

# The Impact of Human Resource Practices on Strategic Success

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**Abstract:** *The study addressed two variables that work at enhancing the organization image in the clients' minds, they were (human resource practices and strategic success), where there was a variance, from the management viewpoint, represented by the interweaving between human resource practices and their role in enhancing the strategic success. Accordingly, this study was applied to the Ministry of Oil due to its vital role in the Iraqi economy. The study aimed at revealing the impact of human resource practices on the strategic success and showed the necessity of developing human resource practices through training courses periodically as well as enhancing the role of top management in developing the administrative work system in a way that contributes in achieving the strategic success with the external environment.*

**Keywords:** human resource practices, strategic success..

## 1. Introduction

The organization is affected by strategic environment variables so as to achieve the strategic success through employing its human resources by practices adopted by the management in order to raise the performance level. The challenges confronting the management are represented by its human resource and how to employ them in a way that fits the organization objectives in achieving the strategic success.

## 2. Literature Review

### 2.1 Human resource practices

Human resource practices at the present became the basic pillar on which the organization success or failure depend. Organizations seek through human resource practices to search and polarize human resource to meet its needs and requirements, select them in a way that leads to improve productivity and reduce the organization costs, as well as define the tasks the employees will do, develop training programs and policies, effectively, and measure the extent of their progress in work so as to improve their performance and subsequently achieve the organization objectives (Haines, 2010: 229).

#### • Human Resource Planning

Human resource planning is of vital importance to all organizations, and there is an obvious and fundamental association between the effective strategic management and the effective human resource management in all organizations. Because human resources have flexible entity, both preparation of individual employees and the potentiality of needing them to get things in the organization are constantly changing. The correlation between human resource planning and the organization's advanced function of human resource management is very necessary for achieving the strategic parallel between having many or few employees (Fattouh, 2009: 65).

#### • Staffing

Staffing is considered as one of the most important practices of human resource management, which begin with the process of job analysis for the purpose of determining and describing jobs. Staffing process comes to treat the planning outcomes with respect to deficit confrontation in human resources to occupy the vacant and expected jobs. The staffing process aims at attracting job seekers to apply to work in the organization (Barbar, 2012: 122).

#### • Training

Training is one of the means used by the management in order to develop and grow behavioral and scientific capabilities of individual employees in a way that paves the road toward the organization development and the achievement of its objectives as well as the confrontation of changes in the individual and the group with respect to experiences, skills, information, performance rates, job methods, behavior, and attitudes, making this individual or that group suitable to do their works and jobs with high effectiveness and high productivity (Al-Allaq, 2012: 323).

#### • Incentives

Job motivation is an activation of the working individuals' required efforts to achieve the organizational objectives and preserve them and because the working individuals may differ in the reasons of selecting them for the job and they can be stimulated by different ways to work (Abdul Da'im, 2014: 59). The incentive (Stewart, Brown, 2009: 409) is a collection of powers that lead the employee to participate in some behaviors rather than taking alternative procedures.

### 2.2 Strategic Success

Strategic success is the organizations' capability to formulate a clear, determined and flexible strategy with its effective execution within the existence of the culture of stimulation and creativity for employees, resulting in the customers' satisfaction which is regarded as the fundamental objective of the organization and its far range aspirations (Al-Ta'an, 2013: 213).

**• Survival**

Survival represents the essence of the strategic success. The organization may be exposed to problems and pressures from other directions such as acute competition with organizations or the change of customers' needs and desires. The organization to insure its existence in the market, we find it sacrifices many things for that. Also, the organization are forced to use the method of reduced prices for example so as to keep its market section and the ability to gain customers, in this case the organization does not focus on achieving profits more than focusing on its existence in the market for coming periods (Haddad, 2006: 65).

**• Adaptation**

It is stated that the most successful organizations are those in which the change is considered as a basic principle and in which managers seek to improve strengths and exclude weaknesses so as the organization be able to increase the size of future profitability. The first step of this is the change process which is determining the need for change where the managers should recognized the gap separating the real performance from the required performance(Hill & Jones, 2012: 508).

