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The Impact Of Strategic Human Resources Orientation On Creative Performance
(A Field Study Of The Opinions Of Academic Leaders At The University Of Maysan)

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Abstract. The aim of this study is to identify the impact of the strategic orientation of human resources in its dimensions (control-oriented, commitment-oriented human resources strategy) on the creative performance in its dimensions (problem identification, information search, idea generation, idea enhancement) of academic leaders at the University of Maysan in Iraq? The study sample consisted of (350) leaders of the University of Maysan and (323) were retrieved. The questionnaire was used as a tool for collecting data and the questionnaire consisted of (32) questions distributed over the dimensions of the study. The study reached the most important results: the existence of a positive impact of the strategic orientation of human resources in terms of (control-oriented human resources strategy, commitment-oriented human resources strategy) on creative performance in its combined dimensions.

Keywords: Strategic orientation of human resources, Creative performance, University of Maysan.

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Abstrak. Tujuan dari penelitian ini adalah untuk mengidentifikasi dampak orientasi strategis sumber daya manusia dalam dimensinya (strategi sumber daya manusia berorientasi kontrol, strategi sumber daya manusia berorientasi komitmen) terhadap kinerja kreatif dalam dimensinya (identifikasi masalah, pencarian informasi, pembangkitan ide, peningkatan ide) para pemimpin akademis di Universitas Maysan di Irak? Sampel penelitian terdiri dari (350) pimpinan Universitas Maysan dan (323) yang diambil. Kuesioner digunakan sebagai alat pengumpulan data dan kuesioner terdiri dari (32) pertanyaan yang disebar pada dimensi penelitian. Penelitian ini mencapai hasil yang paling penting: adanya dampak positif dari orientasi strategis sumber daya manusia dalam hal (strategi sumber daya manusia berorientasi kontrol, strategi sumber daya manusia berorientasi komitmen) terhadap kinerja kreatif dalam dimensi gabungannya.

Kata Kunci: Orientasi Strategis Sumber Daya Manusia, Kinerja Kreatif, Universitas Maysan.

1. INTRODUCTION

The world today is undergoing rapid changes in many areas, including technology, and organizations today, regardless of their size and type, are living a new reality in light of these changes. Therefore, organizations must adapt and excel in their performance by applying administrative concepts that ensure their superiority by developing their vision, systems and methods according to these changes. Among these concepts is the strategic orientation, which is considered the cornerstone of the distinction of organizations interested in achieving the goals they seek to achieve in the future.

Given the scarcity of studies that addressed the strategic orientation of human resources, the researchers addressed a comprehensive framework based on the proposals of researchers in strategic management and creative performance. The study aimed to build an

intellectual and field framework for the impact of the strategic orientation of human resources on creative performance by describing and diagnosing the variables, in addition to analyzing this relationship and the impact of these variables and presenting the proposed recommendations for Maysan University, the study sample, and researchers in this topic in the future.

18 2. METHODOLOGY

First: the research problem

The lack of clear knowledge of the nature of the relationship between the strategic orientation of human resources and creative performance and the lack of a suitable work environment and climate led to the emergence of many problems in the nature of the work of the teaching staff at the University of Maysan, which was reflected in the low investment of the opportunities available to them and thus their ability to achieve excellence and achieve levels of creative performance. Therefore, the level of adoption of the strategic orientation of human resources was diagnosed, and based on the above, the study problem was identified by asking the following main question: "What is the impact of the strategic orientation of human resources in its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) on creative performance in its dimensions (problem identification, information search, idea generation, idea enhancement) at the University of Maysan in Iraq?"

8 The following sub-questions are derived from it:

1. Does the strategic orientation of human resources with its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) affect the identification of the problem at the University of Maysan in Iraq?
2. Does the strategic orientation of human resources with its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) affect the generation of the idea at the University of Maysan in Iraq?
3. Does the strategic orientation of human resources with its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) affect the promotion of the idea at the University of Maysan in Iraq?

