



The reflection of the application of human resources management strategies in enhancing organizational success :Analytical research of the opinions of leaders in the general company for petrochemical industries, School supplies factory in baghdad - al-taji

Maysoon Ali Hussein<sup>\*a</sup> & Ibtisamah Raad Ibrahim<sup>b</sup>

a Iraqi University/ College of Economics and Administration/ Department of Business Management.

b University of Baghdad/ College of Economics and Administration / Department of Public

## Abstract

This research aims to determine the impact of human resources management strategies as an independent variable with sub-dimensions planning, recruitment, training, and motivation with organizational success as a dependent variable. The research problem lies in how human resources management strategies influence organizational success. This research will add scientific and cognitive value to the academic community, as its results can be utilized to develop these strategies and increase scientific knowledge of research variables. This paper relied on two main hypotheses: first, a statistically significant correlation exists between human resources strategies and organizational success. Second, there is a significant effect between human resources strategies and organizational success. Among the conclusions reached by the authors, there is a direct and fundamental impact of human resources strategies on organizational success. It was clarified by revealing the effect of the dimensions of human resources strategies on organizational success. Moreover, this paper presented a set of recommendations, the most significant being that organizations must define a clear human resources management strategy consistent with their organizational goals and vision and focus on recruiting and training competent employees and improving their performance. A total of 40 questionnaires were distributed to a purposive sample of leaders at the General Company for Petrochemical Industries - School Supplies Factory. Based on the statistical program (SPSS), several statistical methods were utilized to analyze the data, including frequencies, percentages, arithmetic mean, standard deviation, correlation coefficient, and regression analysis.

## Introduction

Human resources management strategies are among the most essential strategies influencing organizational success as they aim to improve employee performance and increase work effectiveness. These strategies include human resources planning, recruitment, motivation, and training. The problem lies in how to use these strategies to attract and employ appropriate and competent workers who suit the ambitions of their organizations. Do these strategies have an impact on the organization's success? What is the size of this impact, and what are these strategies? Human resources planning determines current and future labor needs and identifies the skills and experiences necessary to achieve the goals. Recruitment,

for its part, attracts suitable candidates for the available jobs. In addition, the motivation strategy aims to motivate employees and increase their satisfaction with work. Finally, the training strategy develops employee skills and increases their ability to deal with practical challenges and requirements. In general, it can be said that adequate human resources strategies help enhance organizational success by attracting and selecting the right employees, motivating them, and developing their skills. It leads to increasing the organization's productivity and achieving set goals. This research dealt with a sample of the opinions of some leaders in the General Company for Petrochemical Industries and School Supplies Factory. A questionnaire was used to collect information from the targeted sample,

## Information

Received: 23/11/2023

Revised: 29/12/2023

Accepted: 31/12/2023

Published: 31/12/2023

## Keywords:

organizational success  
human resource  
management strategies  
planning  
recruitment  
motivation, and training

\* Corresponding author: E-mail addresses : maysoon.ali@aliraqia.edu.iq.

and statistical methods were used to determine frequencies, standard deviations, etc. The research included four sections; the first section dealt with the research methodology, while the second section was the theoretical aspect and included three subsections: the first was human resources management strategies, the second was organizational success, and the third was the relationship between the two variables. The third section discussed the practical aspects and the most important results. Finally, the fourth section included the most important conclusions and recommendations reached by the research.

First: the research problem:

Practices have shown that human resources management in the organization faces current and future challenges due to globalization and its mechanisms and the rapid and successive technological developments that have brought about changes in the scope of work, skills, and capabilities required for human resources and differences in labor markets. For the human resources management in the organization to face the challenges, this requires employing qualified individuals who can face the challenges and fulfill the job requirements. To ensure the continued progress of the organization and its effective competition with other organizations and to achieve organizational success, it must adopt human resources management strategies successfully and effectively, among which are Strategies (Planning, employment, training, and motivation). Through the above, the primary problem can be shown more clearly by raising several questions:

- What is the impact of human resources management strategies in achieving the organizational success of the organization?
- What is the relationship between human resources management strategies and organizational success?
- What is the reality of practicing human resources management strategies, and to what extent do they contribute to achieving organizational success?

**The importance of research**

1. This research deals with a vital and modern topic in the labor market, which is an attempt to identify the most

important human resources management strategies and their impact on achieving organizational success. It is a topic that concerns all different institutions and companies, as human resources management is considered a key element in the success of any organization.

2. The research helps organizations better understand the importance of developing these strategies for managing human resources and adopting best practices, techniques, and methods, as well as the direct impact of these practices on achieving organizational success.
3. The research attempts to improve the organization's performance, increase its productivity, raise the quality of its services, reduce operating costs, and increase profits.
4. They are adding scientific and cognitive value to the academic and organizational community, as the results of this research can be used to develop human resources management strategies and increase scientific understanding of the subject. Also, it can be used as a starting point for further studies on this or related topics, helping to improve our knowledge of developments in this field.

**Research objectives**

1. The primary goal of this research is to try to identify human resources management strategies and their role in achieving organizational success
2. Analyze the human resources management strategies used in organizations and evaluate their impact on achieving organizational success.
3. Study the relationship between human resources management strategies and achieving organizational success in the researched company.
4. Identify human resources management's challenges in achieving organizational success and provide practical solutions.
5. Analyze the impact of human resources management practices on achieving organizational success.

**Hypothetical research plan:**

**Figure (1) Hypothetical research plan / Source: Prepared by the researcher: 2023**



**Research hypotheses**

The first hypothesis is that there is a statistically significant correlation between human resources management practices and organizational success.

It is divided into the following sub-hypotheses:

- 1-There is a statistically significant correlation between human resources planning and organizational success.
- 2-There is a statistically significant correlation between the employment of human resources and organizational success.
- 3-A statistically significant correlation exists between motivating human resources and organizational success.
- 4-There is a statistically significant correlation between human resources training and organizational success.

The second hypothesis is that human resources management strategies have a statistically significant effect on organizational success.

