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Human Resource Competencies and Their Role in Raising the Efficiency of Contemporary Organizations

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ABSTRACT

The research aims to form comprehensive intellectual visions and clear perceptions about the relationship between human resources competences and their role in increasing the efficiency of business organizations in light of globalization, dynamic changes in the business environment, and the increasing war on talents, in an attempt to generalize the model and the extent of its applicability in the Iraqi environment. The research was launched from an intellectual problem represented in the existing intellectual disparity due to the novelty of the subject and to bridge the knowledge gap between philosophical proposals and application, with the aim of identifying the impact of human resources competences in enhancing the efficiency of the organization. The research relied on the descriptive analytical approach by deriving hypotheses and testing them based on a questionnaire distributed to (86) senior management and employees in a sample of hotels in Baghdad (Taj Hotel, Babylon Hotel, Baghdad Hotel). To analyze the data, statistical methods and tools were used to analyze the data through statistical programs (SPSS), (AMOS 23). The results showed the validity of all the main and sub-hypotheses of the research. Based on that, a set of conclusions was formulated that recommend the necessity for the hotels in the research sample to increase investment in human resources competencies, renew ideas, develop hotel services provided to guests, and pay attention to building trust and creating a combination of creative and innovative human resources.

INTRODUCTION

Social and economic developments around the world, such as globalization, the increasing speed of the trend towards a service economy, short product life cycle, changes in demographics, focus on customer loyalty, and the increasing war on talent, all pose challenges to human resource management in its role of creating added value for organizations (Abdullah & Sentosa, 2012). Therefore, researchers have increasingly focused on formulating appropriate capabilities for human resource management and preparing models for human resource competences that enable them to meet these challenges. Lahiri (2008) believes that there are five main trends that determine the need for new capabilities: globalization, demographic shifts, technology, the legal environment, and the social and political environment. Unal and Mete (2012) confirmed that the dynamic trends in the external business environment facing organizations and the nature of the demands of human resource management have made human resource professionals in need of new capabilities. Also, Nguyen *et al.* (2013) indicated that human resource competences change in response to the role played by human resource management in organizational performance.

In contrast, to survive in today's rapidly changing environment, organizations are forced to constantly re-evaluate their products, services, and market advantage in comparison to other organizations and emerging trends. In such an environment, efficiency is a vital

component for organizations (Cankar, 2013; Manzoor, 2014). Organizations are increasingly looking for ways to improve efficiency in terms of individual and organizational performance in order to gain and maintain competitive advantage (Foster & Kaplan, 2011).

As a result of the above, the following questions emerged to determine the general framework of the study problem:

1. What is meant by human resource competences and organizational efficiency?
2. What are their dimensions in light of the intellectual propositions of researchers?
3. What is the nature of the relationship between human resource competences and organizational efficiency?
4. What is its moral strength?

LITERATURE REVIEW

Human Resource Competences

The term competency is rooted in the Latin word (competentia) which means authorized to rule and has the right to speak (Chouhan & Srivastava, 2014). The terms (Competences, Competence, Competency) are used interchangeably, which may lead to at least some confusion regarding whether the term refers to an activity, a personality trait, a skill or even a task (Pilbeam & Corbidge, 2006). Cernusca and Dima (2012) defined competencies as a set of knowledge, skills, concepts related to personality, motivations and traits. Issahaku (2014) also defined competencies as the ability to perform a specific task in a way that produces the desired results. Or it is a

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combination of knowledge, experience, skills, innovative approach and individual capabilities of the organization's employees that are indispensable for the effective performance of tasks (Poteralska & Mazurkiewicz, 2019), and it is also known as the organization's ability to integrate, build and reconfigure internal and external capabilities to deal with a rapidly changing environment (Tasavori *et al.*, 2021). Or it is the policies, procedures and behavior of employees based on the shared and unique knowledge they possess that develops over time (Saeed *et al.*, 2022). Competences are the beating heart of any organization, and they are an integral part of innovation activities that allow the organization to achieve a competitive advantage and enhance levels of growth and progress in which human resources are the backbone (Rashid *et al.*, 2015). Competences play an important role in increasing the effectiveness of human resource management, as well as raising the level of management's prediction of problems that the organization may face (Issa & Fendi, 2021), as organizations are managed through the capabilities possessed by their human resources (Kumari, 2015). Knowledge, skills, experience, and the degree of dedication and commitment of the organization's employees have been included in the literature as essential parts of human resource competences (Saeed *et al.*, 2022), and the organization that has its resources has competences enjoys a competitive advantage (Wulaningrum *et al.*, 2020). Human resource competences also play a role in enhancing employee satisfaction, which is a tangible result of enhancing human resource competences by management (Muthigah *et al.*, 2022). In a related context, (Wajdi *et al.*, 2020) discusses that the importance of human resource competences is highlighted by being the cause of building a long-term competitive advantage. There are several models of human resource competences. However, Ulrich and his colleagues presented the most influential human resource competence models at the College of Business Administration/University of Michigan. Their studies were called the "Human Resource Competences Study" (HRCS), and in the sixth round of this series of studies, six capabilities were identified for human resource professionals (Credible Activist, Change Champion, Capability Builder, Technology Proponent, HR Innovator and Integrator, Strategic Positioner).

