

The impact of human resources architecture in strategic cohesion - field research

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Abstract: The current research aims to know the impact of human resources architecture on strategic cohesion. The research problem was represented in an important question, which is (Is there an effect of human resources architecture on strategic cohesion) To explain the relationship between the main research variables, two main hypotheses for correlation and influence were formulated, and sub-hypotheses were derived from them. In order to achieve the objectives of the research, the descriptive analytical method was used to survey the opinions of a number of employees in the College of Nursing. The sample included (102) employees out of a total population of (300) employees. The purposive sampling method was used. Their opinions were polled using a precise questionnaire form, and to analyze the data. The statistical program SPSS and EXCEL were used, and the statistical methods used are (Spearman correlation coefficient and simple linear regression coefficient) The research reached a number of conclusions, the most important of which is that there is an impact of human resources architecture on strategic cohesion.

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Introduction

Working on the human resources architecture is now necessary within the organization and one of the basic success factors for the strategic human resources policy. The human resources architecture is a strategic or technical idea that focuses on new forms of communication within the university. It is noteworthy that the latter organization needs to reconsider the functional lines between the human resources. This category suffers from a lack of consistency and communication within the organization as well as a weak organizational structure. For resources, which led to ambiguity of vision and role and lack of commitment to the duties and responsibilities that fall on them. From here, the research problem can be embodied by answering the following questions.

Research problem

Working on the human resources architecture is now necessary within the organization and one of the basic success factors for the strategic human resources policy. As the human resources architecture is a strategy or technology, it is an idea that focuses on new forms of communication within the university. It is noteworthy that the latter organization needs to reconsider the functional lines between the human resources. This category suffers from a lack of consistency and communication within the organization as well as a weak organizational structure. For resources, which led to ambiguity of vision and role and lack of commitment to the duties and responsibilities that fall on them. From here, the research problem can be embodied by answering the following questions:

A- What is the extent of senior management's interest in human resources architecture and strategic cohesion?

B- Are there special strategies for attracting the researched organization to human resources architecture?

C- What is the level of strategic cohesion in the researched organization?

D- What is the nature of the correlations and influence between the research variables (human resources architecture and strategic cohesion)?

Research Goals

The research objectives can be explained as follows:

A- Identify the role played by the human resources architecture department in the strategic cohesion of the researched college

B- Identifying the level of strategic cohesion at the researched university.

C- Determining the nature of the correlations and influence between the research variables (human resources architecture and strategic cohesion)

Research importance

The importance of the research can be explained as follows:

A- The research derives its importance from the importance of the topic: human resources architecture and strategic cohesion.

B- Developing awareness among those concerned in the researched university of the importance of human resources architecture and strategic cohesion

C- Directing the attention of the university administration to the importance of coordinating the organizational structure with human resources to achieve the organization's goals. D- Supporting the educational sector by enhancing the human capabilities of individuals and achieving the future of the organization

Research assumes

The first main hypothesis (H1): There is a significant correlation between human resources architecture and strategic cohesion, and it branches out as follows:

- H11: There is a significant correlation between the cognitive dimension and strategic cohesion

- H12: There is a significant correlation between the structural dimension and strategic cohesion

- H13: There is a significant correlation between the emotional dimension and strategic cohesion

