

DOI: <https://doi.org/10.34069/AI/2022.54.06.2>

How to Cite:

Alsaif, T., Alshammari, H., & Alhamad, I.A. (2022). Human Resources Practices in Non-profit Organizations: Evidence from the Kingdom of Saudi Arabia. *Amazonia Investiga*, 11(54), 18-29. <https://doi.org/10.34069/AI/2022.54.06.2>

## Human Resources Practices in Non-profit Organizations: Evidence from the Kingdom of Saudi Arabia

ممارسات الموارد البشرية في المنظمات غير الربحية : شواهد من المملكة العربية السعودية.

Received: May 27, 2022

Accepted: June 27, 2022

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### Abstract

Non-profit organizations (NPOs) are essential to the economic planning process in Saudi Arabia. This study examines the Human Resource (HR) practices of Saudi Arabian non-profit organizations. It is based on a primary survey administered to 201 employees of the four types of existing non-profit organizations (NPOs) in Saudi Arabia (Qur'an Memorization Society, Dawah Society, Specialized Society, and Development Committee) using a structured questionnaire. The questionnaire was intended for the eight existing HR practices: work design, HR planning, polarization, selection, training and development, motivation, performance evaluation, and job satisfaction. The ANOVA and Pearson correlation tests were performed on the eight segments of the HR instruments to investigate the perspectives of HR professionals in the NPO sector. The findings of the study indicate that the HR practices are moderated by the gender, age, education, and years of experience of the employees. The work design has the highest awareness among the employees, with a mean of 4.05, while job satisfaction has the lowest awareness, with a mean of 3.18 on a 5-point scale. A correlation between HR practices shows that work design improves performance evaluation, polarization affects HR planning, and training and development influence performance evaluation.

**Keywords:** HR practices, NPOs, HR management, Economic planning, Saudi Arabia.

### ملخص الدراسة

تعتبر المنظمات غير الربحية (NPOs) ضرورية لعملية التخطيط الاقتصادي في المملكة العربية السعودية. تبحث هذه الدراسة في ممارسات الموارد البشرية (HR) للمنظمات غير الربحية في المملكة العربية السعودية. وهو يستند إلى دراسة استقصائية أولية أجريت على 201 موظف من أربع أنواع من المنظمات غير الربحية في المملكة العربية السعودية (جمعية تحفيظ القرآن، وجمعية الدعوة، والمجتمع المتخصص، ولجنة التنمية) باستخدام استبيان منظم. كان الاستبيان مخصصًا لممارسات الموارد البشرية الثمانية الحالية: تصميم العمل، وتخطيط الموارد البشرية، والاستقطاب، والاختيار، والتدريب والتطوير، والتحفيز، وتقييم الأداء، والرضا الوظيفي. تم إجراء اختبارات الارتباط ANOVA و Pearson على القطاعات الثمانية من أدوات الموارد البشرية للتحقق من وجهات نظر متخصصي الموارد البشرية في قطاع المنظمات غير الربحية. تشير نتائج الدراسة إلى أن ممارسات الموارد البشرية تتأثر بعوامل الجنس والعمر والتعليم وسنوات الخبرة للموظفين. يتمتع تصميم العمل بأعلى درجة وعي بين الموظفين، بمتوسط 4.05، بينما الرضا الوظيفي الأقل، بمتوسط 3.18 على مقياس مكون من 5 نقاط. يظهر الارتباط بين ممارسات الموارد البشرية أن تصميم العمل يحسن تقييم الأداء، ويؤثر الاستقطاب على تخطيط الموارد البشرية، ويؤثر التدريب والتطوير على تقييم الأداء.

