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### THE IMPACT OF HUMAN RESOURCE DEVELOPMENT (HRD) PRACTICES ON ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF HUMAN CAPITAL

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# The Impact of Human Resource Development (HRD) Practices on Organizational Performance: The Mediating Role of Human Capital

Shwana Mohammed AKOI<sup>1</sup>, Mehmet YESILTAS<sup>2</sup>

## Abstract

The objectives of this study are to examine the impact of Human Resources Development Practices (HRDP) on Organizational Performance (OP) and to examine the mediating role of Human Capital (HC) on the relationship between HRDP and OP. A coordinated research model is created joining the fundamental elements of the current writing. The information will be gathered through a questionnaire from workers and clients of an Iraqi telecommunication organization. The unwavering quality and legitimacy of the measurements were set up through the examination of the affirmation factors. The result of this study demonstrates the effect of HRDP on HC. The article additionally broke down the interceding impact of HC in the connection between HRDP and OP. The review was directed in the telecommunications segment among its workers and clients. The result of this investigation is considered to possibly help leaders, partners, and the administration of an organization and direct them in embracing a right and all around explained HRDP, which will animate the positive conduct of workers and will influence insight, aptitudes, and capacities. Perspectives and, thusly, affect OP. This study adds to the HR research, incorporating HRDP and HC into a far-reaching research model that impacts OP.

*Keywords:* Human Resource Development Practices, Human Capital, Organization Performance

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## Introduction

In the present exceptionally dynamic condition, described by a quick turn of events, advancement, and, most importantly, rivalry, associations are attempting to include innovation and development at all levels to their products and enterprises. The significance of innovation and creativity is limited in countless academic writings (Kremer, 2019; Hughes, 2018; Ogbeibu, 2020). To build sustainability, corporations are progressively focusing on improving the advancement of their human resource management (HRM) (Liao, 2016; Lin, 2017). Organizations need to support activities that drive the organization into productivity on the chance they need to prevail because of globalization, competition, and other environmental forces (Ruíz, 2017). This HRM incorporates these human resources management development practices (HRDP). Be that as it may, HRDP is a delicate concept in an organization which varies from industry to industry, as a corporation are situated with different nature of products and services (Ngoasong and Groves, 2016). In enterprises with profoundly unpredictable market conditions, understanding the role of these HRDP is significant. One such industry is the telecommunication industry, which utilizes HRDP to assemble and build up a gathering of promptly accessible human capital to meet their current and future needs (Ebert & Shankar 2017; Uraon, 2018). Consistently, the telecommunication industry is an industry characterized by rapid development and growth to accomplish their objective and goals making strategic decisions is very important. In particular, to accomplish this business objective and goals, they rely on a strategic decision relating to HRM. Inconceivable innovation and changes are likewise constants challenges for any business. To give the best service to clients, new ideas and strategies must be inherent to achieve corporate goals. Inferable from their convoluted business challenges, customers do have elevated expectations and need quality and good service. Thus, to give one of a kind product and generally consumer satisfaction (CST), organizations must ceaselessly adhere to product and service quality (SQ) and embrace innovation (Uraon and Gupta, 2019). HRDP can bolster the conveyance of value and advancement to telecommunication organizations, which empowers innovation and improve CST.

Utilizing resource-based theory (RBT), we contend that HRDP and human capital (HC) are significant in the telecommunication industries to attain organizational performance (OP). In any case, in the telecommunication industry, the relationship between HRDP and OP has been limited in researches. This study is planned for tending to this research gap by investigating the constructs of HRDP and HC and their effect on SQ and CST, this study has two main objectives. The first objective is to examine the influence of HRDP on HC. The second objective is to examine the mediating role of HC on the relationship between HRDP and OP.

## Literature Review

### *Human Resources Development Practices*

As a significant territory of research practice, HRDP is flourishing. HRD is planned for advancing a decent variety of abilities of the workforce and encourage scorching the old way of thinking in an organization to encourage worker skills and to extraordinarily improve the viability of organizations (Rao 1987).

HR is significant for the design and maintenance of a competitive edge for improved operational execution, as both of these concepts have extraordinary advantages which cannot be substituted. Hassan. (2019) recommend that the formation of HRDP is a development in changing individuals by molding them in regards to the organization's needs and desires. Thus, a profitable strategy in attaining development goals and objectives. Past research (e.g., Yuvaraj & Mulugeta, 2014) claims that HRM should keep on upgrading the aptitudes and proficiency of the workers through HRDP involving training and development (T&D), Career development (CD) and performance appraisal (PA).

Most earlier research (e.g., Chen, 2017; Huang, 2017) considered the utilization of HRDP as the key to achieving the engagement of the workforce. Chen's (2017) research, for instance, utilized HRDP to examine engagement and commitment in the workforce through promotion, safety, rewards, and empowerment measures. Furthermore, there is no work done to decide singular effects on commitment in HRM exercises (Saks, 2006; Ling Suan & Mohd Nasurdin, 2014). Also, past research (e.g., Huang . 2017) recorded the role HRM concepts played in improving different employee and organizational outcomes. HRDP includes recruiting, hiring, training, coaching evaluating, rewarding, and even like punishments, control, redundancies, and terminations (Lenihan, 2019).

