



The Mediating Role Of Human Resource Capabilities In The Relationship Between Human Resource Strategies And Organizational Performance: An Evidence From Iraq Higher Education Institutions

Dr. Wameedh A. Khdair*

*Professor, Department of Business Administration, College of Administration and Economics, Basrah University, Basra, Iraq, wameedh.khdair@uobasrah.edu.iq, Orcid Id: <https://orcid.org/0000-0002-8521-8329>

Citation: Dr. Wameedh A. Khdair, The Mediating Role of Human Resource Capabilities in the relationship between Human Resource Strategies and Organizational Performance: An evidence from Iraq Higher Education Institutions, *Educational Administration: Theory And Practice*, 30(4), 52-63 Doi: 10.53555/kuey.v30i4.1402

ARTICLE INFO

ABSTRACT

Higher educational institutions played an important role development of any country. If the performance of these institutions declined, then social and economic contribution could be declined. The reviewed literature shown that human resource strategies (HRS) and human resource capabilities played an important role to boost the organizational performance (OP). Therefore, the current study objective to examine the mediating effect of HRC between the relationship of HRS and OP of higher education in Iraq. The data was being collected from 215 employees which shows 53.75 response rate. Using cross sectional research design and quantitative research approach. The Structural Equation Modeling (SEM) results shown that HRS positively and significantly effect to HRC and OP. The findings also shown that HRC also significantly and positively effect to OP. The indirect effect also shown that HRC significantly mediates between the relationship of HRS and OP. This indirect effect shown that this mediating effect is an important contribution of the study. These findings could also help to researchers and academicians for their future research. The research could also help to the HR policy makers and educational institutions for boost their performance and gain competitive advantage.

Keywords: human resource strategies, human resource capabilities, organizational performance, Iraq.

Introduction

In the modern age, knowledge-based competitiveness and fast evolving markets need that businesses should employ efficient ways to invest in and make the most of their employees' knowledgeable. Businesses are always trying to find new ways to put its employees to use for the benefit of the company by enhancing their performance (Dickmann & Müller-Camen, 2006). Human Resource strategies (HRS) refers to a set of practices designed to increase an organizational performance (OP) by fostering the personal and professional growth of their employees (Gberevbie, 2012). Enhancing HRS may help OP. There are a number of studies that back up the idea that HRS may have an impact on an OP (Brockbank, 1999; Clardy, 2008). Therefore, HRS is linked to improved OP (McCracken & Wallace, 2000; F. N. K. Otoo & M. Mishra, 2018). This is a reason, HRS is crucial because it helps keep and grow businesses' human resources in step with their evolving needs (T. Garavan, McCarthy, & Carbery, 2017). This shows that HRS is an important indicator to boost the performance. In addition, the above discussion, the HRS is also played an important role to enhance the human resource capability that could lead to enhance the OP (Rose & Kumar, 2006). The HRC is an important tool which has the capacity to integrate, construct, and restructure available resources in response to environmental shifts determine its level of effectiveness. By detecting external variables, learning response patterns, and rearranging operational procedures, an organization with dynamic capabilities may adapt to new circumstances and thrive (Teece, Pisano, & Shuen, 1997b). Besides that, the previous discussion also further contended by various numerous researchers (A. A. Lado & M. C. Wilson, 1994; Lepak & Snell, 1999) that HRC, when fostered alongside supplementary HRS could boost and maintain an OP.