Second: The importance of the study

1. It is one of the few studies, to the researchers' knowledge, that addressed the impact between the strategic orientation of human resources and creative performance, as the strategic orientation of human resources and creative performance are considered important sources for the development and prosperity of organizations.
2. This study is a qualitative addition that works to enrich knowledge in the field of its variables (strategic orientation of human resources, and creative performance) and thus fill some gaps in the Arab library regarding these concepts.

Third: Research objectives.

The general objective of the current study is to identify the relationship between the strategic orientation of human resources and creative performance. The study also aims to achieve many other objectives, which can be summarized as follows:

1. Building a theoretical framework for the main and sub-variables of the current study (strategic orientation of human resources and creative performance).
2. Determining the level of study variables at the University of Maysan in Iraq.
3. Analyzing the impact of the strategic orientation of human resources in its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) on creative performance in its dimensions (problem identification, information search, idea generation, idea enhancement) at the University of Maysan in Iraq.

9 Fourth: the hypothetical scheme of the research.

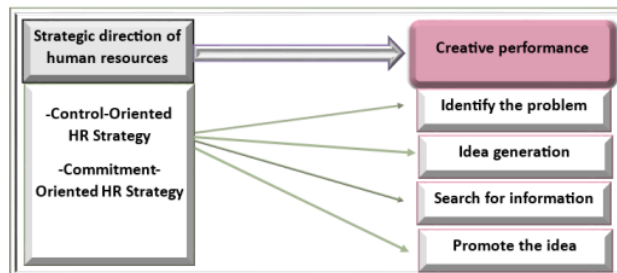


Figure (1) Hypothetical scheme of the research.

Fifth: Research hypotheses. The research deals with the following assumptions:

The study hypotheses were formulated based on the positive directional approach, as follows:

- **Ha1:** There is a direct positive statistically significant effect of the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) on creative performance in terms of its combined dimensions at Maysan University at the level ($\alpha \leq 0.05$).

The following sub-hypotheses are derived from it:

- **Ha1-1:** There is a direct positive statistically significant effect of the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) on identifying the problem at Maysan University at the level ($\alpha \leq 0.05$).
- **Ha1-2:** There is a direct positive statistically significant effect of the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) on searching for information at Maysan University at the level ($\alpha \leq 0.05$).
- **Ha1-3:** There is a direct positive statistically significant effect of the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) in generating the idea at Maysan University at the level ($\alpha \leq 0.05$).
- **Ha1-4:** There is a direct positive statistically significant effect of the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) in enhancing the idea at Maysan University at the level ($\alpha \leq 0.05$).

Sixth: Society and Sample

The study community was selected from academic leaders, and the study sample was determined as deans of colleges and their assistants for scientific and administrative affairs, heads of scientific departments, and faculty members at Maysan University, totaling (350) samples. The questionnaire was distributed to them, and (323) valid questionnaires were retrieved for analysis.

Seventh: Characteristics of the research sample

It is intended to describe the demographic and personal characteristics of the research community consisting of (323) respondents. Table (1) shows a description of the research community through the use of the SPSS statistical program.

Table No. 1 Characteristics of the research sample

variable	Category	Repetition	Ratio
Type	Male	203	62.8%
	Female	120	37.2%
	the total	323	100%
The age	Less than 35 years	104	%32.2
	35 to less than 40 years	85	%26.3
	40 to less than 45 years	75	%23.2
	45 to less than 50 years	45	%13.9
	50 years and above	14	%4.3
	Total	323	100%
Years of service	Less than 5 years	93	28.8
	From 5 years to less than 10 years	72	%22.3
	From 10 years to less than 15 years	116	%35.9
	15 years and over	42	%13.0
	Total	323	%100.0
Educational level	Master's	198	61.3
	PhD	125	38.7
	Total	323	100.0
Academic title	Professor Doctor	52	16%
	Professor	50	15%
	Assistant Professor Doctor	55	17%
	Assistant Professor	80	25%
	Lecturer	45	14%
	Assistant Lecturer	41	13%
	Total	323	100%

The second topic (theoretical framework)

First: Strategic direction of human resources

1- The concept of strategic human resources direction

Strategic orientation is the ²³critical issue that can determine the success or failure of any organization. Strategic orientation refers to describing how the organization allocates and coordinates its resources to achieve its goals. (Fawzia, 72, 2015). From the point of view of ²(Higgins, 2008), strategic orientation represents a process through which the organization's strategy is formed and formulated. It was expressed by (Kaptuya, 2014) as the organization's philosophy of how to manage its business through a set of values and beliefs in order to achieve outstanding performance.