Marescaux . (2012) brought up that HRDP accentuates workers' development and ability to make an expert workforce that can, in the end, lead to high productivity and proficiency in operation. As such, Smith (1988) recognized HRDP, like T&D, developments, worker supports, CD, PA, repayment, staff commitment, enlistment, and appointment. The following HRDP are examined and investigated in this study: PA, CD, and T&D.

### *Human Capital*

For enhancement in productivity, invigorating creativity, and innovation in the workforce is key (Shafi. 2020). Moreover, various institutions have been continually looking for approaches to motivate their workforce to work and create inventive thoughts as indicated by McDowell (2018).

Creativity, Innovation, and competencies are better shaped and utilized through activities of learning and knowledge sharing. This construct of creativity, innovation, and competencies requires a high level of mental exertion, and would

likewise motivate the workforce towards accomplishing goals and objectives. Thus, these attributes in workers can be a drive towards attaining product and service quality regardless of environmental forces and unpredictability. Khalili (2016) also acknowledges these attributes as a means to bolster development in a positive manner that influences the innovativeness and advancement of the organizational workforce.

Baldegger and Gast (2016: 944) acknowledged the concept of motivation as an “arrangement that pulls and energizes individuals” which is also key in employee innovation, creativity, and competency. Creativity and competency express and breed a wellspring of new and inventive thoughts, giving opportunities and room for new and innovative items/services which lead to corporate advancement in goals (Shafi, 2020). A crude material required for any institution’s advancement towards attaining efficiency and productivity is rooted down to creativity among the workforce (Lukes & Stephan, 2017).

HC is a planned intention and organizational asset embodied with varying levels of responsibility for advancement. Small, medium or large size scale firms should be able to leverage, control and exploit their HC toward attaining enormous results in performance and productivity (Samagaio and Rodrigues, 2016; Kim & Van Iddekinge, 2015). The management of an organization’s environment is more linked to adding and guaranteeing the imperative use of HC by approaching innovation, survival, and value. Thus, this arrangement permits the organization to create longevity and growth in its brand, opening up routes for new markets and business, and even new entry into varying industries (Miles & Van Clieaf, 2017).

### *Organization Performance*

OP is a dynamic and multi-dimensional construct. Researches (e.g., Franco-Santos & Otley, 2018) establish OP as an important construct that impacts the execution of management much more sway organizations unreasonably. Tomal and Jones (2015) depict OP as an institutional real outcome of execution determined through its inputs and outputs. Dryer and Reeves (1995) recommended the aftereffects of HR (turnover, non-attendance, work fulfillment), hierarchical results (efficiency, quality), budgetary bookkeeping results (ROA, profit), and yields of the capital market (stock costs, equity, returns). Several research (Bendickson, and Chandler 2019; Astuti and Rahayu 2018; Rahimi . 2017, Bello . 2018) regarding OP center around measurements related to financial and non-financial outcomes including intensity, nature of management, consumer loyalty, organizational adaptability, the utilization of assets and innovation. Rajeswari . (2016) contend that SQ covers various tasks in the telecommunication market, which are pivotal assets for rivalry and ensuring a competitive edge. The accompanying two essential pointers, HRDP and HC result as a potential computation for SQ which is utilized as a dependent variable in this research.

Several authors contend and establish CST as an essential construct as a result of a variety of different reasons. CST is regarded as a non-financial performance metric that mirrors the organizational image and reputation which is a noteworthy indicator for any business (Wikhamn, 2019). In this manner, the telecommunication industry couldn't flourish without attaining CST.

## **Theoretical Framework and Hypotheses Development**

### *Resource-based theory*

Several types of research accept that individual attitudes and capacities influence workforce proficiency and productivity. Given the intricacy in the present unique world, scholastics center around understanding the variables that impact an activity. Be that as it may, they contended that HC could be a wellspring of attaining competitive advantage for the organization, through worker qualification, experience, and capabilities (Davis, 2017; Delery & Roumpi, 2017; Boon, 2018). As such RBT of a firm by Barney (1991) has added to several empirical types of research to ascertain whether HRDP could be a practical construct for organizational survival in a competitive environment (Hitt & Carnes, 2016; Delery & Roumpi, 2017). RBT in various researches additionally looks to delineate supportable and hierarchical accomplishments by depicting a variety of means to attain innovation, advancement, and survival in any business environment (Silva, 2017; Sedera, 2016; Cruz & Wiklund, 2019). Previously, RBT has been generally used to investigate the connection between HRDP and OP (Saridakis . 2017; Delery and Roumpi 2017). Recently, Singh (2020) also utilized RBT to establish a connection between HRDP and OP. Likewise, RBT establishes a connection between HC and OP in Andersén (2019) and Prajogo and Oke (2016) researches.

