

## THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ENTREPRENEURIAL BEHAVIOR AMONG THE EMPLOYEES IN KUWAITI ORGANIZATIONS

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### ABSTRACT

*Entrepreneurial creativity of employees is believed to be enhancing organization value in two ways, namely, i) the quality of product-service, and ii) the quality of organization work, with rarely any additional costs. To enable such an entrepreneurial behavior among employees, this paper proposes a Creative-Staff Human Resource Allocation (CHRA) model that explains the impacts of staff training, added value, work environment, achievement, and HR practices on entrepreneurial behavior of Kuwaiti organization's employees. The model challenges the conventional notion of assigned-staff human resource allocation, which forces employees to work in silos and constraint their entrepreneurial behavior. The study has surveyed a sample of 348 respondents in Kuwait, to conclude that that value added to the staff, training, and achievement positively impact employees' entrepreneurial behavior. However, HRM practices, even though significantly impacts employees' performance, has found to be having a limited impact on employees' entrepreneurial behavior. The proposed, theoretically, and empirically based, CHRA model enhances our understanding and policy related to the designing human resource system that enable creativity and value creation.*

**Keywords:** *Entrepreneurial Creativity, Human Resource Allocation, Training, and Value.*

### 1. INTRODUCTION

The popular literature on human resource management (HRM), predominantly, focuses on explaining the positive impact of HRM practices on the organizational performance (Combs, Liu, Hall, & Ketchen, 2006; Jiang, Lepak, Hu, & Baer, 2012). Renkema *et al.*, (2017), however, pointed out that for the desired performance improvement, HRM practices needed to be designed at the level and point of HR strategy development. This would linkup the strategic intention with the desired employee behavior, and hence the overall organizational performance. The said strategic locale of designing HRM is not actually the HRM practice, rather it is an intended HRM (Wright & Nishii (2007), that is (to be) implemented in future points in time by the local staff, including managers (e.g., Nehles, van Riemsdijk, Kok, & Looise, 2006), and operational employees (Meijerink, Bondarouk, & Lepak, 2016).

The HRM practices are important for the overall entrepreneurial behavior because such as practices, like training, significantly increase the employee's entrepreneurial alertness and efficiency levels (Ho M-HR *et al.*, 2018). This, however, can only happens in a work environment that support the quality of work life (Lans *et al.*, 2008), to provide a fertile locale for independent entrepreneurial thinking and behavior that is characterized by the innovativeness, pro-activeness, risk taking, and consensuses building behavior (Amarakoon *et al.*, 2019). A prolong coupling of the HR practices with the supporting environment, in long run produces work force with entrepreneurial personalities, who expend their extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience (Ciavarella *et al.*, 2004), which then make entrepreneurship and value creation as a culture, where the employees have achievement motivation that stimulate them to oft for the entrepreneurial behaviors (Collins *et al.*, 2004) and hence value creation.

The futuristic and intended HRM practices are (or needed to be) conceptualized as and when these are experienced by the employees (Renkema *et al.*, (2017). Since, various employees usually do work at