

The Reflection of the Combined Impact of Strategic Compatibility of Human Resources and Re-Engineering of Human Resources on Organizational Excellence: An Applied Study on A Sample of Workers In The Samarra Pharmaceutical Laboratory

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Abstract:

The objective of this research is to identify the reflection of the combined impact of strategic compatibility of human resources represented in (vertical compatibility, horizontal compatibility), and the engineering of human resources represented (organizational dimension, human dimension, and technological dimension) in organizational excellence represented in (leadership excellence, Service & innovation excellence, and cognitive excellence) among a sample of workers in the Samarra pharmaceutical laboratory, and in order to determine the level of study variables, the researcher followed the descriptive analytical approach using the statistical package (SPSS.) through the collection of data by applying the questionnaire tool, as (250) questionnaire was distributed randomly for the purpose of investigating the answers of the research sample towards the extent of the application of the Samarra drug laboratory for research variables, and retrieved (219) questionnaire by (11) damaged questionnaire, and (208) valid for analysis, the results have shown that the engineering of human resources a combined role with the strategic compatibility of human resources and the reflection of these variables in improving organizational excellence, This reflects positively on the performance and competitiveness of the plant.

Keywords: Compatibility, Strategic Compatibility of human resources, Re-engineering of Human Resources, Organizational excellence.

Introduction

Al-Handara represents the latest trend in management science today after several leading companies were able to achieve unprecedented results in the world of business and continuous improvement (Youssef,2021:464), due to the application of the engineering method, so that other companies around the world rushed to embrace this new management style and employ it to develop various aspects of their practicality (Al Najjar et al., 2022:137), and the accelerating challenges and environmental changes represent a cornerstone for human resources to achieve excellence and organizational leadership of the organization (Akdere & Egan,2020:394), human resources represent one of the ingredients for success with which business organizations can achieve their long-term goals (Darmawan et al.,2020:2581), as well as focusing on the development and management of

these Resources in a way that enables the organization to enhance its competitive advantage in order to reach the highest levels of organizational excellence (Mishra et al.,2022:927), and in this regard there is an urgent need to highlight the role of the combined impact of Strategic Compatibility of human resources and the engineering of these resources and the extent to which they reflect on organizational excellence as one of the main pillars in human resources management (Tanova& Bayighomog,2022:413 Consistency by its nature contributes to improving the mechanism through which human resource management practices and the strategic objectives of the organization can be supported in a way that contributes to building a positive role for engineering in achieving organizational excellence and leadership (AlHamad et al., 2022:430).

On the other hand, human resources in Samarra Pharmaceuticals Laboratory represent an important factor in achieving organizational excellence (Zavyalova et al.,2022:43), as the Strategic Compatibility of human resources with the organization's goals and Re-engineering of Human Resources contribute positively to supporting the performance of this institution, which enhances its capabilities in achieving organizational excellence (Mohammed& Faisal,2023:947 Attracting the appropriate core capabilities and developing their skills better than competing organizations improves their retention mechanisms and paves the way for the organization to encourage them to innovate in the laboratory and achieve excellence and leadership in the pharmaceutical markets (Adula et al., 2023:10). Hence the current research to highlight the reflection of the combined impact of Strategic Compatibility of human resources and human resource engineering on organizational excellence.

PART ONE: RESEARCH METHODOLOGY

First: Problem of Research

With the growth and increasing role played by human resources in organizations, and with the increasing intensity of competition, it has become necessary for organizations to think about making fundamental changes that achieve organizational excellence and ensure their survival and continuity, the formulation of strategic alignment for human resources and Re-engineering of Human Resources requires a great ability to provide capabilities associated with the institutional information infrastructure and with high efficiency while linking them to the external components of information technology strategies, and this necessitates them to take a set of actions, And the use of its dimensions to identify and address the shortcomings, and this is what this study tries to address by answering the following question: (What is the extent to which the combined impact of the strategic compatibility of human resources and Re-engineering of Human Resources reflects on organizational excellence in the Samarra pharmaceutical laboratory) and the following sub-questions emerge from it:

1- What is the level and nature of the Strategic Compatibility of human resources and their dimensions in the laboratory under study?

- 2- To what extent is the sample aware of the engineering of human resources and the factors affecting it?
- 3- What is the nature of the impact of Strategic Compatibility of human resources on organizational excellence?
- 4- What is the nature of the combined impact of Strategic Compatibility of human resources and Re-engineering of Human Resources in organizational excellence?

Second: The importance of Research

The importance of this study is to identify the readiness of workers in the work under study in general, and human resources departments in particular to develop them and keep pace with global changes to serve their organizations, by adopting a strategic management method for human resources management in the pursuit of reaching the organization's strategy in general, and the importance of research can be summarized through the following:

- a. The modernity and vitality of the variables addressed by it, especially the variable of strategic compatibility of human resources in its dimensions.
- b. According to the researcher's knowledge, there are no previous studies related to the reality of strategic compatibility of human resources and Re-engineering of Human Resources on organizational excellence in the Samarra pharmaceutical laboratory under study, and therefore this study is the first of its kind that dealt with this topic.
- c. This study serves as a starting point from which researchers can conduct and develop further studies and future research in the field of the study sample.