**It is divided into sub-hypotheses:**

- 1-Human resources planning has a statistically significant effect on organizational success.
- 2-Employing human resources has a statistically significant effect on organizational success.
- 3-Motivating human resources has a statistically significant effect on organizational success.
- 4-Human resources training has a statistically significant effect on organizational success.

**Sample and research community**

Research community: Leaders of the General Company for Petrochemical Industries - School Supplies Factory in Baghdad Al-Taji

**Target sample:** A purposive sample that includes the factory leaders, including heads of departments, divisions, and units

**Sample size:** The questionnaire was distributed to a total of 40 samples .

Seventh: Limits of research:

**Time limits:** The time limits for the research were limited during the academic year 2022-2023.

**Spatial boundaries:** This research was applied to directors of departments and officials of divisions and units in the General Company for Petrochemical Industries - School Supplies Factory in Baghdad Al-Taji.

**Cognitive boundaries:** strategic management, human resources management, and organizational behavior.

**Eighth:** Statistical Methods:

Several statistical methods were used to analyze the data based on the statistical program (SPSS), and these methods included - frequencies and percentages - arithmetic mean and standard deviation-Correlation coefficient -Regression analysis(

**Table for constructing standards**

**Table (1) Scale construction table**

Main variables	Sub variables	Number of paragraphs	Paragraph number	Source
Demographic variables	Social gender	2	1	Prepared by the researcher
	Academic achievement	5	2	
	Number of years of news the age	5	3	
Human resources management strategies	Planning	1-5	1	(Sami, 2019:224)
	recruitment	6-10	2	
	Training	11-15	3	
	motivation	16-20	4	
Organizational success	Organizational success	1-10	1	Khalaf, ) (2014:230)

**Literature review.**

**❖ Human Resources Management Strategies**

Human resources management strategies are procedures, policies, and methods that organizations use to manage and develop the employees who work for them. These strategies usually include planning, recruiting, training, and motivating human resources and aim to achieve the organization's goals by enhancing employees'

efficiency and effectiveness at work. Planning for human resources management means analyzing the organization's future employee needs and determining the quantity, quality, and skills required to meet these needs. It also includes developing an integrated and effective recruitment strategy to attract the talents required to meet the organization's needs. Recruitment for human resources management includes selecting suitable candidates to work in the organization based on the requirements of the job and the required skills, including interviews and tests to

assess the necessary abilities, skills, and experience. The training for human resources management aims to develop the skills and knowledge of employees and improve their performance at work by providing training programs, workshops, and educational courses. The motivation for human resources management indicates managing employees effectively and encouraging them to work seriously and achieve the set goals through the use of various techniques and tools such as Rewards, promotions, grants, vacations, etc., intending to enhance productivity and quality and raise the level of employee satisfaction (Meister, 2019: 23)

First: The concept and importance of human resources management strategies

The researcher (Al-Sayyed) Make it clear that "the administrative process that aims to develop and manage the human resources group in the organization" by employing appropriate employees, training and developing them, managing their performance, rewards, and benefits, and improving their relationships in the workplace (Al-Sayyed, 2021: 11). As for (Al-Maamari) he explained it as "the field of management that focuses on Improving the overall performance of the organization by organizing and developing the available workforce, identifying training and development needs, managing practical relationships, and motivating employees" (Al-Maamari, 2022: 9). It is "the process of planning and implementing policies and procedures related to the management and development of human resources in the organization" (Al-Homsi, 2021: 15).

As agreed, (Al-Ghaith) that it is "the process of managing individuals working in the organization effectively and in light of the changing economic and social challenges" (Al-Ghaith, 2022: 10). As for the concept of human resources strategies, explain it )Abdel Latif( it as "processes and procedures implemented in companies and institutions to manage human resources and their employees" in terms of recruitment, development, performance evaluation, management of rewards and grants, enhancing organizational culture, developing capabilities and skills, managing relations between employees and management and between employees themselves, and managing potential crises and conflicts (Abdel Latif, 2022: 20). Both Awara & Eneh (defined it as "linking strategic human resources with the organization's strategy and considering them as a strategic partner to achieve organizational growth to formulate and implement the organization's strategy through human resources activities such as recruitment and selection, training and rewarding employees" (Eneh& Awara,2016:28).

Human resource management strategies are one of the most important processes that any organization must pay

attention to for several reasons, as outlined by (Abdullatif, 2022: 23) (Al-Morshedy, 41:2019) (Deeb: 95:2020) and they were as follows:

- 1.Improving performance: Human resources management aims to improve employees' performance, increase their productivity, and reduce the rate of errors at work.
- 2.Enhancing team spirit: Human resources management helps strengthen team spirit among employees and encourages them to work as one team.
- 3.Improving relationships: Human resources management aims to improve relationships between employees and management and provide a positive and stimulating work environment.
- 4.Distinctive human resources: The importance of human resources management practices in organizations through the accessibility of competent, skilled, and talented human resources from different nationalities, cultures, and nationalities that specialize in their field of work.
- 5.Enhancing the spirit of innovation: Human resources management enhances the spirit of innovation and creativity among employees, which contributes to improving the employees' performance and, thus, the performance of the organization as a whole.

The researchers believe that human resource management strategies are essential to the success of any organization, as they contribute to achieving the set goals and developing a productive and stimulating work environment.

The author (Abdul Ghani) explained that organizations need human resources management for many reasons, including: (Abdul Ghani, 2021: 77).

- 1.Improving performance: Human resource management practices help improve employee performance and increase work effectiveness, thus improving the organization's overall performance.
- 2.Attracting and attracting talent: Human resources management practices work to attract qualified and talented talent to work in the organization and maintain their continuity in work.
- 3.Employee development: Human resources management practices help develop employees, improve their skills and knowledge, and increase their experience in different areas of work, which helps them improve their performance and increase their effectiveness.

The two researchers see the need for organizations to adopt human resources management practices, as they are considered a critical factor for the success of any institution. Human resources are an essential part of any institution and are a significant factor in determining its aptitude to achieve its goals and grow.

