Impact of the Contemporary Roles of Human Resource in Achieving Strategic Success: An Exploratory Study in the Leather Industry

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The goal here is the current research to test the results of contemporary roles of human resources management in achieving that strategic success, the research problem is: How much influence the contemporary roles of human resources in achieving strategic success in the leather industries company? A questionnaire was used to collect data according to the distribution of (65) questionnaires on the research sample. The data was analyzed using the SPSS program, using a number of statistical tools to test the hypothesis of the research. The research reached the group of conclusions, the most important of which was the belief that there is an impact on the contemporary roles of human resources in achieving strategic success in the Leather Industries Company and its variables (strategic partner, management expert, change). Employee champion agent) The research has come out with several suitable recommendations.

Key words: *The contemporary roles of human resources, strategic success.*

Introduction

Many scientific efforts have helped to build that conceptual and epistemological framework of theory, the roles of new human resources that differ from that of the traditional theory in three basic characteristics: analytical level, focus, and goal (Talasmaki, 2009: 4-5).

In order to clarify that theory of the roles of human resources management, this use requires what is called the role loop, a series of interrelated events and assumptions that describe the process specifically for a particular role of a member of the organization. In the context of the HR function, this episode first begins with the definition of business-specific relationships for example to a human resources manager within an organization. After that, the move will be moved to the second step of the episode, which is to give that specific role to the HR manager (the role of a strategic business partner) in the third step, the HR manager will determine his position on this role, whether by acceptance or rejection. If the director of human resources accepts the role assigned to him, this is called assuming the role, but if the director of human resources rejects the role assigned to him by the institution, then this means the end of the working relationship with that organization. Assuming accepting the role specified by the human resources manager, the next step will include compliance with the role played by the human resources manager, known here as assuming compliance with the role. At the same time, the organization will transfer the required vision here for the role of the director of human resources to that group of roles, which represents the rest of the employees Employees of the organization When the expected expectation in the minds of the role group corresponds to the behavior of the role the HR manager plays, this creates the assumption of a collective agreement on the role. But if there is a mismatch between the expectations for the group of those roles and the actual behavior of HR managers, this leads to the assumption of a role conflict assumption. There are two main options of assuming a role struggle, either for the HR manager to end the employment relationship or to implement comments from the role group. And when he accepts the reactions, this will again lead to the assumption of a collective agreement on the role, which is again due to a change in the nature of labor relations. As for the initial collective acceptance of the role between the responsible person (HR manager) and the role group, it will be directly reflected in showing positive organizational outputs in the work. According to the discussion above, it has become clear how organizations can change HR roles from the traditional operations-oriented role to the new, strategically oriented role. This requires the organization to perform two primary tasks, first, redefining and changing the existing human resource roles in line with the organization's needs and the requirements of the business environment, and second, changing the expectations of the role group (other members of the organization) about the updates that will occur to the human resource roles (Truss et al., 2002 : 41).

Strategic success is to provide a clear vision of the activities organization that contributes in pushing it forward and achieving its goals by organizing its activities and developing intangible assets such as workers and the reputation of the organization Strategic success is the success of an organization in formulating a strategy. Successful organizations are in constant search for success factors, and these factors represent the rules of competitive success for the organization, and they have a significant impact on workers in achieving

success, which is the difference between success or strategic failure, and among many factors of strategic success, vision, mission, culture, and values (Emiri, 2011: 57).

Research Methodology/Research Problem

One of the main characteristics of the research problem is the proper diagnosis of the impact of roles in contemporary human resources on achieving strategic success in the Leather Industries Company.

 For more details, you must answer the following questions:

• What is the annual level of dimensions of the contemporary HR roles of the company being investigated?
• What is the level of dimensions of strategic success of the company in order to achieve?
• What is the nature of the impact of contemporary human resources roles on achieving strategic success in the company under investigation? research importance:

The research here shows its importance through the importance of the studied variables. The research focuses on the important variables of the roles of contemporary human resources and strategic success, which have a major impact on the performance of business organizations and to achieve their competitive advantage. research aims: The research aims to determine the level of contemporary human resource roles and strategic success in the company being investigated. As well as seeking to achieve coherence between theoretical and practical reality through principles and theoretical foundations on the ground, and advanced use