Third: The Objectives of Research

The current research aims to test the extent to which the combined impact of the strategic compatibility of human resources and Re-engineering of Human Resources is reflected on organizational excellence, and the research aims to achieve the following:

- 1- Identify the reality and nature of the strategic compatibility of human resources, and the engineering of human resources among the surveyed sample.
- 2- Determining the capacity of the laboratory under study in terms of achieving organizational excellence.
- 3- Disclosure of the aspects through which the variable of strategic compatibility of human resources and Re-engineering of Human Resources can achieve organizational excellence.
- 4- Identify the impact of compatibility between human resources functions with each other in government agencies on organizational excellence.

Fourth: Hypothetical scheme for research and hypothesis development

In order to address the research problem and determine its objectives and highlight its importance to the academic side and the sample surveyed, it is required to develop a hypothetical scheme that contributes to identifying and testing research hypotheses through three variables:

Independent variables:

1. Strategic Compatibility of human resources, represented in two dimensions (vertical compatibility, and horizontal compatibility).

2. Engineering human resources, and combining three dimensions (the organizational dimension, the human dimension, and the technological dimension).

Dependent variable: It is represented in organizational excellence by three dimensions (leadership excellence, Service & innovation excellence, and cognitive excellence).

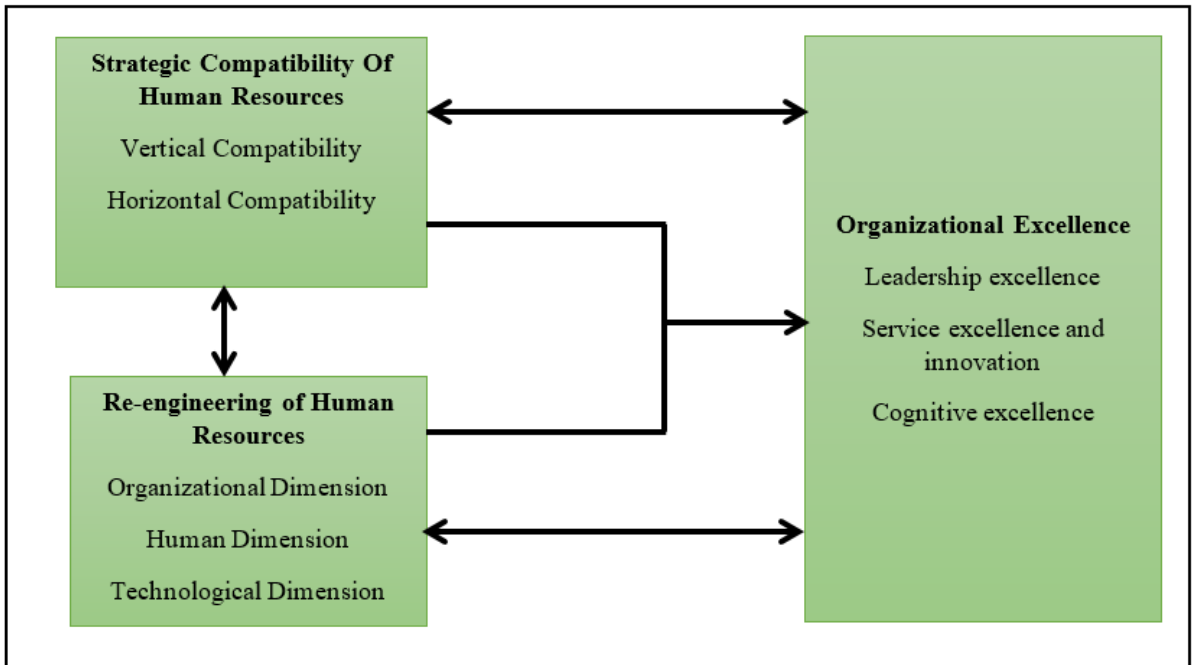


Figure 1 Research hypothesis scheme

After identifying the nature of the research variables through the hypothetical scheme of the research, several important hypotheses can be developed:

1. The existence of a correlation between the Strategic Compatibility of human resources and the engineering of human resources, including the following:

- There is a correlation between vertical compatibility and the dimensions of Re-engineering of Human Resources (organizational dimension, human dimension, and technological dimension).
- The existence of a correlation between horizontal compatibility and the dimensions of Re-engineering of Human Resources (organizational dimension, human dimension, and technological dimension).

