Impacting The Core Competencies Of Human Resources On Strategic Alignment

By

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Abstract

Purpose: The purpose of this research paper is to better understand HR practices with their core competencies (teamwork, communication, understanding the customer, self-development, problem-solving, leadership) through their Influence on the strategic alignment by Dimensions (governance, partnership infrastructure), In Iraqi private higher education sector.

Methodology/Design: The analytical descriptive approach was added using a questionnaire as the main tool and was conducted in 10 private colleges. The research population consisted of 162 officials in the selected private colleges, and 145 questionnaires consisting of 53 items were distributed to the research sample. The valid forms were 128, which represented 79% of the total population. Statistical methods (Spearman's correlation, simple regression analysis, multiple regression analysis, F-test, T-test, coefficient of determination (R^2) were used through the statistical programs (SPSS, 26) and (AMOS, 23).

Results: The main results of the research show the positive influence of the core competencies of human resources on strategic alignment.

Research limitations: the main research limitation a scope which it was only one sector (the private higher education) and selected 15% of the Iraqi private colleges.

Practical implications: This research sheds light on the importance of core competencies in the Iraqi private higher education sector, in addition, it is one of the few studies that focused on multiple geographical areas, and provides further discussion of the direction of core competencies for human resources and strategic alignment.

Originality/value: The research adds value to the literature on human resource management and strategic management by developing a model that links the two variables in the private higher education sector.

Keywords: Core competencies for human resources, strategic alignment, Iraqi private higher education.

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1. Introduction

1.1. The motivation and justification for research

In recent years, interest in the Core Competencies of Human Resources (CCHR) has increased by various organizations that seek to achieve superiority over other organizations working in the same field, as one of the sources of competitive advantage for business organizations Abbas (2013); Agha (2013); Al-Amiri (2014); SI et al (2016). Hence organizations are keen to build and develop (CCHR) in various ways, considering that the human resource represents the most valuable resource of the organization, with its skills and experiences that accumulate over time. On the one hand, Strategic Alignment (SA) plays an important role in organizational performance Al-adwan (2014); Sardana et al (2016); Miyamoto (2018), and plays a prominent role in the success of organizations Barnes (2017). However, the organizations face challenges in achieving SA, and the biggest challenge is how to match its goals with those of its HR to achieve the desired organizational success, as the intersection of its objectives with the objectives of HR can lead to the failure of the implementation of the strategy Hough & Liebig (2013).

Up to this time, there are no studies linking CCHR and SA at the global level, especially in the Higher Education (HE) sector. However, there are two studies that dealt with the effective contribution of HR to SA of organizations and focused on the theoretical side rather than the practical side Sousa & Leite (2017); Oehlhorn et al (2020), the majority of studies related to CCHR focus on its role in achieving competitive advantage, and studies of strategic compatibility focused on its role in organizational performance, and most of them were in different sectors of the private HE sector. Moreover, there is wide controversy among researchers to assign a specific concept to each of CCHR and SA, not to mention determining its exact dimensions. Thus, the main question of the research can be formulated: What is the influence of CCHR on SA in a sample of private colleges? Thus, the main objective of the research is to better understand CCHR practices in the workplace and in a way that contributes to SA in the Iraqi private HE sector.

1.2. The research contributions

The current research adds value to the Human Resource Management (HRM) and strategic management literature by linking CCHR/HRM and SA/strategic management by designing and testing a hypothetical model linking them, applied in the Iraqi private HE field. Moreover, the two researchers relied on ten different faculties distributed in five geographical regions, in contrast to many studies that rely on a single geographical region. This research can be useful for senior management and strategic decision makers through the results that come out to know the core competencies available to HR higher than others, as well as the level of application of SA through its dimensions.

