The impact of outsourcing of human resource activities on organizational Resilience: (Field research in a sample of premium class hotels - in Iraq)

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Abstract

The aim of the research is to test the effect of outsourcing human resources activities (the independent variable) with its dimensions (outsourcing of staffing, outsourcing of training and development, outsourcing of wages and compensation, outsourcing of human resource information systems) on organizational resilience (the dependent variable) with its dimensions (resilience of strategic and resilience of relationships, and resilience of learning). The research problem was the questions posed by the researcher. The most important of which is the extent to which the research sample is aware of the importance of applying outsourcing of human resources activities and its role in organizational resilience. The research community was represented by all the administrative leaders of their various administrative levels in the excellent class hotels in Iraq, which numbered (103), with a degree (delegated director, assistant director delegate, department manager, and division manager). The sample was intentional, whose size was (92) directors. The main data collection tool (the questionnaire) was distributed to them to survey opinions about the variables investigated. While the research used statistical programs (SPSS V.28-SMART PLS V.3.3) to analyze the primary data. The statistical analysis showed a number of results, the most prominent of which was the interest of premium class hotels in organizational resilience as a result of having good administrative leadership that understands the mechanism of linking its strategic objectives with its operational capabilities. As well as its focus on business and basic activities on an ongoing basis through the outsourcing of human resources activities.

Keywords: outsourcing of human resource activities, organizational Resilience.

Introduction

Human resource management includes various possibilities and activities for the successful management of human capital in organizations. There is a lot of research that has been done in recent years regarding important topics. Such as strategic human resource management, human resource information systems, outsourcing of human resources, and the social responsibility of organizations that have an active role in the development of human resource management. But the outsourcing of human resources has attracted special attention by writers and researchers (Berber, 2016: 208). Especially in light of intense competition and rapid environmental change. This prompted business managers to reconsider the administrative

methods used and to restructure their current operations and enhance them with new ideas constantly (Ok, 2011:132). Proceeding from the principle that tourism services depend heavily on the human resource as the first and last responsible for the success and failure of any tourism or hotel organization. Hence the importance of paying attention to the human resource and upgrading its skills and capabilities. Accordingly, tourism and hotel organizations are in dire need to adopt modern administrative policies and practices that are consistent with contemporary developments and changes to reach a high level of organizational resilience. Therefore, organizations have been accelerating to adopt the method of outsourcing HR activities over the past decade and will continue to do so. This is by allowing specialized external organizations to carry out the work that constitutes an important part of the core business. It also saves time, effort and money. This is an important factor in improving the organization's ability to adapt to the surrounding environmental changes.

1 Research Methodology

1- *Research problem*

Organizations in the Iraqi environment suffer from changes in economic, social, cultural and political factors. And that greatly affects the work of organizations that still adhere to traditional methods of managing their business. This requires managers to increase awareness of modern administrative methods in order to enhance their ability to adapt and adapt to the changes surrounding them. The tourism sector is one of the sectors most affected by crises and challenges. Therefore, it requires increasing awareness and awareness of the importance of applying modern administrative methods to improve its organizational resilience and enhance its ability to satisfy the needs and desires of customers. The research problem can be summarized in the following questions:

1- Does the application of outsourcing of human resources activities contribute to enhancing organizational resilience in premium class hotels?
2- What are the difficulties that limit the use of outsourcing of human resources activities in premium class hotels?
3- What is the extent of the application of outsourcing of human resources activities and the level of organizational resilience for premium class hotels?

2- *Research objectives*

This research seeks to achieve a set of objectives, namely:

Indicating the extent to which the premium class hotels apply the method of outsourcing human resources in the performance of their work.
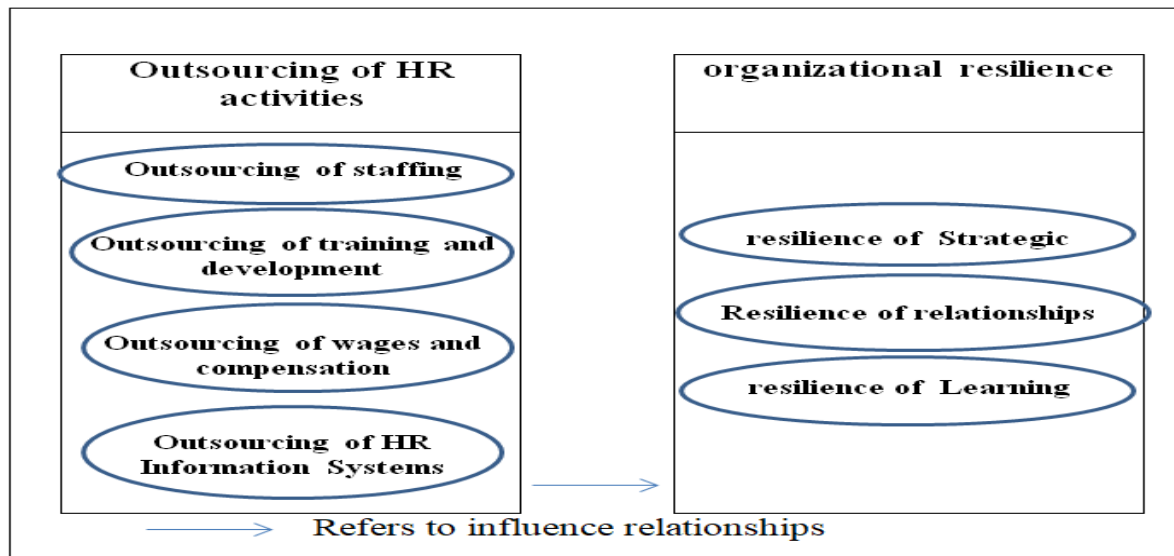
Recognize the role of external supply in achieving organizational resilience.
Disclose the difficulties that reduce the resort to modern administrative methods such as outsourcing of human resources activities and organizational resilience.