2. The existence of a correlation between the Strategic Compatibility of human resources and organizational excellence, including the following:

- The existence of a correlation between vertical compatibility and the dimensions of organizational excellence (leadership excellence, Service & innovation excellence, and cognitive excellence).
- The existence of a correlation between horizontal compatibility and dimensions of Re-engineering of Human Resources (leadership excellence, Service & innovation excellence, and cognitive excellence).

• **The existence of a correlation between horizontal compatibility and dimensions of Re-engineering of Human Resources (leadership excellence, Service & innovation excellence, and cognitive excellence).**

3. The existence of a correlation between the Strategic Compatibility of human resources and organizational excellence, including the following:

- The existence of a correlation between vertical compatibility and the dimensions of organizational excellence (leadership excellence, Service & innovation excellence, and cognitive excellence).
- The existence of a correlation between horizontal compatibility and dimensions of Re-engineering of Human Resources (leadership excellence, Service & innovation excellence, and cognitive excellence).

4. The existence of a combined impact of Strategic Compatibility of human resources and Re-engineering of Human Resources in organizational excellence

Fifth: Sample of Research

The study population was represented in the Samarra Drug Laboratory, while the study sample included workers in the Samarra Drug Laboratory, as (250) questionnaires were distributed randomly for the purpose of investigating the answers of the research sample towards the extent of the application of the Samarra Drug Laboratory to the research variables, and (219) questionnaire was retrieved by (11) damaged questionnaire, and (208) valid for analysis.

PART TWO: THEORETICAL FRAMEWORK

First: Strategic Compatibility of Human Resources

1. The Concept of Strategic Compatibility of Human Resources

The Greek term "Strategus," which meaning "commander-in-chief," is where the word "strategic" originates. When the idea of strategic management is introduced, it usually refers to how the organization's management operations are implemented. A strategic paper was offered by Chandler in his book "Strategy and Structure" in the 1960s and by Ansoff in his book "Company Strategy" in 1965. In other words, strategic human resource management is the amalgamation of the organization's strategy process and human resources practices; it is the marriage of the human resources role with its strategic aims and objectives (Gupta, 2016:102).

Strategic human resource management is defined as the process of alignment and integration between human resources strategies and the multiple levels of strategies of the

institution and management thinkers differ in determining the functions of strategic human resource management, as the human response plan comes in first place, followed by recruitment, human resources development, compensation and benefits, performance evaluation, occupational safety and health, labor relations, and human resources research (Al-Qudah, 2020:220).

Managers need to effectively manage human capital owned by different strategic roles to stimulate their abilities in managing knowledge acquisition, sharing and application, as the current function of the human resources role is smaller and more strategic, and the strategic role of human resources is seen as a vital topic to contribute knowledge to the organization, and this encourages the strategic role of human resources and promotes a suitable organizational environment for conducting integrated knowledge sharing activities (Qamari, 2019:86).

According to Robinson et al. (2014), compatibility pertains to an employee's perceived fit or level of comfort inside the organization or its surroundings. According to Lee et al. (2004:712), compatibility encompasses how well-suited an employee's community and place of employment are to other facets of life. Regarding Mallol et al., 2007:36–37 The ease or comfort that an employee experiences in both his work environment and the company is a key component of compatibility. The employee's personal values, professional aspirations, and future ambitions should all be "in conformity" with the major company culture and the demands of his current position (knowledge, skills, and job abilities), according to the principle of job integration. The person will also think about how well-suited he is to the community and the surroundings. Similarly, Son (2012:105) contends that compatibility is the perceived level of fit between an individual and the position they are given as well as the organization they work for.

On the other hand, most researchers in recent years have been interested in the issue of compatibility between human resources (employees) and the organization's strategy (the organization's environment) as an advanced model (Abdalla et al.,2019:30; Weil,2019:602), as the theory of compatibility between the individual and the environment appeared in behavioral studies, psychology and motivation and its origins go back to studies (Frank Parsons's, 1909) of the job, as he argued in his book that good compatibility between the work environment and the capabilities of the individual will lead to increased performance and productivity, and this in itself represents an introduction to organizational characteristics aimed at evaluating the behavior of theFor an individual and his personality in the workplace (Armitage& Amar, 2021:14), and therefore more attention must be paid to the issues of the individual, in line with internal and external organizational factors and contributes to building the attitudes and behaviors of individuals, the compatibility between the individual and the organization's strategy represents an aid in understanding the practices of individual behaviors and their effectiveness within the organization, and the application of appropriateness between the individual and the

organization needs to progress in its conceptual framework by identifying possible consequences for the organization (Shaikh et al.,2022:968).

From the above, it can be said that **the Strategic Compatibility of human resources** is defined as the extent of integration and compatibility between the organization's strategies aimed at supporting and strengthening the vision and mission of the organization towards achieving its long-term goals.