Al-Takhayneh (2021) states that the strategic orientation of human resources is considered an important trend for the following reasons:

1. Developing, improving and qualifying employee performance, and focusing on organizational and individual performance.
2. Supporting and encouraging the implementation and achievement of the organization's strategic goals.
3. Providing capable and qualified human resources to implement the organization's strategic plans with the highest degree of efficiency and effectiveness.
4. The major strategic role of human resources in the success of the administrative process.

The researchers define the strategic orientation of human resources as "the management that helps in learning, strategic work and implementing the organization's goals. It is the means through which the organization's goals are achieved and the organization's mission and strategic vision are determined."

2- HR Strategic Direction Objectives:

If the organization wants to achieve its mission, organizations seek to benefit from the strategic orientation to achieve a set of goals that are reflected in achieving their goals, which are: (Ismail, 2024, p. 99).

- 1) The strategic orientation enhances continued survival and smooth growth in the face of fierce competition in the markets.
- 2) Working to provide appropriate means to understand the actions taken by organizations to enhance profitability, market share and competitive advantage.
- 3) Reducing costs and increasing efficiency as much as possible while working to maintain spending on good projects and the continuous operation of upcoming projects.
- 4) Focusing and relying on the resources available in the organization to address problems or opportunities that require higher resources.

The researchers summarized the objectives of the strategic direction of human resources as:

- ❖ Use change management methods to ensure the successful implementation of improvements, as the organization must be able to adapt to changes in the internal and external environment, which is called effective change management, and conduct periodic performance evaluation to ensure the achievement of the goals set by the organization.

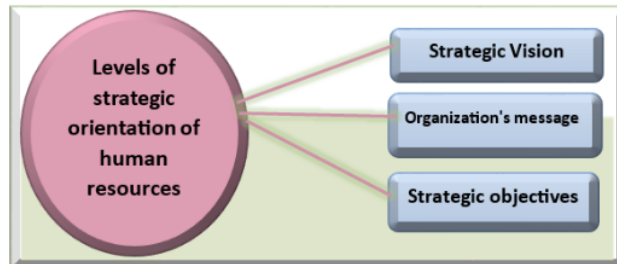
- ❖ Determine the destination (strategic directions) that will lead the organization to its goals, and the organization must determine where it wants to go and where it is now to achieve strategic goals.

3- Levels of strategic orientation

The strategic orientation consists of many levels, (Grimmer, et, al, 2017), (Ismail, 2024), (Idris and Al-Nusour, 2005).

- **The first level:** The strategic vision, the vision represents the first and important element that forms the strategic orientation, and expresses the dream and ambition that the organization seeks to achieve by harnessing its resources.
- **The second level:** The second level of the strategic orientation is the organization's message, which represents the organization's goal and reason for its existence, i.e. clarifying the purpose for which the organization was established or stating what the organization seeks to do.
- **The third level:** The goals are a means to achieve the message and vision, and the strategic goals are derived from the message, as they help to be more understandable to the rest of the departments in the organization.

Figure No. (2) shows the levels of strategic orientation.



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Source: Prepared by the researchers based on the aforementioned sources.