Encouraging organizations to adopt modern administrative methods through the application of outsourcing of human resources activities for the purpose of enhancing organizational resilience.

3. *Research hypothesis*

After perusal of foreign and Arabic literature, effort and continuous research in the corridors of libraries and the global information network. In light of the research problem, its importance and objectives, a hypothesis was built that shows the mutual influence relationships between the variables, as shown in Figure (1) in the below:

Figur1. *Research hypothesis*

4- Research hypothesis

There is a statistically significant effect of the dimensions of outsourcing of human resources activities combined (outsourcing of staffing, outsourcing of training and development, outsourcing of wages and compensation, outsourcing of human resource information systems) on organizational resilience and its dimensions (resilience of strategic, resilience of relationship, and resilience of learning)

5- Research community and sample

The search community includes a number of premium-class hotels in Iraq, which are (7) hotels, which are at the same time the application. The researcher chose the research community (Al Rasheed Hotel, Babylon Rotana Hotel, Divan Hotel, Rotana Hotel, Arjaan Erbil Hotel, Deadman Hotel, Ramada Hotel). As for the research sample, it included hotel managers who have job positions and participate in the board of directors. Therefore, the sample took the intentional form in its selection. And the reason for the selection is that they are the best-known and closest to diagnosing the research variables (external supply of human resource activities, organizational resilience). As a result of their awareness of the nature of these practices and their interrelationship with their responsibilities. As distributed (103) questionnaire. (98) questionnaires were recovered. The valid ones for statistical analysis after unloading were (92) views. Without a defect in excluding any of them. As their percentage of the community was (89.32%) of the research community.

2 Theoretical Review

1-   Outsourcing of human resource activities

1-1   The concept of outsourcing of human resources activities

The outsourcing of human resource activities is one of the organization's strategies for outsourcing the tasks and services that were previously performed by human resource departments within the organization to external suppliers (Cooke etal., 2005:415). It is one of the administrative methods that can help in achieving the success and winning of organizations in the field of their work (Alfalla - Luque et al., 2012: 65). As (Ozkan & Akkartal, 2019: 17) defined it as contracting with qualified experts from outside the organization to deal with some human resource activities in order to access specialized

technical capabilities and services. While (Tian, 2007: 55) considered it the process of the organization's purchase of human resources services from a specialized third party. which was produced internally. And (Belcourt, 2006: 270) defined it as a contractual relationship for the purpose of providing services by an external provider. This means that the organization agrees with another organization to perform certain HR practices for its benefit. The human resource functions that rely on external organizations include recruitment, training and development, wages and compensation, performance appraisal, layoffs, preparing legislation and regulations, and developing contracting plans (Gottardello & Valverde, 2018; Shibli et al., 2021; Usman & Rozar, 2021; Vermeulen et al., 2020).

1-2 Advantages and disadvantages of outsourcing human resources activities
2-1 Advantages of outsourcing human resources activities

Organizations apply outsourcing of human resources to obtain many benefits, including reducing human resource costs, diversifying management capabilities, and ensuring excellence in the ability to achieve resilience. As well as endurance and risk sharing in order to improve the performance of the organization (Wu&Park, 2009:227). The supply of human resources can also allow organizations to perform proactively, win the competition, and play the strategic role by focusing on the core capabilities to increase their efficiency without the need to invest in people and technology (King, 2007:123). The outsourcing of human resources, through which human resource responsibility is decentralized, can enhance the organization's capacity by achieving strategic advantages such as reducing costs, better focusing on human resource management issues directly related to the success and winning of the organization, and providing high-quality services to customers, and Strengthening Organizational Resilience (Klaas etal., 2001:126)).

1-2-2 Disadvantages of outsourcing human resources activities

Outsourcing can lead to disappointing results. And before the executives committed to this practice. Business leaders should realize that not all outsourcing operations reap the desired benefits. It can include negative effects such as loss of employee loyalty. Or low product quality or low employee morale (Boonyeun, 2018: 20)). The prevalence of outsourcing of HR activities has increased dramatically due to the financial crisis. This has led to a fundamental change in the standards upon which the HR function depends. This represents a "cultural crisis of ideas, assumptions, and values" (Zagelmeyer & Gollan, 2012:32).