Organizational Efficiency

In order to understand the concept of organizational efficiency, the concept of efficiency should first be recognized in general, as the concept of efficiency was proposed as containing three dimensions: productive, allocative and dynamic efficiency. Productive efficiency is defined as the efficiency in which goods and services are produced at the lowest possible cost, and allocative efficiency (AE) is related to ensuring that society obtains the greatest return (benefit) from its scarce resources, while dynamic efficiency is the allocation of resources over time, including allocations designed to improve economic efficiency and generate more resources

(Kibirige *et al.*, 2019). According to Farrell (1957), efficiency means success in producing the greatest possible output from the inputs provided (Sözbilir, 2018), and for this reason (Aubyn *et al.*, 2009) view "efficiency as the rate at which outputs are compared to inputs. The lower the ratio of inputs to outputs, the more efficient the system or organization." Thus, efficiency is summarized in the organization's efficiency in producing in cheaper and better ways (Inegbedion *et al.*, 2020). In the same context, Aubyn *et al.* (2009) defined efficiency as "a basic comparison between the inputs used in a particular activity and the outputs produced. Spreitzer (2000) indicates that efficiency means feeling capable, skilled, and competent. This is very important, and in fact, it expresses the extent to which an individual believes and trusts his ability to perform his work tasks with high skill. The success of efficiency is linked to limited resources such as time, money, space, and energy, which are used well for the intended task or to achieve goals (Yampolskiy, 2013).

Efficiency is achieved by providing high quality of service in activities. Providing efficiency in these applications is related to the quality of services provided. In this regard, efficiency can be achieved under the conditions of maximizing the results of the above-mentioned actions in relation to the resources used, and it is calculated by comparing the effects obtained in their efforts. Although the relationship seems to be just a difference between output and input, there are particular difficulties in achieving it (Mihaiu *et al.*, 2010). Previous theoretical and empirical studies have shown that there are many factors that affect organizational efficiency, and the most prominent of these factors is social capital, given its association with various organizational dynamics and outcomes, including efficiency (Sözbilir, 2018). Organizational efficiency is a very important key performance area in today's economic management systems. It has been observed that improving efficiency involves reducing the cost of production per unit of output, matching the supply of goods and services to the most desirable individuals. This will help organizations optimize investments as production costs will be low, removing barriers to investment, and innovations and flexibility can be achieved (Kibirige *et al.*, 2019). In addition, society will benefit due to favorable economic policies that reduce the cost of living and thus improve the standard of living. Ureta *et al.* (2007) state that productivity growth can be decomposed into technological change (TC) and technological change. However, technological change is the relative measure of the managerial ability of a particular technology. Dairo and Simar (2007) suggest that efficiency measures the success of a firm in selecting an optimal set of inputs with a given set of input prices. This means that the firm will enjoy production at the lowest cost and society will benefit from the lower price of goods.

MATERIALS AND METHODS

Research Design

The research relied on the descriptive analytical approach

to address the research, in order to suit the approach with the purpose of the study, and because it provides appropriate data on the reality of these phenomena, and shows their causes, analyses and results through the answers of the sample members about the behavior of the research variables, in a sample of hotels in Baghdad through a questionnaire that was designed and distributed for this purpose.

Data Collection

The method of data collection and analysis was represented by a questionnaire which included (36)

paragraphs and was formulated according to the five-point Likert scale. Three hotels in Baghdad were chosen as a field for testing the research hypotheses and the research sample represented (86) From senior management and employees.

Research Model and Hypotheses

Figure (1) shows the study model, the nature of the relationships between the study variables, and the directions of influence between the main variables and the sub-dimensions.

