measurement model revealed that all constructs have adequate construct reliability, indicator reliability and convergent validity. Table 1 shows the results of the measurement model.

The values of cronbach's (α), composite reliability, factor loadings and average variance extracted confirmed the convergent validity of the construct. Therefore, the discriminant validity of the constructs is tested with Fornell and Larcker method (S. Samar, Ghani, & Alnaser, 2017). Discriminant validity is defined as the extent wherein constructs measure distinct concept and differentiate with each other (S Rahi, Ghani, Alnaser, & Ngah, 2018; Samar Rahi, Ghani, & Ngah, 2020b). To confirm discriminant validity it is important that the values of AVE must be greater than the correlations of the corresponding variables values (Fornell & Larcker, 1981a; Samar; Rahi, Khan, & Alghizzawi, 2020). Findings of the Fornell and Larcker analysis as depicted in Table 2 showed that average variance extracted values (diagonal) are greater than corresponding constructs correlation values. Thus, it is confirmed that construct is discriminant and measure distinct concepts.

Although Fornell and Larcker method shows distinction in concepts, it is important to validate discriminant validity using cross loading method. To achieve discriminant validity the cross loading

Table 1. The measurement model

Items	Loading	(α)	CR	AVE
<i>Achieving strategic goal of the firm</i>				
ASG1: Attaining strategic goals increase organizational productivity and guarantee employee's commitment, empowerment and engagement towards organizations.	0.854	0.856	0.912	0.776
ASG2: Achieving strategic goals gives opportunity to find new insight and help organizations to manage future challenges and risks which in turn enhance organizational performance.	0.893			
ASG3: Accomplishing strategic goals of the firm on time increase employee competency thereby boost organizational productivity.	0.896			
<i>Career development plan</i>				
CAD1: My organization provide clear competency profile in which employee measure their performance to achieve organizational goals.	0.801	0.802	0.871	0.628
CAD2: For career development my organization provides vital services to employee to develop their career path in line with firm goals.	0.776			
CAD3: In my organization employees get self-assessment tools by using that they can map their progress.	0.811			
CAD4: For career development my organization organize workshop that help to achieve employee career goals.	0.781			
<i>Employee creativity</i>				
EMC1: Employee creativity solves problems that create difficulty in firm operations.	0.976	0.968	0.979	0.941
EMC2: Creative employees use new methods and equipment to approach the problem.	0.958			
EMC3: Employee with creative characteristics are try to bring new ideas and solve the problem.	0.975			
<i>Job analysis and design</i>				
JAD1: In this organization Job description is properly laid down that helps employers to recruit right person according to organization objective.	0.806	0.920	0.944	0.809
JAD2: In this organization Job analysis helps employer to identify, screen and recruit productive and responsible employees to achieve firms strategic goals.	0.955			
JAD3: In this organization adequate job analysis and design contributes to arrange and shape employee duties and responsibilities according to firm intent.	0.935			
JAD4: In this organization job analysis and design helps employees to get better insight of organizational operation and they response proactively.	0.895			
<i>Organization Innovation</i>				
OIN1: This organization use innovative methods to attain strategic goal.	0.816	0.798	0.882	0.713
OIN2: This organization seeks new ways which help them to achieve their goal on time.	0.834			
OIN3: This organization is frequently use innovative ideas that help to achieve firm goal.	0.882			
<i>Organizational Productivity</i>				
ORP1: Comparing with key competitors, my organization performance achieves higher employee satisfaction.	0.941	0.894	0.934	0.826
ORP2: Comparing with key competitors, my organization performance is growing rapidly.	0.874			
ORP3: Comparing with key competitors, my organization has more innovative and creative employees.	0.910			
<i>Succession plan</i>				
SCP1: Succession plan help organizations to identify high-potential employees that help them to achieve strategic goal of the firm.	0.912	0.890	0.923	0.750
SCP2: Succession plan help organization to develop leadership qualities among employee that are aligned with firm objectives.	0.838			
SCP3: In this organization succession plan provide clear road map to employees with mentoring and training services to achieve strategic goal of the firm.	0.941			
SCP4: This organization provides systematic road map to develop intellectual capital with mentoring and training services that further help organization to achieve strategic goal.	0.762			
<i>Staffing plan</i>				
STP1: In staffing my organization ensures that candidate has right skills to achieve the strategic goal of the firm.	0.913	0.899	0.930	0.768
STP2: In staffing my organization analyses the manpower carefully to manager surplus and shortage which help to achieve strategic goal in future.	0.856			
STP3: In staffing my organization focus on employee's skills and competency to achieve firm performance.	0.866			
STP4: In staffing my organization constantly manage manpower in order to avoid shortage and fulfil personnel needs to achieve strategic goal.	0.871			
<i>Talent management</i>				
TAM1: Talent management requires knowledge, skills and competency of employees to achieve firm goal.	0.835	0.853	0.911	0.774
TAM2: Talent management provide productive environment to employees and give promotional prospect to achieve organizational goal.	0.895			
TAM3: Talent management encourages and motivate employee with morale upbeat that help them to achieve firm goals.	0.907			