1-3 Dimensions of outsourcing of human resources activities

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

1-3-1 Outsourcing of staffing

The staffing process is not an easy process, as it requires a specialized human resources department in the organization, and it is also very expensive. Therefore, organizations have recently resorted to relying on specialized and professional third parties for staffing. Outsourcing of staffing refers to the process of transferring the tasks of

recruitment, selection and appointment to an external provider, who is responsible for advertising vacancies, setting up special exhibitions for available jobs, and following up on job application forms. Conducting tests and interviews and collecting information about job applicants. Research and studies have shown that outsourcing of staffing can reduce costs to a large extent (Seth&Sethi, 2011: 129). Traditionally, recruitment activity was performed within the organization. But resorting to external parties to perform this function is very specific. It is to obtain working individuals who are characterized by perseverance and the ability to perform the required tasks. The scarcity of talent is one of the most important difficulties faced by human resource management. When it comes to talent acquisition, the processes assumed within the organization are inadequate. For this reason, many organizations are moving towards contracting with external organizations that have high capabilities and a clear vision to keep pace with change and exploit opportunities. Also, organizations that face intense competition due to globalization use outsourced providers for their recruitment activity in order to increase their profitability and improve their performance (Olannye & Okoro, 2017:70) .

1-3-2 Outsourcing of Training and Development：

Outsourcing of training and development refers to the appointment of an external service provider to plan and implement training activities. This process can give the organization a long-term competitive advantage. By increasing the level of knowledge of employees and developing their capabilities. This in turn will lead to the distinction of the organization from others. Because of its efficiency based on a capital of knowledge resulting from the good management of training and development programs enjoyed by the external provider (Olannye & Okoro, 2017: 70). Through outsourcing of training and development, organizations can benefit from the expertise and knowledge of external specialists. Where many human resource departments lack the internal resources and knowledge to interact with the changing external environment due to rapid developments in technologies, regulations and legal legislation. When it comes to the effectiveness of the results of outsourcing for training and development, the following matters should be taken into account: establishing relationships based on mutual trust with the external provider, identifying the appropriate reasons and motives for outsourcing, concluding a clear and comprehensive contract, cooperating with the training team during implementation. (Ji, 2016: 110).

1-3-3 Outsourcing of wages and compensation

Wage and compensation outsourcing refers to the process of contracting with outside organizations to manage and organize all or part of the tasks related to wage, and compensation services provided to employees. Activities include (payment of wages, salaries, bonuses, tax deductions and deductions from income). The organization may decide to transfer all or part of the remuneration and compensation functions (Jirawuttinunt, 2015:118)). The wages and compensation function is one of the routine activities in the human resources department and one of the most outsourced activities. The remuneration function of output organizations such as The Hay Hewitt Group is often performed by specialized third parties in order to avoid being accused of conspiring with other organizations to set wages in the marketplace. It avoids collecting information about the wage market by contracting with an external service provider (consultants, consulting agencies, etc.) to be responsible for managing the wages and compensation activity (Cicek & Bilal, 2011:138).

1-3-4 Outsourcing of Human Resources Information Systems：

Defined (Lengnick-Hall & Moritz, 2003: 367) outsourcing of human resource information systems as a systematic process using comprehensive systems to manage human

resource activities, which can be equipped by an external supplier. For example, employees can work on computer programs when filling out forms electronically, make necessary changes to their information, and obtain information about their benefits at any time. Through human resources information systems, human resources information is issued, their transactions are computerized, and the way human resources departments work can be changed. Accordingly, it plays a strategic role in improving the value of the organization. He added (Jirawuttint, 2015: 119) that obtaining human resources information systems services from specialized external suppliers facilitates the use of different types of computer software. Like filling out forms online. Employees can obtain the information they need in a timely manner by processing data related to working personnel. It can assist in evaluating and evaluating human resources activities while ensuring that the wages and compensation offered are appropriate to the capabilities of the employees and their achievements. It also provides the Human Resources Department with information related to the personnel working to perform planning and control tasks at a low cost, at the right time, at the right speed, and with the least effort.

2- *Organizational Resilience*

2-1 *The concept of organizational resilience*

Organizational resilience can be defined as the ability to anticipate potential threats. And successfully interact with unexpected events. And learn from these events in order to build dynamic capabilities aimed at developing the organization (Duckek, 2020: 390)). Organizational resilience is also seen as one of the critical success factors for organizations, allowing them to face various upheavals, whether they are minor challenges or major crises (McCann etal., 2009:45). There are those who considered resilience as a measure of the disturbances that the organization can bear. Resilience according to this view is the level of disruption that an organization can withstand and survive (Mamouni, 2014:105)). Resilience is defined (95Sutcliffe & Vogus, 2003:) as the ability of organizational units to resume unfavorable events, or constructively change undesirable conditions. (Cumming etal., 2005:978) defined organizational resilience as the ability of a system to maintain its identity when facing internal changes. As well as its ability to adapt to external threats and disturbances (Dalziell & McManus, 2004: 58).