4- Dimensions of the strategic direction of human resources

Many researchers look at the dimensions of measuring the strategic orientation of human resources, each according to his orientations. In the current study, the researchers resorted to Kiowi, et al. (2016), Al-Tkhayneh (2021), Al-Tkhayneh (2021), Sulaytin and Al-Abbas (2022), and Sulaytin and Al-Abbas (2022) in determining the dimensions of measuring the strategic orientation of human resources, as follows:

- **First: Control-oriented HR strategy:** This dimension represents more specifically the managerial behavior to direct and monitor human resource performance, and model different types of HR strategy. According to this, management structures and HR strategy are tools and techniques to control all aspects of the business to ensure a high level of labor productivity and a similar level of profitability (Colbert, 2004).

The differences in HR strategy are not random but reflect two managerial logics: the first is the process-based direct control logic, where the focus is on efficiency and cost containment and managers need to carefully monitor and control employee performance; the second is the results-based indirect control logic, where the focus is on actual results and managers need to engage employees' intellectual capital, commitment, and cooperation (Thompson and McHugh, 2002).

- **Second: Commitment-oriented human resources strategy:** Armstrong (2015) confirmed that one of the characteristics of human resources management is its emphasis on the importance of enhancing shared commitment, as he described high commitment management as an administrative method whose goal is to create commitment that works to generate committed behavior governed primarily by personal commitment from the individual rather than being a commitment resulting from control, in addition to the existence of relationships within the organization built primarily on a high degree of trust.

Second - Creative performance:

1- The concept of creative performance:

Gupta and Singh (2015) defined creative performance as a set of activities that are interconnected to create a response to specific tasks.

Ilyana and Sholihin (2021) believe that creative performance represents a set of achievements resulting from a group of creative efforts of employees within the organization aimed at developing and renewing the services provided, while Sumayya, et al. (2021) confirm that creative performance reflects the tendency of the organization's employees to identify a set of initiatives to provide new services and generate solutions to current problems. Hermawan, et al. (2022) confirmed this by indicating that it enables the production of new and useful ideas, which gives the organization a creative and distinctive climate, and helps in participating in decision-making and facing challenges.

2- Creativity objectives:

Organizations resort to creative activities due to a set of reasons whose objective is related to products, markets, effectiveness, quality, or the desire to implement changes. It is very important to identify the reasons that drive organizations to creativity and their importance when studying the motivating forces for creative activity such as competition and entering new markets.

3- Dimensions of creative performance:

Many researchers look at indicators of measuring creative performance, each according to his orientations. In the current study, the researchers resorted to Zhang and Bartol (2011), Gupta and Singh (2014), Gupta and Singh (2015), and Haji and Faeq (2023) in determining the dimensions of measuring creative performance, as follows:

- **First: Defining the problem:** Defining the problem includes the time period required to develop the work in addition to the steps necessary to encompass all dimensions of the problem and feel it, which requires clarifying the problem and reformulating it if necessary in a way that helps produce ideas and reach practical solutions (Gupta and Singh, 2015), (Hajji and Faiq, 2023).
- **Second: Searching for information:** In this, the individual focuses his efforts, attention, and thinking on specific tasks. Here, he engages in his daily tasks, as he turns his mind to searching for information for those tasks, i.e. the interaction of information in the subconscious mind, which leads to the emergence of innovative ideas (Gupta and Singh, 2015).
- **Third: Idea generation:** Many individuals tend to limit their minds to one idea, which in turn deprives them of many positives that may be in other ideas that have not been thought of (Gupta and Singh, 2015). In the idea generation process, the individual tries to produce creative ideas, organize and evaluate them, and obtain support and assistance from the organization in order for the individual to achieve high levels of creative performance (Sumayya, et al., 2021).
- **Fourth: Enhancing the idea:** The optimal use of creative thinking in conveying or transferring ideas and beliefs in a scientific manner can achieve high levels of creative performance (Zhang and Bartol, 2010). Enhancing the idea includes understanding all the factors that influence the transmission and formation of ideas, and this helps to know how minds are led, or even how they are manipulated (Gupta and Singh, 2015).

