



# **THE IMPACT OF OUTSOURCING OF HUMAN RESOURCE ACTIVITIES ON ORGANIZATIONAL WINNING (FIELD RESEARCH IN A SAMPLE OF PREMIUM CLASS HOTELS - IN IRAQ)**

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<b>Received:</b> June 10 <sup>th</sup> 2022 <b>Accepted:</b> July 11 <sup>th</sup> 2022 <b>Published:</b> August 20 <sup>th</sup> 2022	The aim of the research is to test the effect of outsourcing human resources activities (independent variable) with its dimensions (outsourcing of staffing, outsourcing of training and development, outsourcing of wages and compensation, outsourcing of human resources information systems) on organizational winning (dependent variable) with its dimensions (the culture of winning, successful organizational change, continuous improvement, and adoption of risk). The research problem was the questions posed by the researcher, the most important of which is the extent to which the research sample realizes the importance of applying outsourcing to human resources activities and its role in organizational victory. The research community is represented by all the administrative leaders with their various administrative responsibilities in the premium class hotels in Iraq, their number is (103). The sample was intentional, whose size was (92) managers. The main data collection tool (the questionnaire) was distributed to them to survey opinions about the variables investigated. While the research used statistical programs (SPSS V.28-SMART PLS V.3.3) to analyze the primary data. With the adoption of descriptive and inferential statistics methods for the test. The statistical analysis showed a number of results, the most prominent of which was the limited interest of premium class hotels in outsourcing staffing. This has weakened the outsourcing of human resource management activities in general, despite its reliance on external parties to conduct job analysis and descriptions.

**Keywords:** Outsourcing of human resource activities , organizational winning.

## **INTRODUCTION**

The outsourcing of human resource activities has attracted the attention of many organizational leaders in recent times because of its significant impact on the development of human talent (Conde,2019:7). Vaxevanou & Konstantopoulos: 2015:568 stressed the need to realize the fact that rapid technical developments had a great role in the spread of outsourcing among small and medium-sized organizations. This is due to the small number of personnel working in them and their weak experience, which makes them lack the required specializations. Those working in small or medium organizations, or even the founder of the organization himself, cannot carry out specialized tasks, and that these tasks are

usually carried out in a random manner according to the available human resources, taking into account the issue of time and knowledge that may become an obstacle to highly specialized operations and drives the organization To seek cooperation with other organizations that are fully specialized in this field, as many organizations have chosen to transfer all or part of HR functions to external organizations. Despite the attractiveness of outsourcing of human resources, not all HR functions are suitable for outsourcing to external organizations. or delegated, particularly the functions that can be best performed within the organization (Nnamseh et al., 2020:1041)).

Proceeding from the importance of the issue of outsourcing of human resources activities and their

impact on the victory and success of tourism and hotel organizations. And in continuity with previous research efforts to increase the intellectual enrichment of these topics. This research came to confirm the need for hotel organizations to apply the method of outsourcing human resources activities if they want to win in light of the changing and competitive business environment.

**FIRST: RESEARCH METHODOLOGY**

**1- Research Problem**

The research problem can be summarized in the following questions:

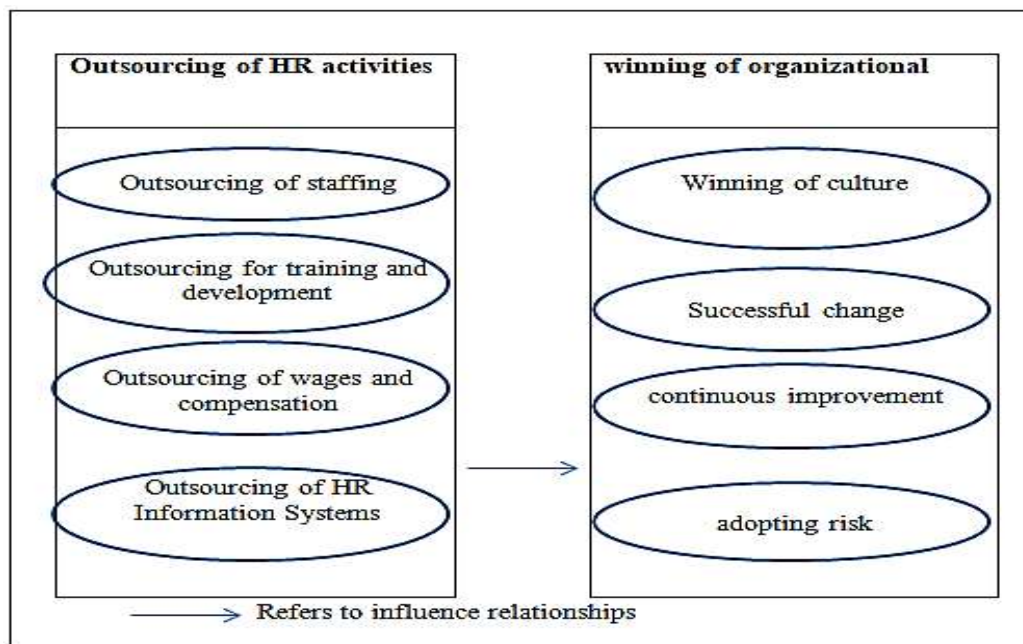
- What is the level of application of outsourcing of human resources activities in the premium class hotels under consideration?
- What is the level of organizational victory for premium class hotels in Iraq?
- Is there an impact relationship for the outsourcing of human resources activities in the

organizational victory in the premium class hotels?

