

A Reflection of the Organization's Strategic Orientation on Human Resource Management Strategies: Field Research in the Central Region General Electric Power Transmission Company

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Abstract

The study's goal is to figure out how strategic orientation is reflected. (vision, mission, values, objectives) for organizations on human resource management strategies (selection strategy, training, and development, motivation strategy, performance assessment strategy. The research relied on the resolution. As a tool for collecting the data necessary to complete the search. And the use of field research, the questionnaires were distributed to an intended sample Included (general manager, assistant general manager, branch manager, president department, assistant president department, division administrator, In the general electric power transmission company central region) research hypotheses were tested through the statistical program (SPSS.V23) was adopted in accessing and analyzing the data of the study. and the research reached the most important results, namely the acceptance of the main and Sub-research hypotheses. The research concluded with a series of recommendations, the most important of which was to increase the Electricity in general and the central electricity transmission company, especially the strategic direction, to influence the functional strategies and the need for the ministry of electricity in general and the senior management in particular of the general company for transmission of electricity centre to manage human resources as a strategic partner And give the human resources manager a chance to be a member of the board of directors of the company to draw the strategic orientation.

Keywords (Times New Roman, bold, 9)

Strategic orientation, vision, mission, values, objectives, human resource management strategies.

Introduction

In today's business world, there's a lot of focus on intellectual and cognitive maturity. as well as the tendency toward greater The importance of studies and research of the strategic orientation of organizations, foundation a strategic orientation is the initial paramount mission of the management of public companies to hold tread for developments and changes in the business environment. Particularly if the stable business environment transforms into one that is continually changing, with high competition and uncertain environmental conditions, and the need to respond to the changes in environmental attitudes faced by the organization, as well as to analyze opportunities and threats in the external environment and allocate organizational resources, ensuring that the organization's main objectives and objectives are set, thereby capturing the environmental opportunities available and avoiding or minimizing potential threats. Complete the contents of the research were divided into four investigations, the first research, addressed the methodology of research, while the second research, was devoted to a review of the

literature that dealt with the study's factors and the third topic came to analyze the data and information and analyze the nature of the answers of the sample research, while the fourth and final research presented the most important conclusions and proposals. This paper has eight parts. First, the research problem, followed by the importance, objectives, model, extant literature is reviewed, The findings discussion and conclusions are presented and recommendations.

RESEARCH METHODOLOGY

Research Problem

At the end of the last century and the beginning of this century, administrative thought witnessed serious proposals and discussions of topics generated by the requirements and circumstances of the business environment, for which constant change has become an inherent feature. Among them are strategic orientation and human resources management strategies. There is a weakness in the process of implementing the strategic orientation to take its important role in guiding the functional strategies, including human resources management strategies, where the researcher person through the initial interviews he conducted to complete the preliminary study with the leaders in the company of the public electric power transmission central region one of the companies of the ministry of electricity lack of awareness of the leadership of the importance of the strategic orientation and how it is employed directly when drawing job strategies and directing it to the success about the strategic orientation of the company and through the field experience of the researcher for more than (15) years lost the most important paragraphs of the problem are installed as follows:

- 1- What is the level of strategic orientation application of the central region electric power transmission company?
- 2- what is the level of importance of the strategic orientation of the central region electric power transmission company?
- 3- what is the impact of a reflection strategic orientation On the human resources management strategies of the central region electric power transmission company?
- 4- What is the level of importance of human resources management strategies in the central region electric power transmission company?
- 5- What is the level of application of human resources management strategies in the central region electric power transmission company?

Research importance

The Current Study acquires its importance from the importance of the topics addressed as contemporary administrative phenomena and important for the lives of citizens, as this study is considered one of the most important human needs, as this study focuses on the researched variables that have a large and active role in increasing the ability of organizations to meet environmental challenges and achieve growth and development continuously and this study is expected to achieve the following importance.