HC is a key instrument, partially dependent on management conduct. The hierarchical investment in HC concepts like leadership skills in an employee will help elevate the competency and productivity structure in an organization, which could help to improve OP. Two kinds of extra impalpable assets influencing OP are human and social capital. Recent research argues that RBT concentrated on the hierarchical authority of managers and executives in connecting vital assets, such as HC in achieving positive OP (Subramony, 2018). Thus, which means HC is the obligation of administrators to guarantee that everybody has the skill and capabilities to assume a viable role in accomplishing tasks efficiently and effectively. Through employees, leadership organizations can create effective teamwork and a conducive working environment (Subramony, 2018). However, according to this area of thought and reasoning, this research proposes leadership and motivate as an HC construct necessary to establish a connection to OP.

### *PA and HC*

Fruitful PA approaches and innovation will assist with characterizing key regions of execution and plan to build up the skill and assets required. PA of the workforce will assist in influencing the capabilities of workers and build up the capacities of innovation and expertise in workers or teams, where individual employees' skills and capabilities could shape employees towards organization achieving the best use of HC (Sajuyigbe, 2017). Thus providing growth and development opportunities for the employees whilst assisting organizations in recognizing reputable and prolific employees needed in strategic levels in the hierarchical structure of the organization.

A few researchers emphasized that PA ensures HC development (Diaz-Fernandez, 2017; Heywood, 2017). In spite, a few numbers of researches have made a contradicting argument. For example, that of Otoo and Mishra (2018) research which indicate that HC could not influence by HC mainly because not all employees are driven by either monetary or non-monetary incentives or benefits. Nonetheless, However, the research of Eyoun . (2020) contended that performance appraisal is a significant construct to attain the positive outcome of human capital towards attaining high performance from the employee.

Monetary and non-monetary incentives or rewards would empower workers to improve their tasks towards attaining high work efficiency and productiveness (Liu, 2016). Lenihan . (2019) propose an organizational policy that requires HRDP practices like PA requiring in attaining the best use of HC. Thus, emphasizing the necessity to attain a high yield of HC (i.e., leadership and motivation (LM), qualification (QF), satisfaction, and creativity(SC)), these attributes are basic organizational components associated with HR systems and activities. Thus we hypothesized that:

*H1: PA has a significant influence on the development of HC in terms of LM, QF, and SC*

### *CD and HC*

How workers are dealt with ought to be considered through CD as an essential HRDP for service organizations. The administration or management concern for the employees' advancement is of priority. One approach to support the workforce or individual employees' is to proactively and effectively incorporate skills and capabilities towards fulfilling tasks is through CD as indicated by Jackson and Sirianni (2009).

Career development is a unique concept that refers to "The mechanism through which people and their supervisors across time control different activities, attitudes and interactions inside and through occupations and organizations with

consequences for the work-related identification of employees” (Greenhaus, Callanan, & Godschalk, 2010). So also, Zacher . (2019), in accordance with Liu study (2017), which shows that the activity of CD generously expands the capacity of laborers, similarly influences individual satisfaction and creativity. Thus, an efficient plan bolsters to attain Leadership, motivation, and high morale of employees.

For instance, an all-out HRDP like CD can assist representatives with creating aptitudes and new thoughts. In either case, these exercises will assist authorities with discovering and establish attainment for more extensive business, related structures, and endeavors (Bocciardi, 2017). Gu . (2019) have created results that give away to authenticate abilities, a genuinely solid workforce, the great demeanor of its agents and leadership and motivation for delegates to rapidly adjust to turbulent conditions. Thus, CD is the route towards the positive execution of HC. Therefore, we hypnotized that:

*H2: CD has a significant influence on the development of HC in terms of LM, QF and SC.*

### *T&D and HC*

HRD activities provide that growth and productivity at the workplace that improves human capabilities (Huselid, 1995). However, good HR training and workplace strategies have a broad HR selection that defines the level and form of expertise that workers have. Proper and diverse training styles will affect the growth and success of workers (Sablok, 2017). Appropriate technical reward and appropriate acknowledgment would encourage workers to build and strengthen skills.

Concerning other activities in the organization, HRDP contributes to the success of the workforce towards shaping performance to attain goals. For example, examining the connection between T& and HC (employee leadership and motivation, qualification, satisfaction, and creativity). However, the optimistic and meaningful interaction between T&D and HC was reported by Basnyat and Lao (2019). Training as a means to attain the best use of HC adds value to the overall productivity of the workplace as confirmed by RBT (Nieves & Quintana, 2018).

Several researchers have proposed T&D in developing skills at work (Azevedo & Shane, 2019, Karnouskos, 2017). Otoo (2019) emphasizes that, by profitability and overall quality, T&D improves organizational strengths and capabilities. Swanson . (2020) also claimed that although employees are undertaking their day-to-day business activities, workers should indulge in learning, coaching through knowledge sharing that promotes stronger employee abilities and reliability in their task.