Table 2. Fornell and Larcker's analysis

Variables	ASG	CAD	EMC	JAD	OIN	ORP	SCP	STP	TAM
ASG	0.881								
CAD	0.436	0.792							
EMC	0.771	0.351	0.970						
JAD	0.437	0.146	0.280	0.900					
OIN	-0.019	0.012	-0.019	-0.104	0.844				
ORP	0.406	0.244	0.281	0.213	0.133	0.909			
SCP	0.467	0.226	0.296	0.258	0.053	0.317	0.866		
STP	0.658	0.305	0.516	0.376	0.056	0.358	0.453	0.877	
TAM	0.708	0.299	0.522	0.351	0.013	0.404	0.325	0.582	0.880

method suggested that indicator loadings should exceed with other constructs loading. Findings of the measurement model showed that all constructs indicator loading is higher than other constructs loading, confirming that construct is discriminant. Table 3 shows the values of cross loadings.

Assessing discriminant validity is important before structural model estimation (Samar Rahi & Abd. Ghani, 2019a). Study that is based on primary observation and deal with fresh data collection may affect due to constructs distinction (Gold & Arvind Malhotra, 2001; Kline, 2011). Earlier studies had criticized on cross loading and Fornell and Larcker methods (Gold & Arvind Malhotra, 2001; Kline, 2011; Samar Rahi, 2019; Samar Rahi & Abd. Ghani, 2019b). Consequently, the current study incorporates Heterotrait-Monotrait Ratio (HTMT) analysis to test the discriminant validity of the construct. Heterotrait-Monotrait Ratio analysis was introduced by Kline (2011) and calculates discriminant validity of the constructs using multitrait and multimethod matrix method. This method advocates that the values of HTMT should not be higher than 0.85 or 0.90, indicates that construct is discriminant (Samar Rahi & Abd. Ghani, 2019c). The results of the Heterotrait-Monotrait Ratio analysis revealed that all the values of HTMT were less than 0.85 or 0.90 and confirmed the discriminant validity of the constructs. Table 4 exhibited the results of Heterotrait-Monotrait Ratio analysis using multitrait and multimethod matrix method.

4.2 Evaluating Structural Model

Structural model comprises estimation of multicollinearity (VIF), path-coefficients (β), t-statistics, significance level and coefficient of determination R^2 . The first step of the structural model is to validate lateral multicollinearity using variance inflation factor. Author like Samar Rahi and Abd. Ghani (2018) asserted that lateral multicollinearity issue comes when two constructs measure same variable. Therefore, assessing lateral multicollinearity before structural model is important. To confirm that this study is free from lateral multicollinearity the values of variance inflation factor (VIF) must be less than 3.3, confirming that lateral multicollinearity is not serious issue. Findings of the lateral multicollinearity showed that the VIF values of all exogenous variables are less than 3.3 when comparing with endogenous variables. Table 5 depicts the results of variance inflation factor.

