

THE ROLE OF OPPORTUNITY-ENHANCING HUMAN RESOURCE MANAGEMENT IN ACHIEVING ORGANIZATIONAL SUCCESS

Ali Saud Bisheen ¹,

Roaa Abdul Kareem Sahib ²

^{1 2} College of Economics & Administration, Al-Muthanna University, Al-Muthanna, Iraq,
ali.altalal@mu.edu.iq ¹, roaa.abdulkareem@mu.edu.iq ²

ABSTRACT

The current study aims at verifying the management of opportunities-enhancing human resources in their dimensions (work design, and employee participation) in achieving organizational success in its dimensions (survival, growth, and adaptation). Based on the references that focused on the importance of investing in human resources management that enhances opportunities among a sample of workers in the hotels of Al Hussainiyah holy shrine, whose number is (193) workers. Therefore, the study used a set of statistical methods that contributed in determining the essence of the results that the study aspires to stand on, and perhaps the most prominent of these methods are (arithmetic mean, standard deviation, inflation coefficient, Pearson's correlation coefficient, and impact coefficient). In order to extract the results, two packages were used for analysis: (SPSS. V.27 ; AMOS. V.26). The results showed that the management of human resources enhanced opportunities in their dimensions (work design, and employee participation). It contributes in achieving organizational success in its dimensions (survival, growth, and adaptation). The results also showed a statistically significant indication of opportunity-enhancing human resource management in achieving organizational success.

Keywords: opportunity-enhancing human resource management, organizational success.

INTRODUCTION

With the expectations of stakeholders, business organizations were obliged to achieve organizational success, and this mainly affected human resources practices, despite the increasing interest by business organizations and in light of the failure rates associated with human resources that are reflected in the failure to read the environment correctly. That required enhancing the capabilities of employees by restructuring their jobs and motivating them to participate in various training courses. These courses contributed to the development of the organization's capabilities to achieve organizational success by developing the capabilities of opportunity-enhancing human resources management and invest it in a way that directs organizational attitudes and behaviors to enhance employee awareness to achieve the goals of the organization in the long term. That, in turn, contributed to the consolidation of ethical values, respect and responsibility within the organization and the completion of the tasks entrusted to them to the fullest and in a way that contributes to achieve organizational success.

Theoretical background and hypothetical development

Opportunity-enhancing human resource management is implemented in a way that motivates employees to use their competencies and cognitive skills and motivate them to reach the identified organizational goals (Jiang et al.,2012a:75; Tay et al.,2017:550). Jiang et al. (2012b:1266) described the opportunity-enhancing human resource management as it is designed to enable employees to use their skills and motivations to achieve organizational goals. Opportunity-enhancing HRM uses practices such as flexible job design, work teams, employee engagement, and information sharing in general to provide these opportunities, since these HR practices act as environmental indicators that indicate to employees that they are allowed and even expected to participate in work tasks, goal setting, and decision-making (Kooij et al.,2022:22). (Gardner et al.,2011:315; Chamberlin et al.,2018:1296) argued that opportunity-enhancing human resource management influences job formulation behavior more closely by providing employees with independence, information, or appreciation. **In light of the above, it can be said that the opportunity-enhancing human resource management** represents the employees' degree of participation in the design and completion of their jobs to improve the indicators and decisions of the organization and determine its goals and achieving them.

This variable was measured according to the opinion of (Pukienė& Škudienė,2016; Jiang et al.,2012b) through work design, and employees participation, as the following:

1. **Work design:** it represents the amount of efforts, time and resources that the organization needs in order to invest opportunities that contribute to raising and improving the performance of its human resources (Pukienė Škudienė,2016:25).
2. **Employee participation:** It contributes enabling employees to exercise their abilities and using them to achieve long-term administrative goals. (Wang & Tseng (2019:2320) argued that employee participation represents the psychological and physical state that workers dedicate in order to accomplish the required job tasks. (Budiono & Yasin (2020: 3769) argued that employee participation refers to the state of intuition and intelligence possessed by the involved employees towards work, organization, managers and co-workers, which positively affects their freedom of choice.