2. Literature Review And Developing Hypotheses

CCHR is one of the core competencies of the organization that enables it to gain a competitive advantage Kawshala (2017). It is a feature of skills, knowledge, and behaviors that characterize HR working in organizations Vu, (2017). Pervasive across all organizational levels Wheelen et al (2018). The distinction between those who show superior performance in their assigned tasks and those who show lower performance Belcourt et al (2017); Misra&Sarma (2020). And CCHR enables them to excel in many jobs, unlike skilled workers who work in specific jobs Belcourt & Podolsky (2019). It is considered a strategic strength for the organization because it enables it to dispense with the use of external sources and rely

on its internal sources SI et al (2016). The CCHR can be defined as the unique and distinctive characteristics of the human resources working within the organization, which consist of an integrated set of skills, knowledge, and behaviors that can be built and developed over time, and the organization can rely on and use them to achieve its various goals.

On the other hand, the SA is represented by the degree of appropriateness of the organization's information technology strategy and infrastructure with the strategic objectives of the organization and its infrastructure Almajali & Dahalin (2011). SA is considered as a link between the organizational goals and the goals of the business units in the organization, through which the goals of the business units are continuously adapted to the general goals of the organization Kasina (2012). It is includes the alignment of the organization's culture, HR, organizational structure, and governance with strategy so that everyone works to achieve the same goal Hough & Liebig (2013). SA is a complex and incomprehensible idea and mainly depends on aligning organizational goals and objectives, as the organizational strategy supports the general strategic direction Abdul Majid (2016). It also enhances organizational flexibility and allows the organization to adapt to environmental shifts Ben Amar & Ben Romdhane (2019). And its final concept focuses on the compatibility or alignment of all the elements of the organization internal, which leads to high organizational performance Sholihah et al (2019). SA is an indicator of the organization's strong performance, and the better SA, the better the organization's performance. On the contrary, if there is a defect in SA, the organization cannot guarantee superior performance over competitors Ilmudeen (2019). SA can be defined as a dynamic process based on a set of contemporary methods to help the organization facilitate its work at various organizational levels by avoiding the occurrence of conflict in strategic goals and directions by achieving alignment between its various organizational units horizontally and vertically.

One of the elements of the success of SA is the team-based organizational work environment, as HR work in the organization as a single unit to achieve various goals Luftman & Brier (1999). The adequacy of HR to work in teams, their trust in each other, and their commitment to the organization's strategy are critical factors in the success of its SA Wong et al (2012). By meeting the members of the same team on a daily or weekly basis, they exchange their different knowledge and skills and get to know each other more, and enhance this knowledge by reducing the misunderstanding that can occur if the organization is based on individual work Schlosser et al (2015). When the goals of the team leader are identical to the goals of the organization, there is a mutual understanding by the HR of the organization's strategy and plans, which leads to the HR receiving similar messages or information, and then the consensus of all to adhere to the predetermined goals Ates et al (2020). Based on the literature, the following research hypothesis was indicated:

H.1. There is a positive influence of teamwork (TW) on SA.

Communication is one of the core competencies necessary to achieve SA through the exchange of ideas between HR at various organizational levels and then increases organizational performance through the exchange of different knowledge or skills between HR Ilmudeen (2019). That effective communication between the managers of the different units in the organization plays a major role in reducing the misunderstanding of the HR working in the organization of the various organizational plans and objectives, which leads to the correct application of the strategies Jorfi & Jorfi (2011). Clear and understandable frequent communication between HR reduces uncertainties about the various organizational activities Baker & Niederman (2014). The mutual communication between HR and the organization's management increases their understanding of what the organization intends to accomplish so that HR feel more involved in making decisions and successfully

implementing the strategy Wong (2012). It requires that the process of transferring information between HR through various channels and at all functional levels through frequent communication between them be transparent regarding the organization's plans, objectives, and overall strategy, without prejudice to its tacit knowledge Sousa & Leite (2017). Based on the literature, the following research hypothesis was indicated:

H.2. There is a positive influence of Communication (CO) on SA.