Employees in the research of Wikhamn (2019) can be quite viewed as valuably skilled, resourceful, and competitive market-oriented properties. For this to happen, T&D resources are essential. Thus, we hypothesize that:

*H3: T&D has a significant influence on the development of HC in terms of LM, QF, and SC.*

### *The mediating role of HC*

Companies do not possess HC but instead can devise leverage and influence to exploit the workforce towards attaining corporate's targets (Miles & Van Clieaf, 2017). The workforce might have the expertise to execute their tasks but the determination or commitment is difficult to find and consequently determines the success of the company. The magnitude in which businesses can obtain and control HC is defined by the large degree by which leadership is fostered around organizational systems such as HRD practices.

Past studies have shown that HRDs influence the OP's aspect positively (e.g., Knies, 2017; Bambale et Goni, 2017.). OP dimensions are also significant. Expenditure in these workplace growth-oriented policies is likely to end in the OP (Qiu, 2020). Scholars (e.g., Soto-Acosta, 2017; Naeem, 2019) noticed that entities offering their workforce with a spectrum of opportunities to learn or adopting existing and planned HRD strategies are likely to maintain higher market output. Bondarouk (2017) research study asserted these outcomes by revealing that HRD expenditure increases workplace efficiency at the individual level and improves output and the quality of service in the process of institutional performance improvement. Research may have recognized that innovation and growth of workers are key examples of the industry benefit that allow the business to deliver superior QCs and to satisfy the varied requirements of its clients (Chang & Teng, 2017; Wu & Chen, 2018).

The above literature suggests that while there is a direct relationship between HRD practices, HC, and OP. There is a break that HC can act as a mediator between HRD practices and OP. Not only do HRD practices and HC influence market performance, but HRD practices also influence OP (Uraon & Gupta, 2019). This explains HC mediating position in the interaction between HRD activities and OP (Alagaraja, 2017). Overall, Uraon and Gupta (2019) illustrated the function of outstanding HRD practices which have a beneficial effect on organizational growth as well as the mediating influence of HC in the HRD practices and OP relationship. The survey by Ruiz. (2018) explores the interaction between T&D, HC, and OP between 112 committees, which is focused on the findings. HRD managers should focus mostly on the worker CD and T&D policy, process, and procedure, because they will also have an impact on the skill (Otoo and Mishra, 2018), on productivity and creativity (Dong, 2017), leadership (Subramony, 2018), and motivation (Chang & Teng). The results suggest that management would do

well to indulge in the T&D context system for the HC workforce, which could be a key asset in enhancing OP. HC incorporates the human skills and expertise acquired via training and development into the organization. The quality and usefulness of HC have shown itself to be critical for the creation of relationships and professional advancement (Spangenberg, 2016). Results indicate individuals which have more favorable attitudes in the workforce (such as productivity, engagement in the company, etc.), stronger jobs (including mission, context efficiency), greater satisfaction and fulfillment, and much more confidence and resilience (Park, 2017). Thus, we hypothesized that:

*H4: HC mediates the relationship between HRDP and OP.*

## Methodology

### *Sampling and Data Collection*

This investigation depends on an overview directed among clients, workers, and managers. The example size procedure of Yamane (1967) was applied in deciding the sample size, where 1500 questionnaires were disseminated among clients, workers, and managers. 1003 substantial questionnaires were utilized for this study with a response rate of roughly 70%.

*Table 1. Demographics of the respondents*

Variables	Frequency	Percentage (%)
Gender		
Male	764	76.2
Female	239	23.8
Age		
18-25	160	16
26-35	474	47.3
36-45	252	25.1
46-65	110	11
66 and above	7	.7
Department		
Finance	30	3
Human resource	48	4.8
Packaging	37	3.7
Production	47	4.7
Maintenance	77	7.7

Quality control assurance	33	3.3
Safety and security	31	3.1
Sales and marketing	85	8.5
Stores and warehouses	37	3.7
IT	66	6.6
Education		
Senior-high	32	3.2
Two-year institute	57	5.7
Five-year institute	52	5.2
Bachelor's degree	312	31.1
Master's degree	26	2.6
PHD/DBA degree	12	1.2
Company Experience		
Less than a year	47	4.7
1-5yrs	102	10.2
6-10yrs	123	12.3
11-15yrs	179	17.8
16-20yrs	25	2.5
20&above	6	1.5
Industry Experience		
Less than a year	38	3.8
1-5yrs	98	9.8
6-10yrs	127	12.7
11-15yrs	157	15.7
16-20yrs	50	5.0
20&above	21	2.1
Province of work		
Anbar	6	.6
Babil	9	.9
Baghdad	105	10.5
Basra	61	6.1
Dhiqar	29	2.9
Diyala	13	1.3
Duhok	26	2.6