On the other hand, organizational success focuses on the amount of employees' participation as an entrance to study of the workplace which results in a set of conditions suitable for all employees in the organization. That's in order to provide their best, adhere to the goals and values of the organization and enhance their motivation in order to contribute to organizational success (Indulekha et al., 2019: 163). The constant success of any organization depends on the extent of the contribution of employees and their commitment that enhances the employees participation and improves their productivity (Oluwatunmise et al., 2020:3 ; Hussain et al.,2019:69). Thus, this matter depends on the work of managers in the organization in order to enhance employee participation because the sustainability of any organization depends on its workforce (Osborne & Hammoud, 2017:4; Falola et al.,2020:3). (LAN (2020:82) sees organizational success as a key resource for communicating with employees and focusing on competition in order to ensure greater market share. **In light of the above, it can be said that organizational success** represents the sum of time, resources, skills, knowledge and capabilities that the organization can invest in order to achieve its motivations and goals in the short and long terms.

This variable was measured through the following dimensions (Abuzaid, 2018):

1. **Survival:** Survival is the essence of organizational success. Some organizations may be exposed to problems and pressures from other parties, such as sharp competition with organizations or changing the needs and desires of tourists, and in order to ensure that the organization remains in the market, we will find it sacrificing many things for that. In addition, the organization will be forced to use the method of low prices, for example, to be able to maintain its market segment and the possibility of gaining new tourists in the future. In this case, the organization does not focus on achieving profits as much as it focuses on its survival in the market for the coming periods. When the organization feels that its general situation has improved, it will return again and study the general conditions of prices to develop a new policy for it which serves it in covering its costs and achieving its goals through its ability to continue within the competitive environment (Al-Kamri&Saud, 2018: 226).
2. **Adaptation:** it represents the appropriate changes to partnership activities, objectives, and organizational focus as the organization is developing. Long-term success requires an organizational balance between continuity and change (Samimi&Sliva, 2020:613).
3. **Growth:** it represent the foundation that reflects the organization's intention to achieve simple growth and increase its partial value through the allocation of resources and attention continuously in order to increase the organization's growth strategies. It also constantly aims at achieving a higher share in the market, sales and size (in the number of employees) than average. In addition, it provides an above-average contribution to market performance in the organization. The practice of simultaneous implementation of pro-profit and pro-growth strategies increases the overall value of the organization (Han,2007:48-50).

Depending on the above, the following hypotheses can be formulated:

1. There is a statistically significant correlation between opportunity-enhancing human resource management and organizational success.
2. There is a statistically significant effect of opportunity-enhancing human resource management for organizational success.

Figure (1) shows the hypothetical scheme of the study

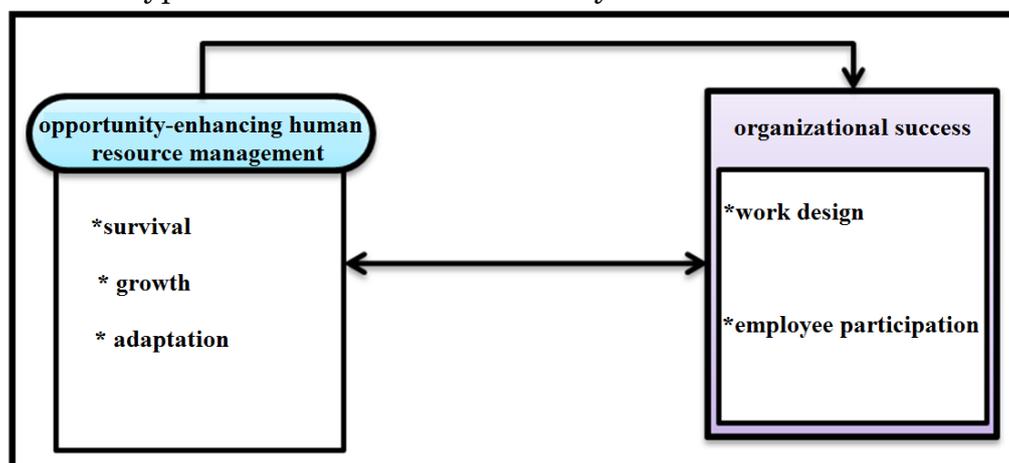


Figure 1 Hypothetical scheme of the study

Study methodology

1. Study problem

The organizational values enhanced the environmental awareness of organizations and thus affected their environmental behaviors, which encouraged international organizations to invest opportunities to develop the capabilities of their employees through the use of appropriate training programs as a result of increasing their environmental awareness. However, as a result of the shortcomings of some local business organizations, some important questions still cannot be answered in order to achieve the organizational success because great attention has been devoted to understand organizational success through the investment of opportunity-enhancing human resource. Therefore, the problem of the study can be highlighted in a fundamental question; what are the conditions that can make business organizations promote organizational success? How did organizations achieve organizational success? Thus, the main objective of the current study is to study organizational factors, especially in opportunity-enhancing human resource management practices to achieve organizational success.