2. Dimensions of Strategic Compatibility of Human Resources

Strategic alignment can be measured through two dimensions:

a. **Vertical compatibility:** Vertical compatibility refers to the conformity of human resource management practices with the strategic objectives of the organization, which means that vertical compatibility represents a strategic direction that depends on the organization's occupation of a vertical position, either by moving towards sources of supply, which is called the backward vertical integration strategy, or by moving towards distribution outlets, which is called the front vertical integration strategy (Monteverde & Teece, 1982:210).

In. **Horizontal compatibility:** Horizontal alignment of human resources refers to the proportionality and compatibility of abilities, skills and knowledge among employees in an organization. This compatibility is considered one of the elements of success in human resource management, as it contributes to enhancing cooperation and coordination between different teams and individuals, when there is a good horizontal compatibility of human resources (Moshtari, 2016:1542).

Second: Re-engineering of Human Resources

1. The Concept of Human Resource Engineering

Process engineering is a new word in the Arabic dictionary composed of two words, "engineering" and "management", a translation of the English term "Administration-Reengineering" that appeared in (1992) when the authors (Hammer & Champy) launched their book entitled Reengineering-The-Corporation.), and defined it as the fundamental and fundamental rethinking and radical redesign of management processes with the aim of achieving super-substantial, rather than marginal, incremental improvements in critical performance parameters such as cost, quality, service, and speed (Xenakis, 2005:3.).

Aldakhil (2016:313) defined human resource engineering as a contemporary management philosophy based on redesigning administrative processes using modern technologies in order to keep pace with developments and achieve survival and continuity. Van Der et al. (2012:778) defined it as the process of restructuring an enterprise and making a cultural shift by challenging traditional beliefs, management practices, business activities, organizational models, and restructuring human resources. and capitalism of the enterprise, and rearranged in the form of functionally intersecting processes and organizational structures to maximize the competitive position and added value of shareholders and maximize societal contribution.

Postolache (2018:3 & Topala) explained that it is a fundamental and principled rethinking of the design of management processes radically, with the aim of achieving substantial, super, not marginal, incremental improvements in critical performance parameters such as cost, quality, service and speed. Bako (2019:2) stated that it is a radical change in the way work is performed so that administrative processes are designed from Zero and without regard to the system currently in force, provided that the information system is part of the new organization and not just a means of assistance in work, and includes the abolition of administrative functions and the shift to administrative processes.

From the above, it can be said that Re-engineering of Human Resources is defined as a combination of capabilities aimed at recruiting, developing and using human resources efficiently and effectively in order to achieve the goals of employees and the organization together.

2. Dimensions of Re-engineering of Human Resources

Re-engineering of Human Resources can be measured through three dimensions:

a. **Organizational dimension:** Organizational requirements and dimensions are those that coordinate and link the elements of an organization to enable them to achieve their goals as the force that enables the connection and unification of everything in the organization (FarajAllah et al.,2018:23).

In. **The human dimension:** It means the study of individuals while they are in working conditions and the pickling of the ways in which they lead to work in order to determine the optimal way, as well as the study and design of machines, devices and equipment, determining the appropriate working hours, the conditions of the environment surrounding the work, the workflow, its plans and procedures (Pariso,2020:314).

c. **The technological dimension:** The rapid evolution of the regulatory environment has led to the increased adoption of information technology as a strategic and critical tool in the survival and sustainability of contemporary organizations, and the increasing volume of information flows has led to the need to adopt appropriate technology (Nadeem&Ahmad, 2016:5).

Third: Organizational Excellence

1. The Concept of Organizational Excellence

Since organizational excellence is still a relatively new idea in contemporary administrative thought, management concepts have undergone numerous changes due to various factors and circumstances. Examples of these changes include the move from emphasizing physical capital to intellectual capital, the emphasis on service quality, and the emphasis on excellence in services. The European Organization for Quality created the European Model of Excellence in 1991 as a result of these modifications. As a result, for a number of reasons, nations and organizations keep creating models of excellence: enhanced services provided by governmental organizations, global accords, and a feeling of social obligation. Work on excellence models has covered most business and service

