

## **The Impact of Human Resource Management Capabilities in Enhancing Organizational Effectiveness**

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### **Abstract**

The aim of the research is to in terms of concept and characteristics, and to demonstrate organizational effectiveness, mechanisms and methods of activating it, as well as to identify the impact of the capabilities of human resources management in enhancing organizational effectiveness, and for the purpose of achieving the goal of the research, the research sought, in its practical side, to adopt the descriptive and analytical approach through Designing a questionnaire to show the significant relationship between the research variables, using the statistical analysis method for the questionnaire and analyzing it using the statistical methods represented by percentages, frequencies, arithmetic mean, , regression analysis and global analysis. (79) questionnaire forms were distributed that included The higher administrative departments of the National Security Agency outlets department, of which (70) valid forms were returned, and the research reached a set of conclusions, the most important of which was the existence of a relationship of influence of human resource management controls on organizational effectiveness, and this indicates that the traditional personnel management function is insufficient and insufficient. Developed to overcome uncertainty in the environment, the needs of workers, and the nature of change J work. The transformation to human resources management did not result from the ideas of researchers or the expectations of practitioners, but rather came as a result of the results of the search for competitive advantage, achieving organizational excellence, developing employees, developing the skills of managers, training work teams to add value to business, and that reaching organizational effectiveness is a difficult task, and that the key to action That is an understanding of the environment in which the organization operates, and according to this understanding, managers will know and find the right path for the organization, because it is itself in that environment.

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## Introduction

During the previous period, the world witnessed dramatic changes that included many areas of the business environment of organizations, which were represented by the rapid technological changes, various social transformations, the unity of competition and economic fluctuations. Without a doubt, the business organizations did not stand idly by in front of these changes, but rather strived to stand up to them, and one of the ways of this confrontation is to reconsider the structural and organizational nature of the activities and functions of the organization, these activities have become unable to achieve the aspirations and goals for which they were established within the organizations. As is well known, the survival of organizations and their continuation in the work environment needs to keep pace with and adapt their activities to most of the changes taking place in the environment, whether these changes constitute opportunities that can be invested or pose threats that must be avoided.

In order to achieve the goal of the research, it was divided into four chapters. The first chapter included the research methodology and previous studies, and it was divided into two topics. The first topic included the research methodology, and the second section included previous studies, the second chapter was devoted to the theoretical framework, and it included two topics. The first one devoted the intellectual perspective to human resources and their capabilities, the second topic was devoted to organizational effectiveness, and the third chapter was devoted to the practical aspect, four sections included the first section devoted to testing the normal distribution of data, the second section devoted to descriptive statistical analysis, and the third section devoted confirmatory factor analysis and the stability of scale, the fourth topic examined the hypotheses of influence, and the fourth chapter included conclusions and recommendations. The first section came up with two conclusions, and the second topic was devoted to recommendations.

## The first topic

### Research Methodology

#### First: the research problem

Many organizations today have explored the need to restructure the human resource management function in a way that expands beyond its traditional roles, to improve its effectiveness and get a lot of impact, although the issue of shifting the roles and responsibilities of human resources management has been discussed extensively by researchers,

little attention and focus has been given regarding what capabilities are required of human resources management to fill these new roles , and how to harness them and use them as useful intellectual models at the level of Iraqi organizations, which are in the process of growth to keep pace with global developments, and through the above, the research problem can be formulated through the following questions :

- 1- What is the level of human resource management capabilities?
- 2- What is the level of efficiency of the organization with its dimensions?
- 3- Do human resource capabilities contribute to supporting the effectiveness of the organization?

Second: The importance of research

The importance of the research is that it has shed light on the capabilities of human resources in light of the knowledge and information society. The human resource has become the decisive element for the success of the organization through the various capabilities it possesses at its various levels , being the essential source of creativity and innovation, as organizations seek through it to achieve an important competitive position in the internal and external markets , what made human resources management know a new trend and major developments from just a sub-job until it became to play the strategic role in the organization, by attracting, attracting and managing capabilities and gaining it a competitive advantage .