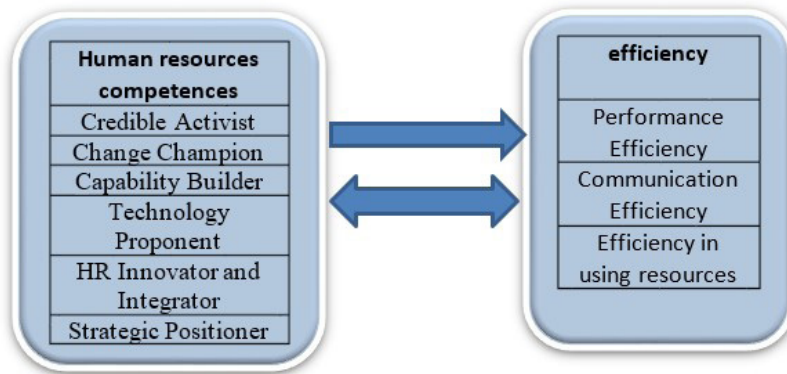


Figure 1: Study model

The Main Hypothesis of the Study Was as Follows

Human resources competences with their dimensions (Credible Activist, Change Champion, Capability Builder, Technology Proponent, HR Innovator and Integrator, Strategic Positioner) have a statistically significant effect on the dimensions of efficiency, and the following sub-hypotheses branch out from them:

1. Human resources competences with their dimensions (Credible Activist, Change Champion, Capability Builder, Technology Proponent, HR Innovator and Integrator, Strategic Positioner) have a statistically significant effect on the dimension of Performance Efficiency.
2. Human resources competences with their dimensions (Credible Activist, Change Champion, Capability Builder, Technology Proponent, HR Innovator and Integrator, Strategic Positioner) have a statistically significant effect on the dimension of Communication Efficiency.
3. Human resources competences with their dimensions (Credible Activist, Change Champion, Capability Builder, Technology Proponent, HR Innovator and Integrator,

Strategic Positioner) of Efficiency in using resources.

RESULTS AND DISCUSSION

Human Resources Competences

Table (1) shows the results of the descriptive analysis of the dimensions of the Human resources competences variable, which confirmed that the Change Champion dimension achieved the first relative importance according to the value of the lowest coefficient of variation, which reached (0.221) with an arithmetic mean of (3.999) and a standard deviation of (0.883). In contrast, the sixth and final relative importance was for the Strategic Positioner dimension with the lowest arithmetic mean of (3.318) compared to the rest of the paragraphs of the Human resources competences variable against the highest standard deviation of (1.169) and a coefficient of variation of (0.352). As for the rest of the dimensions of the variable, their descriptive results for each dimension fluctuated between these two limits of description according to the values of the coefficient of variation.

Table 1: Statistical description of the dimensions of the variable Human resources competences

No	Statistical Discriptives Dimension	Mean	SD	CV	RI
1	Credible Activist	4.010	0.903	0.225	2
2	Change Champion	3.999	0.883	0.221	1
3	Capability Builder	3.521	1.029	0.291	4
4	Technology Proponent	4.148	0.941	0.226	3
5	HR Innovator and Integrator	3.569	1.122	0.314	5
6	Strategic Positioner	3.318	1.169	0.352	6

Efficiency

The results of the descriptive analysis of the Efficiency variable shown in Table (2) showed that the Communication Efficiency dimension achieved the first relative importance with an arithmetic mean of the highest (3.989) compared to the rest of the variable dimensions with a standard deviation of the lowest (0.863) with a coefficient of variation of (0.216). In

addition, the second relative importance was for the Performance Efficiency dimension with an arithmetic mean of (3.828), a standard deviation of (0.924), and a dispersion coefficient of (0.241), while the third and final relative importance was in the Efficiency in using resources dimension with an arithmetic mean of (3.739), a standard deviation of (0.916), and a coefficient of variation of (0.244).

Table 2: Statistical description of the dimensions of the variable Efficiency

No	Statistical Discriptives Dimension	Mean	SD	CV	RI
1	Performance Efficiency	3.828	0.924	0.241	2
2	Communication Efficiency	3.989	0.863	0.216	1
3	Efficiency in using resources	3.739	0.916	0.244	3

The First Hypothesis

Table (3) shows the results of testing this hypothesis about the significance of the effect of only five dimensions of the Human resources competences variable on the Performance Efficiency dimension, which are Credible Activis according to the value of the beta coefficient ($\beta=.363, P=0.006$), Change Champion ($\beta=.236, P=0.029$), Capability Builder ($\beta=.294, P=0.021$), Technology Proponent ($\beta=.396, P=0.003$), and Strategic Positioner

($\beta=.237, P=0.039$). The test results were not significant for the HR Innovator and Integrator dimension ($\beta=.121, P>0.05$), while the value of the explanatory power of the overall model according to the interpretation coefficient was ($R^2=.51$) with complete statistical significance ($P=0.000$), and this describes the variance (51%) that The Human resources competences variable explains it within the limits of its moral dimensions only, from the variance of the Performance Efficiency dimension.