a state of administrative innovation and “ sectors. Organizational excellence is defined as organizational excellence that achieves exceptionally high levels of production, marketing, financial and other operations performance in the organization, leading to achievements The interest ”that exceed what competitors achieve, and satisfy customers and all owners. in the organization (Al-Lozi et al., 2017: 17). (Al-Dhaafri et al, 2013: 66) indicates that organizational excellence is one of the main axes in any organization, as it is one of the basic foundations that achieve excellence and excellence in performance. In the same context, (Islam et al., 2017:39) concluded that organizational excellence refers to an s focus on creating a standard set of organizational elements that deliver ’organization distinct results together. These organizational elements have been identified through several models, covering concepts such as Leadership process management, customer focus, people, and strategy (Al Shobaki et al., 2017:45; Dess et al., 2008: 4) consider that organizational excellence is an integral part of the organization. A single corporate vision underpinned by well-defined goals and sufficient resources is the foundation of good strategic planning, which is the complete organizational direction in an effort to take advantage of all significant opportunities. This is known as organizational excellence. Using the greatest international techniques, distinctive firms strive to achieve triumph and distinction on a constant basis. It is connected to its customers, supporting relationships Bhattacharyya, 2010:42) pointed out & with customers and interacting with them. (Antony that organizational excellence expresses organizational performance. (Leslie et al, 2015:265) claimed that organizational excellence refers to the maximum level of organizational excellence that the organization can reach, by unifying the efforts of employees by providing them with more knowledge, leadership skills, and various Naser, 2016:69) stated that organizational excellence is a & innovations. (Al Shobaki comprehensive, comprehensive and indivisible concept, meaning that it is not possible to distinguish between an organization in a specific area, while performance in other areas collapses, and the balance and interconnections that distinguish the features of excellence in the various sectors of the organization , which includes the two dimensions of the axes of modern management: true management seeks to achieve excellence, and the other is that everything that comes from management, such as actions, decisions, systems, and events that are characterized by excellence, has been adopted. The two dimensions are complementary, they are two sides of the same coin, one cannot be achieved without the other. (Al Shobakib et al, 2017:22) added that organizational excellence is a state of administrative creativity and organizational excellence to achieve high levels of exceptional performance and implementation of production for marketing, financial and other operations in the organization, including achieving superior results better than what competitors have achieved, which satisfies customers and all Stakeholders in the organization.

From the foregoing, it can be said that organizational excellence is defined as the extent to which an organization is able to achieve its goals by focusing on superior performance and achieving excellence over its competitors.

2. Dimensions of organizational excellence

Organizational excellence can be measured through three main dimensions (Al Shobaki et al., 2017), namely:

a. **Excellence in Leadership:** demonstrates a leader's capacity to take advantage of organizational possibilities, offer chances for personal growth, and take on the task of working in a way that aids the organization in resolving a variety of procedures and crises. According to Al-Lozi et al. (2017:17), leadership excellence is the capacity of leaders to utilize both people and material resources. It is assessed by how well employees are able to attain leadership excellence inside the company. The cornerstone of modern management is excellence in leadership, since modern management demands the leader to possess exceptional talents. to be able to stay up to date with the modifications and advancements brought about by the knowledge age (Al Shobaki & Naser,2016:70).

b. **Excellence in Service and Innovation:** - According to this dimension, turning to rivals is a sign that there is a problem with the way services are provided, and these symptoms result in an action plan to address these mistakes or deficiencies under the management of excellence. Without a doubt, moving toward continual improvement is made feasible by using the structural gateway to solve difficulties. Therefore, developing it with original recipes is the key to greatness in service. The company is granted the chance to establish extraordinary prices (Naser&Al Shobaki,2017:12).

c. **Knowledge Excellence:** By knowledge transfer and participation, this dimension refers to knowledge and knowledge management as an organizational resource and as crucial instruments for attaining organizational excellence, performance, and competitive advantage. Thus, when individuals within an organization get both explicit and tacit information about one another, knowledge transfer takes place. By offering the tools to record, store, and retrieve knowledge, information technology facilitates the transfer of knowledge. More background knowledge is necessary to fully understand the knowledge found in the implicit field. Information that clarifies the meaning and application of knowledge is considered innovative knowledge in any given situation (Magd, 2014:112).

PART THREE: FIELD ASPECT OF RESEARCH

First: Coding of Search Variables

The purpose of this paragraph is to indicate the sources and dimensions of the study variables by determining the dimensions of each of these variables, and then coding them in a way that makes it easier for the reader to understand the requirements of the research and the goals that he seeks to achieve by identifying the research problem and identifying its causes, and Table (1) shows the description and coding of the research variables.

Table 1 Description and coding of search variables

Main variables	Dimensions	NO.	Icon		source
Strategic Compatibility of human resources	Vertical compatibility	6	SCV	STCO	Al-Omari, 2019
	Horizontal compatibility	6	SCH		
Re-engineering of Human Resources	Organizational dimension	5	HRO	HRR	Youssef,2021
	Human dimension	5	HRH		
	Technology dimension	5	HRT		
Organizational Excellence Organizational Excellence	Leadership excellence	10	OEL	OREX	Al Shobaki et al.,2017& Hadrawi et al.,2018
	Service innovation excellence	10	OES		
	Knowledge excellence	10	OEK		

Second: Testing the stability and moderation of the research

It is noted from the results of Table (2) that the measurement tool with its variables and dimensions follow the normal distribution and this shows that the results reached by the research are balanced and consistent with the answers of the sample studied, as the results show that the measurement tool is characterized by relative stability through that the value of Alpha Cronbach is higher than (75%) and this means that all paragraphs and dimensions of the research are commensurate with the answers of the sample studied.