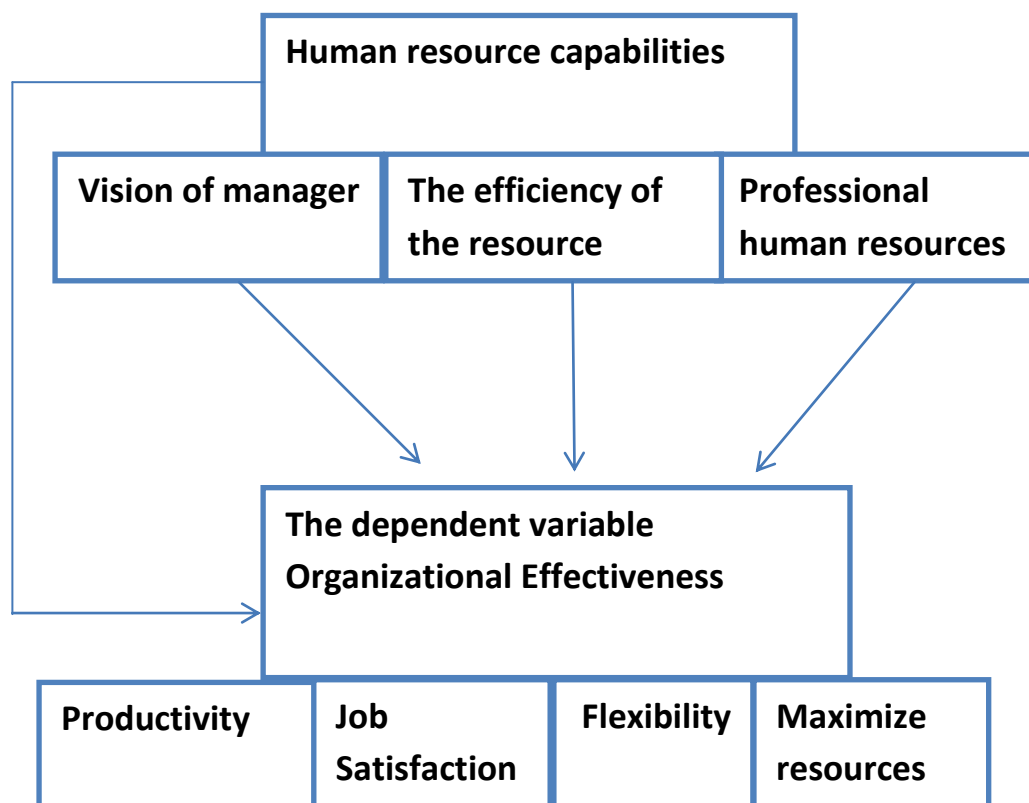
### **Third: Research objectives**

:The research seeks several goals, which are as follows

- 1- Introducing the level of human resource management capabilities in the researched institution.
- 2- A statement of organizational effectiveness by its dimensions in the researched institution.
- 3- Identify the impact of human resource management capabilities in enhancing organizational effectiveness.

### **Fourth: Hypothesis research outline**

Based on the conceptual framework of the literature on human resource management capabilities, which consisted of three capabilities (The director's vision, the efficiency of the human resource manager and the professionalism of human resources) in enhancing organizational effectiveness that consisted of (productivity, job satisfaction, flexibility, maximizing resources) and in light of the research problem and its objectives, the hypothetical outline of the research can be formulated according to the following:



**Figure (1) the hypothetical outline of the research**

#### **Fifth: the research hypothesis**

The research seeks to prove the main hypothesis (there is a positive and moral impact relationship for human resource management capabilities on organizational effectiveness) and the following sub-hypotheses emerged from it:

- 1- The existence of a positive and moral influence relationship to the manager's vision of organizational effectiveness.
- 2- The existence of a positive and moral influence relationship for the efficiency of the human resource manager in organizational effectiveness.
- 3- The existence of a positive and moral impact relationship with the professionalism of human resources on organizational effectiveness.

#### **Sixth: Research methodology**

The research relied on the analytical descriptive approach of the current study on the use of the questionnaire as a basic tool for collecting study data, which was designed in light of the literature of previous studies. This questionnaire consists of three basic parts: general information, a measure of human resources capabilities, and organizational effectiveness.

: The research community and sample are represented as follows

- 1- Research and sample community: The research aimed to identify the impact of human resource management capabilities in enhancing

organizational effectiveness. Accordingly, the research community has been represented by the cadres working in Iraqi organizations. Communication systems and modern technology.

Research sample: The Border Ports Department was chosen as a sample for research, as it includes a number of qualified managers, and (79) employees were selected. Questionnaire forms were distributed, and (70) valid forms were returned.

### **The second topic: the theoretical side**

Theoretical framework of human resource management capabilities and organizational effectiveness

#### **First: the capabilities of human resources management**

The concept of human resource management capabilities 1:

Researchers realize that each role or task requires specific capabilities in order to successfully fulfill its requirements. Without these capabilities, there is a negative bet towards the success of implementing that task or role. and the function of human resources management, in the work environment of contemporary organizations, is a work of a strategic nature that requires specific capabilities. These capabilities are not stable, but are subject to change by following the changes taking place in the work environment. (Ulrich et al., 2007: 1).

(Jean, 2012: 131) defines capabilities as a set of characteristics enjoyed by human resources, which are not theoretical or abstract. Rare is a rare competency, He defined it (Khudair, 2013: 131) as representing the size and type of human resources that can make a change in the organization's performance, direct it and make it highly distinguished, either through its current or future contributions in the short or long term, or by providing the highest levels of potential capabilities. (Al-Zubaidi, 2015: 25) defined it as "those human resources that can make a difference in the organization's performance".

He defined it (Al-Shammari, 2016: 237) as "the sum of the quantitative and qualitative capabilities of human resources, including knowledge, experience and skill, in order to develop work and make performance in it high and in the interest of the organization.

#### **The need for human resource management capabilities**

No one doubts that there are many obstacles facing human resources management, as most researchers realize that the human resource management profession has begun to focus on working conditions and conditions that make employees feel fair deal. Today, the business world is facing major changes that require human resources experts to do more than just manage working conditions. Since the obstacles to human resources management have increased, some skeptics believe that human resources experts cannot achieve these higher expectations therefore,

human resources management should neglect its role or reduce its size, and the organization to automate its tasks and performance, or to rely on external resources to provide the required capabilities. Despite this pessimistic view that exists among a few researchers, the truth indicates that the main obstacles to the ability of human resources experts to play strategic roles in the organization is the loss of the capabilities required to perform the tasks entrusted to it (Long & Ismail 2010: 90).

Although the shift in the roles and responsibilities of HRM has been well discussed, little discussion has taken place about the capabilities required of HR professionals to fulfill these new roles.

This conceptual gap was tried to be embodied by researchers by asking a general basic question: What capabilities are required for successful human resources experts? This is the most important question to move beyond calling for the new roles of human resources experts to effectively define specific capabilities that human resources experts must demonstrate in order to effectively become strategic business partners of the organization. Ulrich notes in his book "Human Resources Heroes" that the challenge facing human resource management is to drop its old myths, build new capabilities, and work to redefine its roles to focus on results and values. In order for HR professionals to respond to changing business conditions, they must demonstrate new capabilities suitable for these conditions. HR professionals who succeeded in past years will not be effective today (Ulrich et al., 2007:).

The roles of human resources experts require that they acquire new capabilities because these capabilities enable workers in human resources management to enhance the organizational capacity in achieving customer requirements. They should also be active members of the senior management team and also demonstrate the ability to lead the staff by building a vision on how human resource management practices can enable organizations to meet the needs of customers and achieve superior performance. This importance has encouraged researchers to conduct studies on the capabilities of human resources. Presenting human resource management capabilities models helps HR experts to notice their tasks, new dimensions of their work, and the capabilities they expect to acquire and work to master (Abdullah et al., 2011: 241).