**• Growth**

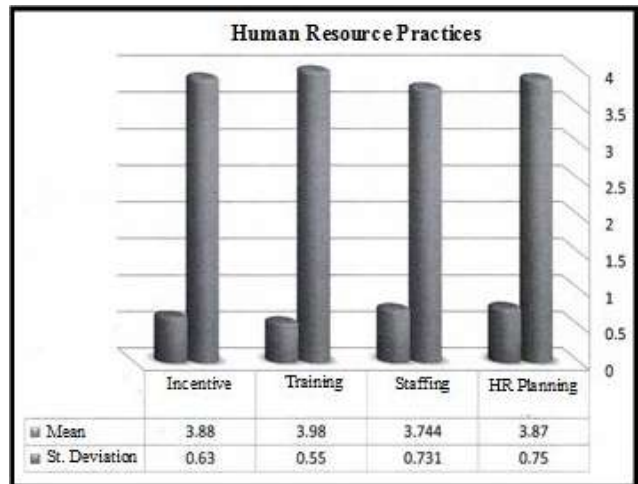
Growth has a great importance in the organization life as being a significant axis to determine the extent of the organization success or failure in the decisions it takes and its strategic plans it develops as well as its businesses. Since the beginning of the organization formation and its management, it searches for methods and means through which growth can be achieved (Al-Khashali, 2006: 96).

**3. Review of the Study Results and the discussion of their contents**

The study will display the findings and their analysis and explanation at the level of the searched ministry and the Company of Oil Explorations affiliated to the Ministry of Oil. Also, the findings of field study will be displayed using the appropriate statistical means through the mean and the standard deviation of the searched variables. Because the current study adopted the Quintuple Likert Scale in the responses of the study sample to the questionnaire, so the level of each variable is confined between (1-5), i.e. by four levels, including two levels in case of an increase in the hypothetical mean more than (3), thus it is high if it ranges between (3-4) and very high if it is more than (4). Also, it includes two levels if it decreases less than the hypothetical mean which is (3), so it will be very low if it is lower than (2).

**3.1 Measuring Human Resource Practices**

The following table reflects the mean and the standard deviation and the figure shows the means and standard deviations of the dimensions of human resource practices, as in figure (1-1):



**Figure 1: Measuring Human Resource Practices**

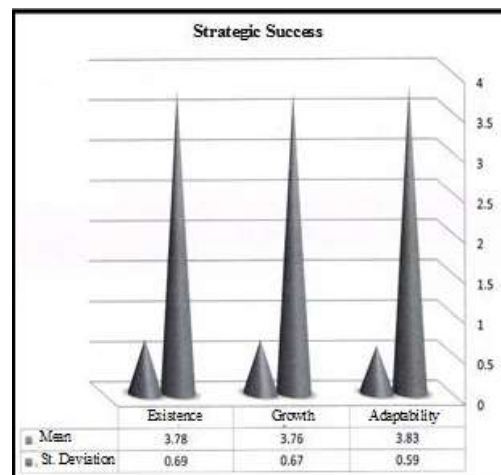
This variable was measured via four dimensions (human resource planning, staffing, training, incentives), in that the table refers to the means and standard Deviations concerning a particular point of view related to the variable of human resource practices at the Ministry of Oil and the Company of Oil Explorations, Presents Table (1) The significance order according to the variance coefficient of the dimensions of the independent variable (HR practices).

**Table 1: The significance order according to the variance coefficient of the dimensions of the independent variable (HR practices)**

X	Dimensions of HR Practices	Mean	Std. Deviation	C.V	Variable order
1	HR planning	3.87	0.75	0.19	Third
2	Staffing	3.744	0.731	0.20	Fourth
3	Training	3.98	0.55	0.14	First
4	Incentive	3.88	0.63	0.16	Second

**3.2 Strategic Success**

Strategic success is the organizations' capability to formulate a clear, determined and flexible strategy with its effective execution within the existence of the culture of stimulation and creativity for employees, resulting in the customers' satisfaction which is regarded as the fundamental objective of the organization and its far range aspirations (Al-Ta'an, 2013: 213).



**Figure 2: Measuring Strategic Success**

Presents Table (2) Significance order according to the variance coefficient of the dimensions of the variable (strategic success)

**Table 2:** Significance order according to the variance coefficient of the dimensions of the variable (strategic success)

X	Dimensions of Strategic Success	Mean	Std. Deviation	C.V	Variable order
1	Adaptation	3.83	0.59	0.154	First
2	Growth	3.76	0.67	0.178	Second
3	Survival	3.78	0.69	0.182	Third

#### 4. Conclusions

Through what was presented in the research of the methodology of theoretical and practical aspect only, the researcher arrived to the following conclusions:

- 1) There is a great correlation between human resource practices and their role in achieving strategic success.
- 2) Enhancing the job requirements in the organizations through developing human resources to achieve the strategic objectives.

#### 5. Recommendations

After completing the research in its two aspects the theoretical and practical, the researcher presented a number of recommendations as the following:

- 1) Making human resources participate in developing courses periodically to enhance the role of practices required by the organizations to develop the work.
- 2) Enhancing the role of the top management in developing the administrative work system in a way that contributes in achieving the strategic success so as to communicate with the external environment.
- 3) Using the results of the strategic success to promote the organization businesses of the Company of Oil Explorations.

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#### Author Profile

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