**الكلمات المفتاحية:** ممارسات الموارد البشرية؛ المنظمات غير الربحية؛ إدارة الموارد البشرية؛ التخطيط الاقتصادي؛ المملكة العربية السعودية

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## Introduction

The success or failure of an organization is contingent upon the human element, in addition to the costs incurred to pay employees' salaries, which comprise a significant portion of the organization's expenses. There is a growing importance on human relations, motivating employees, and satisfying their needs (Bartram et al., 2017). Thus, human resource (HR) management has gained prominence by considering the human element as the most crucial factor in enhancing production. Therefore, the best investment should be directed to employees, as investing in them requires benefiting from them, improving their performance, and adopting a humane method in dealing with HR (Goswami, 2018; Patel, 2018).

Saudi Arabia has launched many comprehensive reform initiatives, the most important of which were represented in Saudi Arabia's Vision 2030 (Elbortokaly et al., 2021; Parashar & Lakra, 2022; Klingmann, 2022). The National Transformation Initiative highlighted the challenges it faces, the most significant of which is the need to maintain the social services and improve and increase the effectiveness of the social services provided. One of the National Transformation Program's strategic objectives is to achieve sustainability (Singh et al., 2022) and a strong social impact on NPOs, improve their role in innovation, and provide excellent services to these organizations by creating a progressive system to support their development. The qualification of the workforce and providing job opportunities in the non-profit sector are two ways the National Transformation Program plans to achieve this strategic objective (Mitchell & Alfuraih, 2018).

HR management practices enable the organization to effect positive change and make substantial progress. Paşaoğlu (2015) and Joniaková & Blštáková (2015) reinforce the roles and practices of human resource management pertaining to selection, recruitment, appointment, and training that influence the transition of an organization from traditional performance to performance based on the development and investment of intellectual, human, and knowledge capital.

Human services in non-profit organizations deliver labor-intensive services, where employees are the key element in shaping organizational achievement (Walk et al., 2013). Thus, NPOs involve in human services based on the devoted effort of their workforces to achieve

their organizational missions. These human services largely depend on their employees' quality, inspiration, and contentment to provide services (King & Griffin, 2017).

NPOs often encounter problems in engaging and retaining high-quality employees (Ban et al., 2003). Guo et al. (2011) identified HR practices in NPOs and are the underpinnings of the following research objectives:

1. The existence of an optimal application for attracting, selecting, training, developing, maintaining, and motivating HR.
2. The measure of employee satisfaction in the non-profit sector on HR practices.
3. The application of strategic planning for HR practices in the non-profit sector.
4. The existence of an attractive environment for continuing employment at NPOs.
5. The development of a reference standard for HR practices in NPOs in Saudi Arabia.

Accordingly, this research aims to examine the human resource practices in NPOs in Saudi Arabia. Specially, we would examine awareness of certain important HR practices like work design, HR planning, polarization, selection, training and development, motivation, performance evaluation, and job satisfaction. We also aim to decipher the employee attributes that influence the HR practices in NPO's in Saudi Arabia. At the same time, the study also endeavors to identify important HR practices to improve employee performance in Saudi NPOs. For this purpose, we selected Saudi Arabia as it has launched many human resource initiatives under its Vision 2030. So, Saudi Arabia's NPO could serve a good example to study this case.

## Literature Review

The non-profit sector in Saudi Arabia constitutes a large part of the national economy, and the National Transformation Program (NTP) aims to reach targets of five percent of Gross Domestic Product (GDP), eight percent of wages and salaries, and ten percent of employment by 2030 (United National Platform, 2022). The number of NPOs registered in Saudi Arabia increased 166% in 2017 from 2,598 to 6,902— this contributed an estimated eight billion to the GDP.

The total number of employees working in NPOs in Saudi Arabia by the end of 2018 reached 72,151 employees. Thus, the non-profit sector has greatly exceeded the target and is ahead of

schedule in the National Transformation Program for 2020—the goal was to reach 50,000 jobs. These NPOs spend more than five billion riyals annually on employee wages, and volunteers constitute 26% of the total number of workers in NPOs, with 18,871 male and female volunteers, most of whom are Saudis (Saudi Press Agency, 2021).