Table 3: Results of the relationship test between the dimensions of the variable Human resources competences and Performance Efficiency

Statistical indicators the details	Parameters	Test statistics	Morale level	Coefficient of determination	Test statistics	P
	β	t	$P> t $	R2	F	$P>F$
Credible Activist ---> Performance Efficiency	.363	2.788	.006	.51	64.21	.000
Change Champion ---> Performance Efficiency	.236	2.402	.029			
Capability Builder ---> Performance Efficiency	.294	2.697	.021			
Technology Proponent ---> Performance Efficiency	.396	2.669	.003			
HR Innovator and Integrator ---> Performance Efficiency	.121	1.547	.091			
Strategic Positioner ---> Performance Efficiency	.237	2.185	.039			

The Second hypothesis

The results of testing this hypothesis, the results of which are shown in Table (4), showed the significance of the effect of only four dimensions of the Human resources competences variable in the Communication Efficiency dimension, which are Credible Activis, according to the value of the beta coefficient ($\beta=.418, P=0.000$), Capability Builder ($\beta=.272, P=0.008$), Technology Proponent ($\beta=.245, P=0.008$), and HR Innovator and Integrator ($\beta=.338, P=0.012$). The test

results were not significant for the Change Champion dimension ($\beta=.009, P>0.05$) and Strategic Positioner ($\beta=.119, P>0.05$), while the value of the explanatory power of the total model according to the interpretation coefficient was ($R^2=.59$) with complete statistical significance ($P=0.000$), and this describes The variance (59%) explained by the Human resources competences variable, within the limits of its significant dimensions only, is from the variance of the Communication Efficiency dimension.

Table 4: Results of the relationship test between the dimensions of the variable Human resources competences and Communication Efficiency

Statistical indicators the details	Parameters	Test statistics	Morale level	Coefficient of determination	Test statistics	P
	B	t	P> t	R2	F	P>F
Credible Activist ---> Communication Efficiency	.418	3.121	.000	.59	28.45	.000
Change Champion ---> Communication Efficiency	.009	0.315	.492			
Capability Builder ---> Communication Efficiency	.272	2.686	.008			
Technology Proponent ---> Communication Efficiency	.245	2.314	.023			
HR Innovator and Integrator ---> Communication Efficiency	.388	2.654	.012			
Strategic Positioner ---> Communication Efficiency	.119	1.537	.093			

The Third Hypothesis

Table (5) shows the results of testing this hypothesis about the significance of the effect of five dimensions of the Human resources competences variable in the dimension of Efficiency in using resources, which are Credible Activis according to the value of the beta coefficient (.243, P=0.040= β), Change Champion (.281, P=0.019= β), Capability Builder (β =.265, P=0.001), Technology Proponent (β =.209, P=0.017), and Strategic Positioner

(β =.405, P=0.000). The test results were not significant for the dimension of HR Innovator and Integrator (β = -.002, P>0.05), while the value of the explanatory power of the overall model according to the interpretation coefficient was (R2=.55) and with complete statistical significance (P=0.000), which describes the variance (55%). Which is explained by the variable Human resources competences within the limits of its moral dimensions only, from the variance of the dimension Efficiency in using resource.

Table 5: Results of the relationship test between the dimensions of the variable Human resources competences and Efficiency in using resources

Statistical indicators the details	Parameters	Test statistics	Morale level	Coefficient of determination	Test statistics	P
	B	t	P> t	R2	F	P>F
Credible Activist ---> Efficiency in using resources	.243	2.203	.040	.55	36.92	.000
Change Champion ---> Efficiency in using resources	.281	2.445	.019			
Capability Builder ---> Efficiency in using resources	.265	3.253	.001			
Technology Proponent ---> Efficiency in using resources	.209	2.424	.017			
HR Innovator and Integrator ---> Efficiency in using resources	-.002	-.026	.982			
Strategic Positioner ---> Efficiency in using resources	.405	4.292	.000			

Therefore, these sub-hypotheses results provide sufficient justification for accepting the main hypothesis of the research “ Human resources competences with their dimensions (Credible Activist, Change Champion, Capability Builder, Technology Proponent, HR Innovator and Integrator, Strategic Positioner) have a statistically significant effect on the dimensions of efficiency “.

CONCLUSION

The hotel managements in the research sample are aware of the importance of human resources competences and their role in enhancing efficiency. Hotels are interested in developing competences by activating the skills of employees, renewing their capabilities, and developing their experiences through continuous learning and

modern training programs, and making radical changes to maintain the hotel's position in the hotel sector and working continuously to keep pace with modernity in all hotel services and openness to the experiences of others and the opinions of customers to achieve effective renewal in a way that ensures providing the best services to customers in a way that ensures enhancing efficiency.

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