

## **The Organizational Memory Of Administrative Leaderships And Its Impact On Enhancing The Organizational Integration Of Human Resources: An Exploratory Study Of The Opinions Of A Sample Of Managers Of Mansour Melia Hotel' Baghdad – Iraq**

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### **Abstract**

The topic of organizational memory of administrative leaders and their effect on promoting the organizational integration of human resources is an important topic in business organizations. It is a modern concept in the field of management, which led researchers to conduct research and work on realistic solutions for it. The research problem was based on the organizations' endeavors to develop their products and services by relying on their experiences, culture, and organizational history, and to create a job affiliation in their human resources, especially those human resources working in the Al-Mansour Hotel in Baghdad. The importance of the research stems from the novelty of its variables, the precedence of its application in the hotel in question. The current study aimed to determine how to benefit from the organizational memory of the administrative leaders in promoting the organizational integration of human resources. Five research investigation hypotheses were considered, including a main hypothesis and four sub-hypotheses. The researchers used the questionnaire to collect the research data. Fifty-eight forms of the questionnaire were distributed to the hotel sample, containing (40) phrases about the research variables. Fifty-four forms were subjected to a statistical analysis by the researchers using a set of statistical methods in SPSS:V-24, as well as Excel:V-2013 so as to analyse the data obtained statistically. The researchers found that there was a significant effect on the organizational memory of the administrative-technical-management-leadership. The researchers have found a significant effect of the organizational memory of administrative leaders (technical-administrative-cultural-marketing), in promoting the organizational integration of human resources working in the Al-Mansour Melia Hotel. Researchers have recommended that the conclusions and recommendations of the research should be adopted by the hotel in question and other similar hotels..

**Keywords:** organizational memory, organizational integration, human resources, management leadership.

## Introduction

Human resources are the most important resources of the Organization, and the most important input to its productive and service system. They are also the best forces influencing the identity of modern business organizations and shaping its future in a highly competitive and unstable business environment. Thus, we find that the concept of organizational memory portrays the Organization as a human being, having the ability to recall, store and retrieve experiences and events if need be. Organizational memory is an important tool for preserving and benefiting from the experiences and history of the Organization in the future. The combination of these experiences and events constitutes the organizational memory of the Organization, whether technical, managerial, cultural or marketing, which is a type of organizational intelligence. This in turn has made the concept of organizational integration explain the attitudes, perception and behaviour of human resources in the Organization, the degree to which they integrate with the organizations in which they operate, whether or not they exist, a dual or neutral integration of their human resources. This is in addition to the integration with the Organization with experiences of success and failure, psychological conformity within the organization, and socially beliefs, values and principles outside the organization.

## I. Research Methodology

### I.1 Research Problem

The problem of research stems from the quest of business organizations in the various production and service sectors to find methods and tools that will help them develop their activities by relying on their experiences and organizational history. This is in order to reach a distinguished level of performance through creating affiliation and

integration in their human resources. The problem of research is summarized by the following questions:

1. Does the organizational memory of management leaders contribute to creating and strengthening the organizational integration of human resources ?
2. What is the level of effect does the organizational memory of management leaders have in promoting the organizational integration of human resources?

### I.2 The importance of research

The importance of research stems from the novelty of its variables, as well as its difference from previous research, in treating the organizational memory variable as an explanatory variable, the organizational integration variable as a responsive variable. The importance of this study comes also from, to the best of the researchers' knowledge, the scarcity of research and studies that dealt with the study of the two variables combined. As such, this study is a scientific and knowledge contribution to the field of administrative and organizational literature, and to the researched hotel represented by Al-Mansour Melia in Baghdad, Iraq. In addition, it constitutes a fertile scientific ground for other researchers to conduct future research.

### I.3 Research Objectives

1. Presenting an integrated theoretical contribution to the concept of organizational memory for administrative leaders, and the concept of organizational integration of human resources.
2. Determining the level and degree of the effect of the organizational memory of the administrative leadership, in promoting the organizational integration