Erbil	45	4.5
Halabja	15	1.5
Karbala	9	.9
Kirkuk	28	2.8
Maysan	9	.9
Muthanna	11	1.1
Najaf	13	1.3
Nainawa	30	3.0
Qadisiyyah	4	.4
Salahaddin	26	2.6
Sulaymaniyah	43	4.3
Wasit	9	.9
Province of residence		
Anbar	27	2.7
Babil	5	.5
Baghdad	41	4.1
Basra	26	2.6
Dhiqar	9	.9
Diyala	13	1.3
Duhok	49	4.9
Erbil	48	4.8
Halabja	14	1.4
Karbala	16	1.6
Kirkuk	16	1.6
Maysan	26	2.6
Muthanna	40	4.0
Najaf	41	4.1
Nainawa	31	3.1
Qadisiyyah	40	4.0
Salahaddin	21	2.1
Sulaymaniyah	41	4.1
Wasit	8	.8
Mobile Usage		
Less than a year	8	.8
1-5yrs	27	2.7

6-10yrs	102	10.2
11-15yrs	294	29.3
16-20yrs	80	8.0
20&above	1	.1
Asiacell Usage		
Less than a year	113	11.3
1-5yrs	80	8.0
6-10yrs	109	10.9
11-15yrs	173	17.2
16-20yrs	36	3.6
20&above	1	.1

This indicates that the following demographic group has the highest response rate male (76.2%), 26-35 (47.3%), the employee in sales & marketing (8.5%), an employee with bachelor’s degree (31.1%), an employee with company’s experience (17.8%), an employee with industry experience (15.7%), an employee working in Bagdad province (10.5%), subscribers of Bagdad province (4.1%).

## Measurement

The data analysis was conducted using partial least squares (PLS), a structural equation modeling (SEM) technique commonly used in most social science literature (Ringle, Wende, & Becker, 2015) with an item in each construct measured with a five Likert scale ranging from 1=strongly disagree to 5=strongly agree).

*Table 2.* Source of scale

Variables (all five Likert scale)	Items	Source	Items
T&D			
T&D1	The skills and knowledge related resources that were used in the training program are available for use on the job	Santos and Stuart (2003) and Singh (2004)	5
T&D2	The activities of the training program provided meet the needs of the employees		

T&D3	Employees are sponsored to training programs on the basis of relevant training needs		
T&D4	Adequate and relevant knowledge and skills are acquired through training program		
T&D5	Training programs are conducted for employees in all facets of quality		
C&D			
CD1	Organization provides coaching to enhance my career	Sturges . (2002) and Denison's (2007)	4
CD2	Organization support my individual development strategy		
CD3	Organization provide unprejudiced career guidance whenever required		
CD4	Management assign task which improves my skills		
PA			
PA1	Organization provides a written and operational performance appraisal system	Walker . (2011) and Amin . (2013)	4
PA2	Performance is measured on the basis of objective and quantifiable results		
PA3	Employees are provided performance based feedback and counselling		
PA4	Performance review discussions are conducted with the highest quality and care		
HC			
HC LM1	Employees constantly do their best	Juarez, (2017)	5
LM2	Employees have leadership skills		
LM3	Employees evaluate their actions		
LM4	Employees generally perform tasks with a lot of energy		
LM5	Employees learn from each other		
QF1	Employees' competence is at a suitable level		3
QF2	Employees are considered intelligent (gifted)		

QF3	Employees are widely considered the best in the whole telecommunication sector		
SC1	Employees consistently generates new ideas		3
SC2	Employees are satisfied with the organization		
SC3	Organization is assured that it is getting the most from its employees		
SQ			
SQ1	The attitude of employees demonstrates their willingness to help clients	Martinez Caro and Martinez Garcia (2008)	7
SQ2	Employees possess the required knowledge in meeting client's needs		
SQ3	Employees are competent		
SQ4	Employees understand the importance of resolving client's complaints		
SQ5	Employees try to minimize client waiting time on the phone or at Asiacell service centres		
SQ6	Employees understand that waiting time is important for clients on the phone or at Asiacell service centres		
SQ7	Employees show their interest in accelerating service		
CST			
CST1	Getting information about the facilities and services of the organization via phone, internet, direction sign is easy	Matzler and Sauerwein (2002)	9
CST2	The organization provides the services as they were promised		
CST3	The organization performs the services right the first time		
CST4	The organization provides flexibility in services according to client's demands		
CST5	Employees possess the required skills and knowledge to perform the service		
CST6	Employees have in-depth professional knowledge in terms of foreign language, communication skills, etc.		

CST7	Employees always treat clients in a friendly manner	
CST8	Employees are courteous at all times	
CST9	Employees gives clients individualized attention that makes them feel special	

## Results

### *Reliability and validity of the scales*

To study the validity and reliability of the measurement scales used, confirmatory factor analysis was carried out. To establish convergent validity, the three important indicators were examined; factor loadings (standardized estimates), average variance extracted (AVE), and composite reliability (CR).

The results are depicted in Table IV. Cronbach’s coefficient alpha estimates for the constructs ranged between 0.67 and 0.9 exceeding the minimum value of (0.70) as recommended by (Kline, 2011; Nunnally and Bernstein, 1994). Constructs standard estimates ranged between 0.62 and 0.98 exceeding the recommended criterion of (0.60) or higher (Hair, 2010; Kline, 2011) and statistically significant ( $p < 0.05$ ).