**2. Research objectives**

- Identifying the level of outsourcing of human resources activities in premium-class hotels in the tourism sector in Iraq.
- Determining the relationship of the impact of outsourcing of human resources activities on organizational victory.
- Preparing a special theoretical framework to define the concept of outsourcing of human resources activities and organizational victory as important variables in building and managing tourism and hotel organizations.
- Attempting to build a hypothetical scheme and test it to reach the nature of the relationship between the outsourcing of human resource activities and organizational victory.

**3- The hypothesis of the research**



**Figure (1) Research hypothesis**

**4- Research Hypothesis**

There is a statistically significant effect of the dimensions of outsourcing of combined human resources activities (outsourcing of staffing, outsourcing of training and development, outsourcing of wages and compensation, outsourcing of human resource information systems) on organizational win and its dimensions (winning of culture, successful change, continuous improvement, risk adoption).

**5- Research community and sample**

The search community includes a sample of premium-class hotels in Iraq, which are (7) hotels, which are at

the same time the application. The researcher chose the research community (Al Rasheed Hotel, Babylon Rotana Hotel, Divan Hotel, Rotana Hotel, Arjaan Erbil Hotel, Deadman Hotel, Ramada Hotel). As for the research sample, it included hotel managements who have job positions and participate in the board of directors. In addition to their enjoyment of tourist administrative certificates granted to them by foreign, Arab and Iraqi countries. Therefore, the sample took the intentional form in its selection. It was completely enumerated (103) to be the inspection unit of managers and their assistants and heads of departments and units. As (103)



questionnaires were distributed, and (98) questionnaires were retrieved, of which the valid ones were for statistical analysis after unloading (92) views. Without a defect in excluding any of them. As their percentage of the community was (89.32%) of the research community.

#### **6- Data collection methods and sources**

In covering the theoretical side, the researcher used the contributions of writers and researchers obtained from various scientific references from books, research, scientific journals, doctoral theses, and Arab and foreign master's theses related to the research title. As well as reliable websites. As for the field side, the researcher conducted personal interviews with the stakeholders of the research sample to clarify the paragraphs of the questionnaire and discussed it with officials to examine its reality, understanding and the possibility of answering it. In addition to the researcher's dependence on the questionnaire as the main means of collecting data related to the research variables.

### **SECOND, THEORETICAL REVIEW**

#### **1- Outsourcing of human resource information systems**

##### **1-1- The concept of outsourcing of human resources activities**

The outsourcing of human resource activities is an organizational practice through which an external supplier is contracted to perform a set of human resource functions activities for the purpose of enhancing competitive advantage (Jirawuttinunt, 2015: 117). Outsourcing of human resource activities can be defined as the externalization of human resource activities that were previously conducted within the organization to external service providers. (Delmotte & Sells, 2008:545). Letica, (2014:443) defined the outsourcing of human resource activities as one of the decisions of leaders of organizations through which non-core functions are delegated to an external partner who may have the experience to perform this activity more efficiently than internal employees. Some have identified human resource functions that are subject to outsourcing, which usually include HRIS, training and development, and recruitment (Imrich et al., 2014: 45).

##### **1-2 Reasons for organizations resorting to outsourcing human resource activities:**

Studies indicate an increase in the number of organizations that adopt the concept of outsourcing of human resource activities. It has become more prevalent among organizations due to the increase in the number of organizations working in the service

sector (Zitkiene, 2015: 82). Considering the essential role of human resource management in enhancing the strategic position of organizations. One might ask why organizations outsource. That is, the purchase of goods or services provided by third parties (Stephan et al, 2008:38). The war on talent in an ever-changing business environment is a major contributing factor to the need for outsourcing. The changing and complex nature of the legal environment may also prompt organizations to engage with external suppliers in order to gain specific field experience (Bhushan et al., 2018: 265) .

Nguyen & Chang, (2017: 703) explained that there is an attempt to reduce costs in general or reduce indirect costs. For example, by reducing the number of employees, simplifying the organizational structure, or exercising strict cost control. They are reasons why organizations apply outsourcing of human resource activities.

##### **1-3 Dimensions of outsourcing of human resources activities**

Several writers and researchers have addressed a range of dimensions of human resource activities and practices that are outsourced and performed by an external service provider. As (Galanaki & Papalexandris, 2007), (Dash et al., 2009), and (Jepkoge, 2017, dimension outsourcing of staffing, outsourcing of training and development and outsourcing of wages and compensation. As for (Abdul-Halim & Che-Ha, 2011), Norman & etal, 2014 and Jirawuttinunt, 2015) have addressed the dimension of outsourcing human resource information systems. Therefore, these dimensions will be adopted because they are consistent with the purposes of the research, and they are as follows:

##### **1-3-1 Outsourcing of staffing**

Outsourcing of staffing is a method that developed countries often rely on. Where there are specialists in recruitment activities and selection of the right people. Recruiting organizations have better comprehensive information about the people in each job, such as their phone numbers and their employers. They get this data from the employers themselves, or from the seminars, conferences and training courses that these people attend. When an organization needs a specific specialization, they ask the recruitment service providers to search for workers who possess these qualities. Thus, external parties are responsible for making contact with these people in their homes or through their colleagues and acquaintances, and tempting them to join the vacant job. In addition, they conduct initial interviews for the purpose of selecting the right person. Their role may be limited to



nomination only, provided that the organization performs the procedures of personal interviews and completes the selection process, and these tasks may be accomplished by offices specialized in staffing (Dessler, 2004: 153). The researchers believe that outsourcing of recruitment makes the recruitment process more efficient, modern and sophisticated, which leads to improving the quality of products provided to customers by enabling the organization to apply modern administrative methods to obtain the required talent (Braun et al., 2011: 365).