Table (2) Results of the stability and moderation test of research variables and dimensions

Main variables	Dimensions	Paragraphs	Test Kol-Smi		Cronbach's Alpha	
Strategic Compatibility of human resources	Vertical compatibility	6	0.072	0.089	0.905	0.898
	Horizontal compatibility	6	0.107		0.907	
Re-engineering of Human Resources	Organizational dimension	5	0.063	0.102	0.907	0.898
	Human dimension	5	0.134		0.909	
	Technological dimension	5	0.084		0.907	
Organizational Excellence	Leadership Excellence	10	0.100	0.078	0.903	0.901
	Service & innovation excellence	10	0.063		0.907	
	Cognitive Excellence	10	0.067		0.910	

Third: Describe the research variables and test the strength of the relationship

It is clear from the results of Table (3) that the strategic compatibility variable for human resources ranked first by a relative importance of (74%) and an mean equal to (3.72) and a standard deviation of (0.48), and this is due to the interest of workers in the pharmaceutical laboratory in the horizontal compatibility dimension (SCH) by an mean (SCV.) and a standard deviation equal to (0.56) and a relative importance of its value (76%), while after the vertical compatibility (3.64) came in last place by an mean (3.64) and a standard deviation of (0.59) and a relative importance equal to (73%), and this shows that the Samarra Pharmaceutical Laboratory pays great attention to achieving horizontal compatibility of human resources, which contributes to increasing organizational efficiency and harmony between the various departments of the laboratory. In turn, there is a need for more focus on achieving vertical alignment to ensure balance and harmony between lab goals and employee goals.

While the organizational excellence variable came in second place with an mean (3.55) and a standard deviation of (0.54) and a relative importance equal to (71%), and this is due to the sample's interest in leadership excellence (OEL) with an mean of (3.69) and a standard deviation of (0.49) and relative importance equal to (74%), while cognitive excellence (OEK) came in last place with an mean of (3.51) and a standard deviation of (0.66) and relative importance equal to (70%), This shows that Samarra Pharmaceuticals Laboratory pays great attention to achieving leadership excellence in its management, which contributes to enhancing organizational performance and adaptability to changes in the work environment. However, there is a need for more focus on developing employee cognitive excellence, which would enhance the technical and creative capabilities within the lab.

Finally, the variable of human resources engineering ranked last with an mean of (3.51) and a standard deviation of (0.45) and a available relative importance of (70%) and this means the interest of workers in the laboratory in the human dimension (HRH) with an mean of (3.53) and a standard deviation of (0.55) and a high relative importance equal to (69%), while the organizational dimension had the lowest mean (3.26) and a standard deviation of (0.53) and a relative importance of (65%). This shows that Samarra Pharmaceuticals Laboratory attaches great importance to the human element in the HR re-engineering process, indicating their awareness of the importance of employee development and motivation as a key pillar to achieve organizational excellence. However, there is a need to strengthen the organizational and structural aspects of the re-engineering process, in line with the strategic objectives of the plant.

Table (3) Description of the research variables and testing the strength of the relationship between them

No.	mean	S.D	%	No.	mean	S.D	%	No.	mean	S.D	%
SCV1	3.64	1.05	73%	HRH3	3.73	1.01	75%	OES2	3.59	0.84	72%
SCV2	3.5	0.96	70%	HRH4	3.28	1.11	66%	OES3	3.84	0.82	77%
SCV3	3.26	1.24	65%	HRH5	3.81	1.01	76%	OES4	3.81	0.85	76%
SCV4	3.64	1.02	73%	HRH	3.75	0.61	75%	OES5	3.27	0.82	65%

SCV5	3.9	0.88	78%	HRT1	3.94	0.93	79%	OES6	3.33	0.89	67%
SCV6	3.88	0.95	78%	HRT2	3.69	1.01	74%	OES7	3.12	1	62%
SCV	3.64	0.59	73%	HRT3	3.54	0.94	71%	OES8	3.57	0.99	71%
SCH1	3.79	1.01	76%	HRT4	3.02	1.06	60%	OES9	3.64	0.83	73%
SCH2	3.72	1.02	74%	HRT5	3.43	0.88	69%	OES10	3.48	1.01	70%
SCH3	3.4	1.13	68%	HRT	3.53	0.55	71%	OES	3.56	0.46	71%
SCH4	3.77	0.92	75%	HRR	3.51	0.45	70%	OEK1	3.51	0.91	70%
SCH5	3.86	0.85	77%	OEL1	3.57	1.01	71%	OEK2	3.18	1.1	64%
SCH6	4.22	0.8	84%	OEL2	3.57	1.02	71%	OEK3	3.42	0.99	68%
SCH	3.79	0.56	76%	OEL3	3.21	1.18	64%	OEK4	3.78	0.91	76%
STCO	3.72	0.48	74%	OEL4	3.6	0.95	72%	OEK5	3.48	0.98	70%
HRO1	3.66	0.96	73%	OEL5	3.9	0.88	78%	OEK6	3.38	1.11	68%
HRO2	3.74	0.98	75%	OEL6	3.87	0.89	77%	OEK7	3.49	0.96	70%
HRO3	3.39	1.23	68%	OEL7	3.88	0.81	78%	OEK8	3.62	0.91	72%
HRO4	2.98	1.1	60%	OEL8	3.81	1.02	76%	OEK9	3.48	1.01	70%
HRO5	2.55	0.97	51%	OEL9	3.66	0.92	73%	OEK10	3.49	0.92	70%
HRO	3.26	0.53	65%	OEL10	3.8	0.86	76%	OEK	3.51	0.66	70%
HRH1	4.21	0.82	84%	OEL	3.69	0.49	74%	OREX	3.55	0.54	71%
HRH2	3.72	0.94	74%	OES1	3.79	0.93	76%				