### *Hypothesis Testing*

Consistent with Hypothesis 1, PA is positively associated with HC where the F-square and R-square (r/f-square 0.00;  $p = 1.00$ ). r/f-square Hypothesis 3, the relationships between T&D and HC (r/f-square = 1.00). since the p.value is greater than 0.05 this shows that there is a relationship between the variables. Thus, we found support for Hypothesis 1, 2, and 3, which assumes that HRDP has an impact on HC.

Before testing the mediation hypotheses (Hypotheses 4), we examined the significance of the factor analysis of each variable of HRDP, HC, and OP. Therefore, we tested the significance of only mediated relationships, (i.e., HRDP → HC → OP), utilizing the bootstrapping approach (Shrout & Bolger, 2002) with the Bias Corrected (BC) percentile method (Mooney & Duval, 1993) drawing 1000 random (with replacement) bootstrap samples of the observations. The results of bootstrapping revealed that the relationship between HRDP and OP was significantly mediated by HC (B [SE] = 0.002 [0.033], 95% CI: 0.003 to 0.004,  $\beta = 0.00$ ;  $p = 1.00$ ). Thus, we found support for Hypothesis 4 that HC mediates the relationship between HRDP and OP.

Thus, the overall structural model reflects desirable psychometric properties.

Table 3. Reliability

Items	Loadings	Cronbach Alpha
PA		
PA1	0.867	.888
PA2	0.812	
PA3	0.872	
PA4	0.869	
CD		
CD1	0.864	.894
CD2	0.762	
CD3	0.796	
CD4	0.806	
T&D		
T&D1	0.885	.904
T&D2	0.887	
T&D3	0.886	
T&D4	0.874	
T&D5	0.879	
LM		
LM1	0.853	.880
LM2	0.836	
LM3	0.821	
LM4	0.870	
LM5	0.887	
QF		
Q1	0.514	.721
Q2	0.721	
Q3	0.635	
SC		
SQC1	0.658	.676
SQC2	0.448	
SQC3	0.617	
SQ		
SQ1	0.840	.837
SQ2	0.820	
SQ3	0.821	
SQ4	0.816	
SQ5	0.829	
SQ6	0.793	
SQ7	0.776	

CST		
CST1	0.850	.856
CST2	0.835	
CST3	0.834	
CST4	0.828	
CST5	0.841	
CST6	0.851	
CST7	0.847	
CST8	0.843	
CST9	0.833	

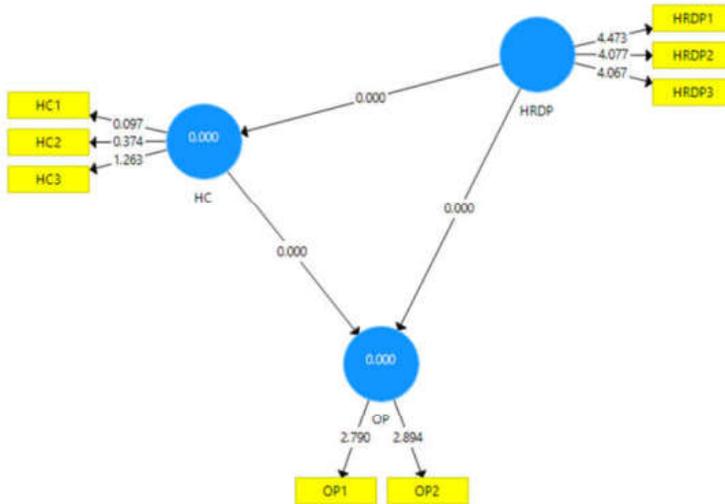


Figure 1. Model resolution by SmartPLS using PLS algorithm.

## Discussion

This investigation uncovers significant outcomes that contribute altogether to explain the subject of the effect of HRDP on OP. The outcomes affirmed H1, indicating that PA significantly affects HC. This outcome is steady with the observational discoveries by Eyoun . (2020), who contend that PA helps in the best possible utilization of HC in an association to accomplish the proficiency and profitability of assignments and a method for accomplishing the ability of the workforce. H2 affirms a critical effect of CD on HC, as indicated by the exploration by van Esch . (2018). The findings support the theory of RBT as initiated Barney’s (1991 research who ascertains that development of the workforce into a career success is an investment that leads to high yields and a means to gain competitive

advantage. The outcome of the third hypothesis shows that T&D significantly affects HC. This outcome bolsters (Huang, 2017) study contending that T&D is important to update worker abilities and skills in an association, which is a rigorous assessment process with various bothersome difficulties, including stale representative productivity, resolve, less excitement for supporting management goals and objectives, thus, attaining hierarchical adequacy. The consequences of H4 show the intervening impact of HC on the connection between HRDP and OP. The consequence of this finding is reliable with Ruiz. (2018).