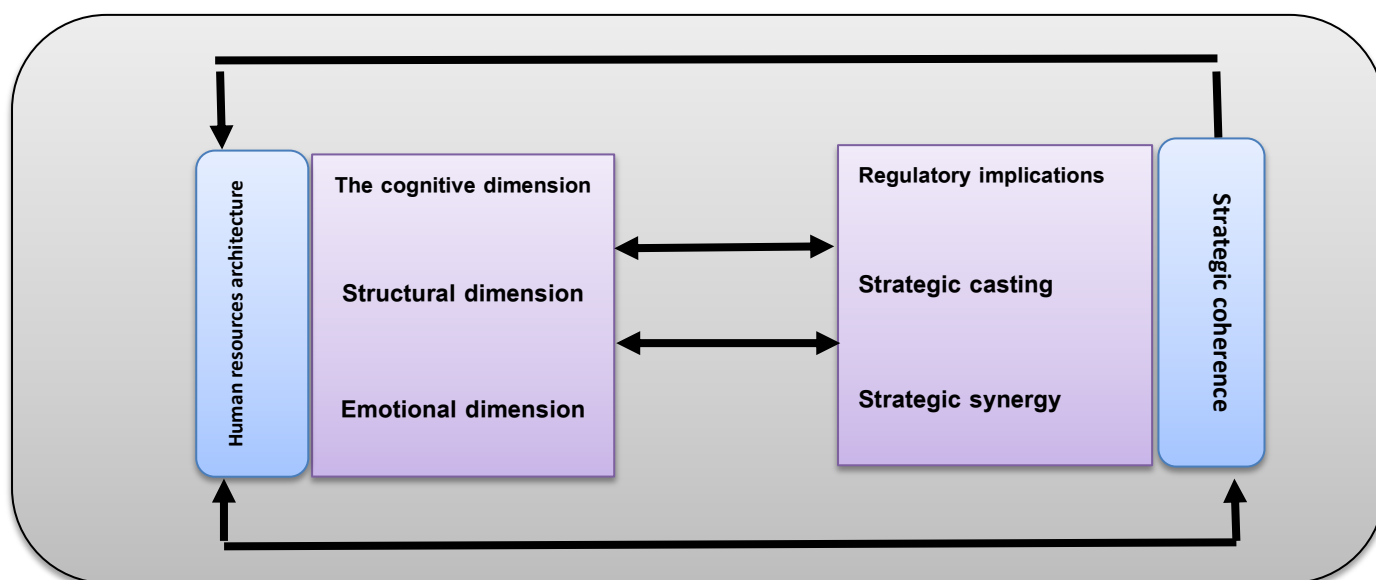
The second main hypothesis (H2): There is a significant effect between human resources architecture and strategic cohesion, and it branches out as follows:

- H11: There is a significant effect between the cognitive dimension and strategic cohesion

- H12: There is a significant effect between the structural dimension and strategic cohesion

- H13: There is a significant effect between the emotional dimension and strategic cohesion.

Hypothesis research scheme



Source: Prepared by researchers

Figure (1) shows the hypothetical research scheme

Research population and sample

The research community included workers at the University of Kufa, College of Nursing, who numbered (300) workers, while the sample consisting of (102) workers was selected from the aforementioned community. The sample primary data can be explained as follows:

Table (1) shows the raw data for the sample

N0	variable	Target groups	Repetition	The ratio
1	Social worker	male	66	65%
		Female	36	35%
		the total	102	100%
2	the age	20- 30	30	30%
		30-40	35	34%
		40-50	11	10%
		50 -60	14	14%
		60 And more	12	12%
		the total	102	100%
3	Qualification	Bachelor's	50	49%
		Higher Diploma	15	15%
		Master's	13	13%
		Ph.D	10	10%
		Preparatory school	14	14%
		the total	102	100%
4	Years of service	5 Years or less	33	32%
		5-10	37	36%
		10-15	20	20%
		15-20	5	5%
		20-25	4	4%
		25 And more	3	3%
		the total	102	100%

1-The social factor: Table No. (1) shows that workers in the Financial and Administrative Department are predominantly male, so there is a difference between the number of male and female workers, as the number of male employees was (66) with a percentage of (65%), while the number of females was (36) With a percentage of (35%), this means that the district is predominantly female.

2- Age: It is clear from Table No. (1) that the 30-40 category achieved a repetition level of (35) repetitions, at a rate of (34%). This indicates that this category is dominant in the nature of the ages of the workers in the department under investigation, and then come the remaining categories.

3- Academic qualification: - From Table No. (1) it is clear that the bachelor's category is the dominant feature in the number of employees in the department under investigation and achieved the highest level of frequency as their number was (50) at a rate of (49%). Then the high diploma category was replaced as their number was (15) with a percentage of (15%), then in last place is the doctorate, as their number was (10) and with a percentage of (10%). This makes it clear that most of the workers hold certificates.

4- Years of service: The predominant category among workers was those with 5-10 years of service, with a percentage of (36%). This means a high level of expertise and experience among the respondents, while the remaining categories had similar percentages.