5
The third topic (the practical side)

First - Validity of the tool (construct validity)

Reliability using the Cronbach's Alpha method: The researcher calculated the reliability of the questionnaire using the Cronbach's Alpha method, and the results were as shown in the following table:

Table No. 2 Values of the “alpha” stability coefficients for the questionnaire axes

The axis	Dimension	Number of phrases	Alpha coefficient
Strategic direction of human resources	Control-Oriented HR Strategy	8	0.904
	Commitment-Oriented HR Strategy	8	0.896
	Phase 1 as a Whole	16	0.909
Creative performance	Identify the problem	4	0.742
	Search for information	4	0.917
	Generate the idea	4	0.885
	Strengthen the idea	4	0.947
	The second axis as a whole	16	0.954

9
 It is clear from the results of Table (2) that the stability values of the questionnaire axes ranged between (0.909, 0.954), which are high and statistically acceptable stability values.

It is clear from the above that the questionnaire, with its axes, has a degree of validity and reliability that allows the researchers to use it in the current study.

The first main hypothesis Ha1:

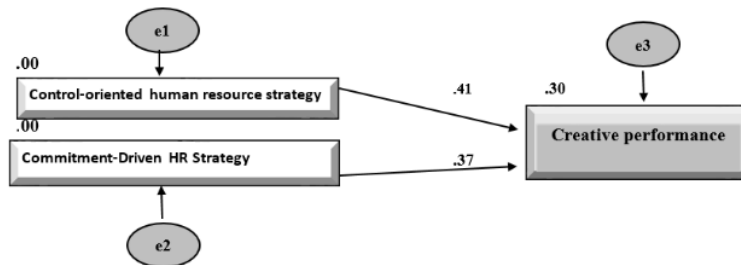
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 "There is a direct positive effect with statistical significance for the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) on creative performance in terms of its combined dimensions at Maysan University at the level (0.05)."

To verify the validity of the current hypothesis, the researcher used the Path Analysis method through the Amos **24** program, and the results were as shown in Table No. (3).

3
Table No. 3 Evaluates the impact of the strategic orientation of human resources in terms of its dimensions (control and commitment) on creative performance in terms of its combined dimensions

			Estimate	S.E.	C.R.	P	SMC
Control	➡	Creative performance	0.412	0.095	8.866	***	0.304
Commitment	➡	Creative performance	0.366	0.091	7.877	***	

The previous table shows a positive impact of the strategic orientation of human resources in terms of its dimensions (control and commitment) on creative performance in its combined dimensions, as the impact values (standard regression weights) reached (.412) for the control-oriented human resources strategy, and (.366) for the commitment-oriented human resources strategy, all of which are statistically significant at a significance level of (0.05), in terms of the critical path values (C.R.) which reached (8.866) and (7.877) respectively, and the square of multiple correlation (SMC) for creative performance in terms of its combined dimensions reached (.304), which explains the extent of the contribution of the dimensions of strategic orientation to improving creative performance. This confirms the acceptance of the validity of the current hypothesis, and Figure (3) shows the model of the impact of the dimensions of strategic orientation on creative performance. Figure No. (3) Model of the impact of strategic orientation dimensions on creative performance



The first sub-hypothesis Ha1-1:

There is a direct positive effect with statistical significance for the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) in identifying the problem at Maysan University at the level (0.05)."

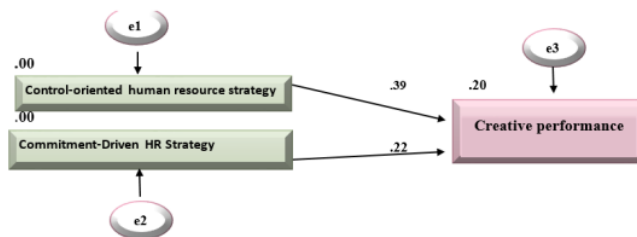
To verify the validity of the current hypothesis, the researchers used the Path Analysis method through the Amos 24 program, and the results were as shown in Table No. (4).