Since HRDP is asserted and used repeatedly, without sourcing and without explaining how it differs in definition or practice this paper aims to contribute to the understanding of the interaction that links HC and OP. In a turbulent changing environment in the communication industry, the achievement of productivity and efficiency requires such practices of HRM and HC. Therefore, T&D, CD, and PA all as HRDP are necessary to achieve these goals and objectives. The main contribution of this paper is to add value and strength to previous studies of HRM (Raineri, 2017; Pohl, 2019; Zarim, 2017) towards supporting the notion that to increase organizational performance HRDP and HC is necessary. For example, by updating contracts and monetary and non-monetary rewards employees can upgrade and thrive to reach a high level of proficiency, and productivity within turn affects the service offered to customers.

This second contribution of our research derives from the empirical test results of the hypotheses. The findings relating to H1 demonstrates that achieved PA has a positive effect on HC. One possible explanation is that PA as either through incentive, rewards, or other contingents for rewarding performance is a basic tool is driving the workforce into attaining a positive outcome. Employees will perform more in their tasks and responsibilities to get appraised by management. If employees can develop their skills and capabilities through this direction, managers will be able to develop and utilize HC effectively especially in times of immense changes and turbulence in the industry. The third contribution of our research is to question the relationship of HC in the connection between HRDP and OP. Our findings reinforce the literature which claims that improvements in HC through HRP will significantly impact SQ and CST towards researching a high level of performance. Thus, the consideration of these measures of HC and HRDP is a key step in reaching and achieving the objectives and goals of any business, where there is profit and return in investment. Moreover, our results demonstrated that HRDP indirectly affects OP by developing and exploiting the use of HC.

### *Theoretical Implication*

The finding of this study support the contention in the literature on the subject of HRDP, HC, and OP suggested by about which further research is needed in the telecommunication industry. HRD plays a significant role in every sphere of life; nonetheless, its relevance is much seen in the telecommunication industry.

The telecommunication industry is a service industry where the need to adopt the best use of HR resources is significant. One mechanism that promotes ventures to form footings to deal with customers to enhance CST and SQ. The findings of this study address the recommendation to further investigate the relationship between HRD practices and OP based on the premise that investment in HC which are important and utilized in producing a solid footing in the competency and capabilities of the workforce (Clardy, 2008). Relatively few studies exist on HRDP in the telecommunication industry

This study investigation certifies the contention in the writing on HRDP, HC, and OP recommended by what extra research is required in the telecommunications area. HRD assumes a noteworthy role in varying backgrounds; be that as it may, its importance is generally found in telecommunications businesses. The telecommunications industry consists of customer service division where the need to receive the best utilization of HR assets is critical. A component that elevates dares to frame the reason for managing clients to improve CST and SQ. The aftereffects of this examination address the proposal to all the more likely explore the connection among HRDP and OP dependent on HC is significant and used to create a strong establishment in the capability and abilities of the workforce (Clardy, 2008). There is generally a few works of literature on HRDP in the telecommunications business environment (Al-Weshah, 2019; Wahid, N. K. B. A., Mustamil, N. B. M., & Mustaffa, N. F. B. (2019). As such, a few research regarding the utilization of HC in the telecommunication industry (Djoemadi, 2019; Hoque, 2018). The findings in this study have assisted in clarifying the relevance and significance of implementing these HRDPs and HC in an organizational setting. The findings of this support the claim that HC and HRDP are relevant in any organization or business to attain a positive outcome.

This is particularly important for telecommunication industries which is a service industry concurrently offering services to consumers. Whilst experts from a range of industries even in the telecommunication industry are using a variety of metrics to attain positive consumers' outcomes (e.g. Quality, delivery, loyalty, retention). To the industry, this indicates that the development and preservation of a positive climate for customer service is a vital move to connect HRM with success in services offered to clients. Thus, which additionally suggested HR activities and policies (for example coaching, training, empowerment, independence, pay-for-performance, and sustainable compensation and incentives).

### *Managerial Implication*

The results of this investigation prompt the thought of a progression of suggestions for the telecommunication industry. It is suggested for approach directors, partners, and the board of the association to energize the reception of appropriately and all-around enunciated HRDP in the telecommunication industry. HRDP uncovers the major determinates for laborers to creating capabilities that significantly improves

OP (Yin, Wang and Lu, 2019). Similarly, Hussinki . (2017) affirm that these practices help improve the aptitudes and capacities of representatives to create returns through expanded profitability and business execution. A few different researchers set that the achievement of telecommunication organizations' activities is subject to staff quality and the absence of qualified workforce impacts on the administration experience and influences future support request (Alshaibani & Bakir, 2017; Sharma, 2016; Aryee, 2016). This view is agreed for instance the telecommunication customer service employees, acting as frontline employees in this industry should structure and fit with HRDP to empower the workforce to accomplish a significant level in their undertaking and duty which is key in offering an SQ to clients.