The second axis is the theoretical aspect

1- Human resources standardization

1-1 The concept of human resources standardization:

The concept of human resources standardization is one of the important topics that is concerned with radical restructuring that differs from practices related to human resources management in its organization and synchronization. It is also considered, in principle, for the organization to be a tool used to achieve harmonization of information technology within an organization whose business is well managed, and which aims to develop work. Organizational. (Amalia & Supriadi, 2017:2). The idea of human resources structure is consistent with the perception of organizational formations and the need to harmonize strategic employment and human resources issues. There may be different human resources formations within the organization, and therefore human resource formations may not represent an entire organization, Rather, it is subgroups within organizations. (Lepak & Snell, 1999:32). The standardization of human resources in organizations varies according to the strategic direction of the organization and the human resources base. With regard to strategic direction, the structure of human resources management is clearly shaped by the values, mission, and goals of the organization. This entails selecting and implementing human resources practices to support the values and vision of the organizations. According to the approved human resources base, the structure of human resources management is affected by the different needs and motivations of employees in the sector. Thus, the emphasis on HR normativity is high if there is a strong connection between values and the structure of HR management. In direction, focus can be low if there is not a consistent connection between mission, values, and the structure of human resources management (Ridder & McCandless, 2010:132). To design the modularity of the HR management system by focusing on the resource-based view of the organization, the knowledge-based view and the HRM literature (Ordonez, 2004:541). HR modularity usually aims to support the deployment of different data processing strategies (Apvrille, 2015:365).

1-2 The importance of human resources standards:

The importance of human resources architecture in organizations is highlighted in particular, which requires the preparation of human resources in various administrative units in terms of specializations, as the concept of architecture has emerged because of its renewed role and great influence on organizations, and that the concept of human resources architecture covers all procedures for restoring a system that has the ability To build and restructure human capital, which has importance on employees' behavior and motivation. (Al-Saqafi, 2020: 206). Management also has a vital role, especially in decisions related to targeting strategic timing and working to gather relevant resources. It also involves a crucial role for an intelligently formed HR strategy. It reflects the importance of human resources standardization to develop and manage the strategic human capital of organizations significantly and effectively (Boxall and Purcell 2003: 17). On why some companies invest more in acquiring and developing human resources (Schmidt & Keil, 2013), and the circumstances under which investment in management systems noteworthy formal human resources, the dynamics that influence the relative importance of employees' interests compared to those of other stakeholders (Mitchell, Agle,

& Wood, 1999), and possible alternative means (such as effective leadership) through which managers evaluate and successfully utilize a firm's human resources (Jackson, & Jiang, 2014:36.)

1-3 Standard dimensions of human resources:

Through extrapolation and searching for the dimensions of the human resources architecture, as there is a scarcity of previous studies and research dealing with the dimensions of the human resources architecture, as (Kang, et.al, 2003: 7) showed the dimensions of the human resources architecture into three dimensions, as follows:

A- The cognitive dimension: is one of the contemporary trends in understanding the various aspects and mental activity associated with an individual's behavior. The cognitive trend arose in a different study for the purpose of researching what the individual imagines, how does he think? How does he perceive things? What is the approved method? It constitutes the cognitive map of this trend, and this means that each society has its own perceptions. (Samaeen, Farida, 2018: 8). Employees, through the cognitive dimension in terms of valuable and unique knowledge and skills, tend to be managed differently from others. In the organization itself. Human capital has generally been discussed in terms of its inherently specificity or uniqueness to the organization and in the context of the human resource architecture, it is viewed as a fundamental driver of organization-wide value creation and competitive advantage.

B- Structural dimension: The second dimension that gains distinction in human resources standardization is the employment situation at the general level, in terms of the benefits and costs of internal recruitment versus outsourcing. The employment situation can be viewed in the context of the organizational structures within which employees are managed for the purpose of expansion.

T- The emotional dimension: Emotional dimension The third dimension that distinguishes the standard of human resources is the employment relationship, that is, the commitment and reciprocity that exists between the employer and the employee, as well as the type and amount of trust. According to Rousseau, work relationships can be viewed in terms of "the psychological contract followed by individuals, who have been They are formed by the organization, with regard to the terms of the exchange agreement between individuals and their organizations, and in general these relationships are different.