Research model

Figure 1. Research model
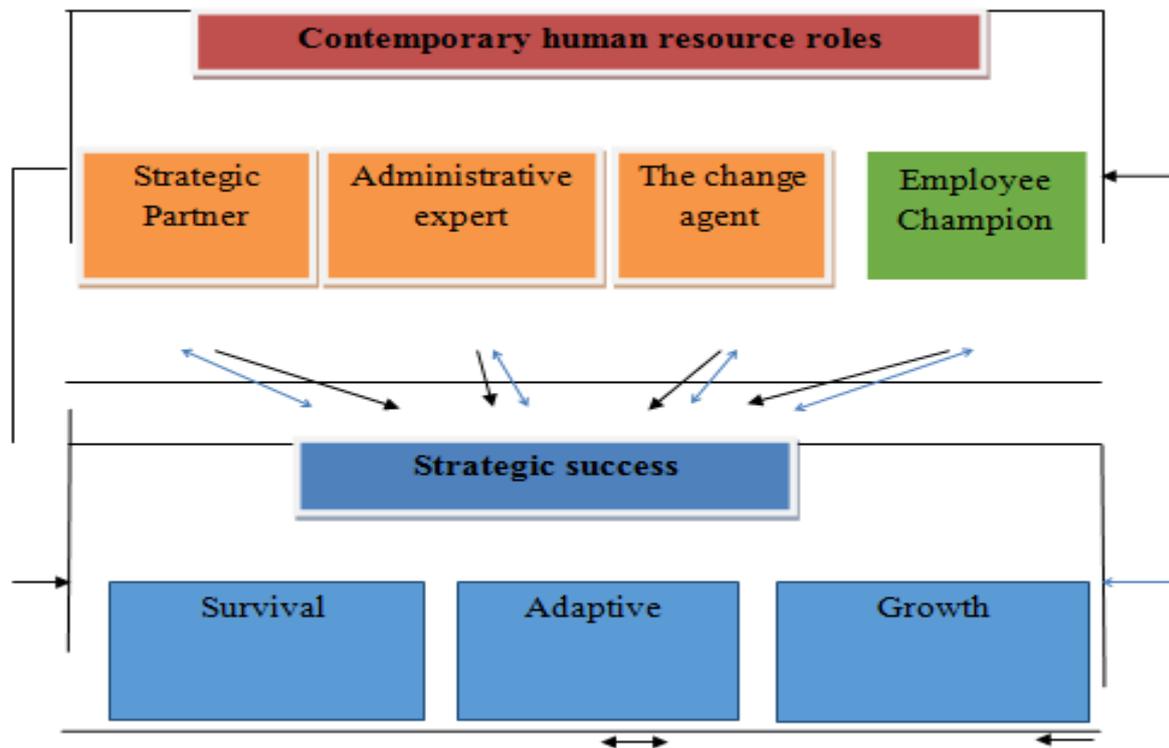
Effect Correlation
 Research Assumes

H - Impact of contemporary roles in human resources in achieving strategic success.

Search Scale

The questionnaire was used as a basic tool to collect the necessary data and was divided into two parts. The first part is devoted to the independent variable of the contemporary roles of human resources by asking (20) questions. As for the second part, the approved strategic variable of success has been allocated with (15) questions. Use Likert scale to convert descriptive answers to quantitative formulas.

Literature Review
The Roles Developed for Human Resources

The strategic partner: The role of the strategic partner worker is the one that focuses on achieving harmonization and harmonization between those practices and strategies in human

resources, while working to develop a quantitative strategy in business. The main aspect of the role of human resources as a strategic partner is the participation of human resources in the process of defining business strategy and not merely responding to orders issued by senior management. HR professionals become strategic partners when asking questions and designing HR practices that align with the business strategy. That is, they participate in the organization's strategic discussions and discussions prior to the strategy approval process, and also help to build organizational competitiveness through a benchmarking that supports the knowledge sharing process, and identifies human resource precedents through a regulatory procedure diagnosing the context surrounding the work environment (Torrington et al., 2008). : 783).

Administrative expert: In her new role as a management expert, the Human Resources Department needs to get rid of the poster image woven by past decades as an executive management prepared for laws and a set of business rules and implemented for senior management decisions. By improving efficiencies and interfering with the development of the efficiency of the entire organization. Bearing in mind that the major move towards a strategic role cannot lead to neglecting the basics of new HR practices. And within the human resources function, there are dozens of operations that can be performed better, faster and less costly, and finding such operations is part of its new distinct role now and in the future. HR experts can also show their good image by rethinking and how to do business in the organization as a whole so that they can design systems that allow divisions to participate in administrative services (Long & Ismail, 2010: 30).

