

اعتماد المدخل الشمولي لإدارة الموارد البشرية لتعزيز الاقتدار الاستراتيجي للمنظمات
Adopting a holistic approach to human resources management for
enhancing the strategic competence of organizations

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Abstract

The current research aims to clarify the importance of the role played by the holistic approach to human resources management in enhancing the strategic competence of business organizations. As the holistic approach deals with all human resources related to the operations of the organization inside and outside it, strategic competence enhances its ability to deal with successive developments and adapt to them. However, the research problem indicates a decrease in knowledge awareness of the importance of employing the explanatory variable in enhancing the response variable despite the application of many of their dimensions within the research organization. So the importance of research is to provide solutions to address this problem. In order to achieve the aims of the research, the descriptive and analytical approach is adopted for its completion. A questionnaire is designed for the purpose of collecting application data which is prepared on the basis of a number of criteria and indicators ready after being adapted to suit the researched organization which is distributed to the members of the Board of the Mansour University College who are (14) individuals. The researcher relies on some statistical tools in analyzing the data using the ready program (SPSS-V21). These tools produce a number of results that support the researcher in accepting the first hypothesis of research and rejecting the second hypothesis. Accordingly, it is recommended that mechanisms should be put in place to invest the results based on the adoption of the holistic approach for managing the immense resources and employing them in enhancing the strategic competence of the organization.

Key words: holistic approach to human resource management, strategic competence, business organizations, management, environment.

المخلص

يهدف البحث الحالي الى توضيح اهمية الدور الذي يمارسه المدخل الشمولي لإدارة الموارد البشرية في تعزيز الاقتدار الاستراتيجي لمنظمات الاعمال، اذ يتعامل المدخل الشمولي مع كافة المورد البشرية ذات العلاقة بعمليات المنظمة الموجودة داخلها وخارجها، اما الاقتدار الاستراتيجي فيعزز من قدرتها على التعامل مع المستجدات المتلاحقة والتكيف معها، ومع ذلك اشارة مشكلة البحث الى انخفاض الوعي المعرفي بأهمية توظيف المتغير التفسيري في تعزيز المتغير الاستجابي على الرغم من تطبيق العديد من ابعادهم داخل المنظمة المبحوثة، لذا تمثلت اهمية البحث في تقديم الحلول لمعالجة هذه المشكلة. ومن اجل تحقيق اهداف البحث اعتمد المنهج الوصفي التحليلي في انجازه، وقد تم تصميم استبانة لغرض جمع بيانات الجانب التطبيقي، والتي تم اعدادها بالاستناد الى عدد من المعايير والمؤشرات الجاهزة بعد تكيفها لتلائم المنظمة المبحوثة، والتي تم توزيعها على اعضاء مجلس كلية المنصور الجامعة البالغ عددهم (14) فرداً. واعتمد الباحث على بعض الادوات الاحصائية في تحليل البيانات وذلك باستخدام البرنامج الجاهز (SPSS-V21)، وقد افرزت هذه الادوات عدد من النتائج سائدة الباحث في قبول الفرضية الاولى للبحث ورفض الفرضية الثانية، وعليه اوصى بضرورة وضع آليات لاستثمار النتائج المرتبة على اعتماد المدخل الشمولي لإدارة الموارد البشرية وتوظيفها في تعزيز الاقتدار الاستراتيجي للمنظمة.

الكلمات المفتاحية : المدخل الشمولي لإدارة الموارد البشرية، الاقتدار الاستراتيجي، منظمات الاعمال، الادارة، البيئة.

