

## Chapter 6

# Strategic Human Resources Management: Strategies in Iraq and Jordan

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### ABSTRACT

*The chapter aims to identify the level of human resources management strategies in the Arab business organizations in Iraq and Jordan as a model in an attempt to bridge the shortage of descriptive and comparative Arabic studies. In order to achieve the goal of this chapter, it is structured to cover the following sections: 1) introduction and intellectual background to subject, 2) literature review, 3) the human and organizational characteristics of the Arab business organizations in Iraq and Jordan, and 4) The reality of human resource management strategies in the Arab organizations in Iraq and Jordan and their future directions.*

### INTRODUCTION

Strategic Human Resources Management is an approach to develop and implement a human resources strategy which integrates with business strategy and enables the organization to reach its goals. Therefore, strategic human resources management is considered a factor in the success of the organization as a means of achieving success and thus excellence. In addition to its role in assessing the skills and abilities of individuals who work on organizational strategies and place them in the right position, which supports the overall strategy that leads to the competitive advantage.

Strategic human resources management is defined as a set of long-term strategies that reflect the organization's policy in dealing with the human resource in the work environment in a manner consistent with the organization's strategy through planning, organizing, directing and monitoring aspects of finding individual and working on their development, compensation and preservation, in the sake of achieving the objectives of the organization and improving its performance and productivity.

DOI: 10.4018/978-1-5225-8048-5.ch006

Based on the above, the present chapter aims to identify the level of human resources management strategies in the Arab business organizations in Iraq and Jordan as a model in an attempt to bridge the shortage of descriptive and comparative Arabic studies.

In order to achieve the goal of the chapter, its structure consisted of five main sections:

1. Introduction and intellectual background to subject, including (intellectual dilemma, rationale justifications, main objectives)
2. Theoretical Background and Literature Review, including:
  - a. Basic Concepts (Strategic Human Resource Management Concept, the necessities that dictate the practice of strategic human resources management, Strategic Human Resource Management Models).
  - b. Human resources management strategies (human capital strategy, talent management strategy, engagement strategy, and learning strategy and development).
3. The human and organizational characteristics of the Arab business organizations in Iraq and Jordan, it includes (a description of the characteristics of the human resources in the Arab organizations in terms of scientific qualifications, field experience, skills and training level) as well as description of the organizational characteristics, including (The nature of the activity of the organizations, the types of their products and services, their sizes).
4. The reality of human resource management strategies in the Arab organizations in Iraq and Jordan and their future directions:, including: (Presenting and analyzing the reality, comparing the practice of strategies, looking at future prospects)
5. Basic guidelines for developing the performance of human resource management strategies in Arab business organizations in Iraq and Jordan. It covers two areas:
  - a. Recommendations for Arab business organizations in Iraq and Jordan in order to develop the performance of their current human resources management strategies.
  - b. Proposals for Arab business organizations in Iraq and Jordan in order to develop the performance of future human resource management strategies.

## **INTELLECTUAL BACKGROUND TO THE SUBJECT**

### **The Intellectual Dilemma**

The literature attracted to management in general and human resources management in particular has devoted considerable attention to strategic human resources management (SHRM), because strategic human resource management is considered as one of the factors in the success of the organization and a means of achieving success (Pongpearchan, 2015) by supporting business strategies through providing and sustaining adequate human capital which result in a competitive way (Noe et al., 2017). In addition to its significant role in reducing voluntary turnover rates and increasing retention of remarkable employees (Selden et al., 2013) and contributing to the development of their capacities through the modernization of means of performance development and the creation of an innovative environment (Cao et al., 2016) and creating justice in wages and evaluation of posts objectively (Kline et al., 2017).

Despite the importance of strategic human resources management, the practice of its strategies is still limited and not in depth, especially in the Arab world, as work and application are still focused on

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