2. Study objectives:

The study aims to achieve a set of objectives represented in:

- Identifying the extent to which the studied sample is aware of the importance of opportunity-enhancing human resource management in its dimensions (work design, and employee participation).
- Indicating the level of interest in achieving organizational success in its dimensions (survival, growth, and adaptation).
- Measuring the strength of the correlation and influence between enhanced human resources management and organizational success.

3. Study importance

The study derives its importance from several scientific and practical considerations, the most important of which are:

- Bridging the knowledge gap in Arab studies regarding the role of enhanced human resources management in achieving organizational success, as no Arab study has yet addressed (within the limits of the researcher's knowledge) the relationship between them.
- Describing the actual reality of the role played by enhanced human resources management in achieving organizational success.
- The current study contributes in laying the right foundations for understanding the practical dimensions and implications of leaders' practices as symbols that form the basis for the existence of contemporary leaders capable of making enlightened decisions at all levels within organizations.

4. Study scales

After revealing study problem, importance and objectives, a hypothetical chart can be built, it shows the relationship between the variables involved in the analysis of the nature and type of the relationship. Therefore, these variables are represented in the following:

- **The independent variable: opportunity-enhancing human resource management**, this variable was measured through two dimensions (work design, employee participation), based on the scale of (Pukienė & Škudienė, 2016; Prieto & Perez-Santana, 2014).
- **The dependent variable: organizational success**, and this variable was measured through three dimensions (survival, growth, and adaptation) based on the scale of (Abuzaid, 2018). Table (1) shows the variables of the study

Table (1) axes of the measuring instrument

Variable	Dimensions	No.	Cod
opportunity-enhancing human resources)OPEH(work design	4	OPJ
	employee participation	5	OPP
organizational success) STSU(survival	5	SSU
	growth	5	SSA
	adaptation	5	SSG

Results

1. Description of the study sample

The study population was represented in a series of hotels of the Al Hussainiyah Holy Shrine. The study sample included a sample of workers in the hotels of Al Hussainiyah Holy Shrine. (250) questionnaires were distributed, (212) of them were retrieved and (19) of them were damaged, which means that the number of questionnaires valid for analysis is (193) questionnaire.

2. Describe the study variables

The results of Table (2) show that the opportunity-enhancing human resource management contributed in achieving a level of availability of (3.16), which is higher than the hypothetical mean of (3) and a rather low standard deviation of (0.37). These results show the consensus of the views of workers in the hotels of the Al Hussainiyah Holy Shrine towards encouraging them to design business in a way that improves the performance of the hotels in which they work. Perhaps, the design dimension contributed in improving opportunity-enhancing human resources management in hotels by an arithmetic mean of (3.22) and a standard deviation of (0.57).

The results also note the availability of organizational success towards the hotels of (3.06), which is higher than the hypothetical mean which reaches (3). It means that the percentage of data deviation is low by (0.34) to show the consensus and adaptation of hotel workers' opinions by an arithmetic mean of (3.28) to indicate that the hotels show great interest towards encouraging their employees to adapt to customer requirements and work to meet them as much as possible.

Table (2) Study variables description

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
OPJ1	3.25	1.17	SSU1	2.75	1.09	SSG1	3.06	0.79
OPJ2	2.94	0.85	SSU2	3.24	0.73	SSG2	3.54	0.69
OPJ3	3.25	0.86	SSU3	2.66	1.08	SSG3	3.27	0.63
OPJ4	3.44	0.69	SSU4	2.33	0.80	SSG4	3.34	0.67
OPJ	3.22	0.57	SSU5	2.73	0.82	SSG5	3.16	0.71
OPP1	3.24	0.74	SSU	2.74	0.61	SSG	3.28	0.34
OPP2	3.04	0.74	SSA1	2.91	0.64	STSU	3.06	0.34
OPP3	3.46	0.78	SSA2	3.09	0.67			
OPP4	3.21	0.77	SSA3	3.08	0.88			
OPP5	2.59	0.88	SSA4	2.85	0.82			
OPP	3.11	0.51	SSA5	3.82	0.50			
OPEH	3.16	0.37	SSA	3.15	0.50			

Hypotheses test

It is noted from the results of Table (3) that there is a statistically significant correlation between opportunity-enhancing human resource management and organizational success by (0.657) at a level of significance less than (1%) which means providing study variables for workers in Al Hussainiyah Holy Shrine hotels. In addition, there is a varying correlation between the dimensions of opportunity-enhancing human resource management and the dimensions of organizational success by a ratio ranging from (0.601) for the survival dimension to (0.690) for the adaptation dimension.