First : Introduction

Human Resources Management requires a holistic approach to its management in order to achieve coordination between it and all relevant parties whether they work within its borders or at other organizational levels within or outside the organization so as to achieve integration and provide adequate support to it to achieve its desired purpose, and then to strengthen its role in serving the organization that operates within its borders. Here, the importance of a holistic approach in human resource management as a holistic approach emerges. Organizations also seek to formulate and implement strategies that enhance their competitive position and maintain their market position. And in order to succeed in this aspect they need to build their own strategic competence by providing appropriate capabilities for the goals they seek, and developing their knowledge and skills of their human resources in a manner consistent with holistic developments, as well as the importance of designing activities through which to translate its strategy into actual results that can be felt on the ground. Hence the main research idea emerges in an attempt to employ the holistic approach to human resources management in enhancing the strategic competence of the organization. In order to achieve this idea, the most important methodological foundations of the research are identified which are as follows:

The research problem: The research problem is summarized by the decrease in the perceptive awareness of the research organization with the mechanism of employing the holistic approach to human resources management in enhancing its strategic competence, despite its application to it in some areas. And this is what the researcher touches during field coexistence, And to conduct workshops to discuss with the members of the sample respondents regarding the nature of the variables discussed and the importance of their application. In addition, the research problem can be strengthened from by means of raising some questions, the most important of which are:

What is the reality of applying the holistic approach to human resources management within the researched organization.

- What is the reality of strategic competence within the researched organization?
- What is the reality of the relationship of interdependence and influence between the
- holistic approach to human resources management and strategic competence within the researched organization.

The importance of the research: The importance of the research is represented by the researcher's attempt to provide solutions and treatments for the problems facing the researched organization in the researched field, by discussing the foundations and philosophical bases of a number of previous research efforts, in order to define the most important indicators and criteria that can be used in applying the research in the field. This is just to come out with a combination of the proposals that contribute to enhancing knowledge in this field.

- 1. The aims of the research:** The research seeks to achieve some of the aims, the most prominent of which is to identify the reality of the variables discussed in the organization in the field of application, and to diagnose their relative importance, and then to identify the nature of interrelationships and influence among them, in order to build on its results in drawing some conclusions and recommendations to formulate the final conclusions of the research.
- 2. The scheme of the research :** The hypothetical research scheme clarifies the nature of correlations and influence between the variables discussed and their trends, through which the main idea can be deduced, and this can be represented in figure (1):

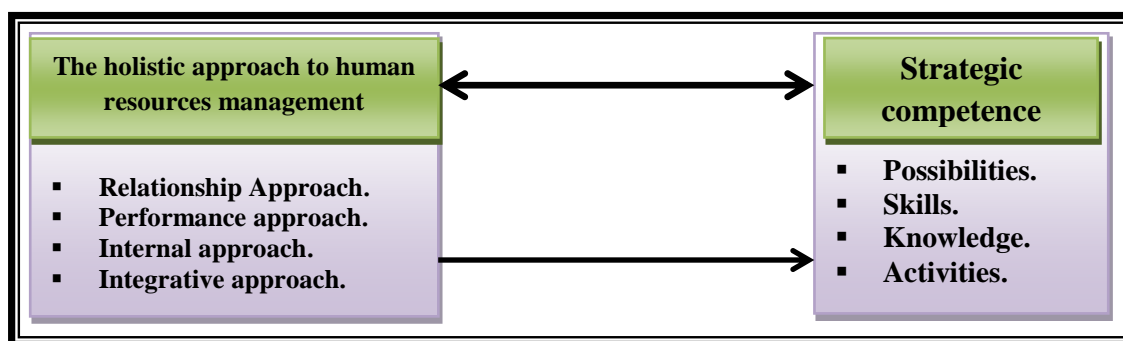


Figure (1) hypothetical research scheme.

- 3. The hypotheses of the research :** The current research includes two main hypotheses:
 - The first hypothesis states: " There is a significant and statistical correlation between the holistic approach to human resources management and strategic competence within the researched organization".
 - The second hypothesis states: " There is a significant and statistically effect relationship between the holistic approach to human resource management and strategic competence within the researched organization ".
- 4. The tools of the research:** The descriptive analytical approach is adopted in carrying out the research because it corresponds to its main idea and the goals it seeks. So the researcher uses the questionnaire to collect data that is prepared based on a number of ready-made ideas, as it relied on the ideas of (Harney & Dundon, 2006 (Kramar, 2013) in designing the holistic approach paragraphs for human resources management, and the researchers' ideas (Al-Zubaidi & Alaq, 2014) in designing strategic competency