- 1-The great importance of the strategic orientation of the organization, especially for companies that transfer production capacity.
- 2- The strategic importance of human resources in the success of organizations.
- 3-It is a guide to the Senior, middle and operational management levels in the general electric power transmission company central region.

- 4-Develop a working mechanism for the central region electric power transmission company about the reflection of strategic orientation on human resources management strategies.
- 5-This research was implemented in an important organization of the ministry of electricity, which includes a variety of competencies and multiple competencies.

Research objectives

The research aims to study the two variables strategic orientation and human resources management strategies through the following:

- 1-Diagnosis of the reality of strategic orientation on human resources management strategies.
- 2- Identifying the degree of interdependence and influence between strategic direction and human resource management techniques.

Research model

Figure (1) shows the proposed research model, which aims to demonstrate the nature of the relationship between research variables and the answer to its questions.

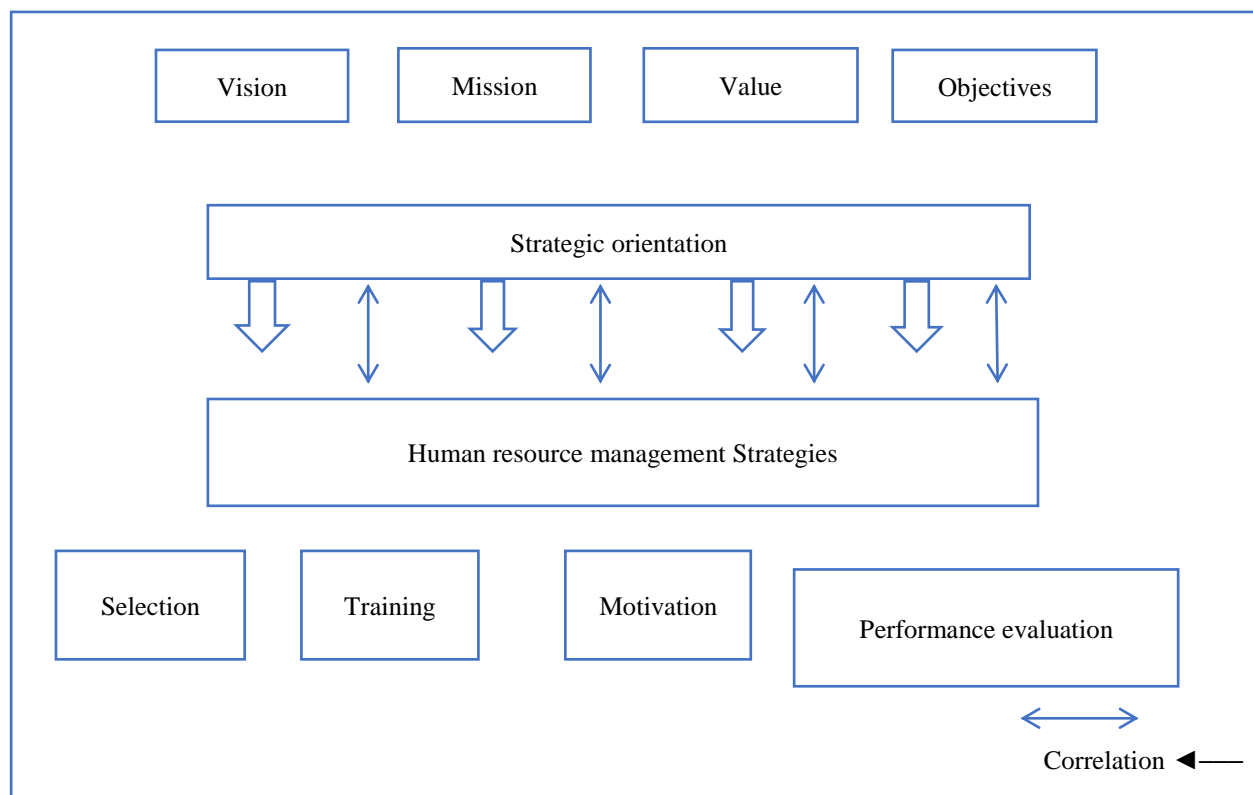


Figure (1) a hypothesis research outline

The Hypotheses

It is hypothesized that:

- There is a statistically significant correlation between strategic orientation and human resource management strategies.