### *Trends in HR Practices*

HR management practices exemplify a unique attempt to form employee behaviors and different work situations, affecting the organization's performance (Haile, 2015). Job satisfaction and dedication are the main employee attitudes and behaviors that form the results of HR management practices. Kubiak (2022) and Celma et al., (2012) define HR management practices as a group of mixed factors representing practices, policies, and systems that affect the behavior, attitudes, and performance of individuals towards the organization positively.

Degbey et al. (2021) advocate psychological ownership (PO) as a path towards enhancing communication and cooperation above expected HR practices to support the organization's development. HR practices influenced by PO aim to develop professionals who perform their job functions as if they were the organization's owners—although they are not. HR planning, design of work functions, training, education, development, improved work environments, cooperation, and the constant measure of employee satisfaction influenced Modern HR practices (Singh et al., 2013; Singh et al., 2011a; Singh & Agarwal, 2011; Singh et al., 2011b).

Al-Mutlaq (2021) identified the role of competencies in applying HR practices in Saudi Arabian ministries from the perspective of HR department heads. The study showed 75 leaders with functional competencies to a moderate degree. Al-Mutlaq (2021) demonstrated a direct relationship between functional competencies' dimensions and HR practices' application.

Nejad et al. (2016) and Vardarlier (2016) examined the extent to which there is a relationship between HR practices and trends in building intellectual capital. The results in both studies showed the impact of HR practices as factors that lead to increased human capital assets in terms of incentives for innovation, creativity, individual initiative, administrative empowerment, and material and moral stimulation methods. This creation of intellectual

capital leads to value creation, as demonstrated in Simpol (2020).

### *Trends in HR Management*

Barrena-Martínez et al. (2017) and Celma et al. (2018) identify trends that support the shift from traditional practices, tasks, and assignments conducted by organizational units to cognitive and innovative productivity in creating added value in employees via job performance. Mikhaylov et al. (2014) and Olander et al. (2015) attribute HRM as an integral part of management. The changes in this area are closely interrelated. Both studies view the most important aspects of HRM are autonomy and scalability of informatics.

Bashir (2019) advocated for applying the European Excellence Model EFQM in evaluating the institutional excellence of HR practices in NPOs. The direct practice of social work through the high level of excellence of institutional performance from the workers' perspective reflects the importance of HR practices in achieving institutional excellence. HR practices viewed as achievements of institutional excellence are now adopted as part of strategy formulation in most organizations (Bashir, 2019; Guo et al., 2011; Crawshaw et al., 2014).

Guo et al. (2011) used survey data gathered from 229 benevolent NPOs and explored the dominance of strategic HR management practices along with organizational and contextual determinants. They revealed that large, tech-savvy organizations reliant on independent contractors are likely to implement strategic HR practices.

### *Determinants of HR Practices*

According to Sharma (2017), HR management practices can be divided into specialized, administrative, and consulting categories. The research tool utilized in this paper will reflect all three areas.

### *HR Planning*

HR planning establishes a link between future needs and the potential supply of human resources (Roundy & Burke-Smalley, 2021). It is one of the important functions carried out by this department. HR planning entails estimating the organization's human resource needs in terms of the types of jobs, the preparation of personnel for the required jobs, and the time in which the HR

plan is prepared (Roundy & Burke-Smalley, 2021).

### *Attracting HR*

It is the next step of the planning process, which is concerned with attracting competencies from HR in proportion to the requirements and characteristics of the job. The term polarization refers to the process of searching for the human resources that the organization needs in the labor market. Furthermore, working to provide them in the largest possible number and the required qualities and specifications (Holland et al., 2007). Polarization aims to provide the optimal number of qualified individuals to fill positions at the lowest possible cost.