paragraphs. This has been subjected to a number of tests to suit the main purposes of this research, as well as determining harmony and compatibility between the paragraphs and their dimensions. The questionnaire's honesty is tested by presenting it to a number of (9) human resources and strategic management specialists. Thus, according to the framework of their observations and proposals, some of the paragraphs are reformulated and others are deleted and added, but in general the questionnaire achieves a percentage of agreement between the arbitrators amounted to (89) %. It is a very good percentage, and this confirms the compatibility between the paragraphs and their dimensions. As for the stability of the questionnaire, it is tested by the researcher distributing the questionnaire to a sample of (7) individuals, then re-distributing it to them after (14) days. After processing the data, it achieves a stability rate of (91%), which is an excellent percentage and this confirms the ability of the questionnaire to give the same results if distributed to the same sample in varying periods. The researcher also calculates the value of the confirmatory and exploratory factor analysis to ensure the quality of the questionnaire and its compatibility with the hypothetical model of research and the hypotheses stemming from it, and the results get higher than the standard value (1.96). Accordingly, the results of the analysis of the normal distribution of data are greater than (0.05), and this confirms the possibility of applying the statistical tools mentioned below. For processing data, some of the available statistical tools have been used within the SPSS-V21 program, as the tools (percentage of agreement, arithmetic mean, standard deviation, and coefficient of variation) are adopted in identifying the reality of the researched variables and their relative importance, whereas the tools (Spearman correlation coefficient) are used in choosing the hypotheses of the research.

- The research community and its sample:** The educational sector is chosen to apply the field side of the research. Al-Mansour University College is chosen as a research community, and the researcher finds fertile ground for the application of research, this is because it is regarded as one of the ancient private colleges in Iraq. This reflects its management's competence in adopting holistic approaches in managing its human
5. resources, and strengthening its strategic ability to deal with the various challenges it faces. The research sample is chosen using the intentional sample method, which consists of the College Board members who are (14) individuals. Among the most prominent characteristics of them is that all members of the sample surveyed hold a doctorate, and holders of scientific titles (Professor Assistant, and Professor), and they have a service of more than ten years, and their ages exceed (40) years.

Second: The holistic approach to human resources management

The holistic approach to human resources management is one of the holistic approaches and trends that can be adopted in the implementation of activities and tasks for this vital management in order to consolidate its roots within the organization and deepen its role, in particular the strategic part of it, the opinions differed, the proposals to define it according to the directions of researchers and those interested. Thus, the difficulty in determining a specific definition for it emerges. As the holistic approach to human resources management is defined, and according to the competitive approach, it is defined as: "the approach adopted by human resources management for achieving its own competitive priorities, and to the extent that it relates to the strategic dimensions of its organization." (Jayaram et al, 1999 :12), It is also known as: "an integrated and coherent package of activities and processes that enhance strategic thinking for human resources management, and deepen its role in achieving the strategy of its organization." (Boselie et al, 2005 : 73). The British Institute for Human Resources and Employment, known as Chartered Institute (CIPD), also defined the holistic approach to human resources management as: " One of the contemporary directions of human resources management that seeks to prepare a variety of development programs, in order to provide cadres and professionals in the field of human resources management, especially at the global level". On the other hand, it is defined as: "the approach that enhances interactions between the indicators and affected by human resource management practices, and invest the results of that in achieving their conflicting goals." (Harney & Dundon, 2006 : 52). and From a competitive point of view, the holistic approach to human resources management was defined as: "One of the approved approaches to investing human capital in strengthening the organization's competitive advantage, improving its innovation capabilities, and then improving job performance within it" (Klett, 2010: 4), it is clear from this Definition The importance of the relationship between the holistic approach to human resources management, and the competitive position, job performance of the organization. It was also defined as: "One of the approaches adopted by the organization to unify traditional and contemporary methods in managing human resources in order to provide their needs for human talents and competencies" (Laumer et al, 2010: 244), This definition shows the importance of a holistic approach in filling the shortage in the organization's needs for rare and valuable talents. According to the sustainable development approach, the holistic approach to human resources management was defined as: "the approach that is used to develop human resource capabilities, and update them in a manner that corresponds to the successive developments in the external environment variables, which generate a set of pressures on their organization." (Kramar, 2013 :8), In line with the idea of the previous definition, it was defined as: "the approach that attempts to coordinate the organization's strategic characteristics such as its vision, mission, strategy, culture and leadership, and between the characteristics of the functions within it such as job description, job identification, identity, independence, and other characteristics." (Dermol & Rakowska, 2014 : 35), It was also known as: "One of the approaches adopted by the Human Resources Department, to change the behavior of the parties dealing with them and increase their social awareness of the importance of their role within the organization." (Richman, 2015 : 125). Focusing on the problem side, the holistic approach to human resources management has been defined as: "one of the holistic