Dimensions of human resource management capabilities include the capabilities of human resources management, as identified by many managerial thinkers, which would work to implement human resource management strategies, and be directed towards organizational performance in the organization, As well as enhancing the capabilities, skills and knowledge of human resources to achieve the organizational and strategic goals of the organization, including the following: (23, 2013: Beardwell).

#### A- The manager's vision

The enlightened vision of the CEO is a perception of the future form of the organization as desired by the managers, and this image will be within (6.2) years, and this image includes the position of the organization in the market in terms of its division, reputation, production and services, Of course, the ideal form of the organization can only be determined in light of the exploitation of its strengths, and the focus on its ability to move in this future to achieve new ideals and values for itself and all the beneficiaries and stakeholders of the organization , And the successful manager (or leader) is the one who devotes part of his work time to that constructive imagination and reflection. Some international organizations have encouraged this, and may allocate departments for the "future foresight" process, and put in place the necessary regulations and controls to make the process of Going to the future as a kind of thoughtful planning and planned development of the goals of the organization, because not setting these controls and not encouraging the thoughtful planning process can turn managers' dreams into a kind of exaggeration and unbridled imagination. (Darvish et al., 2012: 123)

#### B - The efficiency of the human resources manager

The efficiency of the executives of the organization is measured by the extent to which the vision, mission, and strategic plans of that organization are achieved, with the optimal use of the resources available to the organization, and also the efficiency of the head of human resources can be measured by his ability to receive and send information, ideas, plans and programs through writing and verbally in a clear and easy way. And encourage workers to provide him with feedback , As well as concern for workers, as it must be taken into account the extent of the manager's interest in the workers of the organization, which would enhance the commitment, belonging and cooperation of the employees, which helps the organization's success in achieving its goals. (Ramlall, 2006: 65).

#### C- The professionalism of human resources

The most important skills that accompany an employee of human resources management, organizational skills, good time management and personal competence are among the keys to human resources management, and the employee of human resources management in any organization must have the ability to communicate with workers in the organization in order to manage their tasks effectively , And that the employee of the human resources department deals with many matters at the same time, such as the problems of employees, the work of strategies, the appointment of employees and the management of their affairs within the organization, and that the employee of the human resources

department has a work ethic because they are the conscience of the organization and the secretaries of the organization's confidential information that must be preserved, The employee of the human resources department must focus on employee problems, and at the same time, he must implement the management policies that exist within the organization and be worthy of balance between the two parties. And that change is a cyclical feature of all successful organizations and the mission of the human resources department here is to help employees adapt to management and new change (Brockbank & Ulrich, 2013: 95).

Second: Organizational Effectiveness

1. The concept of organizational effectiveness

Researchers differed in giving a unified concept of organizational effectiveness, whether modern or previous, and it is noticeable that the concept of organizational effectiveness is a concept that follows the prevailing administrative philosophy at the time of the definition. The concept of organizational effectiveness according to the viewpoint of the School of Scientific Management was to increase production. We cannot now criticize this representation because we do not know the conditions that created this concept, because the ideas of the contemplative school are now prevalent. (Hall, 2008: 29) defined organizational effectiveness (as the ability of an organization to invest the opportunities of its environment in obtaining scarce resources to perform its functions). (IbnHabtoor, 2012: 43) said, "Organizational effectiveness is the clarity of goals and the ability to achieve them." Organizational Effectiveness is defined as "the degree to which the organization achieves its goals (Kalleberg, 2000: 138). Organizational effectiveness according to this perspective is a complex concept of internal and external resources, process efficiency, employee and customer satisfaction, competition, intellectual capital development, creativity, change and adaptation (Abbas, 2003: 125). this view is supported by (Al-Salem, 2003: 46) in his definition of organizational effectiveness, where he indicated that organizational effectiveness "is participation in doing the right things." On this basis, effectiveness in the end is limited to how the organization understands its environment and responds to it.

2. Dimensions of organizational effectiveness

Criteria in measuring effectiveness in measuring organizational effectiveness, namely: Steers 1985: 206) suggested

A- The first dimension (productivity)

An organization's ability to anticipate changes occurring in the external environment and implement effective management of its resources determines the level of productivity. Progress in increasing organizational productivity is phased in, with each change implemented through a process of planning, formulation and evaluation. Productivity level is



chosen as an indicator to measure organizational effectiveness, because the organization as a forum for business groups of people to achieve set goals, these goals can be achieved using the resources present in the organization. The use of resources is very essential for the survival of the organization. For this reason, productivity often interpreted as a measure of the extent to which existing resources are included and integrated to achieve a given outcome is a matter that can be used as a reference factor for organizational effectiveness. Because organizational effectiveness is fundamentally the success of the organization in achieving its goals. Productivity is the ratio between input and output whereas in general organizations productivity can be explained to what extent the objectives set by the organization can be properly achieved.

#### B- The second dimension (job satisfaction)

Job satisfaction is the level of happiness a person feels about his role or work in the organization. This results from the perception of the workers regarding their work. So job satisfaction is fully concerned with the psychological individual in the organization, which results from the perceived state of the work environment, and this psychological state will appear in the work situation of the individual which will in turn affect the work performance. It appears likely that when organizational conditions are supportive and satisfying, participation and trust could be the main drivers of increasing job satisfaction among professionals, among other outcomes. Therefore, the dynamic nature of the position itself leads us to take a holistic view of all potential influences or relationships however, the real drive behind all these attributes of business success comes from the employees. They are the catalysts for success that make competitors and their absence can create a void in which history can be made.