Correlation matrix

	1	2	3	4	5	6	7	8	9	10	11
SCV (1)	1										
SCH (2)	.403**	1									
STCO (3)	.846**	.829**	1								
HRO (4)	.444**	.396**	.503**	1							
HRH (5)	.356**	.471**	.492**	.547**	1						
HRT (6)	.531**	.410**	.563**	.373**	.463**	1					
HRR (7)	.549**	.533**	.646**	.786**	.853**	.761**	1				
OEL (8)	.556**	.535**	.652**	.383**	.369**	.525**	.529**	1			
OES (9)	.427**	.346**	.463**	.299**	.340**	.516**	.480**	.515**	1		
OEK (10)	.353**	.337**	.412**	.425**	.318**	.255**	.412**	.470**	.584**	1	
OREX (11)	.465**	.421**	.530**	.445**	.379**	.377**	.497**	.624**	.661**	.950**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Sig. (2-tailed)=0.000

n=208

As it is clear from the results of the table above, there is a significant correlation between the research variables, which ranged between (0.255-0.950). To prove the research hypotheses, it is possible through the following:

1. There is a correlation between strategic alignment of human resources and human resources engineering, amounting to (0.646). This means the laboratory's ability to achieve compatibility between human resources management strategies and the goals of the organization as a whole. It has an important role in the success and effectiveness of human resources reengineering processes. In other words, the greater the alignment between the strategic and operational aspects of human resources, the better results of the reengineering process.

2. There is a correlation between strategic alignment of human resources and organizational excellence, amounting to (0.530). This means the laboratory's ability to

align human resources management strategies with the strategic goals and plans of the organization as a whole, which contributes positively to achieving distinct levels of organizational performance. This may be reflected in indicators such as market leadership, quality of products and services, competitiveness, and effective response to environmental changes.

3. There is a correlation between strategic alignment of human resources and organizational excellence, and its value is (0.497). This means that the laboratory's ability to align human resources management strategies with the general strategic goals and directions of the organization has a positive role in achieving distinct levels of organizational performance. When human resources and their strategies are consistent with the laboratory's strategic plans and priorities, this reflects positively on indicators of organizational excellence, such as market leadership, high quality of products and services, and high competitiveness.

Fourth: Testing the impact hypothesis

This paragraph is concerned with testing the hypothesis of the joint influence of independent variables (strategic compatibility of human resources, and human resources engineering) on organizational excellence, and therefore this represents the focus of the research problem that it aims to achieve by testing the levels of these variables and their effectiveness in achieving organizational excellence among workers in the laboratory. Samarra Pharmaceuticals, and from the results presented in Table (4) and shown in Figure (2), it is clear that there is a joint effect of the strategic alignment of human resources and human resources engineering with their respective dimensions in organizational excellence. This means that increasing them by one unit leads to increasing the strategic alignment of human resources by an amount (0.942), human resources engineering by (0.299), and improving organizational excellence, which means that increasing these variables contributes to improving the ability of workers in the Samarra Pharmaceuticals Factory to explain (0.976) squared differences and issues that limit the achievement of organizational excellence.