### **1-3-2 Outsourcing of training and development:**

The outsourcing of training and development is one of the administrative methods that contribute to the acquisition of working individuals with information, skills and qualifications to enhance their capabilities and business performance by relying on third parties to undertake the training and development activity. When the organization's management decides to apply this method, it can achieve cost savings through effective budget control and obtaining the necessary knowledge to develop the skills of employees (Chaudhuri & Bartlet, 2014: 146)). The training and development of human resources by relying on external organizations is of another importance, as it provides creative knowledge and contributes to access to high-quality technologies. As well as its role in improving the performance of stakeholders and achieving excellence in the products offered to customers (Gilley et al., 2004: 235)

### **1-3-3 Outsourcing of wages and compensation**

Wage and compensation outsourcing refers to the process of contracting with outside organizations to manage and organize all or part of the tasks related to wage and compensation services provided to employees. Activities include (payment of wages, salaries, bonuses, tax deductions and deductions from income) and the organization may decide to transfer all or part of the wages and compensation functions (Jirawuttinunt, 2015: 118) (Gilley et al., 2004: 234) indicated that external suppliers can provide better services at lower costs by providing these services within the organization due to the benefits of economies of scale, the secret of knowledge, advanced technology and more comprehensive information enjoyed by external service providers. This supports their ability to deliver better services at a lower cost. In addition, the external service provider is less prone to making errors compared to the internal one. If an error occurs, the organization can recover the amounts from the supplier. It's something you can't do with its employees. Most wage and compensation services for third parties also include advanced technologies that can improve job security.

### **1-3-4 Outsourcing of human resource information systems**

The outsourcing of human resources information systems is a process that the organization performs to contract with external parties or entrust the management of human resources information systems to a third party supplier that equips and manages information technology assets in return for cash returns and for an agreed period (Al Yamani and Taher, 2019: 199). And consider (Lengnick-Hall & Moritz, 2003: 367) the outsourcing of human resource information systems as a systematic process using comprehensive systems to manage human resource activities, which can be equipped by an external supplier. For example, employees can work on computer programs when filling out forms electronically, make necessary changes to their information, and obtain information about their benefits at any time. Through human resources information systems, human resources information is issued, their transactions are computerized, and the way human resources departments work can be changed. Accordingly, it plays a strategic role in improving the value of the organization.

### **2- Winning Of Organizational**

#### **2-1 The concept of winning of organizational**

Heelen & Hunger (2004: 16) explained that winning is the result of the various organizational activities carried out by the organization. In addition, it is the result of efficient management of the organization's resources. And (Sthe & Smart, 1997: 426-427) defines organizational victory as the first decisive step for any effort of managers in any organization by striving towards building and achieving organizational precedence and progress over others. This requires them to work continuously to improve the framework of the so-called mind and body of the organization. That is, the process of planning and executing in order to reach and achieve organizational victory efficiently in the highly competitive business world. With regard to the philosophy of the mind-body framework of the organization, he (Sthe & smart, 1997: 418) explained that for centuries, philosophers have described the human being as consisting of two parts: the mind and the body. The mind is responsible for thinking, imagination and generating ideas for action, while the body acts as a means to implement the desires of the mind.

#### **2-2- The importance of winning of organizational**

The winning organizations focus on customers and are keen to talk with them, take their suggestions and listen to their complaints by contacting them with the aim of making continuous improvements to the



organization's products and striving to achieve progress and sustainable growth in the organization's business (Rogers et al., 2007:6-10). The importance of organizational winning is demonstrated by making a change from focusing on processes, productivity and products to focusing on customer service and building strong relationships with them to win their satisfaction and then loyalty through continuous improvement of the processes and products that customers desire for the purpose of their happiness and overcoming competitors and winning them by gaining market share Greater and better customer satisfaction and loyalty (Rogers et al., 2007:6-10). And the importance of organizational winning is justified by the importance of interaction between managers and workers in the organization for the purpose of creating value. Interaction can generate profitable or losing positions for the organization. But change managers can create mutual benefits for employees and the organization by generating a win-win situation through formal or informal instructions such as incentives and building mutual benefits by improving cooperation between workers and managers because this cooperation is the very important key to achieving organizational win and then achieving benefits for the organization employees and managers (Will, 2015: 193 -197).

### **2-3- Dimensions of organizational victory**

A number of researchers addressed the requirements for organizational victory. Each writer addressed one of the requirements that contribute to achieving organizational victory. As (Rogers, et al., 2007) emphasized that building a culture of winning is a basic requirement to achieve organizational victory for the organization. As for the writer (Will, 2015), he emphasized the requirement of successful organizational change as a basis for achieving organizational victory. The writer (Denton, 1998) referred to the adoption of the requirement to adopt risk as a basis for achieving organizational victory. The writer (Lasrado & Zbeck, 2017) explained that the continuous improvement of products and processes has helped many organizations to obtain awards for excellence, and therefore continuous improvement is an important requirement to achieve winning. In line with the foregoing and for the purposes of this research, the researcher will adopt some organizational winning requirements as dimensions of organizational win, which correspond to the nature of the research topic, the most important of which are: building a culture of winning, successful organizational change, continuous improvement, and adopting risk.