#### C- The third dimension (flexibility)

Flexibility is one of the main features that characterize contemporary organizations and is one of the factors influencing clarify how organizations perform their work and know the flexibility as the organization's ability to respond to change with the environmental. Or conditions is the ability to adapt to a rationale for organizational change (Dunford, etal, 2013), In order to achieve flexibility, it is necessary to understand the nature of the work performed by the organization so that its resources are directed in new directions, so that it is able to respond quickly and the importance of flexibility is determined in the following points :

- a. It is a condition for increasing the organization's ability to Confrontation with important and rapid environmental changes efficiently and

effectively, and to be able to manage its activities in light of these changes.

- b. It works to maintain the organization's effectiveness by adopting strategies that adapt to the changes in the work environment in order to face the difficulties the organization expects.
- c. Enhance the organization's capability and ability to respond to emergency changes.
- d. It works to give organizations the status of compliance in order to overcome stagnation, which helps them to compete with other similar organizations.
- e. Flexible management is characterized by renewal and always tends towards creativity, as it adopts change as a method of work.
- f. contribute to the development of the skills required to diversify the work culture in the organization through amendments to the procedures and regulations of the organization in light of the internal and external environment variables.
- g. Flexibility is an important source to keep pace with strategic plans for the environment within the framework of contemporary dynamic changes, whether social, economic, or technological. (Dibrell, etal, 2007)

#### D- The fourth dimension (searching for resources)

It is determined that much of the research conducted in the field of Human Resource Strategic Management is concerned with providing practical advice or experimental data. But in the absence of working with good theory, the field of strategic management can be characterized as an overabundance of data regarding empirical relationships and / or a description of practices that fail to explain the reasons for the existence or image of those relationships. In fact, if the criticism directed at the field of strategic management of human resources is that it lacks a truly strong theoretical basis.

It can weaken the ability of both practitioners and researchers to fully use human resources in support of the organization's strategy. He explains that, more than a decade ago, there was an urgent need for a theory that governs strategic management of human resources, which continued to be widely known through the works published in this field. explain that the integrated theoretical frameworks will help focus and organize research efforts and will make it possible to practice Managing human resources to become a true strategic path. Dwells in clarifying that, Where mentioned that the strategic management of human resources relies on two basic emphases. The first emphasis is the idea that the human resources of the organization, which have critical strategic importance for each of the skills, behaviors, and interactions of employees, can provide both the

basis for the strategic formation and the means of implementing the strategy , The second emphasis is the belief that human resource management practices in any organization have an effective impact on developing the strategic capacity of its human resources. There is a stronger theoretical basis that helps confirm the first, connects it with the second, increases the focus and effectiveness of research and practice in the field of human resource management, and will help organizations to thrive more effectively in their specific operating contexts. It confirms that the basic principles of strategic human resource management have a natural relationship to the resource-based view in terms of competitive advantage in the field of strategy .it is explain, that proponents of resource-based theory believe that a lasting competitive advantage can arise in the company's resource base and thus attract attention to the internal business of the organization. This theory receives more emphasis on the manager's role in selecting, developing, gathering, and deploying the company's resources, and not just choosing its competitive position in the operating environment. It is mentioned, that over the last ten years, resource-based theory has formed an integrative platform or background for most of the work taking place in the strategic management of human resources. He adds that while resource-based theory has been useful and relevant to the field of strategic human resource management, there are aspects of the theory that researchers consider critical but difficult to deal with in research and practice. (Rifai, 2015: 6).

### **The third topic**

#### **Applied Research Analysis**

##### **First: The statistical description of the research dimensions**

Emphasis will be placed on clarifying the level of responses of the surveyed sample on the questionnaire paragraphs (variables and sub-dimensions), thus determining respondents 'attitudes and diagnosing their perception of the investigated variables based on some descriptive statistical indicators represented by the arithmetic mean to identify the sample's response to the approved variables , and the standard deviation indicator to diagnose the extent of deviation of the values from their mean. In addition to determining the percentage of each paragraph and after one of the dimensions that have been adopted to measure the variables, noting that the approved hypothetical mean value amounted to (3), meaning that the achieved arithmetic mean values exceed or equal the hypothesis value is an acceptable value, otherwise it is a rejected value (failure to achieve a response) , In addition, the five-ranks Likert scale was relied upon (completely agreed with the weight of (5) to not completely agree with the weight of (1)) and as follows (see Appendix (1)) :

a. Human resource capabilities variable: This variable consists of three sub-dimensions, which are as follows:

1- **The manager's vision:** the descriptive statistical indicators are evident (the arithmetic mean, standard deviation, percentage) for the first dimension (the manager's vision). The dimension has achieved a somewhat high response and an arithmetic mean of (3.84), which is higher than the approved hypothesis mean value, which indicates On the response of the researched sample to the content of the paragraphs of the aforementioned dimension , as for the value of the standard deviation, it reached (0.87), and the percentage value was (0.76). As for the paragraphs through which the dimension was measured, the response was acceptable in all the paragraphs, as it achieved the paragraph (Human resources play an important role in the implementation of the department's strategic plans. .) The highest response among the other paragraphs, with a mean of my calculation (4.05), while the paragraph achieved (the executive director supports the activities and programs of human resources.) The lowest response and in the middle of my arithmetic (3.71).