### *Selection and Appointment*

Selection and appointment of the top HR candidates is a significant contribution to strategy formulation—these types of employees are most effective in implementing an organization's strategy (Gupta, 2022). If recruits can respond to ever-evolving challenges, it creates competitive advantages for the organization (Porter, 1985). Drucker (2008) identified these recruits or new hires as knowledge workers. The selection and appointment activity's success depends on the polarization activity's effectiveness (Gupta, 2022).

### *Training and Development*

Training is a vital element of successful NPOs. Drucker (2008) and Ridder & McCandless (2008) stated that employees should be considered assets in achieving organizational goals.

However, HR and NPOs ignore prospective employee needs because management views them as costs. This view can negatively affect employee motivation and commitment (Ridder & McCandless, 2008).

The concept of training and development of resources is twofold. First, training and development is a strategic process that seeks to build a modern knowledge system for human resources in the organization. Second, aspects of training and development are a continuous process based on a set of programs designed to educate employees and provide them with new knowledge and skillsets. Performance of new tasks in the future requires effective training and development as key elements to enable

employees to perform well and ensure challenges are met (Koster & Benda, 2020).

### *Performance Evaluation*

The performance evaluation process is the main function of HR practices. Celma et al. (2018) mention several aspects of evaluation and measurement of employee performance. The evaluation method reveals two aspects: the development of job performance skills and experience gaps between what is required and what is actually present.

Saad et al. (2021) and Kumari (2019) investigated the reality of HR functions, including resource planning, recruitment and appointment, training and development, performance appraisal, incentives and compensation, and their relationship to competitive advantage. The study concluded a significant relationship between HR functions and the achievement of competitive advantage.

### *Motivating HR*

Mikhaylov et al. (2014) and Olander et al. (2015) showed shifts in the trends of HR practices from the perspective of motivation and promotion. Karam et al. (2017) examined the relationship of motivation and promotion within the elements of HR practices on the effectiveness of organizations and the satisfaction of their audience. The results showed the relationship between aspects of morals related to the psychological state of employees and immaterial HR practices.

Nine research questions were developed given the previously mentioned HR practices, including trends and management.

RQ 1: How well do employees in the non-profit sector understand the nature and structure of their work?

RQ 2: How knowledgeable are non-profit sector employees about the nature and structure of their work?

RQ 3: How well can the non-profit sector attract the most qualified personnel?

RQ 4: To what extent is the non-profit sector capable of attracting the most qualified personnel?

RQ 5: To what extent is the non-profit sector capable of attracting the most qualified personnel?

RQ 6: How capable is the non-profit sector of training and developing human resources?

RQ 7: In what capacity can the non-profit sector train and develop human resources?

RQ 8: How well can the non-profit sector train and develop human resources?

RQ 9: Are there any statistically significant differences (at 0.05 level) between the responses of the study sample to the questionnaire on human resource practices in non-profit organizations based on the variables such as gender, age, number of years of experience, and level of education)?

## Methodology

This study employs a descriptive-analytical approach that refers to previous studies in the

field of HR practices in NPOs, using a questionnaire that was designed considering the standards of previous studies. From a population of 6,902 employees, 201 employees were selected from the Qur'an Memorization Society, Dawah Society, Specialized Society, and Development Committee—all NPOs in Saudi Arabia. The demographics of the 201 chosen employees were executive directors, accountants, department and unit managers, and researchers with different experiences and ranks.

**Table 1.**

*The characteristics of the study sample*

Variable	Category	Number	Ratio
Sex	Male	115	57.2 %
	female	86	42.7 %
	Total	201	100%
Age	20 years and under	7	3.4 %
	More than 20 and less than 30 years old	136	67.6 %
	Over 30 years old and less than 45 years old	49	24.3 %
	45 and over	9	4.4 %
	Total	201	100%
Educational level	Intermediate Diploma	38	18.9 %
	Bachelor	104	51.8 %
	Postgraduate	59	29.3 %
	Total	201	100 %
Years of experience	Less than 5 years	53	27%
	Between 5 and 10 years	109	54%
	More than 10 years	39	19%
	Totals	201	100 %

Table 1 indicates that the proportion of males reached (57.2%) of the total respondents, and the age variable, the category (greater than 20 and less than 30 years) and (greater than 30 years and less than 45 years) constituted most respondents. Table 1 also shows that most respondents hold a first university degree.