### **Second: Objectives of human resources management**

Human resources management aims to achieve several goals, as stated by (Al-Nabulsi, 2021: 31) (Dessler, 2020) (Tahami, 2022: 1445), which were as follows:

- Attracting talented and qualified employees: Human resource management practices aim to attract qualified and talented employees who possess the skills and experience necessary to achieve the organization's goals.
- Employee development: Human resources management practices aim to develop and train employees and enhance their capabilities and abilities through organizing training courses, workshops, practical applications, and other training activities.
- Maintaining employees: Human resources management practices aim to maintain qualified and talented employees by providing an excellent and appropriate work environment and developing rewards and benefits policies that encourage employees to continue working.
- Building a cohesive workforce: Human resources management practices can provide a coherent workforce in a productive society.
- Creating a multicultural organization: Human resources management practices offer a place accommodating all employees with different cultures.

### **Third: Damage caused by the absence of human resource management strategies**

The absence of applying correct human resources management strategies can lead to much damage in the organization, as shown by (Hejazi, 2022: 43) (Ali, 2022: 49) and as shown below:

- 1.Reducing productivity and efficiency: The lack of human resources management practices can lead to a lack of organization, definition of roles and tasks, and proper direction of employees, which affects productivity and efficiency.
- 2.Increased rate of resignations and layoffs: The lack of human resources management practices can lead to not providing the necessary support to employees, which can lead to an increased rate of resignations and layoffs and thus increase the cost of compensation.
- 3.Reducing the level of satisfaction among employees: The lack of human resources management practices can lead to not providing appropriate benefits and rewards to employees, which leads to reducing the level of satisfaction among employees and affecting the overall performance of the institution or organization.
- 4.Biases: Management that favors a group of employees over others because of their differences leads to failure and failure to continue in the long term.
- 5.Lack of acceptance of change: Many organizations seek change, unlike their employees who fear or avoid the

cohesion of the organization conflicts and lack diversity for fear of their positions and new work because of the differences between them, workers prevent change.

### **Fourth: Human resources management strategies:**

Planning the human resources strategy contains two basic parts, as indicated by both) Musa & Al-Sarayrah(, 2021: 233) which are:

A. Analyzing the organization's objectives: This step includes studying and understanding the organization's goals, as human resources planning is an integral part of the organization's strategic planning.

B. Demand analysis: Future human resource needs are estimated after the job analysis and description process, where the types of jobs and businesses and their numbers are determined.

While others (Al-Bayati, 2021: 45), (Shams al-Din, 2022: 62), (Hussein, 2021: 43), (Al-Jamil, 2022: 33) explained that human resources management strategies include planning, recruitment, training, and motivation for human resources:

- Human resources planning: It is "the process of identifying and meeting the needs of employees in the organization" and includes identifying the necessary jobs and the skills required for those jobs, determining the required quantities of employees, estimating the time needed to provide them, and determining the financial resources necessary to meet the employees' needs. (Al-Bayati, 2021: 45.)
- Human Resources Recruitment: The process of "selecting and appointing appropriate employees to fill specific organizational positions." This process includes searching for suitable candidates for the advertised jobs, evaluating their qualifications, skills, and experience, and selecting the most suitable employees to fill the positions.
- Human resources training: The process of "providing employees with the skills, knowledge, and experience necessary to improve their performance in the jobs they hold." This process includes providing employees with the necessary education and training on the technical, administrative, communication, leadership, and organizational skills they need.
- Motivating human capital: These are "the processes and methods that are used to motivate and activate employees in institutions and companies to increase their productivity, improve their performance, raise their level of satisfaction with work, motivating them by providing rewards and incentives while providing an appropriate work environment, striving to train and develop workers while encouraging them to be creative and innovative, and providing an appropriate work environment." And other encouraging methods.

### ❖ **organizational success**

Organizational success is one of the most important concepts related to the management of organizations, and it can be defined as "the capability to achieve the organization's specific goals effectively and on time." The degree of organizational success depends on several factors, including effective management of human resources, strategic planning, innovation, institutional change, and others. Achieving organizational success requires providing a work environment that encourages productivity, innovation, and continuous learning through developing and improving human resources practices and encouraging interaction and communication among all organization members. Organizational success can affect several aspects, including improving financial performance and productivity and raising satisfaction. Customers and improve the organization's general image, thus enhancing its position in the labor market. To achieve organizational success, the organization must set clear goals, provide sufficient resources to accomplish these goals, and encourage employees to contribute to achieving them with all their efforts and capabilities) Sauer ,2020: 165.(

#### **First: The concept of organizational success and its measurement**

The researcher (Al-Abdali) explained organizational success as "the capacity to achieve the organization's specific objectives effectively and on time, using available resources optimally and achieving overall satisfaction for employees, customers, and shareholders" (Al-Abdali, 2020: 12). He defines ) Al-Ahmad ,2021: 9) it as "the skill of the institution to achieve its vision and objectives effectively, efficiently and in the long term, by making optimal use of available resources and employing them effectively by the best ethical and social standards." (Al-Qahtani, 2022: 10) believes that organizational success means "achieving the goals set by the organization, advancing and improving them by using available resources in an effective and timely manner while providing a stimulating and safe work environment for workers and achieving general satisfaction for all stakeholders".

Organizational success can be measured in many ways, as indicated by (Al-Khalayleh, 2022: 23), the most important of which are:

- Financial outputs: the organization's profits, revenues, and economic growth rate are measured.
- Customer Satisfaction: the extent of customer satisfaction with the products and services provided by the organization is measured.
- Response to changes: It measures the organization's capacity to adapt to changes in the market, technology, and economic developments.

- Innovation and Creativity: The extent of an organization's capacity to innovate and create in designing and providing new products and services is measured.

The researchers believe that measuring organizational success includes many different factors and varies from one organization to another. Many different metrics and tools can be relied upon to determine the extent of an organization's success in achieving its goals, developing its operations, and improving its performance according to specific standards.

