

Evaluating Strategic Human Recourse Management's Influence on Employee Productivity in Bangladesh's NGO**Partho Sarothi Dash***

Human Resource Management Discipline

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Strategic human resource management techniques involve a strong emphasis on recognizing the value of each individual inside the firm to ensure employees are committed to its long-term objective. The goal of the study is to determine how strategic HRM factors affect employee productivity in Bangladesh's NGOs from the perspective of the NGO managers. From various organizations of NGOs in Bangladesh, a total of 50 different categories of employees were chosen. Analysis reveals that in NGOs, strategic HRM significantly affects Employee productivity. The executive authority and HR department of NGO should be aware of and concerned with addressing these strategic issues on employee productivity which will ultimately utilize the implementation costs of Strategic human resource management (SHRM). Further study can be evaluated other sectors of Bangladesh.

Keywords: SHRM, Employee Productivity, HRM, NGO, Evaluate.**1. Introduction**

Organizations are increasingly realizing the critical role that human resources play as a strategic asset in attaining a sustainable competitive edge in today's challenging and competitive business environment. The framework known as Strategic Human Resource Management (SHRM) has become indispensable in coordinating HR procedures with company goals to improve worker productivity and performance. However, despite its broad implementation, a thorough assessment of SHRM's impact on worker productivity is still necessary. A key element affecting worker productivity in Bangladesh's ever-changing non-governmental organizations (NGOs) is the strategic management of human resources. This article aims to assess how Strategic Human Resource Management (SHRM) affects workers' productivity in this industry, which is well-known for making major contributions to the nation's socioeconomic growth. Previous studies have mostly concentrated on the financial performance results of SHRM practices (Rahman, 2018), which has left a gap in the literature regarding their direct influence on employee productivity. Furthermore, although the existing literature recognizes the difficulties NGOs face in managing their human resources (Personio Foundation, 2022), there are only a few studies that analyze the connection between SHRM as well as employee productivity in terms of Bangladesh's distinct socioeconomic environment.

By examining issues like leaders' environmental citizenship behavior and the effect of green training on environmentally friendly behaviors, the current issue advances theoretical perspectives on environmentally conscious HRM. It aims to integrate HRM, institutional theory, and leadership concepts for real-world applications in organizational sustainability (Ren et al., 2023). Today organizations focus on developing Human Resources and Strategic Human Resource Management (SHRM) & employee productivity is highly important. The field of Strategic Human Resource Management (SHRM) is focused on

how HRM systems affect a company's performance and are also cost-effective, with a particular emphasis on how HRM systems may be aligned to provide a competitive edge (Anwar & Herlina, 2022). In this period, the area evolved, laid solid conceptual groundwork, and became a domain that significantly influenced HR research as well as connected management disciplines (Lengnick-Hall et al., 2009). Increased employee productivity leads to positive growth in the economy, substantial financial success & enhanced social progress (Sharma & Sharma, 2014). Our objective of the study is to find out the impact of strategic HRM on Employee Productivity.

2. Literature Review and Hypothesis**2.1 Strategic Human Resource Management**

Although typically connected with operating expenditures, the costs of establishing HR strategies would be much better suited as an investment in wealth, since human resources are an element of sustained advantage (Anwar & Herlina, 2022). To overcome shortcomings in both fields and provide a more comprehensive understanding of human capital via collaborations and complementary ideas, the paper examines studies in the fields of strategic human capital (SHC) and strategic human resource management (HRM), highlighting differences as well as similarities in their approaches for human capital, flexibility, and research methods (Boxall & Purcell, 2000).

2.2 Employee Productivity

Improved employee productivity often maximizes an organization's competitive advantage by lowering costs and producing higher-quality work for an organization (Baily et al, 2005; Hill et al, 2014; Writer, 2004). The research findings provide useful information for policymakers to create strategies targeted at improving employee productivity as well as organizational performance with human resource initiatives. Specifically, the study shows that employee empowerment, teamwork, and employee training all have significant positive effects on employee productivity (Hanaysha, 2016). The goal of



management ought to be to create an atmosphere that maximizes the use of workers' abilities, talents, and innovation for the benefit of all parties involved in the company (Phina et al., 2015). Ninety-three percent of indirect impacts on employee productivity are mediated through mental and/or physical health. The main factors influencing employee productivity include work characteristics, organizational support, physical health, and mental health. Even if certain elements seem to be good predictors at first, as complicated models with more variables are included, their explanatory power decreases (Stepanek et al., 2019).