Source: (authors)

## Questionnaire

The questionnaire consisted of several sections, with the first being general information related to gender, age, years of work experience, and educational level. The second section included two sections related to HR practices aimed at the reality of HR functions within NPOs. These two sections have eight categories or axes:

1. Axis 1: description and design of the work—4 questions.
2. Axis 2: HR planning—6 questions.
3. Axis 3: polarization and includes—7 questions.
4. Axis 4: selection and appointment—6 questions.
5. Axis 5: training and development and includes—7 questions.
6. Axis 6: motivation includes—5 questions.
7. Axis 7: management and performance evaluation—7 questions.
8. Axis 8: job satisfaction includes—4 questions.

The items of the questionnaire were analyzed, and the discrimination coefficient for each question was calculated. Table 2 displays the correlation coefficients for the questions, with

the axis spanning 0.59 to 0.85 and the tool spanning 0.59 to 0.76.

The correlation coefficients in Table 2 are statistically significant, so none of these

sentences were eliminated. As shown in Table 2, the correlation coefficients between the dimensions and the instrument were as follows.

**Table 2.**  
*Correlation coefficient values between the research instrument's axes and the instrument.*

Axis	1	2	3	4	5	6	7	8	Tool
1	1	0.78**	.86**	.80**	.75**	.87**	.69**	.75**	.87**
2		1	.76**	.74**	.82**	.79**	.81**	.86**	.86**
3			1	.72**	.81**	.74**	.85**	.76**	.88**
4				1	.83**	.75**	.74**	.80**	.80**
5					1	.83**	.76**	.86**	.76**
6						1	.73**	.79**	.74**
7							1	.81**	.79**
8								1	.83**
Tool									1

\*\* Statistically significant at the significance level (0.01).  
Source (authors)

The correlation coefficient between the two applications and the internal consistency between the questions using Cronbach's alpha were 86 percent and 84 percent, respectively; these values were deemed sufficient for conducting this study.

The tools were graded on a five-point Likert scale by selecting one of several options (strongly agree, agree, somewhat agree, disagree,

and strongly disagree) for each questionnaire statement.

**Results**

The results of a t-test comparing the responses of the research sample according to the gender variable are provided below.

**Table 3.**  
*Results of One-Way ANOVA & T-test to compare the Responses by Gender*

Axis	Sex	No.	Mean	Stdev	t	Sig.
1	M	164	4.11	.76	2.07	0.07
	F	37	3.81	.89		
2	M	164	3.68	.83	1.49	0.14
	F	37	3.45	.84		
3	M	164	3.55	.88	1.22	0.22
	F	37	3.36	.84		
4	M	164	3.68	.90	1.58	0.12
	F	37	3.41	.98		
5	M	164	3.52	1.02	1.48	0.14
	F	37	3.25	.97		
6	M	164	3.45	.98	2.89	0.01
	F	37	2.92	1.07		
7	M	164	3.60	1.04	1.27	0.21
	F	37	3.36	1.03		
8	M	164	3.19	.53	0.47	0.64
	F	37	3.15	.39		

Note:  
M stands for male  
F stands for female  
Stdev. stands for Standard Deviation  
Sig stands for statistical significance  
Source: (authors)

Axes 1 and 6 are statistically significant at  $t = 2.072$ ,  $p = .068$  and  $t = 2.887$ ,  $p = .004$ , respectively, as shown in Table 3. The remaining axes do not meet the  $=.05$  significance threshold.

Nonetheless, Table 4 displays the F-test comparing the average responses by age. Axes 1 and 6 through 8 were statistically significant ( $=.05$ ), whereas the other axes were not.