The customer is one of the organization's most important sources of competitive advantage. The ultimate goal of all the organization's business is to serve the largest possible number of customers, enabling them to achieve the largest possible amount of profits. Understanding the customer is necessary for the success of the organization's business strategies; this happens by identifying customers and determining their needs, and then meeting those needs in a way that contributes to increasing business profitability and customer satisfaction, and then achieving organizational goals, which is a prerequisite for achieving SA Khashab et al (2014). It is necessary to possess HR working in organizations to the competencies of understanding customers and markets for the success of SA because of the changing nature of the business environment, the increase in the intensity of competition, and the changing and continuous needs of customers Oehlhorn et al (2020). Based on the literature, the following research hypothesis was indicated:

H.3. There is a positive influence of the customer understanding (CU) on SA.

The development of HR for its capabilities and itself is one of the most important ways through which organizations can achieve their various goals, it requires that they know about the various activities and objectives of the organization, as they transfer this knowledge to other HR, then this It leads to the creation of common knowledge for everyone about the plans and objectives, as this helps in the success of SA based on the mutual knowledge of HR in the organization Kearns & Sabherwal (2007). That SA of the organization becomes more coherent and successful when HR exchange knowledge, experiences or skills that they possess across the various functional levels, which leads to the acquisition of the largest number of HR for skills and enabling the organization to succeed Oehlhorn et al (2020). Based on the literature, the following research hypothesis was indicated:

H.4. There is a positive influence of self-development (SD) on SA.

The problems that occur in the workplace represent a challenge to various organizations in that their continuous repetition can lead the organization to fail to achieve the goals. The ability of HR to deal with them and find successful solutions to them, then not repeat them, is an indication of the intelligence of its HR. When the organization has an open structure, and there is open communication between its HR, and they enjoy trust and mutual respect, this improves their understanding of the different problems that occur in the workplace and thus prevents them from occurring in the future Schlosser et al (2015). Also, HR that understands the nature of the existing business make decisions more rationally, which enables them to influence the results achieved, and similarly, for those who perform jobs with unclear goals, it will be difficult to identify the competencies they need to do those jobs, which negatively effects on SA of the organization Kim et al (2019). The ability to solve problems as one of CCHR enables the organization to overcome the difficulties it faces to achieve the goals, as problem-solving requires high skills to select the best alternative among a variety of alternatives, which contributes to removing obstacles to SA of the organization Awad (2021). Based on the literature, the following research hypothesis was indicated:

H.5 There is a positive influence of problems solving (PS) on SA.

The organization's retention of HR with leadership capabilities is one of the critical elements in the organization's success and SA, as it can guide other HR through appropriate communication mechanisms. The lack of HR with leadership capabilities can lead to poor implementation of goals or focus on the implementation of goals short-term, and therefore does not serve organizations that intend to maintain a sustainable competitive advantage Baker & Niederman (2014). It is the main driver of the organization's SA, as leaders inspire other HR to think of new ways to do business and contribute to the organization's and its SA's success. They also provide the necessary resources for action, lead organizational change, and create an atmosphere of mutual respect between HR and shared goals Li et al (2016). Leadership, in essence, consists in motivating HR to achieve its goals. It is important in strategic implementation, as through it, the leaders can sharpen the determination of HR working in the organization to achieve its vision, mission, and future goals Ates et al (2020). Based on the literature, the following research hypothesis was indicated:

H.6. There is a positive influence of leadership (LS) on SA.

