**Human Resources Practices in Non-profit Organizations**

**In Kingdom of Saudi Arabia**

# **Abstract**

**Research Background:** This research paper examined the eight Human Resources (HR) practices of design of work, HR planning, polarization, selection, training and development, motivation, performance evaluation, and job satisfaction of non-profit organizations (NPOs) in Saudi Arabia. NPOs are seen as a key part in Saudi Arabia’s economic plan to transform its economy from oil reliance to knowledge based.

**Purpose of the article:** This article shows how the HR practices are needed in non-profit organizations in Saudi Arabia. Furthermore, how the HR practices within non-profit organizations contribute to Saudi Arabia’s 2030 Vision of full employment for its citizens by economic transformation. Insight into employee performance within the eight HR practices were examined as well.

**Methods:** A questionnaire was developed and administered to 201 employees from the Qur’an Memorization Society, Dawah Society, Specialized Society and Development Committee—all NPOs in Saudi Arabia. The results showed HR practices moderated by sex, age, education, and years of experience. An ANOVA and Pearson Correlation was conduct on the eight segments of HR instrument to show how HR professionals in the NPO sector viewed the practices.

**Findings and value added:** The findings further showed design of work with the highest awareness among the employees with a means of 4.05, but was significant with age (*F* = 3.981, *p*=.009) solely. The lowest awareness was job satisfaction with a means of 3.18, but also highly significant with age (*F* = 2.899, *p*=.036). A correlation between the HR practices and the overall questionnaire supports the prior literature that advocates design of work improves performance evaluation, polarization impacts HR planning, and training and development impacts performance evaluation.

**Keywords:** *HR Practices; NPOs; HR Management; Saudi Arabia*

# **Introduction**

HR Management has gained its importance through taking care of the human element as the main factor for increasing production, and due to the increasing importance of human relations and motivating employees and satisfying their needs, and because the success or failure of organizations depends on the human element, in addition to the expenses incurred by organizations to cover employees’ wages constitute a large part of their expenses, and 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.

Saudi Arabia has launched many comprehensive reform initiatives, the most important of which were represented in Saudi Arabia’s Vision 2030. The National Transformation Initiative highlighted challenges it faces, the most important of which is the need to sustain the social services system, and the need to improve the provided social services and increase their effectiveness. One of the National Transformation Program strategic objectives is to achieve sustainability and the deep social impact of NPOs, enhancing their role in innovation, and providing high quality services by these organizations, by building an advanced 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.

Human resource management practices enable the organization to make positive change and achieve significant strides. Didem (2016) and Zuzana & Jana (2015) reinforce the roles and practices of human resource management related to selection, recruitment, appointment, and training that they affect the transfer of organization from traditional performance to performance based on building and investing intellectual, human and knowledge capital.

Human service nonprofits provide labor-intensive services, and as such, employees are a key factor in determining organizational success (Walk, Schinnenburg, & Femida, 2013). Thus, NPOs involved in human services rely on the dedicated work of their employees to achieve their social missions. These human services depend on the quality, motivation, and satisfaction of their employees to provide their services (Reinklou & Rosén, 2013).

NPOs often encounter difficulties in recruiting and retaining high quality employees (Ban, Drank-Faller, & Towers, 2003). Guo, Brown, Ashcraft, Yoshioka, Carlton & Dong, (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.

# **Literature review**

The non-profit sector in Saudi Arabia constitutes a large part of the national economy and the National Transformation Program 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 (Riyadh Economic Forum, 2020). 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 ahead of schedule in the National Transformation Program for the year 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 (National Transformation Program, 2018)

## Trends in HR Practices

Human resource management practices represent a distinctive approach to the formation of employee behaviors and different work situations, which in turn affect the performance of the organization (Huselid, 2015). Job satisfaction and commitment are the main employee attitudes and behaviors that form the results of human resource management practices. Olayo, (2018) and Abdul Rahman (2018) defines human resource 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.

Jones, Wali, Singh, & AbdulSaboor (2015) advocates psychological ownership (PO) as a path towards enhancement of communication and cooperation above expected HR practices to support the development of the organization. The aim of HR practices influenced by PO is to develop professionals who perform their job functions as if they were the owners of the organization—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.