Table (3) Correlation matrix

	1	2	3	4	5	6	7
OPJ (1)	1						
OPP (2)	.700**	1					
OPEH (3)	.722**	.640**	1				
SSU (4)	.858**	.446**	.601**	1			
SSA (5)	.807**	.593**	.673**	.571**	1		
SSG (6)	.524**	.446**	.690**	.809**	.805**	1	
STSU (7)	.730**	.524**	.657**	.858**	.807**	.256**	1

****.** Correlation is significant at the 0.01 level (2-tailed).

The results of Table (4) and Figure (2) show that opportunity-enhancing human resources management directly affects organizational success, as increasing opportunity-enhancing human resources management by one standard weight leads to an increase in organizational success by (0.895), which shows that the focus of employees towards achieving organizational success reaches (89.5%). This is what the results showed with an error rate of (0.063) and a supportive critical value of (14.206), which means that opportunity-enhancing human resource

management contributes in achieving growth, survival and adaptation by ensuring organizational success.

Table (4) Standard results of the impact of opportunity-enhancing human resources management on the organizational success

path			Estimate	S.E	C.R	R ²	P
SRS	--->	OPEH	0.895	0.063	14.206	0.805	0.001

Opportunity-enhancing human resources management also contributed in interpreting (0.805) of the reasons that encourage employees to achieve organizational success for the hotels, while the residual value lies outside the boundaries of the study.

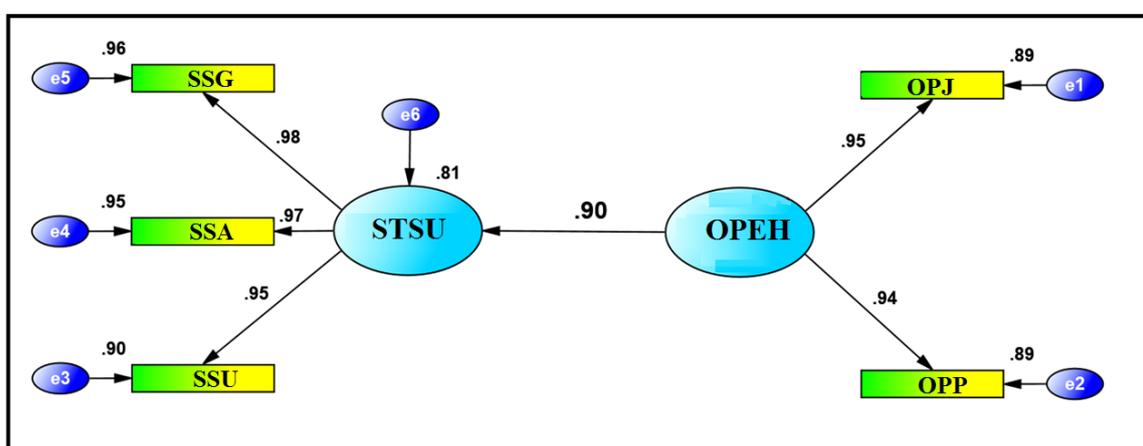


Figure (2) The standard model for the impact of opportunity-enhancing human resource management on organizational success.

RESULTS DISCUSSION

1. Results

- a. The existence of a correlation between opportunity-enhancing human resources management and organizational success, which contributes in improving the impact of opportunity-enhancing human resource management on organizational success. This means that hotels are interested in investing opportunities to develop their staffs and improve the services provided as much as possible.
- b. The existence of the employees' interest in the studied hotels to cooperate with each other in order to increase customers' desire and to be aware of the best ways that improve and create positive awareness towards the services provided for them.
- c. The hotels' workers took into account to care for the customers' behaviors through containing and addressing negative behaviors in order to build a positive reputation and goodwill among customers about the nature of the services provided and the need to invest and build positive relationships with customers.

2. Recommendations

- a. It is necessary for the management of the studied hotels to build a database of customers who attend frequently in order to identify their behaviors and work to develop the hotels staffs in order to improve the skills of the service provider.

- b. It is necessary for staff to receive customers with openness, which contributes to increasing the customer's love for the hotel services, and this pushes the customer to deal frequently with the hotel.
- c. It is necessary for employees to improve and educate customers in ways in which the hotel's services can be invested in order to achieve the maximum benefit and the lowest possible cost.

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