4.2.1 Hypothesis Testing

The hypothesized relationship between exogenous and endogenous variables is tested with bootstrapping procedure. Bootstrapping procedure mitigates the data normality issues. Findings of the bootstrap exhibited in Table 6 which includes path-coefficients (β), t-statistics and significance level of the constructs.

Table 3. Cross Loadings

	ASG	CAD	EMC	JAD	OIN	ORP	SCP	STP	TAM
ASG1	0.854	0.364	0.913	0.335	-0.035	0.269	0.318	0.580	0.579
ASG2	0.893	0.379	0.545	0.440	0.014	0.435	0.471	0.560	0.632
ASG3	0.896	0.410	0.562	0.381	-0.029	0.374	0.451	0.597	0.663
CAD1	0.361	0.801	0.291	0.166	0.007	0.262	0.146	0.254	0.255
CAD2	0.335	0.776	0.283	0.157	0.009	0.212	0.125	0.272	0.213
CAD3	0.337	0.811	0.293	0.061	-0.015	0.195	0.197	0.222	0.262
CAD4	0.348	0.781	0.244	0.077	0.036	0.102	0.248	0.217	0.216
EMC1	0.753	0.328	0.976	0.285	-0.018	0.283	0.299	0.535	0.503
EMC2	0.750	0.348	0.958	0.266	-0.028	0.270	0.294	0.478	0.529
EMC3	0.741	0.344	0.975	0.263	-0.009	0.265	0.268	0.489	0.485
JAD1	0.375	0.138	0.374	0.806	-0.093	0.128	0.140	0.352	0.311
JAD2	0.436	0.151	0.228	0.955	-0.091	0.228	0.287	0.347	0.326
JAD3	0.415	0.115	0.240	0.935	-0.091	0.227	0.262	0.343	0.337
JAD4	0.332	0.122	0.162	0.895	-0.099	0.173	0.227	0.308	0.282
OIN1	-0.030	-0.005	-0.022	-0.092	0.816	0.116	0.031	0.051	-0.013
OIN2	0.020	0.031	0.023	-0.094	0.834	0.105	0.058	0.066	0.042
OIN3	-0.035	0.006	-0.045	-0.077	0.882	0.115	0.046	0.028	0.006
ORP1	0.351	0.242	0.254	0.154	0.112	0.941	0.244	0.322	0.367
ORP2	0.419	0.219	0.258	0.285	0.108	0.874	0.376	0.368	0.411
ORP3	0.330	0.201	0.252	0.129	0.145	0.910	0.232	0.277	0.315
SCP1	0.396	0.209	0.245	0.225	0.063	0.280	0.912	0.382	0.254
SCP2	0.493	0.242	0.354	0.225	0.045	0.278	0.838	0.473	0.379
SCP3	0.412	0.171	0.229	0.270	0.049	0.294	0.941	0.389	0.275
SCP4	0.248	0.135	0.136	0.149	0.019	0.239	0.762	0.272	0.152
STP1	0.584	0.261	0.607	0.309	0.029	0.275	0.332	0.913	0.511
STP2	0.593	0.289	0.320	0.390	0.069	0.383	0.495	0.856	0.531
STP3	0.593	0.299	0.351	0.312	0.053	0.364	0.475	0.866	0.532
STP4	0.531	0.212	0.545	0.304	0.046	0.222	0.272	0.871	0.461
TAM1	0.593	0.253	0.651	0.270	0.006	0.256	0.198	0.523	0.835
TAM2	0.628	0.239	0.350	0.353	0.036	0.431	0.336	0.483	0.895
TAM3	0.647	0.296	0.389	0.301	-0.007	0.373	0.317	0.531	0.907