We will discuss each dimension of organizational victory in detail, as follows:

### **2-3-1 Building a winning culture**

It must be noted that there is a need to build a new culture among employees that is consistent with achieving victory for the organization. In this regard, the researcher agrees with the opinion of (Rogers, et al., 2007:1-2), which focuses on the need to build a culture of winning. This culture is the glue that binds employees to the organization. It is also the core of competitive advantage. Bain & Company research found that nearly (70%) of business leaders agree that culture enhances competitiveness and winning over others. (Senior & Fleming, 2006:154) and (Daft, 2001: 581) agreed that the importance of organizational culture is embodied in two important functions within the organization:

- 1- Internal integration among the members of the organization to know how they deal with each other.
- 2- Adaptation to the environment (external adaptation)

According to Ulrich & Brockbank, 2016:51-52, building a winning culture is an essential step for leaders and HR professionals. It was found that building a winning culture for any organization affects the performance of organizations by (2-4) times than the impact of individual talents. Culture is not a random set of values, beliefs, or emotions. Rather, it is the basis for transforming customer promises into disciplined organizational procedures to build a winning culture that contributes to employee participation in the right issues. So we invite HR professionals to take this opportunity forward. HR professionals who help organizations build a winning culture add tremendous competitive power to the long-term success and superiority of their organizations.

### **2-3-2-Successful organizational change**

Change is a natural phenomenon that results in the introduction of development to some degree to one or more elements and can be seen as a series of stages through which the transition from the current situation to a new situation is made.

In order for the organization's management to be able to adapt to the requirements of the environment, the organization's management must start making the planned organizational change that is consistent with its vision, mission and goals. (Fulmer, 1993: 349-350) believes that creative managers in any organization who expect change are able to face future challenges and achieve victory and success for their organizations.

In the field of hotel services, the researcher agrees with (Denton, 1998: 89) that hotel workers desire change and do not show them any resistance if



the change leads to achieving their goals in obtaining: good wages, job security, and opportunities for advancement. As this leads to their success in performing the tasks assigned to them.

### **2-3-3 Continuous improvement**

Continuous improvement is the philosophy of managing the organization through which it seeks to improve processes and products through endless practices to achieve business success and then win in the business world (Garcia, 2017:3). (Lasrodo & Uzbeck, 2017: 717-718) emphasized that business improvement and excellence in its simple sense refers to doing things better and constantly improving the performance of employees, systems and processes in a competitive environment. Awareness of managers and employees of the importance of quality improvement and understanding of what is required for quality excellence and then winning quality awards. As the quality award-winning organizations have continuously improved to make their operational performance better and achieved appropriate increase in sales and better cost control.

#### **2.3.4 Adopting the risk**

Risk is an essential component of competitive organizations. Many studies have shown that an organization's ability to develop existing products or introduce new products is a good way to grow a business. In addition, having an open mind toward risk is essential to the success and potential for success of an organization (Denton, 1998:82-83). And (Hisrich & Peters, 2002:18-19) that the organization's adoption of the method of adopting risk means the possibility of taking advantage of environmental opportunities to achieve the desired return and ensure business success and get rid of failure. Therefore, it is necessary to calculate the risk that comes from carrying out the business and hedging it. He explained (Florin, 2012: 88-91) that the global market today is characterized by the presence of more risks. This requires managers in organizations to encourage employees to make innovations in all parts of the organization and give them the freedom to experiment and the possibility of success and failure in the search for new products (i.e. new goods and services). It requires an organization that wants to succeed and win to take risk into account, as one of the characteristics that distinguishes a successful manager is his acceptance of a high level of risk.

#### **Third: practical aspect**

##### **1- Presenting and diagnosing the independent variable affecting the outsourcing of human resources activities:**

The descriptive statistical analysis of the external supply variable for human resources activities concluded that it obtained a weighted arithmetic mean (2.94) with moderate availability and less than the hypothetical mean (3) to indicate weakness in the overall purposeful and productive process, economically and functionally. It aims to transfer the responsibility for exercising the human resources management functions that were previously performed within the organization to external parties that assume the responsibility of carrying them out through the conclusion of a specific agreement. Hotels were interested in the field of search with a percentage of (58.8%). As it became clear their agreement and homogeneity of their opinions about its availability. And with a relative coefficient of difference (29.01%). While the variable as a whole got a standard deviation (0.853). Its dimensions were arranged according to the priority of the relative coefficient of variation, as follows:

Measure the dimension of external supply of training and development through paragraphs (11-6). The descriptive analysis resulted in obtaining a weighted arithmetic mean (3.16) of moderate availability. It is practiced by managements of premium class hotels with a relative interest (63.20%) average. And with a relative coefficient of variation (31.04%). And with a standard deviation (0.981). These results indicate a high agreement in the opinions of the sample about the ownership of the managements of premium class hotels with a modern management process. Through it, the hotel's current and future practices and activities are directed towards assigning training and development activities to external parties that increase the ability of its current and new members to accomplish tasks more effectively. It reduces the waste of money, effort and time, in line with the requirements of the work of international hotels and directs them towards improving the practices of their members. As for the six paragraphs, I got a weighted arithmetic mean that ranged (3.21-3.07) at a moderate level. It is practiced with relative interest (64.2%-61.4%) average in the contracting external parties to create suitable places for conducting training for hotel employees. As a result of setting the training objectives by those parties and the hotel management by agreement. The results of the outsourcing of human resources information systems and descriptive statistical analysis showed that it obtained a weighted arithmetic mean (2.98) of moderate availability and less than the hypothetical mean of the research (3), which indicates a weakness in the availability of the dimension. It is practiced by managements of excellent class hotels with a relative interest (59.60%) average. And with a relative