approaches that human resources management adopts to reduce problems and mitigate their effects on them by moving away from traditional methods of managing them." (Vardarlier, 2016 : 466). After discussing the foundations and knowledge bases of the previous definitions, the holistic approach to human resources management can be defined as: "the holistic approach adopted by the human resources management in dealing with the parties affected by it and affected by its various operations, whether they are inside or outside the organization, through emphasizing integration, relations and performance in implementing its internal activities".

Most surveys have confirmed that many developed and successful countries have adopted a holistic approach in managing their human resources, which enabled them to invest the energies and capabilities available to them in achieving the goals of their organizations and raise their levels of performance (Treven & Mulej, 2005: 45). It is necessary to point out that the influence of the holistic approach is not limited to human resources and their behaviors within the organization, but rather extends to their relationships and behaviors with others who deal with them, whether in the community or within their families, and here the importance arises, (Richman, 2015 : 125). In addition to the fact that it contributes to reducing the rates of work turnover or goals and delaying it, reducing conflicts within them. It also increases the benefits for enhancing its reputation and leadership patterns within it, and reduces work accidents and injuries by preserving the morale of human resources and enhancing their psychological condition (Vardarlier, 2016 : 466).

When applying the holistic approach to human resources management, the organization faces economic challenges in terms of the cost it incurs, and social challenges because it requires coordination between a group of parties inside and outside its, as well as technological challenges represented by providing means of communication and databases, while the legal challenges confirm the need to work within Country political instructions and legislations (Hecklau el at, 2016: 4). So in order for the organization to be successful in applying the holistic approach to human resources management, it needs to provide advanced information systems, provide the necessary information to all entities related to human resources management, as well as provide confidence among them when carrying out the tasks and activities assigned to them, as this requires a change in the organizational structure. The organization has one of the contemporary types, such as Networker or Matrix (Soomro el at, 2016: 215).

Among the most important components of the holistic approach to human resources management, which the researcher tries to study in the applied aspect of research are:

- 1- **(Relationships)**: that is, the focus in human resources management on strengthening its relationship with all parties that affect and are affected by its operations and activities, whether inside or outside the organization, especially in the long term rather than in the short term.
- 2- **(Performing)**: that is, the human resources department implements what is required of it in a manner that is compatible with the legal, ethical, and performance standards defined by the organization in accordance with its policies and instructions.
- 3- **(Internal)**: that is, the human resources management design jobs and attract human resources capable of implementing them as required, and interest in developing the skills

and knowledge of all workers in the organization and its departments and its various organizational levels in a manner that is consistent with their jobs.

- 4- **(Integrative)**: that is, the human resources management design its own activities and tasks in an integrated manner with the other activities and tasks carried out by the organization, as well as the importance of integration with the main strategy that it seeks, in order to consolidate the strategic position it occupies within it.(Harney & Dundon, 2006 : 53) & (Kramar, 2013 :8).