2- **The efficiency of the human resources manager:** the descriptive statistical indicators are evident by (the arithmetic mean, standard deviation, percentage) for the second dimension (the efficiency of the human resource manager). The dimension has achieved a somewhat high response with an arithmetic mean of (3.89), which is higher than the value of The approved hypothesis mean, which indicates the response of the researched sample to the content of the paragraphs of the mentioned dimension. As for the value of the standard deviation, it reached (0.84), and the percentage value was (0.77), but at the level of the paragraphs through which the dimension was measured, the response was acceptable to all paragraphs, as the paragraph (There is interaction and communication between the Director of Human Resources and the Executive Director in determining the strategic priorities and initiatives of the department.) The highest response among the other paragraphs with an arithmetic mean (4.08), while the paragraph (the manager has sufficient knowledge to improve the performance of the department) achieved the lowest response with an arithmetic mean (3.74)

3- **Professionalism of human resources:** the descriptive statistical indicators are evident, represented by (the arithmetic mean, standard deviation, percentage) for the third dimension (professionalism of human resources). The dimension has achieved a somewhat high response and an arithmetic mean of (3.67), which is higher than the hypothetical mean value. Which indicates the response of the researched sample to the content of the paragraphs of the aforementioned dimension, while the value of the standard deviation was (0.85), and the percentage value was

(0.73) , As for the paragraphs through which the dimension was measured, the response was acceptable in all of the paragraphs, as the paragraph (Human Resources employees develop good relations with heads of departments and other employees) achieved the highest response among the other paragraphs and with an average of (3.85) while achieving the paragraph ( There is a tendency for human resources employees to manage change with great awareness (minimum response and average of my calculation (3.51).

**B: Organizational Effectiveness variable:** This variable consists of four sub-dimensions, which are as follows:

1- **Productivity:** Descriptive statistical indicators are evident represented by (the arithmetic mean, standard deviation, percentage) for the first dimension (productivity), that the dimension has achieved an acceptable response with an arithmetic mean of (3.65), which is higher than the approved hypothesis mean value , which indicates the response of the researched sample to the content of the paragraphs of the aforementioned dimension, as for the value of the standard deviation, it reached (0.89), and the value of the percentage was (0.73). (The extent of achieving the goals is evaluated continuously.) The highest response among the other paragraphs and with an arithmetic mean (3.70) while the paragraph has achieved (All previously set goals are implemented.) The lowest response with an arithmetic mean (3.55).

2- **Job satisfaction:** The descriptive statistical indicators represented by (the arithmetic mean, standard deviation, percentage) of the second dimension (job satisfaction) are evident. The dimension has achieved an acceptable response with an arithmetic mean of (3.65), which is higher than the approved hypothesis mean value, which indicates On the response of the researched sample to the content of the paragraphs of the aforementioned dimension , As for the value of the standard deviation, it reached (1.02), and the percentage value was (0.73). As for the paragraphs through which the dimension was measured, the response was acceptable in all the paragraphs, as it achieved the paragraph (my colleagues feel that they are part of the organization and active members in it. ) Top response between the other paragraphs and with an arithmetic mean (4.01), while achieving the paragraph (the remuneration and salaries system is fair among all and we are satisfied with it.) The lowest response and in the mean of my arithmetic (3.22.)

3- **Flexibility:** It is clear from the data of Table (15) the descriptive statistical indicators represented by (the arithmetic mean, standard deviation, percentage) for the second dimension (elasticity).

The dimension achieved an acceptable response with an arithmetic mean of (3.77), which is higher than the approved hypothesis mean value, which indicates the response of the researched sample to the content of

the paragraphs of the mentioned dimension, while the value of the standard deviation was (0.92), and the percentage value was (0.75). At the level of the paragraphs through which the dimension was measured, the response was acceptable on all the paragraphs, the paragraph (Individuals working in the department have multiple skills to fill different jobs continuously.) Achieved the highest response among the other paragraphs with an average of (3.98), while the paragraph (you can manage the department by increasing the number of individuals when the order is required) achieved the lowest response and with an arithmetic mean (3.62)

4- **Resource maximization:** It is evident from the descriptive statistical indicators represented by (the arithmetic mean, standard deviation, percentage) for the second dimension (flexibility). The dimension has achieved an acceptable response with an arithmetic mean of (3.70), which is higher than the approved hypothesis mean value, which indicates On the response of the researched sample to the content of the paragraphs of the aforementioned dimension, as for the value of the standard deviation it reached (0.93) , the percentage value was (0.74), but at the level of the paragraphs through which the dimension was measured, the response was acceptable on all paragraphs, as the paragraph (Individuals working in our department respond to an increase in their responsibility or tasks when the department was unable to increase the number of employees). Among the other paragraphs, and in the middle of my arithmetic (4.10), while the paragraph has achieved (Our department is keen to involve individuals with experience in making important decisions.) The lowest response and in the mean of my arithmetic (3.34)

**Second:** the confirmatory factor analysis of the research paragraphs

Confirmatory factor analysis is one of the statistical methods that aims to reduce factors to reach a consistent measure. It also aims to identify the extent of the consistency of the sample answers to the paragraphs of the questionnaire and is appropriate when the researcher uses measurements found in previous literature, and it is made sure that the results are consistent in terms of clarity and the goal to be measured for the sample to be known for the level of the paragraphs and dimensions of the research.

The SMART PLS program will be used in calculating the saturation ratios for each paragraph, which express the consistency of the answers and the decision to accept or reject the paragraph depends on the level of significance if it is less than (5%) the saturation percentage is accepted and vice versa, while the stability of the scale will be through calculating the Alpha Cronbach coefficient. If the parameter is greater than (68%), then the scale is considered constant and the results are as in Figure (2)