2-2 *The importance of organizational resilience*

Organizational resilience has become an important feature in organizations to help them continue to operate in a complex and changing economy. And for the purpose of enhancing competitiveness in the fast-paced business world. Organizations must adapt to changing circumstances as a result of technological developments and the change and complexity of customer demands. The adoption of flexible organizational structures and processes that enhance the ability of organizations to respond to external conditions has become a prerequisite for control (Anning-Dorson & Nyamekye, 2020: 605). The past decade has witnessed a growing interest in organizational resilience research as it enhances the ability of business organizations to recover after facing hardships and challenges (Alliger et al., 2015:178). Increasing natural disasters, epidemic diseases, economic crises, equipment failures, and human errors are just a few examples that underscore the need for organizational resilience and its importance in surviving, adapting and succeeding in a complex environment. as well as ensuring organizational stability and security (Williams & Shepherd, 2016: 2071)). Resilience of organizations enables them to develop themselves, or change the ways of doing business, for the purpose of continuing to be able to face external changes that could not have been specifically foreseen when the organization was established (Tomlinson, 1976:533)). Given the difficulty of predicting market changes, the ability to quickly adapt to

unexpected developments gives organizations a competitive advantage. This is because competing organizations may find it difficult to adjust their business processes, structures, designs and strategies in order to capitalize on opportunities or avoid threats. Resilient organizations excel in mobility, interaction, and agility. Hence the ability to quickly adapt to changing market conditions and outperform competitors (Anning-Dorson & Nyamekye, 2020: 606).

2-3 Dimensions of organizational resilience

A number of researchers, including (Lim et al., 2011), (Khin, 2012), and (AlRashidi et al., 2019) agreed that strategic resilience is one of the dimensions of organizational resilience. There is a consensus among researchers such as (Vogus & Sutcliffe, 2007), Borekci etal, 2014), and (Chen etal, 2021), on the dimension of the resilience of relationships. While (Hillmann & Keim, 2001), (Godwin & Amah, 2013), and Umoh etal, 2014) agreed on the dimension of resilience of learning, and in line with the foregoing and to achieve the research objectives, the researcher will adopt these dimensions of organizational resilience that are consistent with the nature of the research that It is represented by resilience of strategic, resilience of relationship, and resilience of learning , which will be addressed as follows:

A- Resilience of Strategic :

Resilience of Strategic means the organization's ability to adapt to substantial, uncertain and rapidly occurring environmental changes that have a measurable impact on the organization's performance in a dynamic turbulent environment. Strategic decisions may need to be constantly reviewed in order to adapt and respond by the organization to a range of changes in the competitive environment. (Armstrong, 2011: 52) emphasized that strategic resilience refers to the organization's ability to respond and adapt to changes in its competitive environment and to use the time element in formulating and implementing the organization's strategy. Continuing on products, organizational processes and technology. As well as giving an appropriate ability for the organization's management to adapt and change over time to achieve and maintain competitive advantage in the long term. Strategic resilience reflects the ability of an organization's management to respond to environmental changes. It deals with it either defensively or offensively. Either reactively or proactively. Accordingly, strategic responsive resilience is broader than organizational adaptation because it takes into account the organization's adaptation to the requirements of the environment. Its impact on the organization is reflected in the restructuring processes. As a state of response to any changes in the environment. Its goal is to take advantage of opportunities and reduce any harm that can be caused to them as a result of environmental changes (Fan et al., 2013: 189).

B- Resilience of Relationships :

Effective and flexible relationships with stakeholders are a prerequisite for the success of any organization. Because of its critical role and direct impact on the business environment and the profits of the organization. There is a need for a systematic approach to proactive and adaptive flexible management to build relationships with stakeholders in light of the diversity and different expectations and needs of stakeholders. Effectively providing and managing a communications network can be a robust and systematic approach to successfully managing stakeholder relationships at all levels. It is worth noting that stakeholders are individuals, groups or organizations that are (customers, distributors, employees, or shareholders). It may affect or be affected by the results of the organization. Which winning business organizations recognized the need to build strong relationships with the stakeholders involved in their business. It is the responsibility of business leaders to manage these relationships with them

in a flexible and effective manner. In today's global economy, building sustainable relationships with stakeholders is one of the major challenges facing managers in their organizations (Rajhans, 2018: 47). According to Kotler, business organizations can no longer operate as stand-alone units without loyal partners. Therefore, it has become increasingly dependent on its own employees, suppliers, distributors, dealers and advertising agencies when performing its business (Freeman et al., 2010: 135).