Third: The strategic competence of the organization

Strategic competence is one of the applied concepts adopted by the organization to solidify its competitive position compared to its competitors. The directions and approaches adopted vary in its definition according to the opinions and proposals of researchers and those interested. Therefore, suggesting an accurate definition has clear and precise difficulty. Strategic competence was defined as: "a set of systems and procedures adopted by the organization to achieve integration and amalgamation between the functions of human resources management and information technology in order to invest its results in achieving its strategic goals" (Eli el at, 2004 :1). It is clear from the previous definition the importance of integration between human resources management that deals with the most valuable resources of the organization, with information technology, the holistic approach of management in achieving strategic competence. Strategic competence was also defined as: "The advanced and rare capabilities that the organization adopts to address competitive challenges and defend its market position, to ensure the sustainability of its survival and growth for the longest period possible" (Moore, 2006: 127), this definition treats strategic competence as a tool for sustaining success and survival in the work. and According to the knowledge approach , strategic ability was defined as: "the knowledge mechanism that supports the process of communication and coordination between human resources within the organization, to provide the necessary inputs to enhance its strategic competence" (Phakiti, 2008: 21), we note that this definition emphasized the importance of knowledge cooperation and its relationship The organization's strategic competence. As for the researchers (Fauré & Rouleau, 2011 : 169), they focus on the knowledge side in defining strategic competence, as it was defined as: "the knowledge that the organization has about the most important results expected to occur when carrying out its strategic activities, and implementing its necessary plans to move its resources and reach its goals.". According to (Brown, 2012 : 81) he defined it as: "the organization's ability to achieve compatibility between its strategic directions, and between the directions of its human resources to achieve compatibility with efforts and unify them in order to achieve what is required." And considering strategic competence linked to the strategic thinking of the organization, it has been defined as: "the method of strategic thinking that the organization intends to implant its values and achieve its goals to improve the levels of performing its own business." (Ollila, 2013 : 568). Focusing on the planning aspect and competitive advantage, it was known as: "the organization has the capabilities and capabilities to use the necessary planning tools to meet environmental fluctuations to enhance its ability to achieve its goals and sustain its competitive advantage." (Al-Zubaidi & Alaq, 2014: 299). It was also known as: "the organization's ability to adapt to the developments in the surrounding environment, and to make internal changes in a way that enables it to address the challenges

that hinder its ability to achieve its goals." (Guan et al, 2015 : 5). In conjunction with the previous idea, it was defined as: "a set of written and oral communications adopted by the organization, to avoid problems and interruptions that could hinder the efficiency of its performance, due to external or internal variables affecting it." (Rabab'ah, 2015 : 2). After reviewing the philosophical foundations that the researchers dealt with in defining strategic competence, it can be defined by the researcher procedurally for the purposes of this researcher as: "an integrated set of capabilities, knowledge, skills and activities available to the organization, which it adopts in translating a strategy into a set of plans and activities necessary to achieve its goals and sustain its competitive advantage".

The researchers (Eli et al, 2004 :1) pointed out the importance of strategic competence as the strategic competence is the tool that the organization adopts to deal with the challenges of globalization and the competitive intensification it has generated, as well as responding to the dynamics of the markets that operate within its borders. It is also possible through strategic competence to strengthen the organization's learning and growth programs, its role in deepening the processes of interaction and knowledge exchange, and enhancing communications at different organizational levels (Pichon et al, 2013: 43) . In other words, strategic competence is the most important tools that the organization adopts to develop its skills and knowledge, to solve the problems it faces in working and addressing challenges that hinder its ability to achieve its goals (Syukriani et al, 2017 :2). It can also increase the amount of productivity that you perform and improve its administrative and leadership patterns, which you can use to serve the clients (Ollila, 2013 : 567).