#### **Second: Requirements for achieving organizational success:**

Several requirements must be activated to achieve organizational success, as stated by (Al-Omari, 2021: 42) (Al-Abadi et al., 2016 (127) (Al-Maghrabi , 2018: 14), the most important of which are the following:

1. Having a clear and specific vision: The organization must have a clear and specific vision for its future goals and plans, and all employees must be aware of it.
2. Strategic Planning: Specific goals must be set, clear plans must be defined to achieve these goals, and all employees must be aware of these plans and goals.
3. Resilience: The organization must adapt to changes in the market, technology and economic developments, and deal with challenges and problems effectively.
4. Effectiveness is a measure of the success and superiority of organizations and the extent of their aptitude to achieve their goals through planning and control. It results from the interaction of the components of the organization's overall performance and the internal and external variables that affect it.
5. Efficiency: It expresses the use of rationality and rationality in comparing alternatives and choosing the best option that reduces costs or maximizes returns to the maximum possible degree.

The researcher believes that achieving organizational success requires several requirements, such as the organization's aptitude to adapt to its surroundings, work efficiency, and other abovementioned requirements and factors contributing to achieving its goals.

Third: Organizational success factors:

The factors for organizational success are multiple, as indicated by (Al-Sulaiman, 2022: 67) (Al-Qadi: 2015: 170) (Al-Rubawi et al., 2015: 87), including the following:

1. Effective leadership: Successful organizations require solid and effective leadership through setting goals, defining plans, and allocating resources appropriately, in addition to encouraging and supporting employees.
2. Setting goals and vision: Organizations must define clear and well-defined goals and vision, as these goals are

compatible with the organization's mission and based on reliable data and evidence.

3. Recruiting and developing employees: Organizational success requires the presence of qualified and committed employees through effective recruitment, developing competencies, and providing training and development opportunities.
4. Job security: Job security is represented by the various dimensions of social and health protection and job benefits, as these matters would create psychological strength, raise employee morale, and lead to improved performance and increased productivity.
5. Lack of market knowledge: Market knowledge is defined as the information the organization possesses about the market structure. Kotler added that it collects and analyzes data about the competitive markets it will target by determining the size of the market and the expected market share capable of serving it.

The two researchers believe that organizational success factors include a group of factors, such as effective leadership of human resources, increased market knowledge, and others that the organization must consider to achieve sustainable success.

#### **Fourth: Dimensions of organizational success:**

The dimensions of organizational success can be classified into several categories, as explained by (Al-Hammadi, 2021: 55) (Aziz & Khamis, 2022: 10) (Taweh, 2019: 27), the most prominent of which are:

1. Financial performance: This category relates to the level at which specific financial goals are achieved, and these dimensions are evaluated by comparing profits and financial returns between different periods.
2. Customer satisfaction: This category relates to the extent of customer satisfaction with the products or services provided by the organization. These dimensions are evaluated by conducting customer satisfaction studies and measuring customer interaction and positive interaction.
3. Innovation and change: This category relates to the organization's capability to adapt, change, and innovate in designing and providing new products and services. These dimensions are evaluated by measuring the extent of innovation and development in products and services and the organization's internal operations.
4. Operational activity: The organization carries out a set of essential activities that lead it to achieve organizational success, including marketing, which is the activity that enables individuals and groups to achieve and satisfy their needs and desires.
5. Strategic vision: The critical and radical changes that have affected various types of organizations require their administrative leaders to pay serious attention to the

cases of rapid competition in the world and to develop a vision that represents an approach for the organization to deal with this changing reality.

#### **❖ The relationship between human resources strategies and organizational success:**

Human resources management strategies are an essential factor affecting organizational success. Adopting the right strategies for human resources management contributes to enhancing the performance of employees in the organization, increasing their satisfaction and keeping them at work, improving productivity and efficiency, enhancing creativity and innovation, and thus improving the results and overall performance of the organization. Through the dimensions of human resources practices, which are:

1. Human resources planning is the process of identifying and providing the human resources necessary to achieve the organization's goals. This process includes analyzing current and future labor needs and providing, developing, training, and retaining appropriate labor. Human resource planning can significantly impact organizational success. It can provide the necessary and appropriate human resources to achieve the organization's goals. Therefore, proper human resource planning can improve work quality and efficiency, increase productivity and expediency, improve employee satisfaction, maintain work strength, and increase the organization's continuity to adapt to challenges and changes in the external environment. From this standpoint, it can be said that appropriate planning of human resources is an essential and decisive factor in achieving organizational success and the organization's desired goals.
2. Recruiting human resources: The recruitment process is considered one of the most critical human resources practices that affect organizational success. When the organization employs the right workers, it helps achieve goals and improve performance. Therefore, the success of the organization depends on the organization's steadfast commitment to attracting and selecting workers who fit the vision and objectives of the organization and who possess the skills and knowledge necessary to achieve these goals. In addition, employing human resources helps enhance employee satisfaction and retain them at work, contributing to productivity efficiency and organizational performance. In general, employing suitable and appropriate human resources helps build a solid and effective work team, which is the basis for achieving organizational success. (Al-Zamil, 2020: 78)
3. Human resources training: It is one of the primary practices in human resources management that aims to improve the skills and knowledge of employees in the

organization, develop their capabilities, and increase their productivity. The results achieved from human resources training are affected by many factors, including the type of training, implementation quality, and evaluation effectiveness. Human resources training positively affects organizational success by improving the overall performance level of the organization. When the organization's workers are well trained, they are more efficient and effective at work and can achieve their goals faster and better. Therefore, better results are achieved, and the organization's overall performance is improved. Moreover, HR training also increases employee satisfaction and retention at work, improves productivity and efficiency, enhances creativity and innovation, enhances investment in human resources, and improves the quality of work. Thus, the chances of organizational success for the organization in general increase.

4. Motivating human resources: It plays a crucial role in achieving organizational success. When employees are motivated and given the necessary support to achieve

their personal and professional goals, they become more productive and effective at work, which leads to improved overall organizational performance. Employees will feel satisfied and motivated and work hard to achieve the set goals if there is a high level of motivation. It leads to improved results and overall performance of the organization. Also, motivation helps enhance employee satisfaction and keep them at work for longer, reducing recruitment and training costs and improving organizational steadfastness. Therefore, good motivation for human resources is an essential factor in enhancing organizational success and maintaining improved performance in the long term (Al-Hout, 2021: 79).