Table No. 4 Evaluates the impact of the strategic orientation of human resources in terms of its dimensions (control and commitment) in defining the problem

			Estimate	S.E.	C.R.	P	SMC
Control	➡	Identify the problem	0.389	0.025	7.808	***	0.199
Commitment	➡	Identify the problem	0.218	0.024	4.367	***	

8
The previous table shows a positive impact of the strategic orientation of human resources in terms of its dimensions (control and commitment) in defining the problem, as the impact values (standard regression weights) reached (.389) for the control-oriented human resources strategy, and (.218) for the commitment-oriented human resources strategy, and all of them are statistically significant at a significance level of (0.05), in terms of the values of the critical path (C.R.) which reached (7.808) and (4.367) respectively, and the value of the square of multiple correlation (SMC) for defining the problem reached (.199), which explains the extent of the contribution of the dimensions of the strategic orientation in improving the definition of the problem. This confirms the acceptance of the validity of the current hypothesis, and Figure No. (4) shows the model of the impact of the dimensions of the strategic orientation in defining the problem.

7
Figure No. 4 Model of the impact of the dimensions of strategic orientation in defining the problem



5
The second sub-hypothesis Ha1-2:

"There is a direct positive effect with statistical significance for the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) in searching for information at the University of Maysan at the level (0.05)."

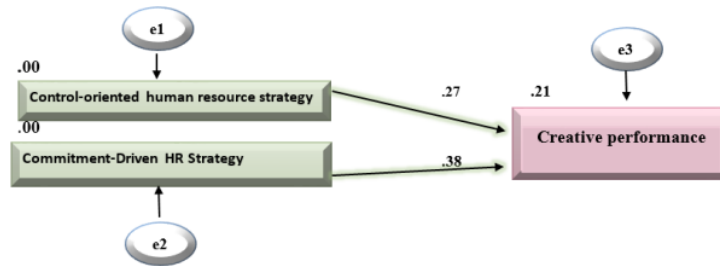
To verify the validity of the current hypothesis, the researchers used the Path Analysis method through the Amos 24 program, and the results were as shown in Table No. (5).

6
Table No. 5 Evaluate the effect of the strategic orientation of human resources in terms of its dimensions (control, commitment) in searching for information

			Estimate	S.E.	C.R.	P	SMC
Control	➔	Search for information	0.271	0.030	5.485	***	0.215
Commitment	➔	Search for information	0.376	0.029	7.610	***	

8
The previous table shows a positive impact of the strategic orientation of human resources in terms of its dimensions (control and commitment) in the search for information, as the impact values (standard regression weights) reached (.271) for the control-oriented human resources strategy, and (.376) for the commitment-oriented human resources strategy, and all of them are statistically significant at a significance level of (0.05), in terms of the critical path values (C.R.) which reached (5.485) and (7.610) respectively, and the square multiple correlation (SMC) value for the search for information reached (.215), which explains the extent of the contribution of the dimensions of the strategic orientation to the improvement of the search for information. This confirms the acceptance of the validity of the current hypothesis, and Figure No. (5) shows the model of the impact of the dimensions of the strategic orientation in the search for information.

2
Figure No. 5 Model of the impact of strategic orientation dimensions on information search



9
Third Sub-Hypothesis Ha1-3:

"There is a direct positive statistically significant effect of the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) in generating the idea at Maysan University at the level (0.05)."

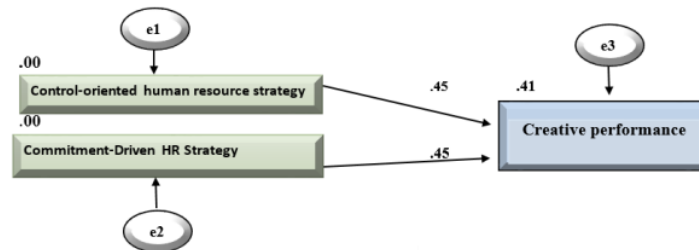
To verify the validity of the current hypothesis, the researcher used the Path Analysis method through the Amos 24 program, and the results were as shown in Table No. (6).