Al Mutlaq (2021) identified the role of competencies in the application of HR practices in ministries in Saudi Arabia from the point of view of the leaders of Human Resources departments. The study showed 75 leaders with functional competencies to a moderate degree. Al Mutlaq (2021) showed a direct correlation between the dimensions of functional competencies and the application of HR practices.

Afagh, et al., (2016) and Pelin, (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 methods of material and moral stimulation. This creation of intellectual capital leads to values creation as demonstrated in Jones and Alshammari (2017).

## Trends in HR Management

Jesus, et al, (2017) and Dolors, (2018) indicate trends that support the transition from traditional practices, tasks and responsibilities carried out by organizational units, to cognitive and innovative productivity in building added value in employees through job performance. Feodor, et al., (2014) and Heidi, et al., (2015) attributes 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.

Shubari (2019) advocated for the application of 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 strategic formulation in most organizations (Shubari, 2019 and Guo., et al., 2011).

Guo., et al., (2011) explored the prevalence of strategic human resource management practices in NPOs as well as organizational and contextual determinants. Based on survey data collected from 229 charitable NPOs, organizations that are large, tech-savvy, and dependent on independent contractors are likely to implement strategic HR practices.

## Determinants of HR Practices

Al Azzawi and Jawad (2010) indicated that human resource management practices can be classified into the three main practices of specialized, administrative, and consulting. The research tool utilized in this paper will reflect all three areas.

## HR Planning

HR planning is defined as the process of linking future needs with the potential supply of human resources (Dessler, 2011). It is one of the important functions carried out by this department. HR planning entails estimation of 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 (Dessler, 2011).

## 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). The practice of polarization aims to provide the right number of qualified people to fill jobs 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 (Miner and Crane, 1995). If recruits can respond to ever-evolving challenges, is creates competitive advantages for the organization (Porter, 1985). Drucker (1999) identified these types of recruits or new hires as knowledge workers. The success of the selection and appointment activity depends on the effectiveness of the polarization activity (Miner and Crane, 1995).

## Training and Development

Training is a vital component of successful NPOs. Drucker (2008) and Ridder et al. (2012) stated that employees should be considered assets in achieving organizational goals.

However, from a HR and NPOs perspective employee needs ae ignored because management view them as costs. This view can have negative effects on employee motivation and commitment (Ridder and McCandless 2010).

The concept of training and development of resources is twofold. First, training and development is a strategic process and 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 (Hartel et al., 2006).

## Performance Evaluation

The performance evaluation process is a main function of HR practices. Dolors et al. (2018) mentions several aspects of evaluation and measurement of employee performance. The development of job performance skills and experience gaps required compared to the reality resulting from the evaluation method are two of the aspects.

Amr (2018) examined the reality of the HR functions such as resource planning, recruitment and appointment, training and development, performance evaluation, incentives and compensation and their relationship with competitive advantage for NPOs in the city of Al Khalil, Palestine—Hebron Governorate. The study concluded a significant relationship between HR functions and the achievement of competitive advantage.

## Motivating HR

Feodor, et al. (2014) and Heidi, et al. (2015) showed shifts in the trends of HR practices from the perspective of motivation and promotion. Elizabeth, 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 moral related to the psychological state of employees and HR practices that are immaterial.

Given the previously mentioned HR practices including trends and management, nine research questions were developed.

Research Question 1: *What is the degree of knowledge of employees in the non-profit sector about the description and design of work?*

Research Question 2: *What is the extent of applying strategic planning for human resources in the non-profit sector?*

Research Question 3: *What extent is the non-profit sector able to attract optimal human resources?*

Research Question 4: *What extent is the non-profit sector able to choose human resources workers?*

Research Question 5: *What extent is the non-profit sector able to train and develop human resources?*

Research Question 6: *What is the ability of the non-profit sector to motivate workers with human resources?*

Research Question 7: *What is the ability of the non-profit sector to manage and evaluate performance?*

Research Question 8: *What is the extent of job satisfaction of employees in the non-profit sector with respect to human resource practices?*

Research Question 9: *Are there statistically significant differences at the level of significance (0.05) in the responses of the study sample to the questionnaire on human resource practices in NPOs due to the variable (gender, age, number of years of experience, educational level)?*

# **Methodology**

This study used a descriptive analytical approach which referred to previous studies in the field of HR practices in NPOs, with the use of 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 employees selected were executive director, accountant, department and unit managers, and researchers with different experiences and ranks.