coefficient of variation (32.24%). And with a standard deviation (0.961). These results indicate that hotel managements rely on a strictly directed management process through which external organizations are accredited to perform human resource information systems activities on behalf of the hotel. As for the paragraphs, I got a weighted arithmetic mean that ranged (3.17-2.84) at a moderate level. It is practiced with relative interest (63.4%-56.8%) average in that third parties provide specialized staff in human resources information systems to carry out tasks and activities within hotels that increase the ability of its members to perform their current and future jobs. These behaviors obtained a relative coefficient of difference (40.40%-35.19%) that rank them from the most agreement to the least. While it was found that the standard deviation of the paragraphs (1.184-1.050) about that availability.

As for the external supply of staffing, it was measured through five items (5-1) in the questionnaire. The descriptive statistical analysis concluded that it obtained a weighted arithmetic mean (2.87) with moderate availability, but less than the hypothetical mean (3). It is practiced by managements of excellent class hotels with a relative interest (57.4%) of the medium. And with a relative coefficient of difference (35.47%). and with a standard deviation of (1.018). These results indicate an acceptable relative agreement in the opinions of the sample about the dependence of the seven hotel administrations on owning the process of transferring the responsibility of performing recruitment tasks to an external supplier or supplier for the purpose of obtaining the appropriate staff of qualified and trained employees as needed. As for the level of the five paragraphs, I obtained a weighted arithmetic mean that ranged (3.01-2.67) of moderate level. It is practiced with relative interest (60.2%-53.4%) medium to weak in hotels' dependence on external parties to carry out an analysis and description of its internal functions. And the use of third parties to carry out the tasks of attracting and announcing vacancies on his behalf and approving them by third parties to complete the process of appointing the appropriate employees after announcing the vacancies

and conducting a comparison between them and selecting the most suitable among them in a limited way. These practices obtained a relative coefficient of variation (43.88% - 37%) that ranked them from the most agreement to the least. While it was found that the standard deviation of the paragraphs (1.220-1.114) about that availability. While the dimension of external supply of wages and compensation was measured across five paragraphs (17-12). The descriptive statistical analysis concluded that it obtained a weighted arithmetic mean (2.76) available at a moderate level. It is practiced by managements of premium class hotels with a relative interest (55.20%) average. And with a relative coefficient of variation (36.73%). and with a standard deviation of (1.014). These results indicate an acceptable relative agreement in the opinions of the sample about the dependence of hotel administrations on the process of relying on external parties in the activity of wages and compensation on their behalf. As well as its ability to keep pace with changes and fluctuations in prices and wages. As for the paragraphs, I got a weighted arithmetic mean that ranged (2.88-2.60) at a moderate level. It is practiced with relative interest (57.4%-52) that external organizations conduct surveys on the quality of the compensation system on behalf of the hotel and assign the hotel management this process to specialized external experts for the purpose of determining wage and compensation structures (salaries, wages, incentives). As well as the design of external parties payment systems for salaries and wages on behalf of the hotel in a manner that enhances the efficiency and productivity of workers. Especially when hotels outsource their services related to wages and compensation systems to a specialized third party who is responsible for managing compensation for hotel employees on his behalf. It relies on payment by bank exchange cards, and this is consistent with the answers of the sample in twice the overall dimension. These practices obtained a relative coefficient of variation (44.96%-38.09%), which ranked them from the most agreeable to the least. While it was found that the standard deviation of the paragraphs (1.212-1.097) about that availability.

**Table (1) Analysis and diagnosis of outsourcing of human resource activities (n=92)**

No.	Items	Arithmetic mean	standard deviation	Relative importance %	Variation coefficient %	priority
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1	The hotel relies on third parties to carry out the analysis and characterization of its internal functions.	3.01	1.114	60.2	37	1
2	The hotel hires third parties to carry out its recruitment tasks and advertise vacancies on its behalf.	3.00	1.119	60	37.3	2
3	The hotel relies on third parties for the purpose of screening candidates and selecting the appropriate ones.	2.78	1.220	55.6	43.88	5
4	Private interviews with job applicants are conducted in the hotel by specialized third parties.	2.67	1.130	53.4	42.32	4
5	The hotel relies on third parties to complete the process of appointing the appropriate employees after announcing the vacant positions and making a comparison between them and selecting the most suitable ones.	2.86	1.200	57.2	41.95	3
<b>Outsourcing of staffing</b>		<b>2.87</b>	<b>1.018</b>	<b>57.4</b>	<b>35.47</b>	<b>Third</b>
6	The hotel management consults with third parties, when it comes to defining training methods for employees.	3.18	1.176	63.6	36.98	4
7	Training objectives are set by external parties and hotel management.	3.20	1.143	64	35.71	2
8	Hotel management identifies training needs, and external organizations provide training content based on those needs.	3.12	1.137	62.4	36.44	3
9	Assigning responsibility for training hotel staff to external parties to gain the necessary technical expertise.	3.07	1.206	61.4	39.28	6
10	External parties have training programs according to the required specializations and the future jobs that the hotel needs.	3.21	1.193	64.2	37.16	5
11	Contracted third parties shall provide suitable places to conduct training for hotel employees.	3.16	1.112	63.2	35.18	1
<b>Outsourcing of training and development</b>		<b>3.16</b>	<b>0.981</b>	<b>63.2</b>	<b>31.04</b>	<b>first</b>
12	The hotel outsources services related to remuneration and	2.74	1.212	54.8	44.23	5