2- Strategic coherence

2-1 The concept of strategic cohesion

The concept of strategic coherence as the development of a system of mutually consistent meanings among organizational members about desired organizational directions is a critical issue for organizations. However, how this is achieved remains partly an open question. While previous studies have considered how strategic cohesion emerges across senior levels of management through strategic planning activities and negotiations among senior leaders, we know much less about the contribution of other actors and processes behind the scenes (in non-strategic roles) (Lusiani & Langley, 2019 :3). Strategic coherence is achieved through consistency between evaluations of effectiveness devoted to studying strategies and evaluations of use that indicate the degree to which these strategies are used. A smaller distance reflects greater strategic cohesion while larger distances indicate less

strategic cohesion. Moè & De Beni, 2001:239). Black & Fabian, 2007:435 also emphasize that strategic coherence is at the organizational level and across organizational stakeholders and strategic alliance partners that arise from the stories and actions of individuals within the organization. The organization must begin working to overcome obstacles at the organization level, and their willingness to help and receive assistance through a variety of cooperative arrangements as they strive to achieve their desired goals. There can be interactive effects between strategy coherence, strategic fit, and joint alignment. , where companies that have all three types of fit are the highest performing in the organization. Developing valid measures for each construct is an important first step in testing any of these theoretical assumptions (Nath & Sudharshan, 1994: 59). Strategic coherence is due not only to the effort expended to pave the way for strategic thinking and strategic action for all intended topics. Creating coherence depends on the ability of the speaker to adapt his speech to the rationality of the audience. (Chanal & Tannery, 2009:17). The need for strategic coherence has preoccupied many researchers in the field of strategic management, and in the sub-field of “strategy as practice” more specifically. Although scholars use different terms for this concept, such as integration, alignment (Vilà and Canales, 2008), or connectivity (Angwin et al., 2009). In our case, by “strategic cohesion” we mean the system of mutually agreed meanings among members about organizational direction, or the broad understanding among members about the direction we should take or the things that should be done.(Lusiani & Langley, 2019:2.(

2-2 The importance of strategic cohesion: The cohesion we measured creates value in four ways.

First, it enhances the competitive advantage of a company that focuses on its capabilities, day after day, and constantly improves them. Thus, employees become more skilled, which enables companies to constantly outperform their competitors and obtain the highest growth rates in their production.

Second, cohesion focuses strategic investment on what is important to the organization. Organizations also make better growth decisions and seek acquisitions that are aligned with their organizational capabilities. Cohesive organizations also direct capital, time, and talent to those activities, products, and companies that will expand their progress.

Third, cohesion produces efficiencies of scale. Companies can spend more wisely and grow more easily when they spread the same capabilities across a broader range of products and services. In today's reality, these organizations can apply their organizational capabilities to companies that would not normally be able to afford them.

Finally, cohesion creates alignment between strategic intentions and current decision making. Cohesive organizations execute better

and faster because everyone in the organization understands what is important. (Leinwand, & Mainardi, 2010:7).

2-3 Dimensions of strategic cohesion

There are three dimensions of strategic cohesion:(Al-Daami, 2019 : 77)

A - Regulatory implications: refer to the activities of individuals and also of groups who automatically participate in many ideas and activities that arise in different forms and parts of the organization. The organizational impact is also evaluated through a work method that directs decision-making processes and serves as an auxiliary tool in Determine organizational policy. Strategic cohesion also appears during high-level strategy formulation between administrative actors at different levels of the organization (Lusiani & Langley, 2018:3)

B- Regulatory foundry: Foundry casting is a fundamental task in the field of production operations and is considered one of the formations required for any administration to produce a qualitative and reliable product for its customers. Therefore, today we can easily see the concept of Human Resource Management (HRM) in every organization for internal management and effective use of resources to produce a better and new technological product (Srivastava, 2010:47).

T- Organizational synergy: refers to an open and integrated process that enhances cooperation and encourages participants to expand communications that occur beyond boundaries and achieve innovative results, which reflects the assumption that the effects produced by the whole are greater than those produced by the parts alone (Wimsatt 1974). Organizational synergy also requires coordination of various purposes through the establishment of a special system that inculcates organizational goals and individual goals, and requires an optimal balance between formal and informal organization, as well as strong cohesion between management and employees, and finally a deep understanding of the interests of external stakeholders so that the organization is guided by its complete vision and clearer values and goals. When building relationships (Marinescu, Toma, and Ianole 2008). Synergistic activities produce higher efficiency and lower costs at different levels of the organization (Hughes & Malshe, 2012: 59).