- There is an impact between strategic orientation and human resource management strategies.

Research community and sample

The general company for the transmission of electric power central region, as one of the processing firms that serve the different areas of the country and specifically built the electrical sections, represents the Study community. The sample volume was (95) employees who are employed in X I mean selected general manager, assistant general manager, branch manager, president department, assistant president department, division administrator, and on this foundation, the number of forms dispense (106) inclusive (59) paragraphs dispense in two axes that included the first axis (34) questions distributed in the following dimensions, vision (9) mission (8) value (8) objectives (9) while the second axis (25) questions. distributed in the following dimensions, selection (7) training and development (6) motive (6) performance evaluation(6). The (59) statements in the first and second sections of the questionnaire will be graded on a 5-point Likert scale. The responders will select one of two options: 1-strongly disagree or 5-strongly agree, indicating their level of participation in each statement between 1 and 5. The options are scored in the following order: 1,2,3,4, and 5. SPSS was used to analyze the data collected in this study statistical package for social Sciences, Variables in the study have a normal distribution The data were evaluated using descriptive statistical methods (number, percentage, arithmetic mean, standard deviation) and inferential statistics (t-test, F test). The results were assessed with a 95% confidence interval. and $p < 0.01$ in significance level.

Literature review

Strategic orientation

At the beginning of the formulation and strategic implementation, senior managers must determine the direction of the strategic direction that the organization must take, determine its position in the market and its future performance, and expectations can be improved by changing the organization's product offerings or the markets in which it participates and the technologies it uses(Gamble,2019:16). also (Kaehler,2014:2) believes that effective strategic direction depends on both market dynamics, levels of environmental stability and competitiveness, thus reflecting organizational choices and the way the organization interacts with the external environment and how it manages and uses resources to create dynamic capabilities. believes that the strategic direction reflects a wide range of strategic options to strive for better and sustainable performance and the integrity of the organization's activities in achieving the desired performance(kesenwa, et al,2015:155).

Dimensions of strategic orientation

There were many views on the dimensions of the strategic orientation as it was classified according to the strategic Studies from which the researchers start and thoroughly diagnosing the actual reality of the researched company.

Vision

Several definitions of the researchers addressed the strategic vision, he noted (Dess& mc Namara,2006:24) which represents the destination of the organization that drives and arouses its passion and is a goal that is highly inspiring comprehensive, and long-term . And between (Tapera,2014:124) as a picture of the desired future situation of the organization. (Olten,2014:4) is the ability to move from a normal to an ideal position.

Mission

The process of Strategic orientation begins when the organization defines its mission, as the organization's mission is a long-term goal that defines the tasks through what the organization aspires to in the long term and what it wants to avoid (Barney & Hesterly, 2010:27). Select (Rothaermel, 2017:36) as a description of the reality of the organization, the products and services it plans to provide, and the markets in which it will compete.

Value

Values represent an essential reality in the life of the organization and form an essential part of the organizational culture, which is one of the main components and a resource built over long periods and great efforts being beliefs and ideas about the types of objectives of the organization members that should be pursued and also about the appropriate types or measures of the behaviour of the members of the organization that should be used to achieve these goals. (Rothaermel, 2017:36) identified it as the Statement, the principle, and the organization's guide for both internal conduct and external interactions, as well as to achieve its vision and fulfil its mission within ethical considerations. (Waddell, Jones & George, 2008:96) believe that values determine behaviours and have an active role in guiding the fundamental principles of the practical process of individuals.