The process of building strategic competence also requires the implementation of a set of collaborative and coordination processes between the human resources operating within the organization, in a way that deepens the process of synergy among them to invest the results of their thinking processes (Phakiti, 2008: 21). In order to succeed in building strategic competence, the organization must adopt three practices: teamwork, knowledge exchange, and delegation of powers within it. (Fauré & Rouleau, 2011 : 168). and It is necessary to emphasize that the organization's strategic competence is affected by the nature of its organizational structure, the communication channels within it, the skills and knowledge of its human resources, as well as the nature of the environment in which it operates (Alibakhshi & Padiz, 2011: 941). In addition to cooperate between management, owners, companies and human resources collectively in building strategic competence, as it cannot be built as required in the event of any conflict between them (Brown,2012 : 82). And it is possible to rely on a set of training programs or verbal and written communications in enhancing the bonds of cooperation and coordination among them, to invest its results in enhancing its strategic competence levels, and in a manner that can sustain its strength for the longest possible period (Rabab'ah, 2015 : 3). There are a group of elements that make up strategic competence, which we will try to study in the applied side of this research, which are:

- 1- **(Capabilities)**: It means all the material and information capabilities that the organization possesses and adopts them in implementing its strategic plans that are characterized by modernity and development.
- 2- **(Skills)**: It represents all the technical and intellectual skills that the organization has, which can be updated, developed and utilized in the implementation of its strategic plans.

- 3- (**Knowledge**): It reflects the information and previous experience that the organization possesses as a result of its continuity in the sector within which its borders operate.
- 4- (**Activities**): It includes the set of tasks and duties performed by the organization in order to present its products to its customers and translate its strategic plans into actual results (Zubaidi & Alaq, 2014: 299).

After reviewing and discussing the philosophical foundations mentioned in (second and third), the researcher concludes theoretically that the holistic approach to human resources management contributes through the relational approach to enhancing the capabilities available to the organization, and through the relational entrance enhances the knowledge of its human resources, and the performance entrance contributes to updating their skills, whereas the integrative approach enhances the organization's ability to carry out its own activities, and thus the basis becomes clear which the researcher used to formulate his research hypotheses, which focuses on the relationship of interdependence and influence between the two research variables.

Fourth: Analysis and interpretation of results

Table (1) summarizes the most prominent results of diagnosing the reality of the variables discussed within the organization in the field of application, to get acquainted with their relative importance and verify them before investing results in testing the research hypotheses, as follows:

Table (1) results of diagnosing the reality of the variables discussed

T	Variables	Agreement rate	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
1	Relationship approach	%87	3.6	0.68	0.19	2
2	Performance approach	%85	3.5	0.70	0.20	4
3	The internal approach	%89	4	0.61	0.15	1
4	Integrative approach	%86	3.6	0.67	0.19	3
	The holistic approach to human resources management	%87	3.7	0.67	0.18	2
5	Possibilities	%91	4.2	0.59	0.14	2
6	Skills	%92	4.4	0.57	0.13	1
7	Knowledge	%89	3.9	0.62	0.16	3
8	Activities	%86	3.6	0.69	0.19	4
	Strategic competence	%90	4	0.62	0.16	1

Source: Prepared by the researcher, 2021.