The hypothetical research model can be designed according to the research hypotheses, as shown in Figure (1).
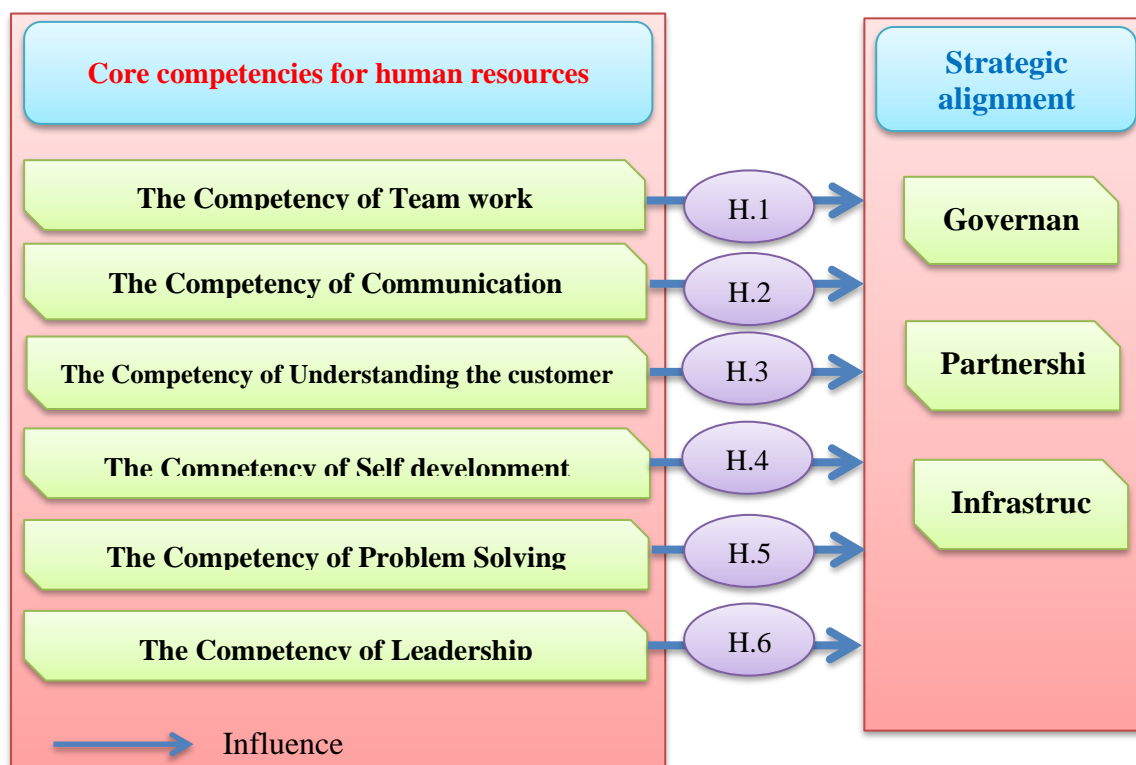

Figure.1: *The proposed research model*

3. Research Methodology

3.1. Research population and sample

The research was applied in the Iraqi private HE sector, represented by ten private colleges in the governorates of (Baghdad, Diyala, Wasit, Karbala Al-Maqdisa, and Babylon). Represented by the colleges of (Al-Esraa, Ashur,   Al-Nisour, Al-Mamoun, Al-Mansour, Al-Yarmouk, Bilad Al-Rafidain, Al-Kut, Al-Safwa,   and Al-Mustaqbal). These colleges were chosen for the diversity of their departments and numbers, in addition to their spatial

distance. The research community reached 162 officials holding the positions of dean of the college, associate dean of the college, director of the department. They were chosen because they are the highest authority in the college, and the best in evaluating HR working in it, as well as regarding their responsibility for making strategic decisions in it. 145 questionnaires were distributed to them with an intentional sample, 128 of them were valid for statistical analysis. Males constituted (84%) of the sample, females the remaining (16%). The highest percentage (54%) was for the age group 60 years or more, (1.5%) the percentage was for the age group less than 30 years. The largest percentage (54%) was for those who served 25 years or more, and the lowest (4%) percentage was for those under five years. Doctoral degree holders constituted (96%) of the sample, and master's degree holders constituted (4%). Department heads constituted (84%), and the lowest percentage of deans was (6%). Those who hold the title of assistant professor have the largest percentage of (46.5%) of the total sample, the lowest (1.5%) for those holding the title of assistant teacher.