Structural model results indicate that talent management had significant influence on achieving strategic goal of firm and supported by H1: ($\beta=0.287$, t-value 5.479, significance $p < 0.001$). Succession plan had significant influence on achieving strategic goal of firm and supported by H2: ($\beta=0.131$, t-value 3.854, significance $p < 0.001$). The relationship between staffing plan and achieving strategic goal of firm was confirmed and supported by H3: ($\beta=0.123$, t-value 2.631, significance $p < 0.001$). Next to this, Job analysis and design had showed significant influence on achieving strategic goal of

Table 4. Heterotrait-Monotrait Ratio (HTMT) analysis

	ASG	CAD	EMC	JAD	OIN	ORP	SCP	STP	TAM
ASG									
CAD	0.526								
EMC	0.840	0.398							
JAD	0.490	0.169	0.296						
OIN	0.045	0.050	0.041	0.122					
ORP	0.463	0.286	0.302	0.227	0.158				
SCP	0.514	0.258	0.300	0.274	0.061	0.347			
STP	0.748	0.356	0.557	0.412	0.067	0.392	0.484		
TAM	0.829	0.361	0.580	0.394	0.037	0.457	0.349	0.664	

Note: Heterotrait-Monotrait Ratio (HTMT) discriminate at (HTMT <0.9/ HTMT <0.85)

Table 5. The variance inflation factor

Constructs	Achieving strategic goal of firm	Organizational Productivity
<i>Achieving strategic goal of firm</i>		1.000
<i>Career development plan</i>	1.185	
<i>Employee Creativity</i>	1.586	
<i>Job analysis and design</i>	1.215	
<i>Organizational Innovation</i>		1.000
<i>Succession plan</i>	1.291	
<i>Staffing plan</i>	1.914	
<i>Talent management</i>	1.736	

firm and confirmed by H4: ($\beta=0.114$, t-value 3.615, significance $p < 0.001$). Career development plan had showed positive and significant influence in achieving strategic goal of firm and accepted H5: ($\beta=0.109$, t-value 4.431, significance $p < 0.001$). Extending to this employee creativity had showed positive influence in achieving strategic goal of firm and accepted H6: ($\beta=0.449$, t-value

Table 6. Results of hypothesis

Hypotheses	Relationship	Beta (β)	SE	T-Statistics	Significance	Result
H1	TAM -> ASG	0.287	0.052	5.479	0.000	Accepted
H2	SCP -> ASG	0.131	0.034	3.854	0.000	Accepted
H3	STP -> ASG	0.123	0.047	2.631	0.009	Accepted
H4	JAD -> ASG	0.114	0.032	3.615	0.000	Accepted
H5	CAD -> ASG	0.109	0.025	4.431	0.000	Accepted
H6	EMC -> ASG	0.449	0.062	7.256	0.000	Accepted
H7	ASG -> ORP	0.409	0.062	6.615	0.000	Accepted

7.256, significance $p < 0.001$). Finally, achieving strategic goal of firm had significant impact on organizational productivity and accepted H7: ($\beta = 0.409$, t-value 6.615, significance $p < 0.001$). Structural model analysis indicates substantial variance in achieving strategic goal of firm and organizational productivity (Chin, 1998). Achieving strategic goal of firm was jointly predicted by talent management, succession plan, staffing plan, Job analysis and design, career development plan and employee creativity and explained R^2 78.9% variance in achieving strategic goal of firm. Therefore, organizational productivity was predicted by achieving strategic goal of firm and organizational innovation and showed R^2 20.7% of variance when in organizational productivity. These findings confirmed the validity of the model to determine organizational productivity.

