The Ambidexterity of Human Resources Management and its Role in the enhancement of industrial harmony

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Abstract : This paper aimed at the role of Human Resources Management Ambidexterity in promoting industrial harmony using data collected from 74 professors who work in private colleges in the Al-Diwaniyah Governorate. It has been found that the Ambidexterity of Human Resources Management has an important role in achieving industrial harmony. The greater the reliance of human resources management in implementing its policies and practices in the private colleges under discussion, the greater the effect of Ambidexterity in promoting industrial harmony between management and workers becomes apparent. The results also indicated a positive and significant effect of Human Resources Management Ambidexterity on industrial harmony.

Keywords: Human Resources Management Ambidexterity, industrial harmony, exploration, exploitation, Industrial Democracy, Employee Loyalty

INTRODUCTION:

Organizations in our contemporary world are facing increasing competitive pressures and the conditions of the dynamic environment and the speed of change in the global competitive landscape have resulted in various challenges. Therefore, current business environments require skilled human resources, which require exploration and exploitation of individuals from inside and outside the organization. An organization's human resource systems are a powerful means of directing, judging, and influencing employees, learning, and behavior in a potentially harmonious manner by enhancing workforce skills, participating in decision-making, and motivating them to make an effort. Therefore, highly engaged human resources systems must include the productive behaviors of employees who benefit the organization. Human resource systems are part of the organizational context that motivates individuals to do whatever it takes to reach the desired results.

On the other hand, harmony of industrial refers to the existence of a healthy and cooperative working relationship between workers and employers. In this case, the organization must establish a system that ensures balance that would enhance harmony between management and employees, so industrial harmony is important in organizations because it enhances the commitment of workers, which in turn leads to Achieving organizational goals. In light of this fact, skilled human resources management was considered a decisive reason for enhancing the harmony between employees and management. Therefore, the current purpose of research is to determine the extent of the relationship between Human Resources Management Ambidexterity and its role in promoting industrial harmony.

Literature review

The labor market landscape is characterized by many variables. These changes have resulted in different challenges, so organizations have found that their continued dependence on their current resources is no longer sustainable in the long term (Ketkar & Puri,2017). For organizations to maintain their effectiveness in the current business environment, it requires them to search for competitive advantages to survive and to achieve the satisfaction of their customers. At the same time, long-term survival is based on the continuous development and improvement of human resources, and in light of the changing environments, the current business environments require skilled human resources. Organizations require the exploitation of individuals working within the organization, and at the same time exploring new opportunities to obtain talented individuals and attract them to the organization (Siachou & Gkorezis, 2018). As explained by (Huang &Kim, 2013), the concept of ambidexterity is relatively new in Human Resources Management research. (Patel et al.,2013) also see the ambidexterity of Human Resources Management as the ability of the organization to invest its current efficiency through exploitation and to enhance creativity through exploration, which in turn enhances the competitiveness of the organization in the future.

The importance of ambidexterity is generally related to sustainable performance. Exploitation activities are directed toward improving performance in the short term, while exploration is directed toward improving performance in the

long term (Tansley et al.2014; Gibson & Birkinshaw, 2004). While the importance of skillful human resources lies in the ability of workers to confront problems and find solutions to them at all levels of the organization, the bulk of the success of contemporary organizations is due to their human resources (Patel et al.2013; Alkerdawy, 2016). Therefore, organizations that possess ingenious Human Resources Management systems and practices have a critical role in developing human capital and thus achieving customer expectations (Dries, 2013; Shamim et al. 2019). Thus, it has a positive impact on productivity and enhances the financial performance of organizations, because organizations that possess these qualities can achieve competition in global markets (Alkerdawy, 2016; Ferraris et al. 2017). It also contributes to the long-term survival of organizations and increases their ability to invest in their current competencies and explore new competencies in a way that makes them face challenges and changes (Alghamdi, 2018; Paliokaitė & Pačėsa, 2014).