2.2.1 The relation between learning & development and employee productivity

Learning and development need to increase human capability and there is a strong correlation between employee productivity & learning and development (Joy, 2019). the effect of employee development & training on efficiency, highlighting the need for more extensive research to highlight the advantages of training programs, which show that they enhance skills and raise employee satisfaction. It also advocates for greater awareness among managers and staff to effectively close skill gaps (Khan et al., 2016).

2.2.2 The Relation between employee engagement and employee productivity

Employee engagement results from people's commitment to the organization's objectives and strategies that are fueled by HR management that is efficient work pleasure, and reliance on the organization's support (Patro, 2013). Employee engagement and performance are significantly positively correlated, indicating that managers should include team members in the formulation of policies and decision-making processes to encourage commitment to company objectives. Furthermore, it is advised that managers receive on-the-job training because it has been shown to have a

stronger correlation with employee performance than off-the-job training (Sendawula et al., 2018).

2.2.3 The relation between human capital management (HCM) and employee productivity

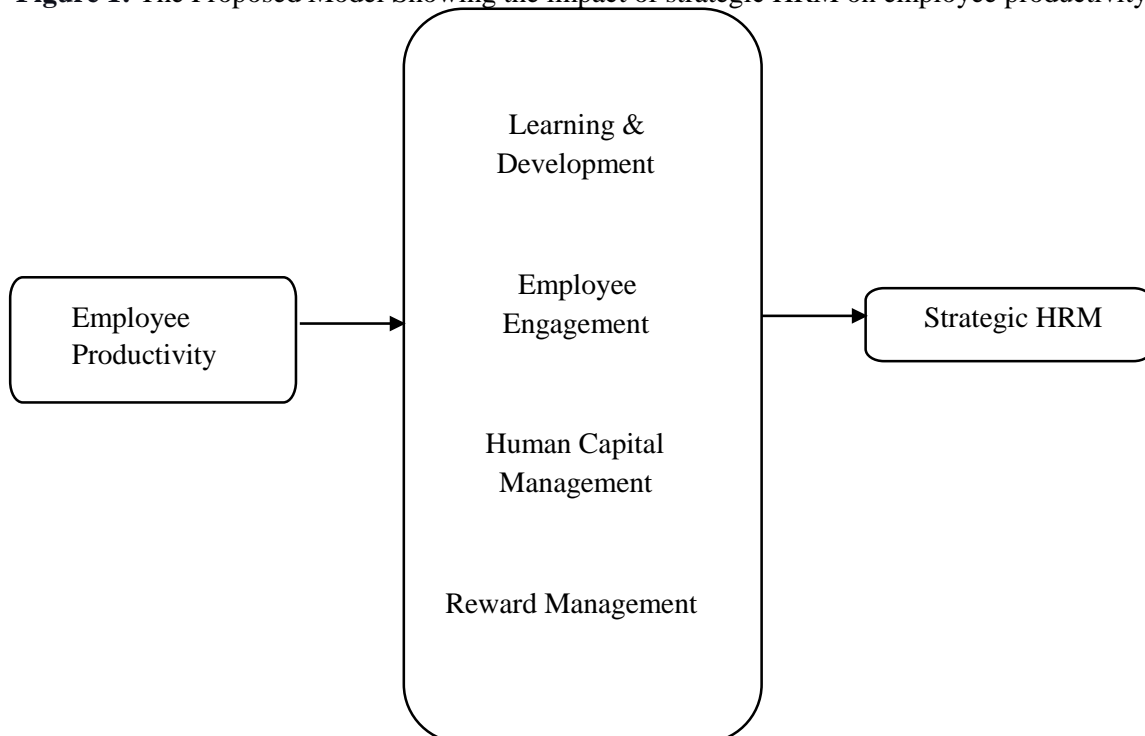
Employee performance is greatly influenced by human capital management practices, which include knowledge and skill acquisition through development and training, adaptability and competency in recruiting and selection, and optimism and morale in performance evaluation (Zeb et al., 2018). To overcome shortcomings in both fields and provide a more comprehensive understanding of human capital via collaborations and complementary ideas, the paper examines studies in the fields of human capital management (HCM) and strategic human resource management (HRM), highlighting differences as well as similarities in their approaches for human capital, flexibility, and research methods (Boon et al., 2018).