3.2. Data collection

To achieve the objectives of the research, the researchers adopted the descriptive analytical approach, by describing the phenomenon, studying it and analyzing it statistically, discovering its aspects, and determining the relationships between its factors or between them and other phenomena Kothari (2004). The data was collected from the sample through the questionnaire as the main tool, using the five Likert scale from (Fully agree with a degree of 5 to Totally disagree at a degree of 1). It consists of two parts, the first section of which represents the independent variable CCHR prepared on studies Agha (2012); Tummers & Kines (2014); Ullah (2016); Kim (2019), it consists of 38 paragraphs, while the second section represents SA dependent variable consists of 15 paragraphs and was prepared based on a study Barnes (2017).

3.3. Data analysis
3.3.1. Normal distribution of the data

Measures of (Skewness and Kurtosis) were relied upon to verify the normal distribution of the data. If their values are restricted in the range (± 1.96), they follow a normal distribution and are valid for statistical tests. On the contrary, if they are outside the range, they do not follow a normal distribution and are considered not valid for statistical tests Hair et al (2019). Table.1 shows that the research variables and all their sub-dimensions are normally distributed as they are restricted in the range (± 1.96) and are valid for statistical tests.

Table1; *Normal distribution of the data*

	TW	CO	CU	SD	PS	LS	CCHR	GO	PA	IN	SA
Skewness	-.412	-.756	-.256	-.528	-1.025	-.565	-.506	-.844	-.884	.036	-.732
Std. Error of Skewness	.214	.214	.214	.214	.214	.214	.214	.214	.214	.214	.214
Kurtosis	1.292	1.210	-.537	.108	1.366	-.156	.165	1.145	1.039	-.734	1.142
Std. Error of Kurtosis	.425	.425	.425	.425	.425	.425	.425	.425	.425	.425	.425

3.3.2. Validity and reliability

Confirmatory factor analysis was used to indicate the validity of the questionnaire data. Hair et al (2019) stated that the use of three to four indicators is sufficient evidence to judge the quality of the model. It is possible to use one incremental matching index and one

absolute matching index and the best of them are (CFI and RMSEA). Moreover, the saturation indicators for the paragraphs should not be less than (40%) for the model to be acceptable, the significant value should be less than (0.05), and the Critical Ratio (C.R.) should be greater than the standard critical value (1.96) Holtzmasn & Vezzu (2011).

By conducting the confirmatory factor analysis using (AMOS,23), it was found that the saturation rates for all the (53) items of the research variables are higher than the specified standard range (40%), as it ranged between (47% - 87%) for CCHR, and (49% - 93%) for SA. C.R values ranged between (4.303 -10.304) for CCHR and (4.631-10.411) for SA, which is higher than the tabular value of (t) of (1.96) at a significant level (0.05), it is clear that all indicators are reasonable and statistically significant. This means that the research model and its data are valid for statistical analysis.

Moreover, reliability was verified by Cronbach,s Alpha, as the reliability of the independent variable was 0.953, While the reliability of the dependent variable is 0.917, and reliability as a whole was 0.965, which is an excellent stability coefficient, which indicates the possibility of using it for statistical tests.

4. The Results And Discussion

4.1. Correlation analysis

The correlation coefficient is a measure of the strength of a relationship between two variables and ranges between a positive relationship between 0 and +1, and its strength increases as it approaches 1 true to become a complete positive relationship, and on the contrary, it is negative if it is between 1 and 0, and if its value is 0, it means that there is no a relationship between the two variables Saunders (2009). The Spearman rank correlation coefficient was used to show the correlation between the independent variables (teamwork, communication, understanding the customer, self-development, problem-solving, and leadership) and the dependent variable SA with its dimensions (governance, partnership, and infrastructure). Table 2 shows the link relations:

Table.2. *The correlation matrix for the main research variables (N=128)*

independent variable	dependent variable			
	Dimensions of SA			
	GO	**PA**	**IN**	**Total SA**
TW	**0.446**	**0.446**	**0.443**	**0.509**
CO	**0.504**	**0.424**	**0.567**	**0.601**
CU	**0.515**	**0.576**	**0.563**	**0.638**
SD	**0.530**	**0.574**	**0.501**	**0.610**
PS	**0.551**	**0.589**	**0.600**	**0.659**
LS	**0.555**	**0.632**	**0.577**	**0.675**