Objectives

To access the strategic objectives, the organization needs the mission and as a guide to the management, as each manager must know the objectives to be achieved, which in its light determines the responsibilities to be performed to achieve those goals and leads the mission to the inclusion of objectives and functional objectives such as marketing goals, production objectives goals of individuals. He sees (Odita, 2015:6) as the Criterion that describes what the organization hopes to achieve and that it is the specific result that the organization aims to achieve within a time frame and in the resources available and the objectives inflame the enthusiasm of the staff at all levels.

Human resource management strategies

The role of human resources management is no longer limited to functional administrative roles but has extended to other roles in response to environmental variables affecting human resource, such as environmental, legal, social, and economic variables, and this input is reactions, the amount, level and quality of human resources management activities and functions respond to the problems of the external environment affecting the internal environment. (Ozkese, 2019:803) sees it as activities to ensure the satisfaction, motivation and high performance of the workforce within the organization. (Barahma, 2019:614) is a special approach to managing the employees on which the organization relies to carry out its activities and achieve its objectives. According to (Uysal, 2012:89) it is the use of management practices to improve the individual performance of human resources efficiently and thus achieve competitive advantage through this resource. (Torrington, 2017:65) sees the organization's plan, whether explicit or confidential, towards the management of its employees, expressed through philosophies, policies, and practices.

Dimensions of the human resource management strategies

The types and models of Human resource management strategies. The dimensions of human resources management strategies varied dimensions according to the views of researchers and

according to the type of company and its field of work this research proposes four dimensions (selection, training, and development, motivation, performance evaluation).

Selection strategy

The purpose of designing and implementing the selection strategy is to accommodate individuals who have the potential, competence, skill, and knowledge, and the best ways to meet these human resources needs must be chosen in addition to designing the care system and motivating employees, and these activities demonstrate the strategic capability of the organization. (Nazari, 2014: 3087),The selection of the right strategy in the organization is an influential element in the organization's performance and the measurement of the impact of human resources management strategies on the performance of organizations that have occupied those concerned in human resources. (Fadavi, 2014: 1994),The choice development and use of human capital can be a key way for organizations to create value and improve their performance, as well-established knowledge is largely present in human capital.(caloghirou,&Giotopoulos,2020:8)

Training strategy

Modern organizations have realized the importance of investing in human resources, when the employee becomes more comfortable with his surroundings, he begins training employees, which means activities in the field of human resources concerned with helping employees develop their abilities to acquire knowledge and skill. (Decenzo,2016:36) believes (Malik,2018:95) that as human resources developers, apart from focusing on skills development for key roles in the organization, they are also tasked with retaining key talent in the organization.

Motivation strategy

An organization that has a good reputation in the field of salaries and attractive benefits, can attract and attract the talents and competencies it needs for the right jobs and at the right time, It was identified (Martocchio,2004:3) as the planned use of the organization's resources from the financial allocations of the organization's employees to enhance and maintain a competitive advantage.

performance evaluate strategy

key performance indicator are measured regularly in order to provide with informationfor management learning and accountability purpose.(yassin,2012:2)

Practical Frame

The correlation relationship between Strategic orientation of human resources management strategies

Table(1) show the existence of a strong significant correlation between strategic orientation of human resources management strategies. The percentage (100%) was the highest sub-value of correlation transactions in this axis between human resources management strategies and objectives, as its value reached (0.824**) at a level of significance (0.01). This reflects the existence of a significant and significant relationship and explains the strength of the relationship between human resources management strategies and objectives, and from here we infer acceptance of the first main hypothesis that there is a statistical correlation relationship with positive significant significance to the A reflection of the organizations strategic orientation on human resource management strategies.