The discoveries of the investigation showed that HRDP impacts HC through PA, T&D, and CD. Where T&D is planned and joined in an association to accomplish OP. The board of the media transmission industry ought to guarantee that workers are oftentimes prepared in the pertinent field which is key in building up their abilities and capabilities. Preparing needs evaluation ought to be set up on a pertinent presentation examination component. Moreover, the preparation needs recognized ought to be important and reasonable and ought to be built upon the business system of the association. The executives of a telecommunication organization should join T&D into its system towards accomplishing a decent utilization of HC. Likewise, the board ought to guarantee that sufficient and important information and aptitudes are procured through preparing programs. CD is a key segment of HRDP as shown in (Vondracek, 2019).

The board of the association ought to advance CD in the association, as a medium to improve the competency level of its workforce. Moreover, directors ought to follow the obligation of training representatives toward accomplishing professional success. In addition, management ought to give the training to upgrade the profession of its workers by supporting representatives' activity plans. Besides, the board should consolidate an examination plan to compensate workers for execution or achievement in undertakings and obligations. This examination will be a mechanism for managers to find out which representatives are expected for advancement or progression in positions. The discoveries of the investigation further uncovered that this HRDP altogether impacts OP through HC. The investigation features the need to make a decent HC framework so as achieve CST and SQ. Buil (2019) placed that interest in HC will enable the representative to relate to the association which will thus improve or upgrade the exhibition of the workforce in an organization. Accordingly, the telecommunication industry ought to support the upgrade in worker abilities and capacities, as they sway representatives' exercises, cooperation, and the association all in all (Giri, 2016; Msallam, 2019). Besides, the investigation recommends that HRDP ought to be designed with the end goal

that workers work practically and meet execution anticipations through upgraded individual abilities which will come full circle in enhancements in OP.

### *Limitation and Future Studies*

As with any management research, the current study has several limitations. Some limitations of the current paper point to opportunities for future research. The results of this study cannot be generalized because they come from a sample of a telecommunication company in a specific context. A few limitations in this research point to open doors for future research. The aftereffects of this examination can't be summed up because they originate from an example of a telecommunication organization in a particular setting. Our estimated effects of human capital may, therefore, be underestimated by the long term influence of these variables. Perhaps more importantly, it is possible that respondents in organizations with good performance were more likely to report greater use HRDPs, either because they make conscious/subconscious linkages between these variables, or because sample organizations with good performance were more likely to adopt HRDPs.

This finding does not provide findings of how T&D, CD, and PA independently affect leadership and motivation, qualification, satisfaction, and creativity. As such, future research could examine the individual of these variables. Furthermore, in attempted to obtain multiple responses from the organizations in o sample to rule out common source variance, researches should be conducted among more organizations to ascertain their HRDPs and outcomes. We encourage other researchers to continue attempting various procedures to obtain such multiple responses. Another limitation is regarding the HRDPs (i.e., PA, CD T&D) utilized in the study can be characterized to be few in construct. Future researches could adopt more constructs of HRDP to ascertain its impact on OP. For instance, because of the way the sample was gathered, our study examined HRDP in the context of Telecommunication Company, other researches could carry out a comparative study between organizations to know which organization utilize HRDPs and does an organization that fails to utilize these practices and its effects on organizational outcomes. Additionally, although this study found significant relationships with variables, future research that employs a wider range of organizational outcomes could explore the robustness and limitations of HRDP and HC relationships with OP.

## **Conclusion**

Several organizations often have limited resources and operate in an ever-changing environment characterized by the competition, making it important to understand how to best attract and use HC to achieve OP. Our findings suggest that identifying human capital and developing internal processes that

develop organizational capital are keys to success. This paper contributes to the understanding of the processes by which telecommunication companies develop HR practices in their Iraq. Through an understanding of how and why various HR practices are presented in telecommunication companies as a means to utilize HC and shed light on the role of HC that influence the organization towards attaining CST and SQ. This finding suggests the various HRDPs (i.e CD, PA, and T&D) used in attaining positive organizational outcomes through the utilization of HC (learning and motivation, qualification and Satisfaction and creativity). Further, it was identified that these practices in the telecommunication industry in Iraq is essential and key to facilitate organizational characteristics and norms, such as value from capital and investment Additionally, to be able to compete in the local market, an organization should make unique use of HR practices and hasten up its activities in incorporating these practices into the organization despite if these practices. As the paper is based on Iraq and explores the telecommunication industry, we believe it offers a significant contribution toward understanding HRM and HC concepts that should be incorporated into management.

### *Recommendations*

Given the different findings derived from the research, it's recommended that training and development of human resources should be taken into consideration in the business context because these employees must be updated and changed, even when they are the right people to do the job. Human capital, more specifically technical qualifications should be the requirement for recruitment, dilution, placement and promotional assessment of workers in order to make good use of other resources to their efficient productivity, organizations should adapt their work / responsibility by involving more qualified employees. It is possible to improve this area by receiving feedback from a number of sources and by validating the answers to individual respondents ' personal distortions. Future studies may examine the interrelationship between human resources developments and employee performance between employee competences.

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