*Note: All dimension values carry a ** prefix (Significantly significant correlation at 0.01)*

***Significantly significant correlation at 0.01*
* *Significantly significant correlation at 0.05*

It is clear from Table 3 that all the correlations are statistically significant. The correlations between the CCHR (TW, CO, CU, SD, PS, and LS) and SA were (**0.509, **0.601, ** 0.638, ** 0.610, ** 0.659, and ** 0.675) respectively at the level of significance 0.01. The strongest correlation between LS and SA was 0.675 **. The lowest correlation between TW and SA was ** 0.509. This indicates the strong correlation between CCHR and SA.

4.2. Testing hypotheses

The purpose of testing hypotheses is to determine R^2 (the size of change) on SA due to CCHR, as well as to compare the calculated value of F using the statistical program (SPSS,26), and the use of the statistical program (AMOS,23) to test multiple influence relationships. Table 3 shows the results of testing the hypotheses using the simple linear regression coefficient.

Table3: *The results of research hypotheses using the simple regression technique.* **(N=128)**

	α	β	Tabular	Total SA (F) Value Calculated	R^2	Sig
TW	1.770	0.585	52.63		0.295	0.000
CO	1.700	0.601	83.45	**3.920 with a significance**	0.398	0.000
CU	1.563	0.638	91.75	**level of 0.05 and a**	0.421	0.000
SD	1.759	0.605	92.74	**degree of freedom of**	0.424	0.000
PS	1.635	0.628	148.9	**127**	0.542	0.000
LS	1.786	0.586	119.30		0.486	0.000

CCHR: CMINDF=1.431, P-value=0.000, IFI=0.911, GFI=0.815, TLI=0.898, CFI=0.909, RMSEA=0.058, RMR=0.040.
SA: CMINDF=1.561, P-value=0.000, IFI=0.958, GFI=0.877, TLI=0.947, CFI=0.957, RMSEA=0.066, RMR=0.038

As shown in Table 3, the calculated F-value is 52.63 which considers significant at the level of significance (0.05). This indicates the strong regression path of the relationship between TW and SA. Moreover, the β-value is 0.585, meaning that an increase in TW by one unit leads to an increase in SA of colleges by 0.585. The value of R^2 was (0.295), which indicates that 29.5% of the variance in SA within the research model is explained by TW, and the remaining 70.5% is explained by random factors that did not enter the model. These results confirm the importance of TW of HR on SA of private colleges, which allows the acceptance of hypothesis H1, which means that TW and their cooperation among them to complete work efficiently, their commitment to the college's general goals, and their friendly relations among them contribute to SA, meaning that if the private colleges' desire is to achieve and strengthen SA, they must pay invest to TW of their HR. These results support the study Schlosser et al (2015) applied in the US banking sector, which found a positive influence of TW on SA.

Returning to Table 3, the calculated F-value is 83.45 which considers significant at the level of significance (0.05). This indicates the strong regression path of the relationship between CO and SA. Moreover, the β-value is 0.601, meaning that the increase in CO of HR by one unit leads to an increase in SA of colleges by 0.601. The value of R^2 was (0.398), which indicates that 39.8% of the variance in SA within the research model is explained by CO, and the remaining 60.2% is explained by other random factors that did not enter the model. These results provide an acceptance of hypothesis H2, which means that HR is able to listen well, use the latest means of communication to carry out the work effectively, desire to work with others at various organizational levels, its capabilities to clearly complete the communication within the college contribute to SA, meaning that if the private colleges' desire is to achieve and strengthen SA, they must pay investors to the CO of their HR. This is consistent with the study Ilmudeen (2019) applied in Chinese organizations, which indicated

that CO between HR at organizational levels leads to the creation of an active learning environment which enhances SA.