C- resilience of learning

Resilience of organizational learning refers to the knowledge and capabilities needed to change habits and procedures in order to help the organization deal with external challenges. It is a spontaneous product and process based on the organization's prior knowledge and learning from past experiences (Duggan, 2012: 24). Real learning resilience should not be considered as a repository for storing different topics. Rather, it is a process of acquiring new concepts and perspectives. Forming new behaviors and learning about the environment as a whole through newly collected information (Tibet, 2015:13). It is a continuous dynamic process. It seeks to enhance the ability of business organizations to adapt, succeed and win in performance. By learning in a highly competitive and changing business environment. This is done by conducting some administrative practices and procedures such as empowering human resources, benefiting from past experiences and experiences in facing future challenges, and managing and using knowledge and technology effectively and efficiently for the purpose of learning and improving performance. This should be achieved through the availability of an organizational culture that depends on the common vision of the members of the organization and is supportive and motivating for collective learning and continuous improvement (Khandeka & Sharma, 2005:212).

3 The Practical Aspect

Presenting and diagnosing the independent variable affecting the outsourcing of human resources activities

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

Measure the dimension of external supply of training and development through paragraphs (11-6). The descriptive analysis resulted in obtaining a weighted arithmetic mean (3.16) of moderate availability. It is practiced by managements of premium class hotels with a relative interest (63.20%) average. And with a relative coefficient of variation (31.04%). And with a standard deviation (0.981). These results indicate a high agreement in the opinions of the sample about the ownership of premium-class hotel managements, a modern administrative process through which the hotel's current and future practices and activities are directed towards outsourcing training and development activities to external parties that increase the ability of its current and new members to accomplish tasks more effectively and

reduce Wasting money, effort and time in line with the requirements of international hotels and their orientation towards improving the practices of their members. As for the six paragraphs, I got a weighted arithmetic mean that ranged (3.21-3.07) at a moderate level. It is practiced with relative interest (64.2%-61.4%) average in the contracting external parties to create suitable places for conducting training for hotel employees. As a result of setting the training objectives by those parties and the hotel management by agreement. The results of outsourcing human resources information systems and descriptive statistical analysis showed that it obtained a weighted arithmetic mean (2.98) with moderate availability and less than the hypothetical mean of the research (3), which indicates a weakness in the availability of the dimension. It is practiced by managements of excellent class hotels with a relative interest (59.60%) average. And with a relative coefficient of variation (32.24%). And with a standard deviation (0.961). These results indicate that hotel managements rely on a strictly directed management process through which external organizations are accredited to perform human resource information systems activities on behalf of the hotel. As for the paragraphs, I got a weighted arithmetic mean that ranged (3.17-2.84) at a moderate level. It is practiced with relative interest (63.4%-56.8%) average in that third parties provide specialized staff in human resources information systems to carry out tasks and activities within hotels that increase the ability of its members to perform their current and future jobs. These behaviors obtained a relative coefficient of difference (40.40%-35.19%) that rank them from the most agreement to the least. While it was found that the standard deviation of the paragraphs is (1.184-1.050) about that availability.

As for the dimension of outsourcing of staffing, it was measured across five items (5-1). The descriptive statistical analysis concluded that it obtained a weighted arithmetic mean (2.87) with moderate availability, but less than the hypothetical mean (3). It is practiced by managements of excellent class hotels with a relative interest (57.4%) of the medium. And with a relative coefficient of difference (35.47%). and with a standard deviation of (1.018). These results indicate an acceptable relative agreement in the opinions of the sample about the dependence of the seven hotel administrations on owning the process of transferring the responsibility of performing recruitment tasks to an external supplier or supplier for the purpose of obtaining the appropriate staff of qualified and trained employees as needed. As for the level of the five paragraphs, I obtained a weighted arithmetic mean that ranged (3.01-2.67) of moderate level. It is practiced with relative interest (60.2%-53.4%) medium to weak in hotels' dependence on external parties to carry out an analysis and description of its internal functions. And the use of third parties to carry out the tasks of attracting and announcing vacancies on his behalf and approving them by third parties to complete the process of appointing the appropriate employees after announcing the vacancies and conducting a comparison between them and selecting the most suitable among them in a limited way. These practices obtained a relative coefficient of variation (43.88% - 37%) that ranked them from the most agreement to the least. While it was found that the standard deviation of the paragraphs (1.220-1.114) about that availability. While the dimension of external supply of wages and compensation was measured across five paragraphs (17-12). The descriptive statistical analysis concluded that it obtained a weighted arithmetic mean (2.76) available at a moderate level. It is practiced by managements of premium class hotels with a relative interest (55.20%) average. And with a relative coefficient of variation (36.73%). and with a standard deviation of (1.014). These results indicate an acceptable relative agreement in the opinions of the sample about the dependence of hotel administrations on the process of relying on external parties in the activity of wages and compensation on their behalf. As well as its ability to keep pace with changes and fluctuations in prices and wages. As for the paragraphs, I got a weighted arithmetic mean that

ranged (2.88-2.60) at a moderate level. It is practiced with a relative interest (57.4%-52) that external organizations conduct surveys on the quality of the compensation system on behalf of the hotel. And the hotel management assigning this process to specialized external experts for the purpose of determining wage and compensation structures (salaries, wages, incentives). As well as the design of external parties' payment systems for salaries and wages on behalf of the hotel in a manner that enhances the efficiency and productivity of workers. Especially when hotels assign their services related to wages and compensation systems to a specialized third party. Responsible for managing compensation for hotel staff on his behalf. It relies on payment by bank exchange cards, and this is consistent with the answers of the sample in the weakness of the overall dimension. These practices obtained a relative coefficient of variation (44.96%-38.09%), which ranked them from the most agreement to the least. While it was found that the standard deviation of the paragraphs (1.212-1.097) about that availability.