Table 1 - The characteristics of the study sample

|  |  |  |  |
| --- | --- | --- | --- |
| variable | Category | the number | The 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, as shown by The previous table shows that most respondents hold a first university degree.

## 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 it includes— 5 questions.
7. Axis 7: management and performance evaluation— 7 questions.
8. Axis 8: job satisfaction includes— 4 questions.

The questionnaire items were analyzed, and the discrimination coefficient was calculated for each question. Table 2 shows the correlation coefficients of the questions with the axis ranged between 0.59-0.85, and with the tool 0.59-0.76.

Table 2 shows the correlation coefficients statistically significant, so none of these paragraphs were deleted. As for the correlation coefficients between the dimensions with each other, and the tool, they were as in Table 2.

Table 2 - values of the correlation coefficients between the axes of the research tool to each other and the tool as a whole.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Axis | Axis 1 | Axis 2 | Axis 3 | Axis 4 | Axis 5 | Axis 6 | Axis 7 | Axis 8 | Tool |
| Axis 1 | 1.0 | 0.78\*\* | 0.86\*\* | 0.80\*\* | 0.75\*\* | 0.87\*\* | 0.69\*\* | 0.75\*\* | 0.87\*\* |
| Axis 2 |  | 1.0 | 0.76\*\* | 0.74\*\* | 0.82\*\* | 0.79\*\* | 0.81\*\* | 0.86\*\* | 0.86\*\* |
| Axis 3 |  |  | 1.0 | 0.72\*\* | 0.81\*\* | 0.74\*\* | 0.85\*\* | 0.76\*\* | 0.88\*\* |
| Axis 4 |  |  |  | 1.0 | 0.83\*\* | 0.75\*\* | 0.74\*\* | 0.80\*\* | 0.80\*\* |
| Axis 5 |  |  |  |  | 1.0 | 0.83\*\* | 0.76\*\* | 0.86\*\* | 0.76\*\* |
| Axis 6 |  |  |  |  |  | 1.0 | 0.73\*\* | 0.79\*\* | 0.74\*\* |
| Axis 7 |  |  |  |  |  |  | 1.0 | 0.81\*\* | 0.79\*\* |
| Axis 8 |  |  |  |  |  |  |  | 1.0 | 0.83\*\* |
| Tool |  |  |  |  |  |  |  |  | 1.0 |

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

The basic study sample of 30 employees from NPOs, twice separated by two weeks, and the correlation coefficient between the two applications, as well as the internal consistency between the questions using Cronbach's alpha were 86% and 84% respectively—the values were considered acceptable for the purposes of conducting this research.

The tools were corrected on a five-point Likert scale, by choosing one of several (strongly agree, agree, somewhat agree, disagree, strongly disagree) in each of the questionnaire statements, and were corrected on a scale one thru five.

# **Results**

A T-test is used to compare the responses of the research sample according to the gender variable, and the results are presented below.

Table 3 - Results of the One-Way Analysis Of Variance (ANOVA) T-test to compare the average responses by gender variable.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Axis | Sex | No. | Mean | Std. Deviation | *t* | Statistical significance |
| Axis 1 | Male | 164 | 4.11 | .759 | 2.072 | 0.068 |
| Female | 37 | 3.81 | .892 |
| Axis 2 | Male | 164 | 3.68 | .831 | 1.494 | 0.137 |
| Female | 37 | 3.45 | .840 |
| Axis 3 | Male | 164 | 3.55 | .880 | 1.219 | 0.224 |
| Female | 37 | 3.36 | .839 |
| Axis 4 | Male | 164 | 3.68 | .900 | 1.575 | 0.117 |
| Female | 37 | 3.41 | .982 |
| Axis 5 | Male | 164 | 3.52 | 1.016 | 1.475 | 0.142 |
| Female | 37 | 3.25 | .966 |
| Axis 6 | Male | 164 | 3.45 | .981 | 2.887 | 0.004 |
| Female | 37 | 2.92 | 1.072 |
| Axis 7 | Male | 164 | 3.60 | 1.036 | 1.271 | 0.205 |
| Female | 37 | 3.36 | 1.031 |
| Axis 8 | Male | 164 | 3.19 | .534 | 0.467 | 0.641 |
| Female | 37 | 3.15 | .388 |