Returning to Table 3, the calculated F-value amounted to 91.75 which considers significant at the level of significance (0.05). This indicates the strong regression path of the relationship between CU and SA. Moreover, the β-value is 0.638, meaning that increasing CU by one unit leads to an increase in SA of colleges by 0.638. The value of R^2 was (0.421), which indicates that 42.1% of the variance occurring in SA within the research model is explained by CU, and the remaining 57.9% is explained by other random factors that did not enter the model. These results confirm the importance of CU of HR on SA of private colleges, which allows the acceptance of hypothesis H3, which means that HR that are able to provide reliable and responsive services to customers, search for new ways to serve customers, work to meet their needs first-hand, and maintain positive relations with them, contribute to SA, meaning that if the private colleges' desire is to achieve and strengthen SA, they must pay invest to CU of their HR. These results are supported by the theoretical study Oehlhorn (2020), and indicated that one of the competencies that HR should possess to enhance SA is understand customers and markets.

Returning to Table 3, the calculated F-value is 92.74 which considers significant at the level of significance (0.05). This indicates the strong regression path of the relationship between SD and SA. The β-value is 0.605, meaning that an increase in SD of HR by one unit leads to an increase in SA of colleges by 0.605. In addition, the value of R^2 was (0.424) which indicates that 42.4% of the variance in SA within the search model is explained by SD, and the remaining 57.6% is explained by other random factors that did not enter the model. These results confirm the importance of SD of HR on SA of private colleges, which allows the acceptance of hypothesis H4, which means that HR understanding of its role in implementing the action plan and presenting it to the suggestions that contribute to facilitating the completion of the work, his sharing of experiences with others, his participation in the various training programs, contributes in SA, meaning that if the private colleges' desire is to achieve and strengthen SA, they must pay investors to the SD of their HR. These results are in agreement with study Oehlhorn (2020) theoretical, which indicated that the development of HR for themselves and their exchange of knowledge, skills and experiences among themselves leads to an increase in the coherence of SA.

Returning to Table 3, the calculated F-value is 148.9 which considers significant at the level of significance (0.05). This indicates the strong regression path of the relationship between PS and SA. Moreover, the β-value is 0.628, meaning that an increase in PS by one unit leads to an increase in the SA of colleges by 0.628. The value of R^2 was (0.542), which indicates that 54.2% of the variance of SA within the research model is explained by PS, and the remaining 45.8% is explained by other random factors that did not enter the model. These results confirm the importance of PS of HR on SA of private colleges, which allows the acceptance of hypothesis H5. which means that the ability of HR to identify the elements and causes of problems that occur in the workplace, its ability to choose the best alternative among the available alternatives, to determine the pros and cons of each alternative, and its ability to make the best decision, contributes to SA, meaning that if the private colleges' desire is to achieve and strengthen SA, they must pay investors to PS of their HR. This is consistent with study Jacks (2018) which was applied in the technological sector in USA, indicated that there is an important role for decision-making and problem solving on SA.

Returning to Table 3, the calculated F-value is 119.30 which considers significant at the level of significance (0.05). This indicates the strong regression path of the relationship

between LS and SA. The β-value is 0.586, meaning that the increase in LS of HR by one unit leads to an increase in SA of colleges by 0.586. Moreover, the value of R^2 was (0.486), which indicates that 48.6% of the variance of SA within the research model is explained by LS, and the remaining 51.4% is explained by other random factors that did not enter the model. These results confirm the importance of LS of HR on SA of private colleges, which allows the acceptance of hypothesis H6, which means that the ability of HR to influence others, and provide them with positive comments, contributes to increasing their self-confidence, their knowledge, and explanation of the roles of others in implementing the plan action, and their superior ability to evaluate business effectively, contribute to SA, meaning that if the private colleges' desire is to achieve and strengthen SA, they must pay invest to LS of their HR. These results are in agreement with study Ates (2020) applied in the Polish energy sector and indicate the important role that leadership, especially team leadership plays on SA.