	compensation systems to a specialized third party.					
13	Third parties are responsible for managing compensation (salaries, wages and incentives) for hotel employees on their behalf.	2.60	1.169	52	44.96	6
14	Third parties design payroll and payroll systems on behalf of the hotel.	2.75	1.125	55	40.90	3
15	The hotel management relies on specialized external experts for the purpose of determining wage and compensation structures (salaries, wages and incentives)	2.77	1.110	55.4	40.07	2
16	External organizations conduct surveys on the quality of the compensation system on behalf of the hotel.	2.88	1.097	57.4	38.09	1
17	The hotel's reliance on third parties specialized in managing salaries and compensation enhances the efficiency and productivity of employees.	2.78	1.146	55.6	41.22	4
<b>Outsourcing of wages and compensation</b>		<b>2.76</b>	<b>1.014</b>	<b>55.2</b>	<b>36.73</b>	<b>fourth</b>
18	The hotel management resorts to external parties and experts who specialize in training hotel staff on information technology.	3.17	1.173	63.4	37	3
19	Third parties provide personnel specialized in human resource information systems to carry out tasks within the hotel.	3.06	1.077	61.2	35.19	1
20	Assigning the hotel management the activities of human resources information systems to external parties for the purpose of reducing their costs.	2.87	1.050	57.4	36.58	2
21	The hotel management relies on a third party to carry out the activity of information systems for human resources due to the lack of human resources specialized in information technology.	2.84	1.108	56.8	39.01	4
22	Accreditation of third parties in the management of the information system for human resources provides the hotel with the necessary information.	2.93	1.184	58.6	40.40	5



<b>Outsourcing of HR Information Systems</b>	<b>2.98</b>	<b>0.961</b>	<b>59.6</b>	<b>32.24</b>	<b>Second</b>
<b>Outsourcing of HR activities</b>	<b>2.94</b>	<b>0.853</b>	<b>58.8</b>	<b>29.01</b>	

Source: SPSS V.28 outputs

**Second: Description and diagnosis of the variable dependent on organizational victory:**

The dependent variable (responder) is the organizational win. It was measured through four sub-dimensions (winning culture, successful change, continuous improvement, risk adoption). The dimension included (25) paragraphs. And the results of the confirmatory factor analysis, which confirmed that all the paragraphs represent the purpose for which they were prepared and agreed with the theoretical side. The descriptive statistical analysis concluded for the organizational victory in obtaining a high-level arithmetic mean (4.00) resulting from the hotel management's possession of a goal, goal, ambitions and continuous willingness to achieve them by satisfying its customers and achieving their desires and needs with a distinguished service of high quality and low costs that make it preferred over other hotels And it gives him the right to sit at the top of the sector away from his closest competitors. The result of having a culture, change, continuous improvement, and the ability to take risks. As it paid attention to these practices by (80%). As it became clear their agreement and homogeneity of their opinions about its availability. And with a relative coefficient of variation (13.25%). While the variable got a standard deviation (0.530). The dimension of winning culture was measured across items (30-23). The descriptive statistical analysis concluded that continuous improvement obtained an arithmetic mean (4.14) available. It is practiced by managements of premium class hotels with a relative interest (82.8%) of good. With a relative coefficient of variation (12.58%), and with a standard deviation of (0.521). These results indicate a high agreement in the opinions of the sample about the reliance of the seven hotel managements on all the values, beliefs, convictions and principles shared by the employees and which direct their behavior towards achieving a distinguished position for the hotel compared to other hotels. In addition, there are values and beliefs that encourage entrepreneurship, commitment, and the acquisition of knowledge and experience. Skill and orientation to initiative and investment opportunities generated by the competitive environment. As for the paragraphs level, the four of them obtained an arithmetic mean that ranged (4.28-4.04) at a high level. It is practiced with a high relative interest (85.6%-

80.8%) to good in directing the hotel management to the behavior of its members to meet the needs and desires of its guests. And the obligation to turn its promises into disciplined procedures. Empowering and encouraging them to improve work practices and behaviors. These activities obtained a relative coefficient of variation (20.39%-14.81%), which was ranked from the most agreement to the least. While it was found that the standard deviation of the paragraphs (0.984-0.634) indicates the agreement to practice it in the current form. After the successful change, it was measured across items (36-31). The descriptive statistical analysis concluded that it obtained an arithmetic mean (4.01) available. It is practiced by managements of premium class hotels with a relative interest (80.2%) of good. And with a relative coefficient of variation (17.03%). And with a standard deviation of (0.683). As these results indicate the agreement of the sample on accrediting hotels, seeking to meet future challenges and achieve organizational success. By owning planned efforts that bring improvements to the hotel's capabilities and work to renew them through collaborative management and creating an organizational climate that encourages everyone's participation. As for the paragraphs, I got a weighted arithmetic mean that ranged (4.07-3.94) at a high level. And exercised with relative interest (81.4%-78.8%) good in working on the hotel management to take proactive measures for the purpose of responding to the changes that occur in the future of its work. And the hotel's possession of highly skilled human resources and capabilities that accept change and adopt appropriate administrative systems that keep pace with challenges. These tasks obtained a relative coefficient of variation (23.12%-19.68%) that rank them from the most agreement to the least. While it was found that the standard deviation of the paragraphs (0.911-0.801) about that availability. While it was measured after continuous improvement by adopting paragraphs (41-37). It has got my mean (4.03) available. It is practiced by premium class hotels with a good (80.6%) relative interest. And with a relative coefficient of variation (17.59%). And with a standard deviation (0.709). These results indicate the consensus of the sample's opinions about taking administrative and scientific measures in the form of continuous and evaluative steps, through which it aims to diagnose strengths and weaknesses for