Table 3 shows Axes 1 and 6 statistically significant at *t* = 2.072, *p* = .068 and *t* = 2.887, *p* = .004 respectively. The remaining axes are not significant at α = .05 significance level. However, Table 4 showed the *F*-test comparing the average responses according to age. Axes 1 and 6 thru 8 were statistically significant (α = .05), while the remaining axes where not significant.

Table 4 - Results of the One-Way ANOVA *F*-test to compare the average responses according to the age variable.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Axis | Contrast Source | Sum of Squares | Df | Mean Squares | *F* | Sig |
| Axis 1 | between groups | 7.156 | 3 | 2.385 | 3.981 | .009 |
| within groups | 118.045 | 197 | .599 |
| total | 125.201 | 200 |  |
| Axis 2 | between groups | 4.832 | 3 | 1.611 | 2.357 | .073 |
| within groups | 134.635 | 197 | .683 |
| total | 139.467 | 200 |  |
| Axis 3 | between groups | 2.542 | 3 | .847 | 1.112 | .345 |
| within groups | 150.122 | 197 | .762 |
| total | 152.664 | 200 |  |
| Axis 4 | between groups | 3.741 | 3 | 1.247 | 1.487 | .219 |
| within groups | 165.189 | 197 | .839 |
| total | 168.930 | 200 |  |
| Axis 5 | between groups | 4.256 | 3 | 1.419 | 1.399 | .244 |
| within groups | 199.825 | 197 | 1.014 |
| total | 204.081 | 200 |  |
| Axis 6 | between groups | 8.607 | 3 | 2.869 | 2.855 | .038 |
| within groups | 197.974 | 197 | 1.005 |
| total | 206.581 | 200 |  |
| Axis 7 | between groups | 10.479 | 3 | 3.493 | 3.366 | .020 |
| within groups | 204.442 | 197 | 1.038 |
| total | 214.921 | 200 |  |
| Axis 8 | between groups | 2.196 | 3 | .732 | 2.899 | .036 |
| within groups | 49.743 | 197 | .253 |
| total | 51.939 | 200 |  |

Table 5 - Results of the One-Way ANOVA *F-*test to compare the average responses according to the variable years of experience.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Axes | Contrast Source | Sum of Squares | Df | mean squares | *F* | Sig. |
| Axis 1 | between groups | 3.595 | 2 | 1.797 | 2.926 | .056 |
| within groups | 121.607 | 198 | .614 |
| total | 125.201 | 200 |  |
| Axis 2 | between groups | 3.796 | 2 | 1.898 | 2.770 | .065 |
| within groups | 135.671 | 198 | .685 |
| total | 139.467 | 200 |  |
| Axis 3 | between groups | 12.611 | 2 | 6.306 | 8.915 | .000 |
| within groups | 140.053 | 198 | .707 |
| total | 152.664 | 200 |  |
| Axis 4 | between groups | 11.502 | 2 | 5.751 | 7.233 | .001 |
| within groups | 157.427 | 198 | .795 |
| total | 168.930 | 200 |  |
| Axis 5 | between groups | 6.853 | 2 | 3.427 | 3.440 | .034 |
| within groups | 197.227 | 198 | .996 |
| total | 204.081 | 200 |  |
| Axis 6 | between groups | 23.091 | 2 | 11.545 | 12.458 | .000 |
| within groups | 183.491 | 198 | .927 |
| total | 206.581 | 200 |  |
| Axis 7 | between groups | 8.881 | 2 | 4.441 | 4.267 | .015 |
| within groups | 206.040 | 198 | 1.041 |
| total | 214.921 | 200 |  |
| Axis 8 | between groups | 1.174 | 2 | .587 | 2.290 | .104 |
| within groups | 50.765 | 198 | .256 |
| total | 51.939 | 200 |  |