2.2.4 The relation between reward management and employee productivity

Reward systems determine the level of achievement in an employee's performance (Güngör, 2011a). Also noteworthy and positive correlation was discovered between the components of the rewards management system and employee performance (Ghorbani et al., 2013). The study looks at the connections among employee performance, motivation, and reward management system applications among Istanbul bank workers. Even though the response rate was lower than anticipated, the results indicate that employee performance is positively impacted by financial rewards and that this link is mediated by both intrinsic and extrinsic motivation (Güngör, 2011).

H1: strategic human resource management has a positive impact on employee productivity.

Figure 1: The Proposed Model Showing the impact of strategic HRM on employee productivity



For the purpose of this study, a research model or framework (Figure 1) has been constructed to show the impact of strategic HRM on employee productivity.



3. Method

A total of 50 district managers' data has been collected from different organizations of NGOs in Bangladesh. A convenience sampling technique was used to collect data. All data are primary, and this primary data was collected via Google Forms. We collected data from district managers that we mentioned in our case are pseudonyms to confidential and secure their privacy and anonymity. Several strategic HRM factors that were found in the literature review were taken into consideration for doing this. Employee Productivity is the independent variable, and Strategic HRM is the dependent variable. Both open-ended and closed-ended questions were included in a set of structured questionnaires. A total of 29 questions were included based on the variables and the corresponding constructions. All variables in the study were evaluated using previously validated scales, although, with slight alterations to both the independent and dependent variables, a set of five-point Likert scales was employed, with the lowest score being 1 (strongly disagree) and the highest being 5 (strongly agree). The employees were given a structured

questionnaire with the following response options: strongly disagree, disagree, moderately disagree, agree, and strongly agree. Correspondence data are confidential.

The data was analyzed using SPSS version 25. After data coding in SPSS, basic analysis scores were done to determine the reliability of the scale items. Following the examination of the reliability of the scale items, additional analysis, such as correlation and regression analysis, was carried out to evaluate the study hypothesis.

4. Analysis and Finding

Here the survey results were discussed under various headings. Hence, we showed correlations and regression analyses to measure the association between strategic human resource management and employee productivity.

4.1 Demographic Characteristics of the Respondents

This segment shows the descriptive statistics of the demographic factors which are: age, gender, marital status, and educational background. Demographic Profile of the Employees (n=50).

Table 1: Demographic Profile of the Employees (n=50)

Demographic Profile of the Employees

Variables	Category	Frequency (N)	Percent (%)
Age	Less Than 25	11	22.0
	26-35	20	40.0
	36-45	13	26.0
	Above 45	6	12.0
Gender	Male	31	62
	Female	19	38
Education	Bachelor	19	38
	Masters	19	38
	Professionals	12	24

Source: Field Survey

Table 1, shows that out of a total of 50 respondents, 22% were between the ages of less than 25 years, the vast majority of responders (40%) were between the ages of 26 and 35, 26% were within the ages category of 36 and 45, and just 12% were 46 and older. From the figures of gender, it was observed that the majority of the respondents 62% were male, and only 38% were female. From the marital status, it was observed that, the majority of the respondents 70% were married, and 30% of respondents were

single. The educational background profile of the respondents represents that, 38% of respondents completed their bachelor's, another 22 38% of respondents completed their master's, and only 24% of respondents completed their professional degree.

4.2 Descriptive Analysis

The following table summarizes the information surveyed from 50 respondents.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Standard Deviation
Strategic HRM	50	1.18	4.76	3.7229	.81170
Employee Productivity	50	1.67	5.00	4.7900	.92141
Valid N (list Wise)	50				

Source: Field Survey

Table 2 shows that the range of answers for the variable Strategic HRM extends from 1.18 to 4.76, with a mean rating of 3.7729 and a standard deviation is 0.81170, indicating the average distance between the data values in the collection and the mean. Finally, for the dependent variable staff productivity, the range of responses is between 1.67 and 5, with a mean rating of 4.7900. The standard deviation of 0.92141 represents the departure of values in the mean score from the data set.

4.3 Bivariate Analysis

One of the simplest types of statistical analysis is called bivariate analysis, which is the simultaneous analysis of two

variables or attributes. It is employed to determine whether a connection exists between two sets of values. Correlation analysis and regression analysis will both be covered in this section.