4.2.2 Effect Sizes (f^2), Predictive Relevance Q^2

It is argued that coefficient of determination R^2 shows variance explained by all exogenous variables on endogenous variables. Contrary to this, f^2 analysis reveal individual independent variables effect on dependent variables (Samar Rahi, 2017). Authors like S Rahi, Ghani, and Ngah (2018) asserted that effect size analysis shows actual size of the variable when assessing causal relationship between independent variable and dependent variable. Thus, the effect size analysis is incorporated in this study to see which factor holds maximum weight to achieve strategic goal of firm and organizational productivity. Findings of the PLS-Algorithm highlight the importance of factors with effect size. Findings of the effect size f^2 analysis indicate that employee creativity had the highest effect size on achieving strategic goal of firm. Therefore, talent management had second highest effect size. Concerning with other exogenous variables such as succession plan, staffing plan, job analysis and design.

Organizational productivity is predicted by achieving strategic goal of firm and organizational innovation. Results showed that achieving strategic goal of firm had medium size effect therefore organizational innovation had small effect size. These findings confirmed that employee creativity and talent management are the most influential factor to achieve strategic goal of firm and organizational productivity. Aside of coefficient of determination R^2 and effect size analysis, the research model was also confirmed with predictive relevance using blindfolding procedure Q^2 . To achieve adequate predictive relevance the values of Q^2 must be higher than 0 reflecting appropriate predictive relevance of the model (S. Rahi, 2018). Findings of the blindfolding procedure Q^2 are greater than 0 indicating that the current model has adequate predictive relevance and contribute to theory and practice. Table 7 shows the predictive relevance and effect size of the constructs.

4.3 Moderating Analysis

The structural equation modeling (SEM) reveals that underpinning factors such as talent management, succession plan, staffing plan, employee creativity and career development plan significantly influence on achieving strategic goal of firm. Aside of direct relationship the current study adds moderating role of organizational innovation between achieving strategic goal of firm and organizational productivity. Organizational innovation is outlined as “*the positive relationship between achieving strategic goal of firm and organizational productivity will be stronger when organizational innovation is higher*”. To test the moderating relationship researcher used product indicator approach which is consistent with previous studies (Henseler & Fassott, 2010; Samar Rahi, 2015, 2016; Samar Rahi & Ghani, 2016). Findings of the structural model showed that interaction effect between achieving strategic goal of firm and organizational innovation is significant and supported by H8: ($\beta = 0.153$, t-2.063 $p < 0.05$). The results of the moderating analysis depicted in Figure 2.

The interaction effect between achieving strategic goal of firm and organizational innovation is found significant. Therefore, the strength of the moderating relationship is needed to be examined. The present study uses simple slope analysis to see the strength of the relationship. Results of simple

Table 7. Predictive relevance Q^2 and Effect size analysis (f^2)

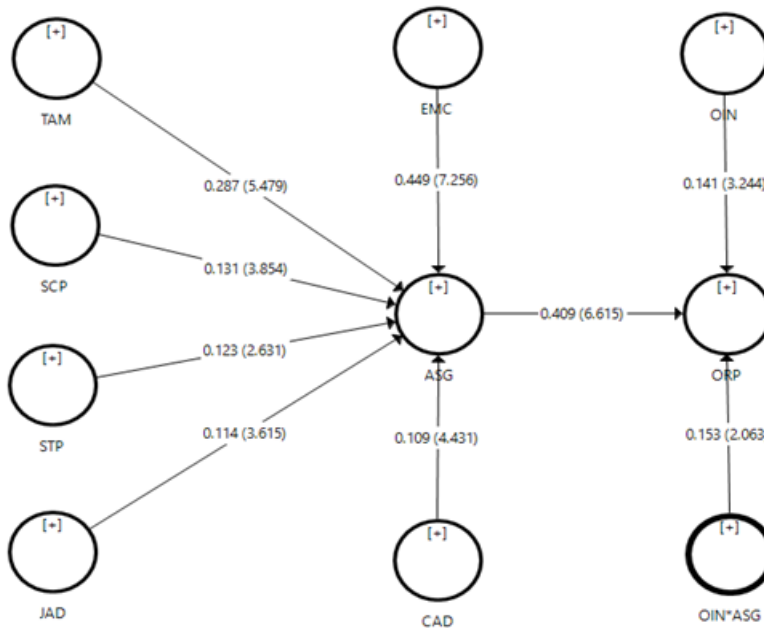
Achieving strategic goal of firm				
Construct	R^2	Q^2	(f^2)	Decision
Achieving strategic goal of firm	0.789	0.578		
Career development plan			0.047	Small
Employee creativity			0.602	Substantial
Job analysis and design			0.051	Small
Succession plan			0.063	Small
Staffing plan			0.038	Small
Talent management			0.226	Medium
Organizational Productivity				
Construct	R^2	Q^2	(f^2)	Decision
Organizational Productivity	0.207	0.157		
Achieving strategic goal of firm			0.211	Medium
Organizational Innovation			0.025	Small