**The practical aspect**

**First. Characteristics of the research sample:**

1. Gender: Table No. (2) shows us the distribution of the study population according to the gender variable: 60% of males and 40% of females.

**Table (2) Distribution of Study Population by Gender**

		Repetition	The ratio
gender	male	24	60.0
	female	16	40.0
	the total	40	100.0

2. Age: Table (3) shows us the distribution of the age group of the study population, where the age group (20-30) was the most significant percentage in the study

population, at 56.7%, then followed by the age group (31-40), at 26.7%.

**Table (3) Distribution of the study population according to (age)**

		Repetition	The ratio
The age	20-30	23	56.7 %
	31-40	11	26.7 %
	41-50	4	10.0 %
	51 or more	2	6.7 %
	the total	40	% 100.0

3. Years of experience: Table (4) shows us the distribution of the study population according to the number of years of experience, where the most significant percentage was for those with

experience (1 - 10 years), at 63.3%. The lowest percentage was for those with (31 or more) years of experience, at 3.3%.

**Number of years of service (4)Table**

		Repetition	The ratio
Number of years of service	1-10	25	63.3 %
	11-20	7	16.7 %
	21-30	7	16.7 %
	31-or more	1	3.3 %
	the total	40	100.0 %



4. Academic qualification: Table (5) shows the distribution of the study population according to academic qualification; 37.5% of the community were bachelor's and diploma holders, and 2.5% were master's degree holders.

**Table (5) Distribution of the study population according to (qualification scientific)**

		Repetition	The ratio
Academic achievement	Preparatory school	9	25 %
	Diploma	15	37.5 %
	Bachelor's	15	37.5 %
	Master's	1	2.5 %
	the total	40	100.0 %

Second: Evaluating quality and conformity of the metric used in the research.

**Table (6) Evaluation of the quality, conformity and values of stability coefficients for the variable of human resources management strategies**

Dimensions	questions	External paragraph saturation (OL)	Standard Deviation	T Test	P- Value	Cronbach's Alpha	Composite stability (CR)	Extracted Average Variance (AVE)
planning	Q1	0.845	0.057	14.939	0.000	0.907	0.930	0.728
	Q2	0.851	0.058	14.646	0.000			
	Q3	0.872	0.045	19.410	0.000			
	Q4	0.840	0.051	16.480	0.000			
	Q5	0.858	0.051	16.789	0.000			
recruitment	W1	0.734	0.087	8.398	0.000	0.855	0.896	0.634
	W2	0.846	0.055	15.312	0.000			
	W3	0.830	0.058	14.296	0.000			
	W4	0.770	0.076	10.173	0.000			
	W5	0.796	0.093	8.522	0.000			
motivation	R1	0.789	0.094	8.397	0.000	0.880	0.913	0.676
	R2	0.781	0.112	6.949	0.000			
	R3	0.857	0.058	14.740	0.000			
	R4	0.825	0.051	16.273	0.000			
	R5	0.856	0.055	15.657	0.000			
Training	A1	0.631	0.097	6.496	0.000	0.871	0.908	0.668
	A2	0.841	0.061	13.734	0.000			
	A3	0.885	0.042	20.923	0.000			
	A4	0.889	0.045	19.963	0.000			
	A5	0.814	0.065	12.440	0.000			

A- Human resources management strategies variable

- Table (5) shows the composite reliability (CR) values for the human resources management strategies variable, which were all within acceptable limits, ranging from (0.896-0.93). It is a good indicator and indicates the quality of the scale, as the results showed high strength for the capital resources management strategies variable.
- From the values of the Cronbach's alpha coefficient, as their results ranged between (0.855 – 0.907), it is more

significant than (0.70). It indicates that the validity and accuracy coefficient of the measurement tool have a high degree of acceptance and capability.

- It appears through the external saturation values (OL) of the scale questions for the variable (human resources management strategies), as the external saturation values ranged between (0.631 – 0.889). It indicates that the data for the human resources management strategies variable

is appropriate for subsequent statistical analyses, which is a good indicator.

- Table (5) shows the values of the average variance extracted (AVE) for the human resources. The management strategies variable was all good, as it ranged between (0.634 - 0.728), which is greater than (0.50), so as a whole, it indicates the integrity of the convergence of the dimensions.

- It is clear from Table (5) that all questions were significant for the questions on the human resources management strategies variable, as they achieved the calculated (T-Value) value, which ranges between (6.496 - 20.923), which is greater than its tabulated value, which amounts to (1.984), as well as the (P-value). The value calculated was less than (0.05), which reached (0.000) for all questions, indicating their significance, which is a good indicator.

**Table (7) Evaluation of the quality and conformity of the organizational success variable**

questions	External paragraph saturation (OL)	Standard Deviation	T Test	P- Value	Cronbach's Alpha	Composite stability (CR)	Extracted Average Variance (AVE)
D1	0.706	0.146	4.842	0.000	0.755	0.836	0.506
D2	0.669	0.089	7.560	0.000			
D3	0.618	0.226	2.736	0.006			
D4	0.738	0.065	11.405	0.000			
D5	0.811	0.064	12.703	0.000			
D6	0.779	0.063	12.379	0.000			
D7	0.665	0.183	3.628	0.000			
D8	0.794	0.080	9.872	0.000			
D9	0.884	0.037	23.835	0.000			
D10	0.772	0.102	7.539	0.000			

Source: Smart PLS. V. 4

B- Evaluating the quality and conformity of the organizational success variable items

- Table (6) shows the composite accuracy (CR) values for the organizational success variable, which ranged between (0.836 - 0.886). It is a good indicator and indicates the presence of high reliability for the items on the post-scale of the organizational success variable.
- It is clear from the value of Cronbach's alpha coefficient, which ranged between (0.755-0.838), that it is more significant than (0.70), indicating that the measurement tool has high reliability.
- The results showed external saturation whose value ranged between (0.618, 0.884), reflecting that the

organizational success variable data are suitable for subsequent statistical analyses.