Description and diagnosis of the dependent variable organizational resilience

The adopted variable is organizational resilience, and it was measured through three sub-dimensions (strategic resilience, relationship resilience, learning resilience) in seven hotels. The dimension represents (18) paragraphs. According to the scale (Chen et al., 2021), and the results of the confirmatory factor analysis, which confirmed that all the paragraphs represent the purpose for which they were prepared and agreed with the theoretical side. The descriptive statistical analysis of the organizational resilience variable, as shown in Table (3), concluded that it obtained a weighted arithmetic mean (4.24) with a very high availability. This is caused by the hotel's ability to face challenges and adapt to them by making appropriate adjustments in its internal resources with the aim of survival, continuity and growth in light of a highly changing environment that needs renewal and keeping pace with the hotel work like international hotels. And the amounts he pays to feel the quality of the service that adapts to what he desires and listens to his opinion on an ongoing basis and mimics the experiences of other hotels. The hotel managements paid attention to these behaviors and practices with a percentage of (84.8%). As it became clear their agreement and homogeneity of their opinions about its availability. And with a relative coefficient of variation (11.15%). While the variable as a whole got a standard deviation (0.473). The dimension of strategic resilience was measured through paragraphs (28-23) in the questionnaire. In general, the dimension obtained an arithmetic mean (4.25) with a very high availability and a relative coefficient of variation (12.25%). and with a standard deviation of (0.521). and relative interest (85%). These results indicate a high agreement in the sample opinions about the hotel's ability to survive and enhance its competitive advantage over time. Which helps him to diagnose, treat and eliminate his weaknesses and the ability to choose the appropriate success model according to the competitive position and the degree of response and readiness. As for the level of the six paragraphs, I got a weighted arithmetic mean that ranged (4.32-4.15) from high to very high level. Exercising with a high relative interest (86.4%-83%) in hotel ownership Research Field Good leadership that understands how to link strategic objectives with the hotel's operational capabilities. This is reflected in the hotel management's ability to diagnose internal and external conditions and determine its strategic direction. relationships, it is measured by adopting paragraphs (34-29). The descriptive statistical analysis concluded that it obtained a weighted arithmetic mean (4.34) available. It is practiced by the managements of premium class hotels with a relative interest (86.8%) high. And with a relative coefficient of variation (13.08%). and with a standard deviation of (0.568).

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

No.	Items	Arithmetic mean	standard deviation	Relative importance e%	Variation coefficient %	priority
1	The hotel relies on third parties to carry out the analysis and characterization of its internal functions.	3.01	1.114	60.2	37	1
2	The hotel hires third parties to carry out its recruitment tasks and advertise vacancies on its behalf.	3.00	1.119	60	37.3	2
3	The hotel relies on third parties for the purpose of screening candidates and selecting the appropriate ones.	2.78	1.220	55.6	43.88	5
4	Private interviews with job applicants are conducted in the hotel by specialized third parties.	2.67	1.130	53.4	42.32	4
5	The hotel relies on third parties to complete the process of appointing the appropriate employees after announcing the vacant positions and making a comparison between them and selecting the most suitable ones.	2.86	1.200	57.2	41.95	3
	Outsourcing of staffing	2.87	1.018	57.4	35.47	Third
6	The hotel management consults with third parties, when it comes to defining training methods for employees.	3.18	1.176	63.6	36.98	4
7	Training objectives are set by external parties and hotel management.	3.20	1.143	64	35.71	2
8	Hotel management identifies training needs, and external organizations provide training content based on those needs.	3.12	1.137	62.4	36.44	3
9	Assigning responsibility for training hotel staff to external parties to gain the necessary technical expertise.	3.07	1.206	61.4	39.28	6
10	External parties have training programs according to the required specializations and the future jobs that the hotel needs.	3.21	1.193	64.2	37.16	5
11	Contracted third parties shall provide suitable places to conduct training for hotel employees.	3.16	1.112	63.2	35.18	1
	Outsourcing of training and development	3.16	0.981	63.2	31.04	first
12	The hotel outsources services related to remuneration and compensation systems to a specialized third party.	2.74	1.212	54.8	44.23	5
13	Third parties are responsible for managing compensation (salaries, wages and incentives) for hotel employees on their behalf.	2.60	1.169	52	44.96	6
14	Third parties design payroll and payroll systems on behalf of the hotel.	2.75	1.125	55	40.90	3
15	The hotel management relies on specialized external experts for the purpose of determining wage and compensation structures (salaries, wages and incentives(	2.77	1.110	55.4	40.07	2
16	External organizations conduct surveys on the quality of the compensation system on behalf of the hotel.	2.88	1.097	57.4	38.09	1
17	The hotel's reliance on third parties specialized in managing salaries and compensation enhances the efficiency and productivity of employees.	2.78	1.146	55.6	41.22	4
	Outsourcing of wages and compensation	2.76	1.014	55.2	36.73	fourth
18	The hotel management resorts to external parties and experts who specialize in training hotel staff on information technology.	3.17	1.173	63.4	37	3
19	Third parties provide personnel specialized in human resource information systems to carry out tasks within the hotel.	3.06	1.077	61.2	35.19	1
20	Assigning the hotel management, the activities of human resources information systems to external parties for the purpose of reducing their costs.	2.87	1.050	57.4	36.58	2
21	The hotel management relies on a third party to carry out the activity of information systems for human resources due to the lack of human resources specialized in information technology.	2.84	1.108	56.8	39.01	4
22	Accreditation of third parties in the management of the information system for human resources provides the hotel with the necessary information.	2.93	1.184	58.6	40.40	5
	Outsourcing of HR Information Systems	2.98	0.961	59.6	32.24	Second
	Outsourcing of HR activities	2.94	0.853	58.8	29.01	