On the other hand, "harmony of industrial refers to a friendly and cooperative agreement regarding labor relations between workers and employers for their mutual benefit" (Osas and Osad, 2013). "According to (Puttapalli and Vuram 2012), a harmony of industrial is concerned with the relationship between management and workers regarding the terms and conditions of work and the workplace". Industrial harmony is a situation where management and employees willingly cooperate in pursuing the objectives of the organization (Onyeizugbe et al. 2018). The inevitable differences between groups within the organization and conflict and different goals prevent the existence of industrial harmony, which reflects a state of organizational instability (Habeeb & Kazeem, 2018). Therefore, a harmony of industrial enhances labor productivity and thus improves the performance of companies, achieves growth of economic, enhances living standards and quality of life, and creates a peaceful work environment conducive to tolerance, dialogue, and others to resolve industrial conflicts (Buhari & Jibrin, 2021). Therefore, the harmony of the industrial plays a crucial role in determining the performance of workers, as harmony between management and workers reduces conflicts, reduces absenteeism, enhances team spirit, and increases motivation (Onyeizugbe et al. 2018). Industrial harmony also contributes to supporting democracy in the workplace (Fejoh, 2015).

The objective of the research

The current research aims to find the correlation between the Ambidexterity of Human Resources Management and industrial harmony in private colleges in Al-Diwaniyah Governorate, while the research specifically seeks to:

Determining the correlation between exploration and exploitation in private colleges in the Al-Diwaniyah Governorate.

research question

Explanation of the extent of the relationship between exploration and exploitation in private colleges in the province of Diwaniyah?

research hypotheses

Hypothesis 1: There is a correlation of significant between the Ambidexterity of Human Resources Management (exploration, exploitation) and Industrial Harmony.

Hypothesis 2: There is a direct and significant influence relationship between the Ambidexterity of Human Resources Management (exploration, exploitation) and industrial harmony.

methodology

Research community and sample

The private colleges were chosen in the Diwaniyah governorate to represent the place of conducting the research, while the analysis unit in the research focused on the individual as an analysis unit commensurate with the nature of the search variables and its goals. The research included the distribution of the questionnaire forms to a sample of the people community. The number of models distributed (90) questionnaires, while (77) questionnaires were received only, and the number of incomplete models reached (13) questionnaires, and there were (3) questionnaires that were not valid for statistical analysis. The number of models suitable for statistical analysis (74) and the response rate was (85.6%). Table (1) shows the profile of a sample.

(Table 1. Demographic analysis of the sample)

(Demographic variables)	(n = 74)	(p %)
Gender:		
Female	44	59%
Male	30	41%
Total	**74**	**100%**
Age:		
less than 30	15	20%
31- 40 years	23	31%
41- 50 years	19	26%
More than 51	17	23%
Total	**74**	**100%**
Department:		
Business Administration	49	66%
Other Departments	25	34%
Total	**74**	**100%**
Education:		
Master's	55	74%
PhD	19	26%
Total	**74**	**100%**
Experience:		
less than 5 years	21	28%
6- 10 years	26	35%
11- 15 years	16	22%
16- 20 years	7	9%
21- 25 years	2	3%
More than 26	2	3%
Total	**74**	**100%**

The tools

Theoretical aspect: To complete the contents of the research and enrich it with sufficient information, the researcher relied on modern sources that dealt with the research variables, which contributed greatly to identifying accurately sample the research.

Applied side: Achieving research goals and testing its hypotheses, the data was obtained by collecting the sample answers to the paragraphs of the questionnaire designed according to the five-point Likert scale and by relying on reliable standards in the administrative literature, to suit the accredited curricula and the permissible time, as well as the desired goals of research. It is one of the most important methods used in data collection and the most widespread in social studies, and it consists of a set of paragraphs on the topic of research, where the researcher designed a questionnaire that relies on several approved measures to follow the research variables and the process of the relationship between them, which is the ingenuity in human resources management (Al-Kirdawi, 2016), and harmony Industrial (Onyeizugbe et al. 2018). And adapting it to suit the current research.

Validity and reliability test

The stability of the questionnaire data is one of the important matters that must be taken into consideration. The Cronbach's alpha coefficient is often used for this purpose, whose value lies between zero and the correct one. If its value is zero, this indicates the instability of the questionnaire questions. On the contrary, if there is complete stability, its value is Equal to the correct one. The values between them, indicate the level of stability and credibility of the questionnaire questions, and thus the possibility of generalizing the results obtained from the sample to the studied

population. The validity coefficient can also be calculated by using the root of the reliability coefficient, which is also known as the validity of the test, which means that the scale can measure what was set to be measured by the researcher, and in our research, the results of reliability and validity shown in the table below were obtained.