In order to get a clearer understanding of the influence of the dimensions of the CCHR on SA, multiple regressions were used for this purpose. Table 4 and figure 2 show the results, where there was a positive result in the influence of core competencies (CU, PS, and LS) on SA by (60%) of the variance in SA, The rest (40%) was due to other random factors not included in the model, with a value (calculated T) of (2.268, 4.433, and 2.261), respectively, which is greater than the tabular value estimated (1.96) at the significance level (0.05), while core competencies (TW, CO, and SD It had no significant influence, as the calculated values were (.2690, 1.375, and -0.064), respectively.

Table 4. *Statistical indicators of the multiple Influences of the core competencies of human resources in strategic alignment*

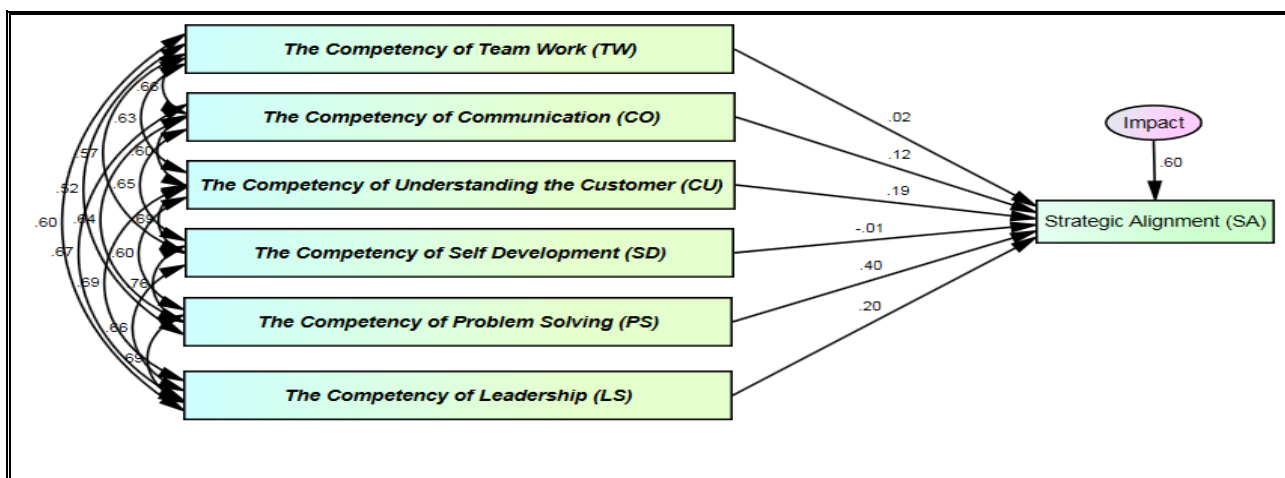| The path			T Calculated	T Tabular	β	Sig	Ranking	R^2	morale level
TW	--->	SA	0.269		0.021	0.788	----		
CO	--->	SA	1.375	1.96	0.115	0.169	---		
CU	--->	SA	2.268	at the	0.192	0.023	Two	0.60	**0.000**
SD	--->	SA	-0.064	0.05	-0.006	0.949	---		
PS	--->	SA	4.433	significance	0.402	0.000	One		
LS	--->	SA	2.261	level	0.200	0.024	Three		

Figure. 2: *The multiple Influence of CCHR on SA.*

5. Conclusions And Recommendations

The main conclusion of the current research is the presence of the strong positive Influence of the CCHR on SA. as it was found that the senior leaders are aware of the importance of CCHR through their important and strong Influence on SA in the private colleges investigated, through their teamwork and their clear understandable communication, their own capabilities to develop an understanding of the college's customers, as well as its ability to solve various business problems and lead others to achieve goals. However, through the multiple influences, the private colleges were able to employ the dimensions CCHR (CU, PS, and LS) in achieving SA, as there was a clear Influence of them. On the other hand, its CCHR Influence (TW, CO, and SD) is weak and insignificant. Private colleges will have to pay more attention to core competency of their HR due to their importance in SA. it is useful to study more CCHR, as well as re-examine other sectors, whether industrial or commercial.

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