Change Agent: The change agent's role refers to the assistance that the human resources of the organization provide in building its capacity for change. This role is considered one of the important roles of the work of contemporary organizations in the framework of facing various challenges in the work environment. The difference between the winners and the losers in the business will be determined by the ability to quickly respond to change. Winners can adapt, learn and act quickly, while losers waste their time trying to control change. Human Resources Management will take on a great responsibility, which is building the organization's ability to embrace change and prepare to confront it. The change is related to improvement. Therefore, HR professionals must contribute to improvement by identifying and implementing change processes. Instead, HR professionals should be busy and overwhelmed as business partners by helping employees leave their old habits and embrace the new culture (Armstrong, 2008: 73).

Employee Champion: The employee champion role deals with the daily problems, needs and desires of working individuals by helping them to deal with the organization's priorities and requirements effectively and well, as well as implementing innovative ways to enhance resources and demonstrate confidence and discipline. Human resource experts, as advocates

of workers, must strive to understand workers' needs and strive to fulfill these needs. Inviting workers requires spending a lot of time with them, working to train and encourage them, as well as urging key activity managers to do the same with workers. The main activities of a human resources expert who advocates for workers is good and effective listening, rapid response and finding useful ways to provide the resources necessary for workers to achieve their changing demands, which are heard by workers in senior management discussions, and providing them with opportunities for personal and professional growth (Long & Ismail, 2010: 31) .

Roles and Dimensions of Strategic Success

Survival: Staying here expresses the essence of strategic success, and it is believed that the organization is successful by staying in that circle by competition at the present time because of those conditions in which it operates, but are all successful organizations at the same level? Certainly not, so staying here is the foundation that enables the institution to search for a harmonious position to make further adjustments to the environment surrounding the organization in order to continue and grow. Today's survival depends on who is strong, and the organization's survival is associated with its ability to achieve society's goals with its goals, and this depends on the organization's operations that remain within the levels of effectiveness and efficiency required. The relationship with the organization, including investors, suppliers, customers, and employees, and achieving these concerns requires an extensive study of the organization's relationship with them (Jones, 2010: 310).

Adaptation: Organizations can adapt to these environmental changes through changes in structure and practices. The goal of adaptation is to achieve organizational balance. The most successful organizations in volatile environments are those that are in constant contact with the environment in order to identify threats and opportunities, enabling the organization to respond immediately. The most successful organizations are those where change is a fundamental principle, as managers strive to improve organizational strengths and eliminate weaknesses. The first step in the change process is to define the need for change, where managers must recognize the gap between the actual performance and the required performance, and use SWOT analysis to determine the current state of the organization and then determine the desired future status, then identify the obstacles to change that prevent the organization from reaching its desired future status (Hill & Jones, 2012: 508). Growth: Growth is a stage in the life cycle of an organization in which it develops skills and knowledge to create value that makes it gain additional resources. The growth allows the organization to increase its scientific value and thereby develop its competitive advantage. Growth is one of the goals that makes the organization work to obtain an advanced position in the field of work in which it operates by increasing its size, the size of operations and investments, and the size of the returns due to it as a result of these investments. In other

words, the size of the organization in the future will be better than it is currently. An organization can only achieve this if it is able to translate this into specific qualitative goals, and institutions must grow rapidly to keep pace with the changes that are happening around them. Today's institutions must balance themselves for creativity and change not only for prosperity but also for survival in a world of intense competition. Strategic success depends on the proposed capacity models in the organization, so it is important for senior management in relation to development operations, as it is the basis for the results of the organization's work (Khafaji, 2013: 96).

Characterization and diagnosis of research sample responses from the independent variable: the roles of contemporary human resources The variable is measured through the roles of contemporary human resources through four main dimensions (strategic partner, management expert, change agent, and employee hero). Table (1) shows that the general arithmetic average was (3.67), which is higher than the expected average for (3) scale, with a standard deviation (0.86) and a difference coefficient (23.43%).