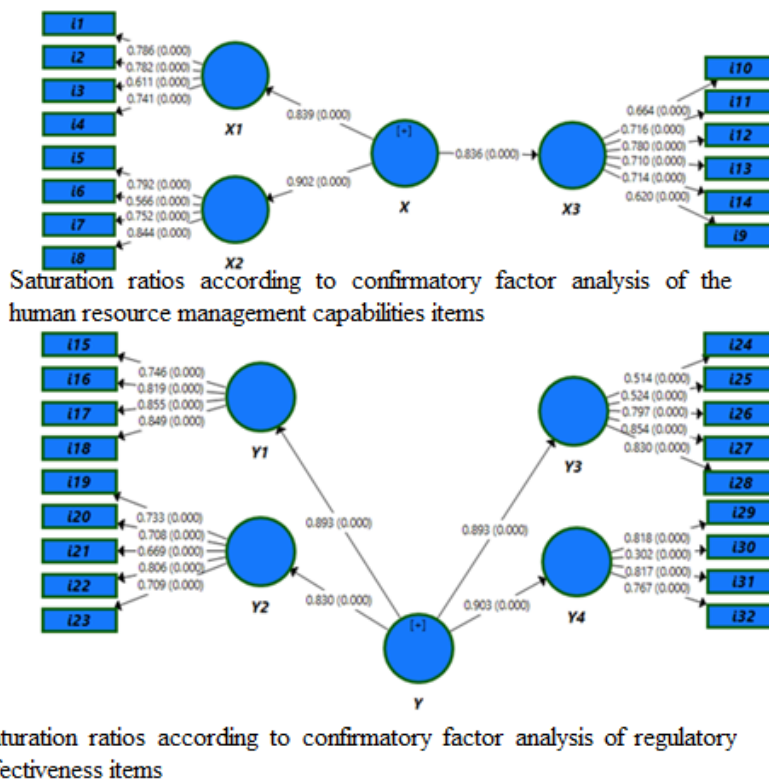


Figure (2) confirmatory factor analysis of the research paragraphs .

1: Calculation of the confirmatory factor analysis of the paragraphs of human resource management capabilities and the stability of its dimensions: The independent variable (capabilities of human resources management) has three dimensions, namely (the director's vision, the efficiency of the human resource manager, the professionalism of human resources) and includes the scale of (14) paragraphs distributed for each dimension between (4 to 6) paragraph. The statistical program (SMART PLS) was used in the confirmatory factor analysis test and extracted its results as well as the calculation of the (Alpha Cronbach) factor. (Saturation percentage) for each paragraph of the independent variable, as well as the level of significance, and appears on the arrow connected between the dimension and the paragraph. As well as the variable itself. If the parameter exceeds (68%), then the dimension or variable is considered to be stable. Well it turns out that all paragraphs the capabilities of human resources management are clear for the responding sample, which is reflected in the outstanding consistency, as well as the appropriate selection of the sample that answered the paragraphs, as well as the adequacy of the sample size. As for the stability of the scale, it shows that all dimensions of the capabilities of human resources management have exceeded the ratio of (0.68), and this indicates that if

the scale paragraphs were redistributed again, the results would be approximately the same.

**2: Calculation of the confirmatory factor analysis of the paragraphs of organizational effectiveness and the stability of its dimensions:** The dependent variable (organizational effectiveness) has four dimensions, namely (productivity, job satisfaction, flexibility, resource maximization) and includes the scale of (18) items distributed for each dimension between (4 to 5) a paragraph. The statistical program (SMART PLS) was used in the confirmatory factor analysis test and extracted its results as well as the calculation of the (Alpha Cronbach) factor , (Saturation percentage) for each paragraph of the independent variable, as well as the level of significance, and appears on the arrow connected between the dimension and the paragraph. As well as the variable itself. If the coefficient exceeds (68%), then the dimension or variable is considered constant. The (confirmatory factor analysis) test for the items (organizational effectiveness) that (saturation ratios) for all the paragraphs was at the acceptable level, because the level of significance is less than (5%) , it also became clear that all the organizational activity clauses are clear to the responding sample, which was reflected in the distinct consistency, as well as the appropriate selection of the sample that answered the paragraphs, as well as the adequacy of the sample size. As for the stability of the scale, it shows that all dimensions of the capabilities of human resources management have exceeded the ratio (0.68), and this indicates that if the scale paragraphs were redistributed again, the results would be approximately the same.

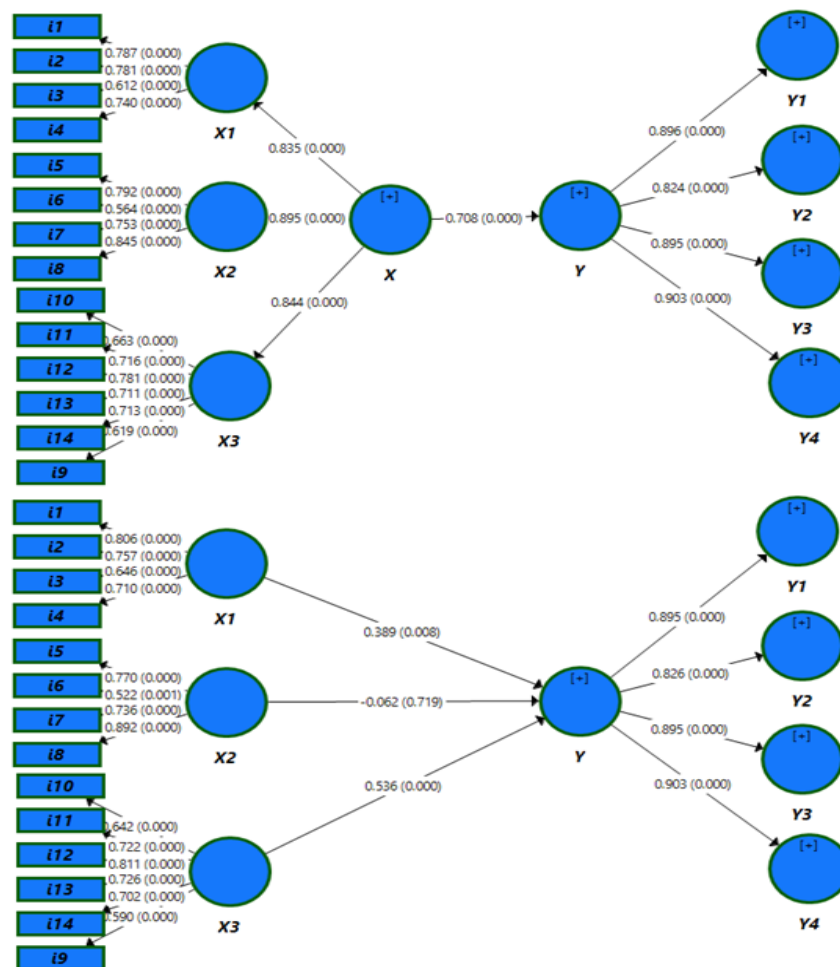
### **Third: testing hypotheses of impact**

