

## **Strategic Integration of Staffing Practice and Its Impact on Employee and Organizational Performance: Field Study in Saudi Organizations**

Abdullah AL Zahrani

*In the last decade, many dramatic changes in the organizations' environment have led to substantial changes in the field of human resource management (HRM). Globalization, technology, open-market economics, hyper competition, and the emergence of competitive advantages changed the role of such field. One of the fundamental changes in this field was the shifting toward the strategic perspective in practicing human resource management (HRM) functions and activities. According to this perspective, which has been labeled strategic human resource management (SHRM), the emphasis was intentionally directed to the need for the HR plans and strategies to be formulated and implemented within the context of overall organizational strategies and objectives and to be responsive to the changing nature of the organization's external environment.*

*This study examines the link between strategic integration of staffing practices on the performance outcomes of Saudi organizations and performance at an individual and organizational level. Using data from 430 human resource managers working in Saudi organizations in different sectors, we find that practicing of strategic integration in staffing significantly affect employee performance in terms of proficiency, proactivity, and adaptivity. In addition, this type of practice also has a positive impact on organizational performance in terms of sales and profit growth, employee productivity and satisfaction, and employee turnover rate. Our study suggests that Saudi organizations can enhance their performance by practicing the strategic integration in staffing processes during the three stages of strategy development (formulation, implementation, and evaluation) according to the following suggested framework:*