Table (1) The correlation between the strategic orientation on human resource management strategies

Moral relationships		Vision	mission	Value	objectives	The independent variable(strategic orientation The dependent variable(human resource Management Strategies)
PR.	N	0.752**	0.706**	0.775**	0.824**	Correlation coefficient
100%	4	0.000	0.000	0.000	0.000	Level of morale
		Accept the hypothesis	Accept the hypothesis	Accept the hypothesis	Accept the hypothesis	The decision

(**) Significant moral correlation at level (0.01).

testing the hypotheses of the impact of the research variables

The impact relationships between the research variables represented by (the strategic orientation on human resource management strategies) will be revealed and analyzed, by adopting the simple linear regression coefficient, as it is a statistical method used to benefit from it in determining the influence trends (negative, positive) and their magnitude. It is a statistical tool that contributes to testing the impact. In the statistical model, to estimate the size of the effect that the independent variable has on the dependent variable so that it produces a statistical equation that clarifies the relationship between the variables. This equation can be used to know the type of relationship between the variables and estimate a variable using other variables, as the second main hypothesis states that there is a significant effect of the variable. The independent strategic orientation of the objectives, represented by its dimensions, is coded with the symbol(X) in the dependent variable, human resource management strategies (Y) This hypothesis will be tested through simple linear regression analysis. In light of this hypothesis, a functional relationship between them was formulated, and the regression equation is the following:

$$Y=a + B X$$

Since the levels of analysis took the sub and total levels, to know the significance of the effect for each sub-variable of the explanatory variables in each variable of the response variables, as for accepting or rejecting the influence hypothesis, this is done by comparing (F)calculated with the value of (t) tabular under one significant level(0.01), as follows:

Analyzing the impact of strategic orientation on human resource management strategies

It is clear from Table(2), that the calculated value(F) reached (261.283) which is greater than the tabular value of (t) of (2.364) at the level of significance (0.01) and with significance (0.000), and This result means the existence of Impact and statistically significant of the

responsive variable (strategic orientation) on the dependent variable (human resource management Strategies) in the research sample. As for the value of the coefficient of determination (R^2), its value was (0.737), and this result indicates that (strategic orientation) explains what is (0.73) of the difference in (human resource management strategies) and that (0.27) is a variance explained by factors that did not enter the regression model. Accordingly, these results provide sufficient support to accept the second main research impact hypothesis, which states (There is a significant impact of the moral significance of strategic orientation on human resource management strategies)

Through table (2) we notice that the value of the constant term($a=0.220$) is not statistically significant, as the value of t calculated for it is (2.364) which is less than the tabular t at the level of significance (1%). The marginal slope ($b= 0.936$) is statistically significant because the calculated t value of (16.164) is greater than the tabular t at the level of significance (1%) presence of a strong impact of strategic orientation on human resource management Strategies In the searched company.

Table(2) shows the impact of strategic orientation on human resource management strategies at the macro level.

Dependent variable	Significant t	F	R^2	t	The regression coefficient	The dependent variable
human resource management strategies	0.000	261.283	0.737	16.164	0.220 A 0.936 B	strategic orientation

Analysis of the impact of the strategic orientation on human resource management strategies at the level of sub-variables:

a. Analysis of the impact of vision on human resource management strategies: It is evident from Table (3) that the calculated value of (F) reached (121.375), which is greater than the tabular value of(t) of (11.017) at the level of significance (0.01) and with the level of significance (0.000) and this result has achieved the hypothesis.

b. Analysis of the impact of the mission on human resource management strategies: It is evident from Table (3) that the calculated value of (F) reached (92.305), which is greater than the tabular value of(t) of (9.608) at the level of significance (0.01) and with the level of significance (0.000) and this result has achieved the hypothesis.

c. Analysis of the impact of value on human resource management strategies: It is evident from Table (3) that the calculated value of (F) reached (139.832), which is greater than the tabular value of(t) of (11.825) at the level of significance (0.01) and with the level of significance (0.000) and this result has achieved the hypothesis.

d. Analysis of the impact of value on human resource management strategies: It is evident from Table (3) that the calculated value of (F) reached (196.466), which is greater than the tabular value of(t) of (14.017) at the level of significance (0.01) and with the level of significance (0.000) and this result has achieved the hypothesis.