After the data quality was confirmed through the normal distribution and factor analysis and Alpha Cronbach laboratory for all the paragraphs of the variables and their dimensions. Therefore, in this study, the degree of influence between human resource management capabilities and organizational effectiveness will be estimated, and the researcher assumes in the research methodology the existence of an impact relationship of human resource management capabilities on organizational effectiveness. a simple regression analysis method will be used to test the direct relationships between the independent and dependent variable, and the multiple regression analysis method between the dimensions of human resource management capabilities and organizational effectiveness dimensions. Using SMART PLS, the results are as follows:

**First: The main hypothesis:** This hypothesis stated that there is a positive effect of the capabilities of human resources management on organizational effectiveness, and this means that any change in organizational effectiveness resulting from the change in the capabilities



of human resources management, the influence relationship will be tested according to the structural equation (PLS-SEM) Through the statistical program (SMART-PLS), the impact factor and its level of significance on the shares connected between the two independent and dependent variables, as well as the correlation coefficient between the capabilities of human resources management and organizational effectiveness, also displays the coefficient of determination (R<sup>2</sup>), which shows the amount of interpretation of the independent variable from the variance in the dependent variable and that the result of accepting or rejecting the hypothesis depends on the level of significance assumed by the researcher which is ( 5%) and the results are as follows:



**Figure (3) the impact factor of human resource management capabilities and its dimensions in organizational effectiveness**

**1- The first hypothesis:** This hypothesis assumes the existence of an influence relationship to the manager's vision of organizational effectiveness. According to the results, Appendix (2) shows that the correlation coefficient reached (0.38), which is a positive and significant relationship at a significant level (0.05). As for the amount of influence of the manager's vision on organizational effectiveness, it reached ( $\beta$ ) (0.389). It is a positive effect, i.e., the greater the director's vision of one

unit, the greater the organizational effectiveness by (0.389). the coefficient is significant because the level of the achieved level of morale has reached (0.008), which is less than the level of significance that was assumed (0.05). According to these results, the main hypothesis is accepted at the level of this research.

**The second hypothesis:** This hypothesis assumes the existence of an influencing relationship for the efficiency of the human resource manager in organizational effectiveness , according to the results, Appendix (2) shows that the correlation coefficient reached (-0.06), which is a negative and non-significant relationship at a significant level (0.05). As for the impact of the efficiency of the human resource manager on organizational effectiveness, it reached ( ) (-0.03), which is a negative effect, that is, whenever the efficiency of the human resource manager increases in one unit, the organizational effectiveness decreases by (0.03). also, the laboratory is not significant because its achieved level of morale has reached (0.719), which is less than the level of significance that was assumed (0.05). According to these results, the main hypothesis is rejected at the level of this research .

**The third hypothesis:** This hypothesis assumes the existence of a relationship to the impact of human resources professionalism on organizational effectiveness. According to the results, Appendix (2) shows that the correlation coefficient reached (0.525), which is a positive and significant relationship at a significant level (0.05). As for the amount of the impact of the professionalism of human resources on organizational effectiveness, it reached ( $\beta$ ) (0.536), which is a positive effect, that is, the more professionalism of human resources one unit, the organizational effectiveness increases by (0.536). The coefficient is also significant because its level of verified morale has reached (0.000), which is less than the level of significance that was assumed (0.05). According to these results, the main hypothesis is accepted at the level of this research.

**Main hypothesis:** This hypothesis assumes the existence of an influencing relationship for human resource management capabilities in organizational effectiveness. According to the results, Appendix (2) shows that the correlation coefficient reached (0.708), which is a positive and significant relationship at a significant level (0.05). as for the amount of the impact of human resource management capabilities on organizational effectiveness, it reached ( $\beta$ ) (0.708), which is a positive effect, that is, whenever the capabilities of human resources management increase in one unit, organizational effectiveness increases by (0.708). The coefficient is also significant because its level of verified morale has reached (0.000), which is less than the level of significance that was

assumed (0.05). According to these results, the main hypothesis is accepted at the level of this research.

## The fourth topic

### Conclusions and recommendations

First: Conclusions In light of what has been reached in the theoretical side of the research and the presentation of previous studies, concepts, foundations and objectives for the research variables, as well as analyzing the answers of the research sample individuals, the research reached a set of conclusions as follows :

1. The research has proven that there is an impact relationship for the capabilities of human resources management on organizational effectiveness. This means that the greater the capabilities of human resources management, the greater the organizational effectiveness.
2. The study found that there is an effect of the manager's vision on organizational effectiveness, that is, the greater the director's vision, the greater the organizational effectiveness.
3. The study found that there is an effect of the efficiency of the human resource manager on organizational effectiveness, that is, the greater the efficiency of the human resource manager, the greater the organizational effectiveness.
4. The study found that there is an impact of human resource professionalism on organizational effectiveness, that is, the greater the professionalism of human resources, the greater the organizational effectiveness.

### Second: the recommendations

1. The necessity of building an integrated information system for human resources management for collecting and analyzing data in a way that supports the strategic decision-making process and helps to adopt the internal and external state of change in accordance with the requirements of the work environment.

2. The surveyed organization must work diligently on designing an integrated training program aimed at enhancing the capabilities of human resources management, so that this program includes the following steps:

- a. Determine the level of capabilities currently available to human resources experts and officials by using survey methods or identifying

scientific or functional qualifications and the amount of expertise and experience they possess.

B. Designing appropriate training programs according to the level of the capacity gap, according to what is currently available and what is required in the future.

Dr.. Preparing competent trainers, and other requirements for conducting and implementing the training program.