From table (1), it is clear that the holistic input variable for human resources management achieved an agreement rate of (87%), which is very good and higher than the standard percentage of the agreement, and confirms the research organization's reliance on the holistic approach in managing its human resources, in order to achieve integration and coordination with all the influential parties affected by its operations, whether inside or outside it. And these results coincided with the value of the mean of the total of this variable, which amounted to (3.7), and it confirms the approval of this entry by the researched organization and at a high level from a statistical point of view. This also stressed the value of the standard deviation that there is statistically acceptable harmony among the answers of the researched sample towards the paragraphs of the holistic approach to human resources management as it reached (0.67), and the value of the difference coefficient confirmed the lack of dispersion between these answers as it reached (0.18). Concerning the level of relative importance, this variable ranked second compared to the response variable. As for the relative importance of the dimensions of the holistic input variable of the human resources department, the internal approach advanced first with an arithmetic mean (4), while the second ranked position was the relational input with an arithmetic mean (3.6) and an agreement ratio (87%), and the integrative entry ranked third with an arithmetic mean (3.6) too, but with an agreement rate (86%). Finally, the performance approach came with an arithmetic mean (3.5). It is also clear from table (1) that the strategic competency variable achieved an agreement rate of (90%) which is an excellent and higher than the standard ratio, and confirms the research organization's interest in enhancing its strategic competence through updating and developing its capabilities and activities, and enhancing its human resources skills and knowledge in an integrated manner. The value of the mathematical mean has confirmed the existence of strategic competence at a high level within the researched organization as its value reached (4) which is higher than the hypothetical mean, while the value of the standard deviation has confirmed the existence of a high harmony from the statistical point of view towards the paragraphs of strategic competence from the viewpoint of the respondents. As its value reached (0.62), this result is correlated with the value of the difference coefficient, which confirms the lack of dispersion between the answers, as its value reached (0.16), and with regard to the relative importance of strategic competence, it has advanced on the holistic input variable for human resources management as it ranked first. The strategic competence of the researched organization is more prominent through the skills that it possesses, as it came first in terms of relative importance in the arithmetic mean (4.4), while the capabilities came second in the arithmetic mean (4.2), followed by knowledge with an arithmetic mean (3.9), and finally the activities came with arithmetic mean (3.6).

and the table (2) summarizes Results of analyzing the correlation and influence relationships between the searched variables :

Table (2) Results of the analysis of the correlations and effect relationships between the variables discussed

Explanatory variable	a	B	R ²	F	r	Moral	Relative importance
The holistic approach to human resources management	0.79	0.93	%45	42.18	0.67	0.01	%100

Source: Prepared by the researcher, 2021.

By looking at the details of table (2), we find that the value of correlation between the holistic approach to human resources management and the strategic competence of the organization reached its value (0.67 **) which is a strong and significant direct relationship at the same time at the level of (0.01), and this confirms the importance of the role played by this approach in enhancing the organization's ability to invest the results of its strategic competence, Whether by enhancing communication and coordination between human resources inside or outside the organization, and then upgrading their performance levels, which contributes to the strategic positioning of the organization, these results give the main justification for accepting the first main of research : "There is a significant and statistical correlation between the holistic approach to human resources management and strategic competence within the researched organization ".

What confirms these results is the results of the regression analysis, as the calculated value of (f) reached (42.18) which is higher than its tabular value and confirms the existence of a significant effect of the holistic approach to human resources management in enhancing the strategic competence of the organization. As for the other results, the value of the constant is (a = 0.79) and this means the presence of strategic ability with a degree of (0.79) within the researched organization even if it did not adopt the holistic approach to managing its human resources, while the value of (B = 0.93), it confirms that changing the holistic approach to human resources management one unit will lead to strengthening the strategic ability of the organization by (0.93). Also, this confirms the value of (R² = 0.45), which means that the holistic approach to human resources management explains (45%) of the variance of strategic competence of the researched organization, and that (55%) is explained by other factors. These results give the main justification for accepting the second main premise of the research : " There is a significant and statistically effect relationship between the holistic approach to human resource management and strategic competence within the researched organization .

Fifth: Conclusion

The organization adopted in this study depends on the holistic approach in managing its human resources in coordination with all relevant parties, whether they are inside or outside it. However, the researcher recommends the necessity of strengthening these relationships by setting up mechanisms and plans that deepen the spirit of cooperation and coordination among them for the purpose of investing its synergistic results in achieving the organization's strategic goals. The organization is also concerned with enhancing its strategic competence, by reinforcing the capabilities available to it, and redesigning the activities and tasks it carries out, as well as interest in updating the skills and knowledge of its human resources in line

with external developments. However, the researcher suggests that the organization should hold a series of workshops and seminars to discuss the most important aspects that can be focused on to enhance its strategic competence and in coordination with its human resources at different organizational levels. The results of the analysis also confirmed that there is a correlation relationship and a moral impact between the holistic approach to human resources management and strategic competence. So, the researcher believes that the organization should send a media message to its human resources in which it discusses the importance of relations between them and the integration of their tasks, in achieving superior performance and then overcoming its competitors.

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