Table 6 - Results of the One-Way ANOVA *F*- test to compare the average responses according to the educational level variable.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Axes | Contrast Source | Sum of Squares | Df | Mean Squares | *F* | Sig. |
| Axis 1 | between groups | 1.836 | 2 | .918 | 1.473 | .232 |
| within groups | 123.366 | 198 | .623 |
| total | 125.201 | 200 |  |
| Axis 2 | between groups | 1.232 | 2 | .616 | .882 | .415 |
| within groups | 138.235 | 198 | .698 |
| total | 139.467 | 200 |  |
| Axis 3 | between groups | 5.768 | 2 | 2.884 | 3.887 | .022 |
| within groups | 146.896 | 198 | .742 |
| total | 152.664 | 200 |  |
| Axis 4 | between groups | 6.172 | 2 | 3.086 | 3.754 | .025 |
| within groups | 162.758 | 198 | .822 |
| total | 168.930 | 200 |  |
| Axis 5 | between groups | 2.120 | 2 | 1.060 | 1.039 | .356 |
| within groups | 201.960 | 198 | 1.020 |
| total | 204.081 | 200 |  |
| Axis 6 | between groups | 5.222 | 2 | 2.611 | 2.568 | .079 |
| within groups | 201.359 | 198 | 1.017 |
| total | 206.581 | 200 |  |
| Axis 7 | between groups | 4.234 | 2 | 2.117 | 1.990 | .139 |
| within groups | 210.687 | 198 | 1.064 |
| total | 214.921 | 200 |  |
| Axis 8 | between groups | .836 | 2 | .418 | 1.619 | .201 |
| within groups | 51.103 | 198 | .258 |
| total | 51.939 | 200 |  |

# **Discussions**

Tables 4 thru 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 thru 8 show that age has a significant impact on how the questions within the above-mentioned axes were answered. Furthermore, the null hypotheses can be rejected for the Axes 1 and 6 thru 8.

In a wholistic examination of the moderating variables in Tables 3 thru 6, years of experience, age, education, and gender respectively shows the order upon which significance impacts the most axes. The axes represent groups of questions that further represent the eight HR practices previously mentioned. Each moderating variable effect on all eight axes are examined to identify how effective HR practices are on NPOs in KSA.

For example, years of experience is classified into three categories in Table 1. Years of experience showed significance on five out 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 5 years, between 5 and 10 years, and more than 10 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.

# **Conclusions**

The results of the research showed that there is a high awareness by employees in NPOs of the dimensions of HR practices in NPOs. The overall means *(M)* for all axes were as follows, job description and design 4.05, followed by 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 listed in Tables 3 thru 6 show HR practices are necessary for organizational performance. Table 2 correlation coefficients between each axis and the research tool confirms those HR practices that were significant (α ≤ .05) in Tables 3 thru 6.

Tables 3 thru 6 show high degrees of approval among employees in NPOs in the adoption and application of HR practices. For example, the description and design of work on the performance of workers was consistent with Asma (2018), Hegaz, (2016), and Guo et al. (2011). These studies showed design and description of work improves performance because it accurately defines the tasks that the employee must perform. Reinholdt (2006) showed the practice of polarization and its impact on the practice of HR planning. The importance of training and development on improvement of employee’s performance coincided with the case study of Kum, et al. (2014). Kum, et al. (2014) further showed importance of employee performance evaluations is 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 which consistent with the correlation coefficient in Table 2.

In terms employee motivation and performance, the results of this research showed performance as directly proportional to the incentives. Incentives is one of the various ways employees are motivated to exert efforts on behalf of the organization (Barnard, 1938). In addition to Barnard (1938), Valaei & Rezaei (2016) cites that employee motivation affects his behavior leading to job satisfaction and organizational commitment—which is positively reflected on the organization.

Contrary to Barnard (1938) 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)*. Huselid (2015) mentions job satisfaction various in relation to other HR practices due in part to different work situations that may affect the performance of the organization. Although job satisfaction and organizational commitment are the main employee attitudes and behaviors that constitute the results of HR practices in this study.

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