- Table (6) shows the values of the average variance extracted (AVE) for the organizational success variable, as all of them are acceptable, as they varied between (0.506 - 0.611), which is greater than the value of (0.50), which is an excellent indicator.
- The calculated value of (T-Value), which ranged between (2.736-23.835), was more significant than its tabulated value of (1.984). In contrast, the value of (P-Value) reached the level of (0.000), which is less than (0.05) as it indicates. This result indicates the significance of all questions, which is a good indicator.

**Table (8): Descriptive statistics for the research variables**

Dimensions of research variables	Arithmetic mean	standard deviation	Coefficient of variation	Agreement rate	Disagreement rate	Relative importance	Direction of the answer
Planning	3.807	0.806	21.173	76.1	23.9	3	I agree
recruitment	3.800	0.739	19.449	76.0	24.0	1	I agree
motivation	3.827	0.784	20.484	76.5	23.5	2	I agree
Training	3.633	0.860	23.669	72.7	27.3	4	I agree
Human Resource Management Strategies	3.767	0.689	18.282	75.3	24.7	second	I agree
Organizationa	3.710	0.629	16.964	74.2	25.8	first	I agree

I success

Source: Smart Pls. V. 4 and EXCLE

**Second: Descriptive analysis of research variables**

A- Human resources management strategies variable

It is clear from Table (7) that the highest general arithmetic mean in the motivational dimension was reached (3.827), with a level and standard deviation (0.784) and coefficient of variation (20.484). The percentage of agreement was (76.5%). The percentage of difference was (23.5%), as this dimension came in second place in relative importance. The lowest general arithmetic mean was for the training dimension, which reached (3.633) and was good with a standard deviation of (0.860) and a coefficient of variation (23.669). The percentage of agreement is (72.7), and the percentage of disagreement is (27.3). This dimension comes at the fourth level in terms of relative importance.

The general arithmetic mean for the human resources management strategies variable was (3.767). It was good, with a standard deviation (0.689) and a coefficient of variation (18.282), and the percentage of agreement on this dimension was (75.3). While the percentage of difference was (24.7), this variable came at the second level regarding relative importance at the level of variables. It is clear from the above that the department is able, through its follow-up of human resource management strategies, represented by (Planning, recruitment, motivation, training) to achieve

organizational success that makes it superior to other business organizations as well as being the lofty goal that it seeks to achieve.

B- The variable of organizational success

It is clear from Table (7) that the general arithmetic means for the organizational success variable reached a value of (3.710), with a good level, a standard deviation of (0.629), and a coefficient of variation (16.964). The percentage of agreement on this dimension reached (74.2), while the percentage of disagreement reached (25.8). The variable came in first place in terms of relative importance at the level of all variables. It is clear from the above that organizational success has received the attention of management and focused on it directly as the goal that it seeks to achieve through the adoption of several methods, and according to the point of view of management, human resources management strategies are the most appropriate to attain this.

**Third, testing the research hypotheses**

I limited myself to testing the hypotheses of association and influence I identified previously. Table (8) shows the statistical indicators for testing the assumptions between the dimensions of human resources management strategies in organizational success. And as follows

**Table (10): Correlation hypotheses**

Code	Correlation coefficient	Hypothesis	decision
H11	0.620	There is a statistically significant correlation between the planning dimension and organizational success.	Accept the hypothesis
H12	0.543	There is a statistically significant correlation between the employment dimension and organizational success.	Accept the hypothesis
H13	0.601	There is a statistically significant correlation between the motivation dimension and organizational success.	Accept the hypothesis
H14	0.765	There is a statistically significant correlation between the training dimension and organizational success.	Accept the hypothesis

**1. Correlation hypotheses**

a. The first main hypothesis: There is a statistically significant correlation between human resources management strategies and organizational success.  
- The value of the correlation coefficient between human resources management strategies and organizational success achieved a value of (0.737) at a significance level of (0.000), which is smaller than (0.05), and therefore we accept the hypothesis (there is a statistically significant correlation between human resources management strategies and organizational success(

- The value of the correlation coefficient between the dimensions of human resources management strategies and organizational success reached (0.620, 0.543, 0.601, 0.765), respectively, at a significance level of (0.000, 0.000, 0.002, 0.000), respectively, which is greater than (0.05). Therefore, we accept the hypothesis of dimensions.  
- It may become clear to us that human resource management strategies are directly related to organizational success in a reciprocal relationship, and this correlation is close because the values of correlation coefficients were high

**Table (11) Testing the impact hypotheses**

code	F value	Hypothesis	decision
H21	17.468	There is a statistically substantial impact of the planning dimension on organizational success.	Accept the hypothesis
H22	11.687	There is a statistically significant correlation for the employment dimension of organizational success.	Accept the hypothesis
H23	15.796	There is a statistically significant effect of the motivation dimension on organizational success.	Accept the hypothesis
H24	39.550	There is a statistically substantial impact of the training dimension on organizational success.	Accept the hypothesis
<b>Number of accepted hypotheses</b>			<b>4</b>

**2- Impact hypotheses**

The second main hypothesis is that human resources management strategies have a statistically significant effect on organizational success. As from Table (9):

- The value of (F) extracted between human resources management strategies in organizational success achieved a value of (33.246) at a significance level of (0.000), which is smaller than (0.05). Therefore, we accept the hypothesis (a statistically significant effect exists between human resources management strategies and organizational success ).
- The extracted t value was achieved (5.766). It exceeds the significance level (0.05) tabular (t) value of (1.984). It indicates that the significance of  $\beta$  for the human

resources management strategies variable is stable, as increasing the variable by one unit will increase (organizational success) by (67%).

- From the value of Adj ( $R^2$ ), it is clear that the human resources management strategies have a variable's capacity to clarify (52%) the alterations that take place in (organizational success).
- Table (9) shows the value of (F) extracted between the dimensions of HRM techniques for achieving organizational success, as it achieved a value of (17.468, 11.687, 15.796, 39.550), respectively, at a significance level of (0.000, 0.000, 0.002, 0.000), respectively. It is smaller than (0.05), so we accept the hypothesis regarding the dimensions.