4.3.1 Correlation Analysis

The value that is absolute of the correlation analysis describes the strength of the association between two variables. Correlation is represented by the Pearson product-moment (r) correlation coefficient. The numerical value of r can range between -1.00 and 1.00. The link will be stronger as the value of r increases. Table 4 displays the association among the factors. (Strategic HRM and employee productivity).

Table 3: correlation

		Strategic HRM	Employee Productivity
Strategic HRM	Pearson correlation	1	.802***
	Sigma (2-tailed)		000***
	N	50	50
Employee Productivity	Pearson correlation	.802***	1
	Sigma (2-tailed)	000***	
	N	50	50

The data presented in Table 3 results demonstrate that there is a positive association between the variables, with a correlation of .802 ($r=.802$) for strategic HRM and employee productivity. Given that its value is more than 0.70, it exhibits an intense positive linear connection. The statistical significance of the association between strategic HRM and employee productivity is

indicated by the P value of the correlation, which is significant at 0.000.

4.3.2 Regression Analysis

The regression test results for strategic HRM and employee productivity are as follows:

Table 4: Regression analysis of strategic HRM and employee productivity

Independent Variables	B	SE	Beta (β)	P	Remarks
1 (Constant)	.356	.378		.350	
Strategic HRM	.910	.098	.802	.000**	Supported
R	.802a				
R ²	.643				
F-Statistic	86.357				
	P< 0				
Adj. R ²	.635				
N	50				

a. Dependent Variable: On Employee Productivity. Notes: *P< 0.05; **P< 0.01

The hypothesis created on the association between strategic HRM and employee efficiency at NGOs was evaluated using regression analysis. According to the regression figures shown in Table 4, the coefficient of determination (R²) was 0.643, meaning that strategic HRMs account for 64.3% of employee productivity. The F-Statistic of 86.357 and a P value of 0.000 suggest that the suggested model was a good fit, and there was a strong association between strategic HRM and employee efficiency. In the table above, an adjusted R square of 0.635 indicates that strategic HRM can clarify 63.5% of the influence on employee productivity. The model shows that strategic HRM ($\beta=.802$, $P<0.01$) has a considerable beneficial influence on staff productivity. Thus, the theory was supported. It means that the higher the strategic HRMs, the higher the employee productivity.

5. Conclusion

The hypothesis that strategic HRM has a positive impact on employee productivity is accepted. Strategic human resource management in the workplace is a surefire approach to increase productivity. The use of strategic human resource management has the greatest impact on engagement and subsequent performance. Strategic human resource management, for example, contributes to higher work satisfaction, which may help the firm keep personnel for longer periods. This enables the firm to have a more experienced, competent, and productive team. The impact of strategic human resource management (HRM) on worker productivity in Bangladesh's non-governmental sector is clarified by this study. It was determined that strategic HRM has a major impact on employee productivity in this setting by looking at many strategic HRM elements using a standardized questionnaire that was given to employees in various categories within NGOs. The results highlight how crucial it is for HR departments and executive authorities in non-governmental

organizations to give strategic HRM concerns top priority to increase employee productivity and reduce the implementation expenses of strategic HRM. In the future, the NGO sector in Bangladesh will need to pay close attention to strategic HRM practices to maximize organizational effectiveness and accomplish strategic goals.

This study has some limitations. Respondents had no idea about the strategic HRM issues, some respondents were too biased in their responses and respondents were not willing to provide confidential data and faced difficulties to get access in the company. However, the study's findings indicate a substantial and favorable association between strategic HRM and employee productivity. One of the most critical parts of any successful firm is employee productivity. This achievement is the result of productive employees. Employees who make a genuine effort have a significant impact on company profits. As a result, motivating all employees to reach their full potential is critical for maximum productivity. Businesses that stand out and are empowered by increased productivity are expected to outperform their competitors. Strategic reward management, the creation of a favorable environment of learning & development, the degree of employee engagement, and strategic human capital management system affect the employees' productivity. On the other hand, unfavorable working conditions, inadequate benefits, unfair treatment changes or disruptions, discrimination, excessive working hours, a tense relationship with a supervisor, the failure to pay workers their fair wages, and overtime all have the potential to reduce workers' productivity. There are many different ways that NGOs encourage their employee to work harder and be more productive. This study took the NGO sector. So further study can be conducted by other organizations like the bank sector, multinational companies, and so on in Bangladesh.

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