Table 1: Description and diagnosis of the responses of the research sample to the contemporary human resource roles

Dimensions of contemporary human resource roles	x^-	SD	COV%
Strategic partner	3.75	.087	20.8
Administrative expert	3.71	0.86	23.18
The change agent	3.68	0.89	24.18
Employee champion	3,98	0,90	25,87
Total	3.67	0.86	23.43

The Variable Adopted: Strategic Success

The strategic success variable was measured in three basic dimensions (Survival, adaptive, growth). Table (2) shows that the general arithmetic mean was (3.49), higher than the expected mean of the scale of (3), a standard deviation of (0.89) and a difference coefficient of (25.5%).

Table 2: Description and diagnosis of the responses of the research sample of strategic success

dimensions Strategic success	x^-	SD	COV%
Survival	3.48	0.90	25.86
Adaptive	3.47	0.91	26.22
Growth	3.51	0.87	25,76
Total	3.49	0.89	26,9

Through the analysis of that effect, the contemporary roles of human resources in achieving strategic success, Table (3) shows the results of regression analysis between the roles of contemporary human resources and strategic success. It is noted that there is a literary impact of the contemporary roles of human resources in achieving strategic success. The calculated value (f) (13.481), which is greater than the tabular value (1.625), is less than the significance level (0.01). Note the beta coefficient (0.382), which indicates that the change of one unit in contemporary human resource roles is accompanied by a change (0.382) in strategic success, and this indicates the importance of contemporary human resource roles for strategic success. The value of ($R2$) was 30.2%. It indicates that 30.2% of the total variance in strategic success is determined by understanding the study sample of the roles of contemporary human resources and how this affects strategic success, and the remainder represents the proportion of the influence of other unknown variables. This result confirms the validity of the second hypothesis (there is an impact on the contemporary roles of human resources in achieving strategic success).

Table 3: Impact of the contemporary roles of human resource in achieving strategic success

Independent variables	Dependent variable	$)R^2\%($	f	B	a
Strategic partner		31.5	14.201	0.383	1.465
Administrative expert	Strategic success	28.6	12.163	0.387	1.649
The change agent		30.3	13.837	0.378	1.785
Employee champion					
Contemporary human resource roles X	Y	30.2	13.481	0.382	1.625

Conclusions

1. Here the theory explains the new roles of strategic management of human resources, its contribution to providing value to the organization and working as a strategic business partner, and therefore organizations can change the roles of human resources from the traditional role with the operational orientation to the new role with the strategic direction that requires the organization to undertake the task of redefining and changing the roles The current human resources, in line with the needs of the organization and the requirements of the business environment, as well as changing the expectations of the role group (other managers in the organization) about the updates that will occur to the roles of human resources.

2. As a result of this strategic perspective, here the senior management of the organization and other managers in the organizational structure must involve the human resources department in serious discussions related to the methods of implementing the organization in implementing the strategy, as it is responsible for defining the organizational structure of the

organization and how it performs, as well as playing the engineer role The architect in drawing the organization's plans, and how the departments and organizational units work on an equal footing, based on a system of shared values, culture, leadership, attitudes and rewards based on performance and knowledge.

3. Continuing with strategic success is the cognitive maturity function of the strategic personality, and one of the criteria for determining this personality. It is also a long-term success that provides measures to assess the performance of the organization at every stage of its life cycle, and to diagnose its strengths, while providing a strategic vision based on the needs of the beneficiaries.

4. For success, it expresses "the extent of organizations' commitment to the beneficiaries of their products and an assessment of their satisfaction and levels of interest in the human capital working in them, in the context of their endeavors to stay in the field of competition first, and adapt to successive environmental changes second, and finally growth and excellence over competing organizations, and perpetuating that to achieve Its strategic goals (long-term aspirations).

Recommendation

1. The necessity of switching to the human resource departments from practicing the operational role to adopting the strategic commercial partner in the company in question.
2. It is preferable for the competent authorities of the company that was searched to direct department heads to engage in ongoing dialogue and discussions with experts and human resources officials in order to create a process that marries ideas and reflects opinions and proposals, which will positively reflect on strengthening the space for the role allocated to human resource departments within The company.
3. Creators who do not restrict themselves to sterile procedures should be attracted, looking for new combinations and rare interconnections of ideas (people with different thinking) to work in the company, motivate, empower and train them to employ their knowledge in their product creator or their production or presentation processes, and develop opportunities for the company To gain strategic success.
4. Employing the contemporary roles of human resources in managing the company in all its fields in the best way, within the framework of its keenness on survival, adaptation and growth (strategic success).

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