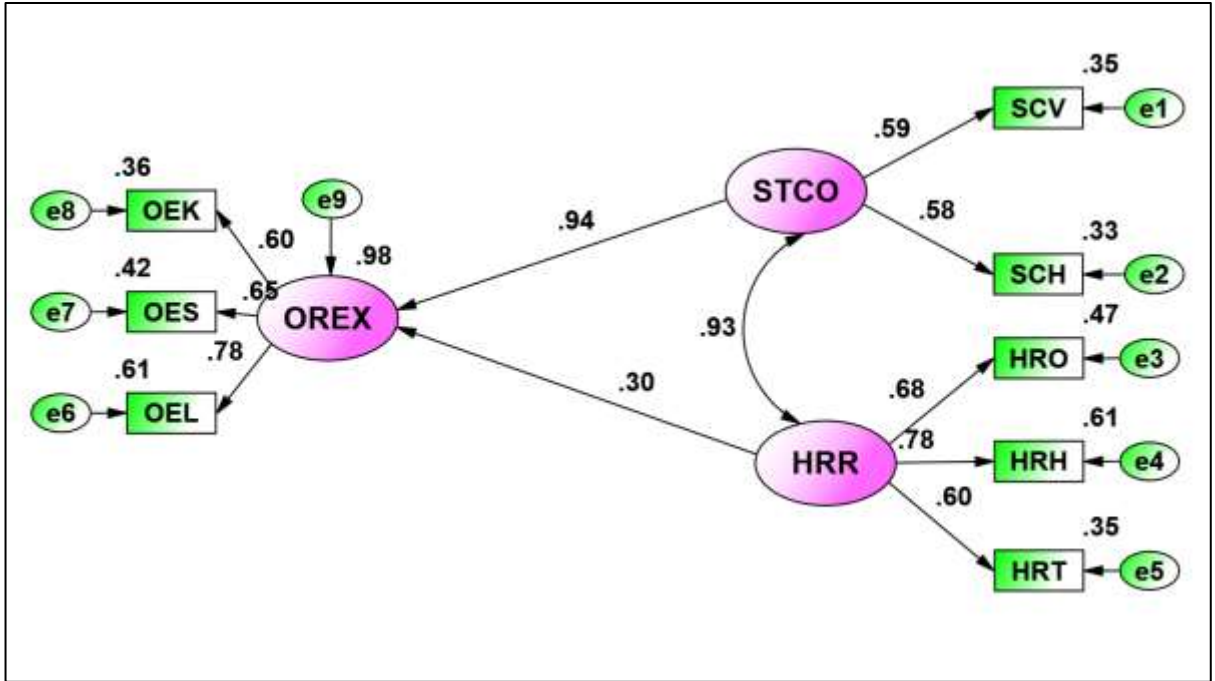


Figure (2) The joint effect between the research variables
Table (4) results of the joint effect between the research variables

Path	Estimate	S.E.	C.R.	R2	And p.
STCO ---> OREX	0.942	0.084	11.214	0.976	0.001
HRR ---> OREX	0.299	0.090	3.322		0.001

PART FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: conclusions

- 1- There is an impact of strategic compatibility between the organization's strategy and human resources management engineering on organizational excellence in the laboratory under study. This result confirms that those responsible for managing the laboratory under study must take into account the integration of human resources engineering with the organization's strategy, and be a reflection of it if they want to increase organizational excellence.
- 2- There is a significant, positive correlation between vertical compatibility and organizational excellence. This direct correlation between the vertical compatibility dimension and the organizational excellence variable can be explained by the fact that the management of the Samarra Pharmaceuticals Laboratory believes that the increasing level of interest in vertical compatibility will lead to greater organizational excellence.
- 3-The vertical compatibility between the organization's strategy and human resources engineering positively affects organizational excellence. More specifically, when the human resources function is integrated with the organization's strategy, human resources is

viewed as a department that plays its expected role, and thus organizational excellence is reflected.

4- There is a significant, positive correlation between the horizontal compatibility dimension and the organizational excellence variable. This direct correlation can be explained by the fact that the management of the Samarra Pharmaceuticals laboratory believes that having knowledge of work priorities provides an opportunity to increase organizational excellence.

5- Giving the human resources director an appropriate position in strategic planning, and considering him as an important partner, like the rest of the managers of other major departments in the organization, and not viewing him only as a human resources specialist exercising his executive role only would contribute to improving the organizational excellence of the factory under study. .

6- The results indicated that the greater the role played by human resources managers in influencing the strategic decision-making process, the greater the likelihood of achieving successful and effective human resources engineering, as the broad participation of the human resources manager with the executive director can create mutual benefit for both of them, and thus Solve business problems.

Second: Recommendations

1- It is necessary to pay increased attention to strategic compatibility and human resource engineering because of its role in the success of the organization. It is also important to involve the human resources official in the organization's strategic planning process from A to Z.

2- The human resources manager must be given the appropriate position that is compatible with the size of the role he undertakes, and not be satisfied with making him only exercise executive roles. In the same context, the results of the study support the evidence that indicates the need for the director of the human resources department to be a strategic partner of the same importance and equality with the directors of other major departments.

3- The need to develop and implement human resources systems that are vertically consistent with the organization's strategy and requirements, and horizontally with other functions in general, rather than making them isolated practices from the rest of the organization as is the case in traditional human resources management.

4- The senior management in the laboratory should be balanced with the views of managers of other functions in the organization in order to identify potential obstacles to compatibility between the human resources strategy with the organization's strategy, as well as with the strategies of other major functions.

5- The senior management in the laboratory under study must be urged to pay attention to analyzing the internal and external environment, by identifying the strengths to support and enhance them, the weak points to address them, and identifying opportunities that help improve and develop.

6- The need for senior management to develop a special system to attract human cadres in the laboratory so that workers who have a high degree of competence are appointed.

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