Table(3) Shows the impact of the strategic orientation on human resource management strategies at the sub and macro-level

Dependent variable	sig	F	R2	t	The regression coefficient	The dependent variable
human resource management strategies	0.000	121.375	0.566	11.017	1.083 a 0.733 b	vision
	0.000	92.305	0.498	9.608	1.018 a 0.634 b	mission
	0.000	139.832	0.601	11.825	0.464 a 0.882 b	value
	0.000	196.466	0.679	14.017	0.903 a 0.744 b	objectives

Results

When the personal information of participants was analyzed, it was discovered that 25% of them are between the ages of 35-40, 77% are Man, 73% are university graduates, 42% are in the workplace between 14-19 years, and 71% are division administrator.

Reliability analyzes of each dimension of the scales used in the study (Cronbach's alpha) were conducted. The reliability coefficient (0.973) of the scales is acceptable.

According to the findings, the effect of a reflection of the organization's strategic orientation on human resource management strategies dependent variable is statistically significant ($R^2=0.737$, $F=261.283$, $P=0.000$). Perceived strategic orientation opportunities used as independent variables is vision ($\beta=0.733$, $p=0.000$), perceived supervisor support mission (0.634, $p=0.000$) support of perceived value (0.882, $p=0.000$) support of perceived objectives (0.744, $p=0.000$) These independent variables were found to have an 85 percent impact on the dependent variable's human resource management techniques.

As a result, it can be concluded that the independent variables and human resource management strategies have a positive and significant association.

Conclusion

- The results achieved the progress of the strategic orientation in the general company for the transmission of electric power central region to a good level to achieve a ratio (3.04) and provide human resources management strategies to a good level to achieve a ratio (3.54) .
- The majority of the survey sample was male, with (77%) of those surveyed, The proportion of females was (23%). The large percentage of respondents selected by scientific qualification was from the bachelor's degree holders and (73%) of respondents.
- The large percentage of respondents selected by workplace was 14-19 and (42%) .
- The company's human resources divisions do not play the role of a strategic partner in the business.

- The organization has shown clear plans for training and development and strengthening the capacity of its staff to suit the nature of the organization's work.
- A clear decline in regulatory values and Performance evaluation.
- The organization adopted teamwork teams in achieving its objectives reflected positively on the level of its performance.
- The results showed that the organization uses a negative stimulus.
- The vision is not clear to the workers.
- The company's human resources officers have a moderate level of ability and knowledge in the company in which they work.
- The existence of a vision and strategic Planning in the company works to identify long-term objectives and adopt continuous Planning.
- Human resources officials are unable at a certain level to use new methods involving technology to achieve their job objectives due to the lack of empowerment of the human resources department with employees with the job title of a programmer assistant.

Recommendations

1. Increase the attention of the ministry of electricity in general and the company in particular with the Strategic orientation of its dimensions(vision, mission, values, objectives) for its direct impact on human resources management strategies for its future success.
2. The need for attention of the ministry of electricity in general and the higher management in the company especially in the management of human resources in the organization as a strategic partner and to allow the director of human materials to be a member of the board of directors of the company to draw the strategic orientation
3. Adopting a clear and consistent vision for all levels of management and all employees to accomplish the company's excellent and effective performance.
4. Strengthening the management of organization values in various fields and adopting the right behaviours by the strategic objectives of the company, which contributes effectively to raising the level of trust between the management of the company and employees.
5. Follow up on the amount to which the organization's strategies are being implemented effectively, create an annual report on the amount to which strategic objectives are being implemented, and diagnose implementation flaws.
6. Attracting individuals with outstanding skills from within and outside the company to acquire individuals with special skills to ensure excellence in the work of the company.
7. By opening the grievance window on the findings of the evaluation, inform the employee of the results of the performance review so that he is aware of his weaknesses and strengths, as well as to increase confidence and transparency between the employee and the assessors.
8. Strengthening the strategic orientation in the field of advanced control programs and increasing the funds allocated in this area.
9. Disengagement of the training and development people in the company's branches from the planning and follow-up department and its association in the department of management.

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