**Table (12) Statistical indicators between the dimensions of human resources management strategies together in organizational success**

Human resources management strategies	A	B	T	F	P	(R)	(R2)	Adj	decision
Planning	1.868	0.484	4.180	17.468	0.000	0.620	0.384	(R2)	Accept the hypothesis
Recruitment	1.954	0.462	3.419	11.687	0.002	0.543	0.294	0.362	Accept the hypothesis
Motivation	1.865	0.482	3.974	15.796	0.000	0.601	0.361	0.269	Accept the hypothesis
Training	1.675	0.560	6.289	39.550	0.000	0.765	0.585	0.338	Accept the hypothesis
Human Resource Management Strategies	1.174	0.673	5.766	33.246	0.000	0.737	0.543	0.571	Accept the hypothesis

**Source: Smart Pls V.4**

- The extracted t value was achieved (4.180). It exceeds the significance level (0.05) tabular (t) value of (1.984). It suggests that the importance of  $\beta$  for the planning dimension is stable, as increasing the variable by one unit will increase (organizational success) by (48%).
- From the value of Adj ( $R^2$ ), it is clear that the planning dimension can explain (36%) of the changes that occur in (organizational success).
- The extracted t value was achieved (3.419). It is greater than the tabular (t) value of (1.984) at the significance

level (0.05). It indicates that the significance of  $\beta$  for the employment dimension is stable, as increasing the variable by one unit will increase (organizational success) by (46%).

- From the value of Adj ( $R^2$ ), it is clear that the employment dimension can account for 26% of the variations in organizational success.).
- The extracted t value was achieved (3.974). At the significance level of 0.05, it exceeds the tabular (t) value of 1.984. It suggests that the significance of  $\beta$  for the

motivation dimension is stable, as increasing the variable by one unit will increase (organizational success) by (48%).

- From the value of Adj ( $R^2$ ), it is clear that the motivation dimension can account for (33%) of the variations that take place in (organizational success).
- The extracted t value was achieved (6.289). It is greater than the tabular (t) value of (1.984) at the level of significance (0.05). It indicates that the importance of  $\beta$  for the training dimension is stable, as increasing the variable by one unit will lead to an increase in (organizational success) by (56%), and from the value of Adj ( $R^2$ ). The training dimension can explain (57%) of the changes in (organizational success).
- Through the preceding, the use of human resources management strategies by the company's management makes it able to achieve organizational success, which makes it compete with other organizations, and following these strategies is represented by employing skilled and efficient workers by developing the necessary plans for employment, providing material and moral incentives to them, as well as developing training programs for them to develop their skills. It reflected positively on achieving its goal of high success levels among other organizations.

## Conclusions and Recommendations

### ❖ Conclusions:

- 1.The (personal) data shows that the percentage of males was 60%, which is more than the percentage of females, which amounted to 40% of the research sample, and that the percentage of the sample members whose experience was from one to ten years was 63.3%. The percentage of bachelor's degree holders was 36.7%, and the percentage of diploma holders was 36.7%. These facts are reflected in the answers and the accuracy and objectivity of the statements provided by the sample members.
- 2.The responses of the sample members to the paragraphs of the independent variable (human resources management strategies) and the dependent variable (organizational success) were generally agreed upon, which gives the impression that the respondents realize the importance of human resources management strategies, especially in the relationship with organizational success in the investigated organization.

- 3.Through statistical analysis of data for a group of the research sample, it was revealed that there is a statistical correlation between human resources management strategies and organizational success in the factory. The correlation coefficient for all dimensions of the first axis amounted to (0.620, 0.543, 0.601, 0.765), respectively, at the level of significance (0.000), which is greater than (0.05), and therefore we accept the hypothesis.
- 4.The regression analysis of the multiple linear regression model of the independent variable (human resources management strategies) on the dependent variable (organizational success) leads us to accept the second main hypothesis: There is a significant, statistically significant effect between human resources management strategies and organizational success.
- 5.By accepting the main hypothesis, it was proven that factory management could employ human resources management strategies through the dimensions (Planning, employment, motivation, and training) and positively employ them to bring about positive changes in the organization's success.
- 6.The results showed that human resources management strategies were above average according to the research scale, indicating the research sample's homogeneity.
- 7.It has been proven that the least relevant and influential dimension is (employment).

### ❖ Recommendations:

- 1.The factory management must give greater importance to (the employment dimension), as it has been proven that it is the least relevant and influential dimension, by adopting strategies of attraction, selection, and appointment according to the principle of merit and efficiency.
- 2.There is a need to pay attention to the female element, as it has been proven that only 40% of employees are female.
- 3.Organizations must work to enhance and improve human resources management strategies. These strategies should revolve around effective recruitment and employee development, performance appraisal and motivation, and promoting work-life balance.
- 4.Awareness must be enhanced among managers and executive team members about the importance of

adopting effective human resources management strategies and supporting them with adequate resources.

5. Factory strategies must include directing investments and allocating resources necessary to develop and improve human resource management strategies based on evidence and results demonstrating the positive relationship between strategy and organizational success.
6. Managers must have the knowledge and skills to effectively implement human resource management strategies, such as strategic recruitment, capability development, team building, and performance management.
7. Organizations should periodically evaluate human resource management strategies to measure their effectiveness and identify areas that can be improved.

#### Reference:

Abbas Ahmed Toya 2018 The impact of organizational diversity management on organizational success (an exploratory study in the Ministry of Industry and Minerals).

Abdel Latif, Sami Abdel Aziz, 2022, "Modern Human Resources Management", Dar Al-Kitab Al-Arabi, Egypt.

Abdel-Ghani, Samer, 2021, "Human Resources Management in Small and Medium Enterprises," Al-Yazouri Publishing House, Jordan.

Al-Abadi, Hashem Fawzi Debbas, Al-Ghazali, Fadel Radi Ayyash, and Al-Fatlawi, Majid Jabbar Ghazali (2016), The importance of the role of university performance evaluation in achieving efficiency and effectiveness in decision-making," Al-Qadisiyah Journal of Administrative and Economic Sciences, Volume (1) Issue (2).

Al-Abdali, Abdul Aziz bin Issa. (2020). Modern management. Dar Wael for Publishing and Distribution, Jordan.