slope analysis showed that organizational innovation has steeper and positive gradient at+1SD when it is compared with negative gradient of organizational innovation at-1SD exhibiting less steep and positive. These findings suggested that the positive relationship between achieving strategic goal of firm and organizational productivity will be stronger when organizational innovation is higher. Therefore, human resource manager should focus on organizational innovation to enhance organizational productise. Simple slope analysis gradient is depicted in Figure 3.

5. DISCUSSION

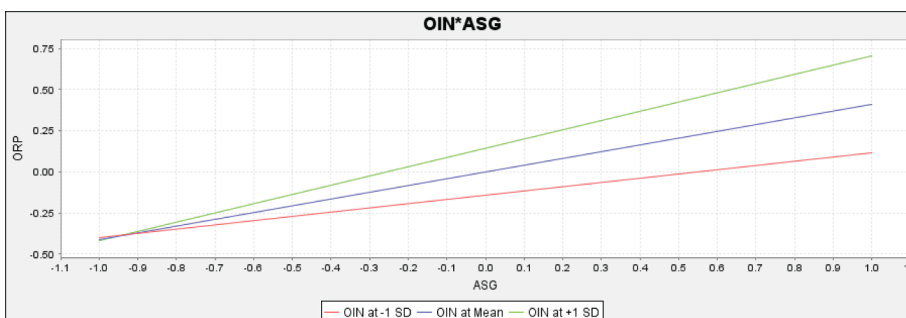
The importance of human resource department holds key position in an organization. Selection of the employee is considered crucial process and success of the organization is dependent on employee's productivity which leads employees towards organizational productivity. The newly developed research model showed that achieving strategic goal of the firm was predicted by staffing plan, succession plan, job analysis and design, talent management, career development plan, employee creativity and organizational innovation and explained R^2 78.9% variance in achieving strategic goal of firm. On the other side organizational productivity was predicted by organizational innovation and achieving strategic goal of firm and explained R^2 20.7% variance in organizational productivity. Hence, these results confirmed the validity and generalizability of the model to predict strategic goal and organizational productivity of the firm. The research model confirmed that talent management has significant influence on achieving strategic goal of firm and in line with previous studies (Aslam et al., 2013; Ekwoaba et al., 2015; Saddam & Mansor, 2015; Schroeder, 2012). The second construct is succession plan which showed significant influence in achieving strategic goal of firm and supported by earlier studies (Adewale et al., 2011; Das, 2013; Komora et al., 2015; Seniwoliba, 2015).

Figure 2. Moderating effect of organizational innovation



Similarly, the relationship between staffing plan and achieving strategic goal of firm is confirmed and similar with Chakraborty and Biswas (2019); Maih (2015); Saddam and Mansor (2015). The Job analysis and design has showed significant influence in achieving strategic goal of the firm and consistent with (Belias & Sklikas, 2013; Tufail et al., 2017). Career development plan has showed positive and significant influence in achieving strategic goal of firm and supported with previous studies (Lam et al., 1999; Mohammad Ali Yamin & Swaiess, 2019). The relationship between employee creativity and achieving strategic goal of firm was confirmed and consistent with (Ha & Lo, 2018; Hirst et al., 2009; Tierney et al., 1999; Zhou & George, 2003). The first endogenous variables namely achieving strategic goal of firm had showed significant impact on organizational productivity and consistent with earlier studies (Trybou et al., 2017). Finally, this study adds organizational innovation as moderating variable between achieving strategic goal of firm and organizational productivity. Results confirmed that the positive relationship between achieving strategic goal of firm and organizational productivity will be stronger when organizational innovation is higher. These findings contribute