The third axis: the practical aspect

Analysis of relationship hypotheses:

The research assumed the first main hypothesis (there is a significant correlation between the meaning of human resources and strategic cohesion(,Statistical methods in the statistical program (SPSS) and the Spearman correlation coefficient were used to determine the type of relationship between the main and sub-variables of the research, as in Table (2).

Table (2): Shows the results of correlations between human resources architecture and strategic cohesion

Approved The Independent	Regulatory implications	Regulatory foundry	Organizatio nal synergy	Strategic coherence
The cognitive dimension	0.496**	0.553**	0.551**	0.512**
	0.000	0.000	0.000	0.000
Structural dimension	0.612**	0.671**	0.467**	0.681**
	0.000	0.000	0.000	0.000
Emotional dimension	0.602**	0.597**	0.674**	0.665**
	0.000	0.000	0.000	0.000
Human resources architecture	0.692**	0.608**	0.621**	0.552**
	0.0000	0.0000	0.000	0.0000

Source: Prepared by researchers based on the outputs of SPSS and Excel.

Through the results of Table No. (2), it was shown that there is a positive, direct correlation between human resources architecture and strategic cohesion, as it reached (.552**0) and at a level of significance (0.000). This means that human resources architecture has a role in creating a positive work environment and solidifying the organizational structure. In achieving goals, as well as the compatibility of human resources architecture with visions in all directions to adopt coherent plans and goals. This indicates acceptance of the main hypothesis (there is a significant correlation between human resources architecture and strategic cohesion). As for the sub-hypotheses:

A - The first sub-hypothesis: There is a correlation between the cognitive dimension and strategic cohesion. According to Table No. (2), it reached (.512**0) and a significance level of (.0000). This means that the cognitive dimension contributes to giving value to human resources through their contribution. The mentality of developing the activities and tasks of the organization and thus accepting the first sub-hypothesis (there is a significant correlation between the cognitive dimension and strategic cohesion).

B- The second sub-hypothesis: There is a correlation between the structural dimension and strategic cohesion. According to Table No. (2), it reached (.681**0) and at a significance level of (0.000). This means that harmonizing the requirements of departments and functions among them to facilitate the communication process leads to flexibility. And speed in work, which stimulates the performance that must be achieved, and thus the hypothesis is accepted (there is a significant correlation between the structural dimension and strategic cohesion).

C - The third sub-hypothesis: There is a correlation between the emotional dimension and strategic cohesion. According to Table No. (2), it reached (.665**0) and at a significance level of (.0000). This means that positive employee relationships with employers create a kind of flow and cooperation. And move forward in achieving the organization's goals. Thus accepting the third sub-hypothesis (there is a significant correlation between the emotional dimension and strategic cohesion).

Analysis of impact hypotheses

We explain the testing of the hypotheses of the influence between the study variables (human resources architecture in strategic cohesion) through the level of significance, the value of the fixed limit, (b), and the value of the interpretation coefficient (R²), which shows the percentage of the contribution of the independent variable in explaining the change occurring in the dependent variable, and thus represents the coefficient of determination. Interpreting (the percentage of variance in the values of observations in simple linear regression), and thus the hypothesis is accepted when the level of significance (Sig) is less than (0.05), and this can be explained as follows.

Table (3): Shows the results of the impact of human resources architecture on strategic cohesion

Dependent variable: strategic cohesion				
Independent variable	Sig	Factor R2	A	B
Human resources architecture	0.000	0.491	1.321	0.621
The cognitive dimension	0.000	0.442	1.622	0.633
Structural dimension	0.000	0.461	1.475	0.641
Emotional dimension	0.000	0.503	1.412	0.690

Source: Prepared by the researcher based on the outputs of SPSS and Excel.

