

## **DEVELOPMENT OF A STRATEGIC HRM-ORGANIZATIONAL PERFORMANCE MODEL**

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### ***ABSTRACT***

*Recent work in the strategic human resource management literature posits that intellectual capital variables (human, social and organizational capital) can mediate the relationship between human resource management practices and organizational performance. This research paper attempts to shed more light on the 'black box' between human resource practices and organizational performance by extending the model to include organizational commitment as another mediating variable. This model suggests that organizational commitment mediates the relationship between intellectual capital and organizational performance. Furthermore, most research examining the mechanisms through which HRM influences organizational performance were concentrated on samples taken from Western countries. This paper suggests the need to assess this model both in Western and non-Western countries. Examining this model will provide some useful theoretical insights, and offer some practical suggestions and inferences for policy makers.*