(Table 2. Construct Reliability and Validity)

Measure	number of items	Cronbach's alpha coefficient	Validity coefficient
Human Resources Management Ambidexterity:			
Exploration	5	0.74	0.86
exploitation	5	0.85	0.95
Industrial Harmony:			
	5	0.79	0.88
Industrial Democracy	5	0.83	0.91
Employee Loyalty			
total	**20**	**0.81**	**0.90**

Analysis and Results

4.1 Analytical aspect: Finding correlation and impact relationships between research variables

4.1.1 Hypothesis 1: Correlation Analysis

To reveal the Correlation between the (HRMA) and industrial harmony, the correlations must be extracted, and tested, and their significance revealed or not. Therefore, the correlations were found between the two axes of the research, as follows:

- The correlation between Human Resources Management Ambidexterity and industrial harmony:

The research extracted (Table 3), which includes the correlation between Human Resources Management Ambidexterity and industrial harmony used the statistical program (SPSS v.25).

- The main hypotheses of the research:

• Hypothesis H0: There is no correlation of significant between Human Resources Management Ambidexterity and industrial harmony

• Hypothesis H1: There is a correlation of significant between Human Resources Management Ambidexterity and industrial harmony

(Table 3 Correlations Result)

	Correlations		
		Human Resources Management Ambidexterity	Industrial harmony
Human Resources Management Ambidexterity	Pearson correlation	1	.84
	Sig. (2-tailed)	.00	
	N	74	
industrial harmony	Pearson correlation	.84	1
	Sig. (2-tailed)	.00	
	N	74	

Through table 3, it is clear that the value of the correlation coefficient between Ambidexterity of the human resources management and industrial harmony amounted to (0.84) and its significant value (sig.=0.00), and this value is less than the approved significance level, which is (5%), which leads to the rejection of hypothesis H0 and the acceptance of the hypothesis H1 We conclude that there is a significant direct correlation between Ambidexterity of

the human resources management and industrial harmony. This means that Human Resources Management Ambidexterity leads to an increase in industrial harmony.

To find out which of the axes of Human Resources Management Ambidexterity most affects industrial harmony, the following sub-hypotheses have been developed:

- Sub Hypothesis 1:

H0: There is no correlation of significant between the (HRMA) with its axes (exploration, exploitation) and industrial democracy.

H1: There is a correlation of significant between the (HRMA) with its pivots and industrial democracy.

Using the statistical program (SPSS v.25), the following results were obtained according to the following table:

Table 4. It shows the values of the correlation between the Ambidexterity of Human Resources Management with its axes (exploration, exploitation) and industrial democracy.

Correlations		exploration	exploitation	Industrial Democracy
exploration	Pearson Correlation	1	0.76	0.81
	Sig. (2-tailed)		0.012	0.00
	N	**74**	**74**	**74**
exploitation	Pearson Correlation	0.76	1	0.88
	(Sig. 2-tailed)	0.012		0.00
	N	**74**	**74**	**74**
Industrial Democracy	(Pearson Correlation)	0.81	0.88	1
	(Sig. 2-tailed)	0.00	0.00	
	N	**74**	**74**	**74**

From the above table (4), we find that the correlation coefficient between exploration and industrial democracy is 0.81, which is a direct correlation with statistical significance at the level of 5% and 1%. We also find that the correlation between exploitation and industrial democracy is 0.88, which is a direct correlation with statistical significance at the level of 5% and 1%, and we conclude from this that there is a correlation of significant relationship.

- Sub Hypothesis 2:

H0: There is no correlation of significant between the Ambidexterity of human resources management with its axes (exploration, exploitation) and the loyalty of employees.

H1: There is a correlation of significant between the Ambidexterity of Human Resources Management with its axes (exploration, exploitation) and the loyalty of employees.

Using the statistical program (SPSS v.25), the following results were obtained according to the following table:

(Table 5. It shows the values of the correlation between the Ambidexterity of Human Resources Management with its axes (exploration, exploitation) and the loyalty of employees)

Correlations		exploration	exploitation	Employee Loyalty
exploration	Pearson Correlation	1	0.76	0.89
	Sig. (2-tailed)		0.012	0.00
	N	**74**	**74**	**74**
exploitation	Pearson Correlation	0.85	1	0.88
	Sig. (2-tailed)	0.012		0.00
	N	**74**	**74**	**74**

Employee Loyalty	Pearson Correlation	0.89	0.85	1
	Sig. (2-tailed)	0.00	0.00	
	N	**74**	**74**	**74**

From the above table (5), we find that the correlation coefficient between exploration and employee loyalty is 0.89, which is a direct correlation with statistical significance at the 5% and 1% levels. We also find that the correlation between exploitation and employee loyalty is 0.88, which is a direct correlation with statistical significance at the level of 5% and 1%, and we conclude from this that there is a correlation of a significant relationship.