**Table 4.**

*Results of One-Way ANOVA F-test to compare the Responses by Age.*

Axis	CS	SS	Df	MS	F	Sig
1	BG	7.15	3	2.39	3.981	.01
	WG	118.05	197	.59		
	T	125.21	200			
2	BG	4.83	3	1.61	2.36	.07
	WG	134.64	197	.68		
	T	139.47	200			
3	BG	2.54	3	.85	1.11	.35
	WG	150.12	197	.76		
	T	152.66	200			
4	BG	3.74	3	1.25	1.49	.22
	WG	165.19	197	.84		
	T	168.93	200			
5	BG	4.26	3	1.42	1.39	.24
	WG	199.83	197	1.02		
	T	204.08	200			
6	BG	8.61	3	2.87	2.86	.04
	WG	197.97	197	1.01		
	T	206.58	200			
7	BG	10.48	3	3.49	3.37	.02
	WG	204.44	197	1.04		
	T	214.92	200			
8	BG	2.19	3	.73	2.89	.04
	WG	49.74	197	.25		
	T	51.94	200			

Note:

CS stands for contract source

SS stands for sum of squares

Df stands for degree of freedom

MS stands for mean squares

Sig stands for statistical significance

BG stands for between groups

WG stands for within groups

T stands for Total

Source: (authors)

**Table 5.**  
Results of One-Way ANOVA and F-test to compare the Responses by Experience.

Axes	CS	SS	Df	MS	F	Sig
1	BG	3.59	2	1.79	2.93	.06
	WG	121.61	198	.61		
	T	125.20	200			
2	BG	3.79	2	1.89	2.77	.07
	WG	135.67	198	.69		
	T	139.47	200			
3	BG	12.61	2	6.30	8.92	.00
	WG	140.05	198	.71		
	T	152.66	200			
4	BG	11.50	2	5.75	7.23	.01
	WG	157.43	198	.79		
	T	168.93	200			
5	BG	6.85	2	3.43	3.44	.03
	WG	197.23	198	.99		
	T	204.08	200			
6	BG	23.09	2	11.55	12.49	.00
	WG	183.49	198	.93		
	T	206.58	200			
7	BG	8.88	2	4.44	4.27	.02
	WG	206.04	198	1.04		
	T	214.92	200			
8	BG	1.17	2	.59	2.29	.10
	WG	50.77	198	.26		
	T	51.94	200			

Note:

CS stands for contract source

SS stands for sum of squares

Df stands for degree of freedom

MS stands for mean squares

Sig stands for statistical significance

BG stands for between groups

WG stands for within groups

T stands for Total

Source: (authors)

**Table 6.**  
Results of One-Way ANOVA and F- test to compare the Responses Educational level

Axes	CS	SS	Df	MS	F	Sig
1	BG	1.84	2	.92	1.47	.23
	WG	123.37	198	.64		
	T	125.20	200			
2	BG	1.23	2	.62	.88	.42
	WG	138.24	198	.69		
	T	139.47	200			
3	BG	5.77	2	2.88	3.89	.02
	WG	146.89	198	.74		
	T	152.66	200			
4	BG	6.17	2	3.09	3.75	.03
	WG	162.76	198	.82		
	T	168.93	200			
5	BG	2.12	2	1.06	1.04	.36

	WG	201.96	198	1.02		
	T	204.08	200			
	BG	5.22	2	2.61	2.57	.08
6	WG	201.36	198	1.02		
	T	206.58	200			
	BG	4.23	2	2.12	1.99	.14
7	WG	210.69	198	1.06		
	T	214.92	200			
	BG	.84	2	.42	1.62	.20
8	WG	51.10	198	.26		
	T	51.94	200			

Note:

CS stands for contract source

SS stands for sum of squares

Df stands for degree of freedom

MS stands for mean squares

Sig stands for statistical significance

BG stands for between groups

WG stands for within groups

T stands for Total

Source: (authors)

Tables 4 through 6 show the significance of research questions as displayed by the variability of the means (*M*) upon each axis. For example, Table 4 represents an ANOVA that observes the variability of the sample means on each axis based on age. Axes 1 and 6 through 8 show that age significantly impacts how the questions within the above-mentioned axes were answered. Furthermore, the null hypotheses can be rejected for Axes 1, and 6 to 8.