It is clear from Table (3) that there is an impact of the human resources architecture on strategic cohesion with a significant degree of (0.000). This means that human resources strongly support the future of the organization and the strategic balance of the organization by employing suitable and experienced people in the field of work, which creates a kind of cohesion and synergy. functional and thus accepting the second main hypothesis (there is an effect of human resources architecture on strategic cohesion). As for the coefficient of determination (R2), the amount of (0.491) explains the contribution of the human resources architecture to strategic cohesion. As for the sub-dimensions: A- The cognitive dimension: It is clear from Table (3) an effect model for the cognitive dimension on (strategic cohesion). Below the level of significance ((sig=0.000, which is less than the significance value (0.05), as the value of the coefficient of determination was (0.442) and indicates that the cognitive dimension explains the value of (42%) of strategic cohesion, and the value of ($\beta=0.633$) means that A single unit change in the cognitive dimension will lead to a change in strategic cohesion by (58%). This means that the cognitive dimension, which means that the mental capabilities of individuals, creates a kind of strategic addition to the future of the organization by anticipating the changing environment. Thus, this result provides sufficient support to accept the sub-hypothesis. The first is from the second main hypothesis, which states (there is a significant, statistically significant effect of the cognitive dimension on strategic cohesion), which is considered a good effect, and with an agency regression model:

Strategic cohesion (Y) = 1.622 + 0.633 (cognitive dimension)

B - The structural dimension: Table (3) revealed an effect model for the structural dimension on (strategic cohesion), below the level of significance (sig = 0.000, which is less than the significance value (0.05), as the value of the coefficient of determination reached (0.461) and indicates that the dimension The structural explains the value of (46%) of the strategic cohesion, and the value of ($\beta = 0.641$), meaning that a change in one unit in understanding the essence will lead to a change in the strategic cohesion by (64%), and this means that the consistency of the structure with the capabilities of human resources creates a kind of Shared harmony between the organization's goals and the employees' goals. Thus,

this result provides sufficient support to accept the second sub-hypothesis of the second main hypothesis, which states (there is a statistically significant effect of the structural dimension on strategic cohesion), which is considered a good effect and in an agency regression model:

Strategic coherence (Y)=1. 475=0.641 (Structural dimension)

W- The emotional dimension: It was revealed in Table (3) an effect model for the emotional dimension in (strategic cohesion), below the level of significance (sig = 0.000, which is less than the significance value (0.05), as the value of the coefficient of determination reached (0.503) and indicates that the dimension Emotional explains the value of (53%) of strategic cohesion, and the value of ($\beta = 0.661$), meaning that a single unit change in communication skills will lead to a change in strategic cohesion by (.6900), and this means that the formation of relationships between employees constitutes a special necessity to facilitate the process of Exchanging the required information and knowledge in a way that enhances collective creativity processes. Thus, this result provides sufficient support to accept the third sub-hypothesis of the second main hypothesis, which states (there is a significant, statistically significant effect of the emotional dimension on strategic cohesion), which is considered a good effect and in an agency regression model:

Strategic cohesion(Y)=1.412+0.661 (emotional dimension)

Conclusions and recommendations

Conclusions

A- number of conclusions can be indicated as follows:

1- From the results obtained, it became clear to us that there is an important role for the human resources architecture in strategic cohesion, as a positive and significant relationship was found between the two variables in its dimensions. This means that the architecture is achieved whenever the factors and indicators that contribute to enhancing strength and balance are available. The organization's strategy.

2- It became clear from the results obtained that there is no effect of the human resources architecture on strategic cohesion. This means that the organization is in line with the environment and requirements of the times.

3- It is clear to us from the results that the cognitive dimension is very important in terms of increasing cohesion and bonds and enhancing support.

4- From the results it is clear that the human resources architecture Human resources enhance the organizational structure and the strength of harmony between departments and administrative units.

5- The results indicate that supporting strategic cohesion through the human resources architecture reduces the strength of the threats and risks to which the organization is exposed.

Recommendations

A number of recommendations can be mentioned in the following points

- 1- Seeking to pay attention to the consistency of the organizational structure of human resources with the objectives of the organization
- 2- The necessity of involving human resources in solving problems and submitting the required proposals
- 3- Holding training and educational workshops for employees to develop their skills and abilities and enable them to contribute to promoting the organization's goals.
- 4- Setting a priority for functional independence and work flexibility for human resources to enhance their capabilities
- 5- Investing in human resources as they are the most important resource in the university and urging them to work collaboratively and collectively to increase cooperation and social harmony within the organization.

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