6
Table No. 6 Evaluate the effect of the strategic orientation of human resources in terms of its dimensions (control, commitment) in generating the idea

			Estimate	S.E.	C.R.	P	SMC
Control	➔	Idea generation	0.453	0.022	10.572	***	0.409
Commitment	➔	Idea generation	0.451	0.021	10.537	***	

8
The previous table shows a positive impact of the strategic orientation of human resources in terms of its dimensions (control and commitment) in generating the idea, as the impact values (standard regression weights) reached (.453) for the control-oriented human resources strategy, and (.451) for the commitment-oriented human resources strategy, and all of them are statistically significant at a significance level of (0.05), in terms of the critical path values (C.R.) which reached (10.572) and (10.537) respectively, and the square of multiple correlation (SMC) for generating the idea reached (.409), which explains the extent of the contribution of the dimensions of the strategic orientation in improving the generation of the idea. This confirms the acceptance of the validity of the current hypothesis, and Figure (6) shows the model of the impact of the dimensions of the strategic orientation in generating the idea.

2
Figure No. 6 Model of the impact of strategic orientation dimensions on idea generation



5
Fourth Sub-Hypothesis Ha1-4:

"There is a direct positive effect with statistical significance for the strategic orientation of human resources in terms of its dimensions (control-oriented human resources strategy, commitment-oriented human resources strategy) in promoting the idea at Maysan University at the level (0.05)."

6
Table No. 7 Evaluates the effect of the strategic orientation of human resources in terms of its dimensions (control, commitment) in promoting the idea

			Estimate	S.E.	C.R.	P	SMC
Control	➡	Promote the idea	0.391	0.031	8.018	***	0.232
Commitment	➡	Promote the idea	0.281	0.030	5.758	***	

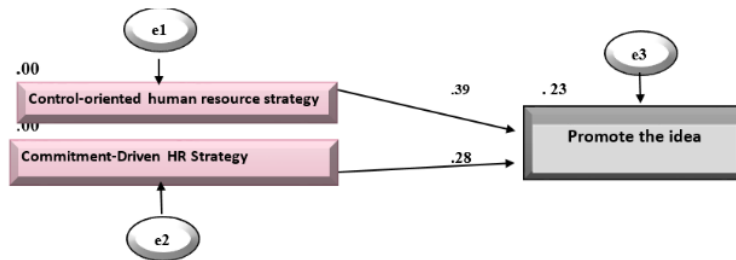
To verify the validity of the current hypothesis, the researcher used the Path Analysis method through the Amos 24 program, and the results were as shown in Table No. (7).

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It is clear from the previous table that there is a positive impact of the strategic orientation of human resources in terms of its dimensions (control and commitment) in strengthening the idea, as the impact values (standard regression weights) reached (.391) for

the control-oriented human resources strategy, and (.281) for the commitment-oriented human resources strategy, and all of them are statistically significant at a significance level of (0.05), in terms of the critical path values (C.R.) which reached (8.018) and (5.758) respectively, and the value of the square of multiple correlation (SMC) to strengthen the idea reached (.232), which explains the extent of the contribution of the dimensions of the strategic orientation in improving the strengthening of the idea.

This confirms the acceptance of the validity of the current hypothesis, and Figure No. (7) shows the model of the impact of the dimensions of the strategic orientation in strengthening the idea.

7
Figure No. 7 Model of the impact of the dimensions of strategic orientation in promoting the idea



3. CONCLUSIONS

1. The strategic direction of human resources represents the means applied by the organization with the aim of achieving performance that exceeds the specified goals, and determining the behaviors of the organization in the competitive market, which contributes to increasing creativity.
2. There is a high level of creative performance among managers at the University of Maysan in Iraq.

4. RECOMMENDATIONS

1. The more the university cares about its human resources, the better the performance will be and thus the desire of its employees to continue working will increase.
2. Working to provide a suitable and flexible work environment so that managers can work at the required level.
3. The administrative leaders at the university under study should encourage the spirit of initiative among subordinate employees and discuss their ideas with them, which helps raise their morale and enhances their collective commitment when performing their duties.

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