The research revealed that employees of non-profit organizations are highly aware of the dimensions of HR practices in non-profit organizations. The overall means (*M*) for all axes were as follows, job description and design 4.05, HR planning 3.64, selection 3.63, recruitment 3.55, performance management and evaluation 3.51, training and development 3.47, motivation 3.35, and finally, job satisfaction 3.18. As previously mentioned, the axes in Tables 3 through 6 show HR practices are necessary for organizational performance. Table 2 correlation coefficients between each axis and the research tool confirm the significant HR practices ( $\alpha \leq .05$ ) in Tables 3 through 6.

In this study, employee attributes (like years of experience, age, education, and gender) effect on all eight axes is examined to identify how effective HR practices are on NPOs in KSA. In a holistic examination of the moderating variables in Tables 3 through 6, years of experience, age, education, and gender show the order upon which significantly impacts the most axes. The axes represent groups of questions that further

represent the eight HR practices previously mentioned.

## Discussion

This study demonstrates that employees of non-profit organizations have a favorable opinion of adopting and implementing HR practices. For example, the description and design of work on the performance of workers were consistent with Crawshaw et al. (2014) and Guo et al. (2011). These studies showed that the design and description of work improve performance because it accurately defines the employee's tasks. Reinholdt (2006) showed the practice of polarization and its impact on the practice of HR planning. The significance of training and development in enhancing employee performance coincided with Kum et al's (2014) case study. Kum et al. (2014) further showed the importance of employee performance evaluations as a condition for the success of HR management. However, Reinholdt (2006) and Kum et al. (2014) further showed that HR planning does not constitute a success factor unless it is combined with performance evaluation.

This study revealed a direct correlation between incentives and employee output in terms of employee motivation and performance. Incentives are one of the many ways employees are motivated to exert efforts for the organization (Barnard & Andrews, 1971). In addition to Barnard & Andrews (1971), Valaei & Rezaei (2016) cites that employee motivation affects behavior leading to job satisfaction and

organizational commitment—which is positively reflected in the organization.

Contrary to Barnard & Andrews (1971) and Valaei & Rezaei (2016), the results of job satisfaction in this study were average and lower than the other HR practices in terms of means (*M*). Haile (2015) mentions job satisfaction varies from other HR practices due to different work situations that may affect the organization's performance. Though, job satisfaction and organizational dedications are prominent employee attitudes and behaviors resulting from HR practices but are found less important in the context of this study (i.e., Saudi NPOs).

### Conclusion and Future Work

This research shows that employees of NPOs in Saudi Arabia are highly aware of important HR practices like work design, HR planning, polarization, selection, training and development, motivation, performance evaluation, and job satisfaction. The employees in Saudi NPOs have a favorable opinion to adopt HR practices. Further, the research shows that employee attributes like years of experience, age, education, and gender influence the HR practices in NPO's in Saudi Arabia. The study underscores the importance of incentives as an important HR practice in Saudi NPOs to motivate the employees and improve their performance. The study also reveals that employee job satisfaction is less important HR practice in Saudi NPOs as compared to other practices.

In this study, years of experience are classified into three categories. Years of experience showed significance in five of the eight HR practices—the most among the four moderating variables. However, a Bonferroni comparison calculation is needed to analyze the significance among the three categories of less than five years, between five and ten years, and more than ten years (Norusis, 2010). The Bonferroni comparison calculation is beyond the scope of this paper, given that the aim is to establish the degree of significance of the moderating variables on the eight HR practices.

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