Figure 3. Simple slope analysis of organizational innovation



to theory and practice and impute future research directions to academic researchers and human resource managers to examine employee intention towards achieving strategic goal of the firm and organizational productivity.

5.1 Theoretical and Practical Implications

The present study has several contributions to theory and practice. First, it synthesizes the human resource literature and concluded that staffing plan, talent management, succession plan, job analysis and design are the essential factors when determining the role of human resource planning. Second, it adds other factors such as employee creativity and organizational innovation in human resource planning (HRP) model. Extension of human resource planning with employee creativity and organizational innovation enrich the literature and imputes future directions to academic researchers. For managerial implications, this study highlights that employee creativity, talent management and achieving strategic goal of the firm are the most important constructs in predicting organizational productivity. Therefore, human resource managers and policy makers should focus on employee creativity and talent management in order to boost employee intention towards achieving strategic goal of firm and organizational productivity. In addition to that managers also need to focus on organization innovation as it moderates the relationship between achieving strategic goal of the firm and organizational productivity.

6. CONCLUSION

The role of employee is integral to achieve strategic goal and organizational productivity of the firm. In today's competitive business world employees are willing to participate in strategic planning of the organization. Therefore, it is possible only when human resource department plays vital role in hiring right employee for right job. Thus, the aim of this study is to investigate factors that impact on strategic goals of the firm and organizational productivity. The research model indicates that achieving strategic goal of the firm is predicted by staffing plan, succession plan, job analysis and design, talent management, career development plan, employee creativity and organizational innovation and explained R^2 78.9% variance in achieving strategic goal of firm. These findings confirmed that the research model has substantial power to predict strategic goal of the organizations and organizational productivity. Findings of the effect size f^2 analysis indicate that employee creativity had the highest effect size in achieving strategic goal of firm. Therefore, talent management had second highest effect size. The predictive relevance of the model was checked using blindfolding procedure Q^2 . Results showed that the values of blindfolding procedure Q^2 are higher than 0 confirming that the current model has adequate predictive relevance and valid. For managerial implications, this study suggest that employee creativity, organizational innovation and talent management had intermediate level of importance to predict organizational productivity. These findings impute that employee creativity, organizational innovation, talent management and achieving strategic goal of firm are the most important constructs in predicting organizational productivity. Therefore, human resource managers and policy makers should focus on employee creativity, organizational innovation and talent management in order to boost employee intention towards achieving strategic goal of firm and organizational productivity.

6.1 Limitations and Future Research Directions

The focus of this study is to examine organizational productivity while studying factors such as human resource planning (HRP), employee creativity and organizational innovation. Therefore, it is not confirmed that factor investigated in the research model explained maximum variance. Thus, future research may conduct adding some motivational factors such as autonomy and efficacy. The current study is conducted in Saudi small medium organization context and includes data from one

country. Replicating current research model in South Asian countries could reveal interesting findings. Achieving strategic goal of the firm is studied as an endogenous variable in this study. Therefore, considering strategic goal of the firm as mediator variable between human resource planning and organizational productivity may alter the results. Finally, this study is cross-sectional therefore future researchers may administrate newly developed research model in longitudinal context.

ACKNOWLEDGEMENT

This work was funded by the University of Jeddah, Jeddah, Saudi Arabia, under grant No. (UJ-20-090-DR). the authors, therefore, acknowledge with thank the university of Jeddah technical and financial support.

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