Source: SPSS V.28 outputs

These behaviors had a relative coefficient of difference (19.85%-14.93%) that rank them from most agreeable to least. While it was found that the standard deviation of the paragraphs (0.824-0.639) about that availability. As for the dimension of resilience of

These results indicate a high agreement in the sample opinions about the hotels' dependence on building strong and positive relationships with suppliers and customers who are dealt with and contracted with. As well as other stakeholders for the purpose of improving the quality of services provided to customers. As for the paragraphs, I got a balanced arithmetic mean that ranged between (4.53-4.25), a very high level. It is practiced with a high relative interest (90.6%-85%) in the efforts of hotel management to meet the needs of its customers and listen to their opinions and take them into consideration. And work to provide distinguished and valuable services of its kind to its guests and to their satisfaction. The hotel aims to achieve prosperity and organizational success by adopting satisfactory relationships with stakeholders. As well as establishing good working relationships with external parties who deal with them. And keen to build good relationships with their employees. Attention to suggestions made by investors and stakeholders. These practices obtained a relative coefficient of variation (18.02%-14.03%) that ranked them from the most agreement to the least. While it was found that the standard deviation of these paragraphs is (0.759-0.636) about that availability. While paragraphs (40-35) were adopted in measuring the dimension of learning resilience. The descriptive statistical analysis concluded that a weighted arithmetic mean (4.12) was available. It is practiced by managements of premium class hotels with a relative interest (82.4%) of good. And with a relative coefficient of variation (15.50%). and with a standard deviation of (0.639). These results indicate a good relative agreement about the ability of hotels to acquire new knowledge and effectively absorb it by them for the purpose of developing the skills of their members and enhancing the ability to face the surrounding challenges by simulating distinguished hotels and identifying the reasons for their success and experiences in solving problems. As for the paragraphs, I got a weighted arithmetic mean that ranged (4.25-4.00) from high to very high. It is practiced with relative interest (85%-80%) good in defining learning goals based on the characteristics adopted in its competitive orientation supported by awareness and clear awareness of the challenges it faces in a timely manner. Attention to adapting and changing the patterns and behaviors of its members towards learning and to improve their conditions in a timely manner. These practices obtained a relative coefficient of variation (21.27%-17.08%), which was ranked from the most agreement to the least. While it was found that the standard deviation of the paragraphs (0.851-0.709) about that availability.

To test the impact of outsourcing of human resources activities on organizational resilience

The main hypothesis of the research was determined according to the hypothesis scheme and to verify the validity of the hypothesis or not. A multiple linear regression model has been implemented. According to the main research hypothesis, the outsourcing of human resource activities in its combined dimensions (outsourcing for staffing, outsourcing for training and development, outsourcing for wages and compensation, outsourcing for human resource information systems) has a significant impact on organizational resilience and its dimensions (strategic resilience, relationship resilience, learning resilience) significantly: .

The researcher found a prototype with the calculated value of (F) (16,471). And the value of the interpretation coefficient (0.431). And the value of the average interpretation coefficient (0.405). While it was found from the results of Table (33) that the calculated value of (F) for the model (58.933) and a probability value (0.000), which is more than its scheduled value (4.133) and a probability value (0.05) to indicate the significance of the model. In addition, there is an interpretation coefficient (0.396) and a probability value (0.000). And with a corrected interpretation coefficient (0.389). The dimensions of outsourcing of human resources activities combined (outsourcing of staffing, outsourcing of

training and development, outsourcing of wages and compensation, outsourcing of human resources information systems) were able to explain (38.9%) of the changes that occur in organizational resilience. While the remaining percentage (61.1%) is attributed to other variables that were not included in the tested model.