the purpose of strengthening the first and addressing the second, as well as developing processes and activities related to individuals and machines in order to provide an added value for both the hotel and its customers. As for the paragraphs, I got an arithmetic mean that ranged (4.08-3.96) at the available level. It is exercised with relative interest (81.6%-79.2%) good in working on the preparation of the hotel plans based on the approach of continuous improvement and their appropriate implementation. Ensure that regular meetings are held and allow employees to present and discuss their creative ideas. All of these behaviors obtained a relative coefficient of difference (24.21%-19.72%) that rank them from the most agreement to the least. While it was found that the standard deviation of the paragraphs (0.959-0.797).

While the dimension of adopting risk-taking was adopted in paragraphs (47-42). He has got my mean of (3.83) available. It is practiced by managements of excellent class hotels with a relative interest (76.6%) of good. And with a relative coefficient of variation (19.08%). And with a standard deviation of (0.731).

These results indicate an acceptable relative agreement in the opinions of the sample about the reliance of its departments on taking risks and investing in environmental opportunities to achieve high returns by entering new markets and taking the initiative before others to provide offers, services and hotel goods at the local level, and hedging against competitors' procedures and constantly monitoring them. As for the paragraphs, I got an arithmetic mean that ranged (4.03-3.56) at a high level. It is practiced with relative interest (80.6%-71.2%) good in the keenness of its departments to prepare and prepare in advance for the worst cases and circumstances that may occur in advance and to prepare to confront them with plans proportional to their size in a proactive manner. And taking the risk and counting it as one of the main elements when preparing and laying out its strategies directed to the future. All of these practices obtained a relative coefficient of variation (33.37%-19.95%), which they ranked according to the priority of the agreement. While it was found that the standard deviation of the paragraphs (1.188-0.804) about that availability.

**Table (2) Organizational Winning Analysis and Diagnosis (n=92)**

No.	Items	Arithmetic mean	standard deviation	Relative importance %	Variation coefficient %	priority
23	The hotel management works to empower its members and encourage them to improve their behavior.	4.17	0.750	83.4	17.98	3
24	The hotel management directs the behavior of its employees towards meeting the needs and desires of customers.	4.28	0.634	85.6	14.81	1
25	The hotel management is committed to converting its promises to its customers into disciplined procedures.	4.20	0.684	84	16.28	2
26	When making changes in the hotel culture, management explains to employees the reasons for this.	4.06	0.825	81.2	20.32	6
27	Hotel employees desire to adopt behaviors and values that contribute to providing outstanding services to its customers.	4.04	0.824	80.8	20.39	7
28	The hotel management focuses on the happiness of its	4.28	0.774	85.6	18.08	4



	customers by taking responsibility for its business.					
29	The human resource department can achieve alignment between customers, shareholders and members of the senior management team.	4.21	0.795	84.2	18.88	5
30	The hotel holds annual festivals for its fans.	3.90	0.984	78	25.23	8
<b>winning of culture</b>		<b>4.14</b>	<b>0.521</b>	<b>82.8</b>	<b>12.58</b>	<b>first</b>
31	The hotel management takes proactive measures for the purpose of responding to changes that may occur in the future.	4.07	0.801	81.4	19.68	1
32	The hotel has highly skilled human resources and capabilities that accept change and appropriate administrative systems that keep pace with challenges.	4.09	0.826	81.8	20.19	2
33	The hotel management encourages employees to change and create a future vision for the market position they aspire to.	4.06	0.836	81.2	20.59	3
34	The hotel is investing the benefits from the change for additional gain by increasing the number of participants.	3.94	0.843	78.8	21.39	5
35	The hotel management takes appropriate decisions and implements the necessary measures to encourage the continuation of the change efforts.	3.97	0.818	79.4	20.60	4
36	Change achieves hotel people's goals such as getting adequate wages and rewards, or providing career advancement opportunities.	3.94	0.911	78.8	23.12	6
<b>Successful change</b>		<b>4.01</b>	<b>0.683</b>	<b>80.2</b>	<b>17.03</b>	<b>Second</b>
37	The hotel management is keen to hold regular meetings and allow employees to present and discuss their creative ideas.	4.04	0.810	80.8	20.04	2
38	The hotel management seeks to find the best methods and use the best advanced technologies.	4.08	0.834	81.6	20.44	3