Al-Ahmad, Adel Khaled. (2021). Organizational success: concepts, factors and indicators. University of Bahrain Journal of Social and Human Sciences, Bahrain.

Al-Bayati, Hoda Muhammad, 2021, "Sustainable Human Resources Management," Dar Al-Furqan for Publishing and Distribution, Jordan.

Al-Ghaith, Zainab, 2022, "Human Resources Management and Sustainable Development", New Knowledge Publishing House, Lebanon.

Al-Hammadi, Noha, 2021, "Towards sustainable organizational success: a case study in Arab companies", Emirates Center for Studies and Research, UAE.

Al-Homsy, Muhammad, 2021, "Human Resources Management in the Age of Globalization," Dar Al-Kitab Al-Masry, Egypt.

Al-Hout, Muhammad, (2021). "The impact of human resources management on achieving organizational success in industrial companies in the city of Jeddah," Journal of Economic and Administrative Sciences, Issue 2, pages 94-113, Saudi Arabia.

Al-Jamil, Abdel Aziz, 2022, "Strategic Human Resources Management", Modern Knowledge Publishing and Distribution House, Lebanon.

Al-Khalayleh, Sami, 2022, "Innovation and Change and Their Impact on Organizational Success," Arab Culture House, Jordan.

Al-Maamari, Abdel Hamid, 2022, "Human Resources Management and Digital Transformation", Dar Al-Fikr Al-Arabi for Publishing and Distribution, Egypt.

Al-Maghrabi, Muhammad Al-Fateh (2018) "Management and Organization", first edition, Modern Academy for University Publishing.

Al-Murshidi Riyad, Hussein Abbas, 2019, "The role of human resources diversity in achieving the dimensions of high-performance organizations through talent management," an exploratory study presented by Dr. University of Karbala, College of Management.

Al-Nabulsi, Nada Abdel Halim 2021 "Digital Transformation in Human Resources Management", Dar Al-Ma'rifa for Publishing and Distribution, Lebanon.

Al-Omari, Ahmed, 2021, "Strategic Management for Organizational Success," Dar Al-Yazouri, Jordan.

Al-Qadi, Muhammad Youssef (2015), Organizational Behavior, first edition, Al-Manhal Publishing and Distribution.

Al-Qahtani, Nouf bint Abdullah. (2022). The impact of strategic leadership on organizational success in government institutions in the Kingdom of

- Saudi Arabia. Unpublished master's thesis, King Abdulaziz University.
- Al-Rubaawi, Saadoun Hammoud Jatheer, Abbas, Hussein Walid Hussein, Al-Amiri, Sarah Ali Saeed, and Al-Zubaidi, Samaa Ali Abdul Hussein (2015), *Marketing Management, Contemporary Foundations and Concepts*, First Edition, Al-Manhal Publishing and Distribution.
- Al-Sayyed, Rawan, 2021, "Developing Human Resources in the Government Sector", Dar Al Hadara for Publishing and Distribution, Egypt.
- Al-Sulaiman, Abdul Rahman, 2022, "Strategic Leadership and Its Impact on Organizational Success," Dar Al-Hiwar Al-Mutamaddin, Iraq.
- Al-Zamil, Abdulaziz, (2020). "The impact of human resources management on achieving organizational success in small and medium enterprises," *Journal of Management and Sustainable Development*, Issue 3, pages 21-36, Saudi Arabia.
- Aziz, Adel & Khamis, 2022, "The role of information technology capabilities in achieving organizational success, an exploratory study at the Technical Institute - Mosul."
- Deb Kholoud Nizar Ali, The reality of diversity management and its impact on organizational culture, a field study on workers in school physical education departments on the Syrian coast, *Tishreen University Journal of Health Sciences*, Volume 42, Issue 5, 2020.
- DESSLER GARY, *Human Resource Management*", Sixteenth Edition, Pearson Education, Inc. or its affiliates, Library of Congress Cataloging-in-Publication Data, 2020
- ENEH, SUNDAY & AWARA, NSOBIARI, 2016, "STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL GROWTH: ATHEORETICAL PERSPECTIVE", *GLOBAL JOURNAL OF SOCIAL SCIENCES VOL 15*, 2016: 27-37 COPYRIGHT© BACHUDO SCIENCE CO. LTD PRINTED IN NIGERIA, ISSN 1596-6216, p28.
- Hafsa, Sh, Namrah, A & Shahzad, G. (2015). Impact of human resources management practices on employee's performance, COMSARS institute of information technology, Lahore, Pakistan. *Middle East Journal of scientific research*, 23(2), 329-
- Hegazy, Muhammad Ali, 2022, "Job Analysis and Performance Evaluation in Human Resources Management," University Book House, Saudi Arabia.
- Hussein, Asmaa, 2021, "Human Development and Human Resources Management", Dar Al Amal for Publishing and Distribution, Egypt.
- Jeanne C. Meister, (2019), "The Future of HR: 10 Strategies for Every Human Resources Team", usa
- Manal Ahmed Muhammad Ghoneim, Manal Ahmed Muhammad, "The role of spiritual leadership in developing organizational success, an applied study on commercial banks," *Scientific Journal of Financial and Administrative Studies and Research* 5 (1), 225-252, 2020.
- Musa, Rajeh & Al-Sarayrah, 2021, "Human resources management strategy and its impact on raising the level of productivity in industrial organizations: a case study of the Middle East Complex for Engineering and Electronic Industries (LG), *Arab Journal of Management*, vol. 41, no. 1.
- Samar Thamer Ali, 2022 The impact of diversity management practices for human resources in achieving high performance, an analytical study in the General Directorate of Education in Baghdad / Al-Rusafa Al-First.
- Sauer, P. C. (2020). Organizational success: A review and critique. *Journal of Business Research*, 116, 186-192. doi: 10.1016/j.jbusres.2019.11.016
- Shams Al-Din, Sherine, 2022, "Human Resources Management in Start-up Companies", Al-Yazouri Publishing House, Jordan.
- Tahami, Khaled Sobeih Al-Hadi, 2020, "The Role of Diversity Management Practices in Developing Intellectual Capital" for a Field Study, Volume 11, Issue 2, Part 2.