While the researcher found a positive effect of the dimension of external supply of staffing of (0.607) and with a probability value of (0.000). With the calculated T value (7.677). This indicates the inability of the managements of the excellent class hotels to employ the rest of the dimensions of the independent variable model in improving the level of organizational resilience. As it did not appear to it any investment in the process of improvement that it aims to adopt in the model. From all the presented results, the second main hypothesis is accepted (the external supply of human resources activities, in all its dimensions, have a significant effect on organizational resilience), according to the following equation:

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

No.	Items	Arithmetic mean	standard deviation	Variation coefficient% Relative importance%	priority
23	The hotel management focuses on its core business and activities on an ongoing basis.	4.15	0.824	83 19.85	6
24	The hotel management can determine the emergency or changing circumstances surrounding it at the appropriate time.	4.21	0.738	84.2 17.52	5
25	The hotel management adopts a long-term development strategy.	4.30	0.658	86 15.30	4
26	The hotel management can diagnose the internal and external conditions and determine its strategic direction.	4.25	0.639	85 15.03	2
27	The hotel management can achieve harmony and harmony with internal and external changes.	4.27	0.647	85.4 15.15	3
28	The hotel has an accomplished leadership that understands how to link strategic goals with operational capabilities.	4.32	0.645	86.4 14.93	1
	Strategic resilience	4.25	0.521	85 12.25	first
29	The hotel offers unique and valuable services to its guests, to their satisfaction.	4.50	0.687	90 15.26	2
30	The hotel management seeks to meet the needs of customers, listen to their opinions and take them into consideration.	4.53	0.636	90.6 14.03	1
31	The hotel aims to achieve prosperity and organizational success by adopting satisfactory relationships with stakeholders.	4.27	0.681	85.4 15.94	3
32	The hotel management is keen to build good relationships with its employees.	4.27	0.727	85.4 17.02	5
33	The hotel management seeks to establish good working relationships with all external parties that deal with them.	4.25	0.681	85 16.02	4
34	The hotel management is keen to pay attention to the suggestions made by investors and stakeholders.	4.21	0.759	84.2 18.02	6
	Resilience of relationships	4.34	0.568	86.8 13.08	Second
35	Hotel management determines learning objectives based on the characteristics adopted in its competitive orientation.	4.15	0.709	83 17.08	1
36	The best leading hotels are selected, the reasons for their success are sought, and the reasons for that success are simulated.	4.00	0.851	80 21.27	6
37	The hotel management has a clear awareness of the challenges it faces in a timely manner.	4.08	0.720	81.6 17.64	2
38	Hotel management can improve their situation in time	4.21	0.782	84.2 18.57	4
39	Hotel management is interested in adapting and changing the behavior of employees towards learning	4.25	0.764	85 17.97	3
40	The hotel management seeks to learn more from the experiences of other hotel establishments.	4.01	0.845	80.2 21.07	5
	Learning resilience	4.12	0.639	82.4 15.50	Third
	organizational resilience	4.24	0.473	84.8 11.15	

Source: SPSS V.28 outputs

Organizational Resilience (Y) = (1.749) + 0.607 * (Staffing Outsourcing)

Table (3). *The effect of outsourcing human resources activities with their combined dimensions on organizational resilience (n = 92)*

independent variable	organizational resilience						
	α	β	R²	A R²	P-V	T	F
Outsourcing of staffing		0.576			0.000	5.963	
Outsourcing of training and development	1.721	0.143	0.431	0.405	0.154	1.439	16.471
Outsourcing of wages and compensation		-0.064			0.251	1.155	
Outsourcing of HR Information Systems		-0.071			0.225	1.222	
best model							
Outsourcing of staffing	1.749	0.607	0.396	0.389	0.000	7.677	58.933

Source: SPSS V.28 outputs

4 Conclusions and Recommendations

1-   Conclusions

Premium class hotels have demonstrated their interest in flexible learning. It worked on defining its objectives based on the characteristics adopted in its competitive orientation. Choosing the best leading hotels, searching for the reasons for their success, and then simulating them for the reasons for success.

Excellent class hotels showed the ability to outsourcing human resources activities to improve their organizational resilience by adopting outsourcing of staffing to improve their organizational resilience, strategic resilience, and learning resilience, but they needed outsourcing of staffing to improve the resilience of relationships and reduce the resilience of relationships by employing outsourcing systems HR information.

2- Recommendations

The need for additional attention to strategic resilience in a way that enhances the organizational resilience of premium-class hotels by continuously focusing on its core business and activities. As well as identifying the emergency and changing circumstances surrounding it and within the appropriate time.

Excellent class hotels have the ability to adopt the outsourcing of human resources activities to improve their organizational resilience and the outsourcing of staffing to improve their organizational resilience, strategic resilience, learning resilience, and the need for the outsourcing of staffing to improve the resilience of relationships and reduce the resilience of relationships by employing outsourcing information systems HR.

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