39	The hotel management is working on preparing plans based on the continuous improvement approach and implementing them appropriately.	4.04	0.797	80.8	19.72	1
40	The hotel management encourages efforts to make the required improvements by giving its members appropriate material and moral incentives.	4.02	0.925	80.4	23	4
41	The administration aims to take deliberate scientific steps by developing activities related to people, machines, materials and production methods.	3.96	0.959	79.2	24.21	5
<b>continuous improvement</b>		<b>4.03</b>	<b>0.709</b>	<b>80.6</b>	<b>17.59</b>	<b>Third</b>
42	The hotel management bears the risk and considers it an essential element when preparing and developing its strategies.	3.84	0.829	76.8	21.58	2
43	The hotel management encourages its members to present creative ideas in all areas of work and gives them the freedom to experiment.	3.81	0.888	76.2	23.30	4
44	The hotel management is characterized by the ability to develop existing services and provide new ones by having an open mind towards risk.	3.93	1.003	78.6	25.52	5
45	The hotel management seeks to do business boldly without knowing the consequences such as borrowing large capital, or investing in technologies not common in the tourism sector.	3.56	1.188	71.2	33.37	6
46	The hotel management can calculate and hedge the risk arising from atypical new activities.	3.82	0.884	76.4	23.14	3
47	The hotel management is keen on preparing and preparing in advance for the worst cases and circumstances and preparing to confront them, by preparing the appropriate plans.	4.03	0.804	80.6	19.95	1
<b>Adopting risk</b>		<b>3.83</b>	<b>0.731</b>	<b>76.6</b>	<b>19.08</b>	<b>fourth</b>
<b>organizational win</b>		<b>4.00</b>	<b>0.530</b>	<b>80</b>	<b>13.25</b>	



Source: SPSS V.28 outputs

**Third: Testing the effect of outsourcing human resources activities on organizational victory:**

The main research hypothesis has been determined. To verify the validity of the hypothesis, a multiple linear regression model was implemented. And to verify the hypothesis of the research, which indicated that the outsourcing of human resources activities in its combined dimensions (outsourcing of staffing, outsourcing of training and development, outsourcing of wages and compensation, outsourcing of human resource information systems) affects the organizational win and its dimensions (winning culture, successful change, improvement Continuous, risk adoption) has a significant effect:

It became clear to the researcher that there is a prototype with the calculated value of (F) (7.591). And with an interpretation coefficient of (0.259). And with an adjusted interpretation coefficient (0.225) and a probability value (0.000). It is clear from the results of the table (29). The calculated value of (F) for the model is (29.152) with a probability value (0.000), which is more than its scheduled value (4.133) and with a probability value (0.05). To indicate the significance of the model to form a statistically acceptable model. In addition, there is an interpretation coefficient (0.245)

**Organizational win (Y) = (1.813) + 0.535 \* (staffing outsourcing)**

and a probability value (0.000). And with a corrected interpretation coefficient (0.236). The dimensions of the outsourcing of human resources activities combined (outsourcing of staffing, outsourcing of training and development, outsourcing of wages and compensation, outsourcing of human resource information systems) were able to explain (23.6%) of the changes that occur in the organizational victory. While the remaining percentage (76.4%) is attributed to other variables that were not included in the tested model, and it is considered a strong model for interpretation.

It was found that there is a positive effect of the external supply of staffing of (0.535) and a probability value of (0.000). And with the calculated (T) value (5.399). While the administrations of the excellent class hotels in the city of Baghdad were unable to employ outsourcing of training and development, outsourcing of wages and compensation, outsourcing of human resource management information systems in improving organizational winning. From all the presented results, the first main hypothesis is accepted (the external supply of human resources activities, in their combined dimensions, have a moral effect on organizational victory), according to the following equation:

Table (3) The effect of outsourcing human resources activities with its combined dimensions on organizational winning (n = 92)

independent variable	winning of organizational						
	α	β	R <sup>2</sup>	A R <sup>2</sup>	P-V	T	F
Outsourcing of staffing	1.702	0.519	0.259	0.225	0.000	4.199	7.591
Outsourcing of training and development		0.051			0.690	0.400	
Outsourcing of wages and compensation		-0.079			0.267	1.117	
Outsourcing of HR Information Systems		0.069			0.353	0.933	
<b>best model</b>							
Outsourcing of staffing	1.813	0.535	0.245	0.236	0.000	5.399	29.152

Source: SPSS V.28 outputs.

**FOURTH: CONCLUSIONS AND RECOMMENDATIONS**

**1- Conclusions**

- It was clear that the premium class hotels had limited interest in outsourcing staffing, which weakened the outsourcing of human resources management activities in general, despite their dependence on external parties to carry out job analysis and descriptions. Examining the candidates and

selecting the most suitable ones in a way that does not meet the ambition.

- Showing the interest of premium-class hotels in outsourcing training and development in a way that enhances the outsourcing functions of human resources management activities through the contracting external parties to create suitable places to conduct training for hotel personnel. As well as assigning the responsibility for their training to these bodies, it gave them the necessary



technical expertise to perform new tasks, but below the required level.

## 2- Recommendations

- Excellent class hotels require additional attention in improving the outsourcing of staffing because of its impact on the outsourcing of human resources activities by accrediting third parties to conduct this activity and by relying on specialized third parties to attract job seekers in hotels and nominate the best of them and select them in the light of the description Certified career in hotels.
- The necessity for the premium class hotels to pay attention to the external supply of training and development, especially as it plays a promotional role for the external supply of human resources activities. By contracting with third parties, it creates suitable places for conducting job training. It defines goals with it jointly by assigning human resources training tasks to external parties to gain more experience and knowledge. Teaching them new curricula, and providing external parties with various training programs that fit the functions and functions of the planned hotel within the building of the required capabilities.

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