4.1.2 Hypothesis 2: The impact of Human Resources Management Ambidexterity on industrial harmony.

The research here tested hypothesis 2, which dealt with the effect of Human Resources Management Ambidexterity on industrial harmony. To test the effect of Human Resources Management Ambidexterity on industrial harmony, it must first be formulated as follows:

• Hypothesis H0: There is no significant effect of Human Resources Management Ambidexterity on industrial harmony

• Hypothesis H1: There is a significant effect of the Ambidexterity of human resources management on industrial harmony, and table (6) was found, which includes the values and indicators required to measure this effect through the regression equation:

(Table 6 Regression equation Result)

Model	R	R Square	Std. error of the Estimate	B Regression model parameter	T-test	F	Durbin-Watson
1	.84a	.70	.23038	1.970	21.595	.634	1.474
	strong direct correlation	Interpretation of 70%	Estimation of standard error which is low (evidence that the data is not scattered)		Significant below 5% (p-value=0.000)	Significant below 5% (p- value=0.000)	There is no autocorrelation problem

We note that the value of (r^2) is (0.70), and this means that for the changes that occur in the variable of industrial harmony, (70%) of them are due to the change in the Ambidexterity of human resources management, while the remaining percentage (30%) is due to other variables that are not included in the research model. The H0 hypothesis is tested by testing the value of the extracted regression parameter, which was 1.970. As for the t-test, the extracted value was 21.595, which is significant at the 5% level. This means rejecting hypothesis H0 and accepting hypothesis H1 and thus we conclude that there is a significant effect of the Ambidexterity of human resources management on industrial harmony. It also explains that the increase in human resource Ambidexterity by a unit leads to an increase in the value of industrial harmony by (1.970).

4.2 The results of the Research

- In terms of the relationship, we note the existence of a strong direct relationship between the Ambidexterity of human resources management and industrial harmony as well as for the sub-axes (exploration, exploitation).

- In terms of the impact of Human Resources Management Ambidexterity on industrial harmony, this is demonstrated by testing the impact hypothesis mentioned above, which calls for a significant effect of Human Resources Management Ambidexterity on industrial harmony, and therefore we conclude that there is a significant impact of Human Resources Management Ambidexterity (exploration, exploitation) on industrial harmony.

discussion

The results showed that ambidexterity in human resources management has a positive impact on industrial harmony. Hence, the community colleges under investigation that possess skilled human resources on a large scale can achieve industrial harmony, given their ability to attract and employ talented personnel in key management to add value and achieve sustainable competitiveness. In this way, when community colleges consider balancing exploration and exploitation on their own, they will not only control and preserve their talent but also increase their ability to adapt to a competitive and rapidly changing environment. Furthermore, most community colleges have clear protocols regarding attracting, selecting, and retaining talented individuals to maintain entrepreneurship in the delivery of educational services. This finding is consistent with previous studies that revealed that to gain the benefits of industrial harmony, organizations must have clear human resource management practices to attract a new generation of talented professors who can handle the educational process effectively (Chiremba, 2020; Hu, 2017).

add to, the results showed that there is a positive and statistically significant relationship between Ambidexterity in managing human resources and industrial harmony; This means implementing human resources policies and practices in private colleges that allow them to support industrial harmony and make them more able to adapt to changes in the educational environment. When private colleges adopt ingenuity in managing their human resources, the level of success is higher and more clear, and human resources contribute to building a trademark and a good reputation for customers, management, and employees. This result is compatible with previous studies that emphasized the role of ingenuity in managing human resources in enhancing organizational effectiveness and sustainability, attracting talented individuals.

Conclusions

This research calls for deepening our understanding of the relationship between the Ambidexterity of human resources management and industrial harmony. Specifically, this research aims to know whether the effects of Ambidexterity in human resources management on industrial harmony vary in private colleges according to their use of human resources management in implementing their human resources policies. The results showed that Ambidexterity in human resources management has a positive impact on industrial harmony. Finally, the community colleges that have a greater degree in managing their human resources have a greater impact on industrial harmony than those colleges that have less efficiency in managing their human resources.

Acknowledgments

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