3- Organizations form a specialized work team that includes experts from the Human Resources Department in addition to the heads of the main departments in the company whose mission is to identify the context of the existing company's work environment and build the case for change for this company by examining the environmental factors present in the organization's work environment and identifying current and expected indicators of change because Every successful transformation process must start with an understanding, knowledge and awareness of the surrounding challenges before making the actual change because this has psychological repercussions on the willingness of the change process and operational implications for implementing the change program.

4- The process of implementing the successful transformation of the human resources department requires selecting the right individuals at the right time and in the appropriate manner. This stage is called the joining stage in change. The more effective participation of most of the organization's members, the more positively this will be reflected on the effectiveness of the transformation.

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**Appendix (1) values of descriptive statistics indicators of paragraphs and the dimensions of search.**

No.	The paragraphs	Arithmeti c mean	standard deviation	percentage	Arrangement
1	The manager has a clear vision of how to use human resources and improve their performance.	3.771	0.981	0.754	2
2	The manager works to remind the followers of the vision on an ongoing basis	3.714	0.783	0.743	3
3	Human resources play an important role in implementing the department's strategic plans	4.057	0.899	0.811	1
4	The Executive Director supports HR activities and programs	3.714	0.819	0.743	4
	The overall average for the director's vision dimension	<b>3.814</b>	<b>0.870</b>	<b>0.762</b>	

No.	The paragraphs	Arithmeti c mean	standard deviation	percentage	Arrangement
1	There is interaction and communication between the Director of Human Resources and the Executive Director in determining the department's strategic priorities and initiatives	4.086	0.812	0.817	1
2	The human resource manager builds relationships with other managers in the department	3.871	0.779	0.774	2
3	The manager understands the basics of employing human	3.871	0.850	0.774	3

	<b>resources appropriately</b>				
<b>4</b>	<b>The manager has sufficient knowledge to improve department performance</b>	3.743	0.928	0.749	4
	<b>The general rate of the competency dimension of the human resources manager</b>	<b>3.892</b>	<b>0.842</b>	<b>0.778</b>	

No.	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	Human resources employees have sufficient experience in human resources activities such as training, recruiting, improving and others	3.814	0.786	0.763	2
2	The human resource employee understands the experience and skills of the department's employees	3.700	0.823	0.740	3
3	There is a tendency for human resources personnel to manage change with great know-how	3.514	0.864	0.703	6
4	Human resources personnel understand the department's operations and culture	3.643	0.817	0.729	4
5	Human resource personnel develop good relationships with department heads and other employees	3.857	0.822	0.771	1
6	The human resources department has information and expertise that is provided in a timely manner	3.529	0.989	0.706	5
	<b>The general rate of the human resources professional dimension</b>	<b>3.676</b>	<b>0.850</b>	<b>0.735</b>	

No.	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	The department's resources are effectively invested without wastage	3.686	0.986	0.737	2
2	There is a complete description of the goals that are easy to implement	3.657	0.796	0.731	3
3	All previously set goals are implemented	3.557	0.927	0.711	4
4	The extent of achieving the goals is evaluated on an ongoing basis	3.700	0.874	0.740	1
	<b>The overall rate of the</b>	<b>3.65</b>	<b>0.895</b>	<b>0.73</b>	

<b>productivity dimension</b>					
<b>No.</b>	<b>The paragraphs</b>	<b>Arithmeti c mean</b>	<b>standard deviation</b>	<b>percentage</b>	<b>Arrangement</b>
1	My co-workers feel that they are part of the organization and active members of it	4.014	0.876	0.803	1
2	The work is coordinated among my colleagues and we are completely satisfied with the work	3.771	0.920	0.754	2
3	The bonus and salary system is fair among all and we are satisfied with it	3.229	1.299	0.646	5
4	There is a mutual trust between my colleagues and the line officer and they feel completely satisfied with it	3.557	1.112	0.711	4
5	The line manager directs and solves the problems with the work and finds realistic solutions for them	3.700	0.938	0.740	3
	<b>The overall rate of the job satisfaction dimension</b>	<b>3.654</b>	<b>1.029</b>	<b>0.730</b>	

<b>No.</b>	<b>The paragraphs</b>	<b>Arithmetic mean</b>	<b>standard deviation</b>	<b>percentage</b>	<b>Arrangement</b>
1	The personnel working in the department have multiple skills to fill different jobs on an ongoing basis	3.986	0.970	0.797	1
2	You can manage the department by increasing the number of people when required	3.629	0.966	0.726	5
3	Our department seeks accurate knowledge of business characteristics and requirements in order to follow an appropriate strategy	3.800	0.844	0.760	2
4	Our department anticipates future changes and prepares to adapt to them	3.710	0.925	0.742	4
5	The department has sufficient capacity to adapt to the new situations	3.757	0.939	0.751	3



	<b>The overall rate of the flexibility dimension</b>	<b>3.776</b>	<b>0.928</b>	<b>0.755</b>	
No.	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	The department works to better identify the non-invested resources and invest them	3.714	0.801	0.743	2
2	Individuals working in our department respond to an increase in their responsibility or duties when the department is unable to increase the number of employees	4.100	0.801	0.820	1
3	Our department is keen to involve experienced personnel in making important decisions	3.343	1.141	0.669	4
4	Our department management is concerned with building positive relationships with its other partners in order to obtain resources	3.643	0.993	0.729	3
	<b>The overall rate of the resource optimization dimension</b>	<b>3.70</b>	<b>0.934</b>	<b>0.74</b>	

**Appendix (2) Some statistics of the impact factor test of human resource management capabilities in organizational effectiveness .**

	Original Sample (O)	R	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>X -&gt; Y</b>	0.708	0.708	0.084	8.481	0.000
	Original Sample (O)	R	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>X1 -&gt; Y</b>	0.389	0.38	0.145	2.673	0.008
<b>X2 -&gt; Y</b>	-0.062	-0.031	0.172	0.36	0.719
<b>X3 -&gt; Y</b>	0.536	0.525	0.107	4.987	0.000