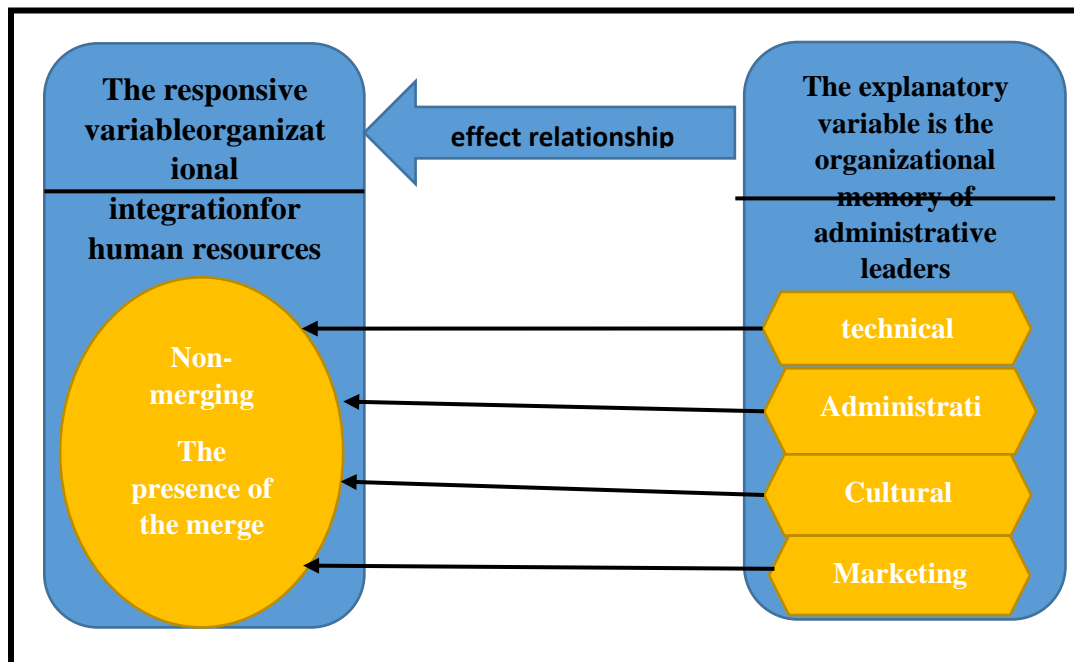
of human resources in the hotel under consideration.

3. Presenting the results of the research as well as presenting a package of development proposals for the researched hotel in the field of building

an organizational memory for the administrative leaders of the Jamahiriya Administrative District.

#### I.4 Hypothetical Diagram of the study

The diagram below illustrates the relationship between the variables under scrutiny.



**Figure (1): The hypothetical schematic diagram of the research that shows the effect relationship between the variables.**

#### I.5 Research Hypotheses

The main hypothesis: there is a statistically significant effect of the organizational memory of the administrative leaderships (technical-administrative- cultural – marketing) on the organizational integration of human resources (the existence of integration – non-integration – dual integration – neutral integration) in the hotel in question. The following sub-hypotheses are derived from them:

1. There is a significant statistically significant effect of the technical organizational memory of the administrative leaders on the

organizational integration of human resources in the researched hotel.

2. There is a statistically significant effect of the administrative organizational memory of the administrative leaders on the organizational integration of human resources in the hotel under study.
3. There is a statistically significant effect of the cultural organizational memory of the administrative leaders on the organizational integration of human resources in the research hotel.
4. There is a statistically significant effect of the marketing organizational memory of the administrative leaders on the organizational integration of human resources in the hotel.

#### I.6: The Research community and sample

The research community is the Mansour Melia Hotel in Baghdad, while the research sample was represented by the administrative leadership (directors of the upper-central-lower administrative levels) working at the aforementioned hotel and holding administrative positions and provide multiple hotel services, totalling 54 people.

### **I.7: Research Methodology**

We used the analytical descriptive approach, one of the most important methods of scientific research, which depends on the description of research variables. We provided a theoretical aspect, as well as a package of realistic results, based on the answers obtained from the members of the hotel sample in question. This was done by taking advantage of the analytical approach using a series approaches and statistical methods. This will enable us to make a set of recommendations that will provide Al-Mansour Melia hotel in and similar hotels in the field of hotel service with development solutions, especially in the field of our research.

### **I.8: Previous studies:**

- Arab and foreign studies on the organizational memory variable
- (Hammam & Eid, 2014): this study sought to clarify the impact of organizational memory on strengthening the educated organization, by applying it to educational services in the secretariats of the western region of Saudi Arabia. The study used the descriptive analytical approach in order to achieve the objectives of the study. The researchers used the questionnaire.
- (Conklin,1996) in this study, the researcher studied the design of organizational memory in maintaining the intellectual origins of the knowledge economy. The researcher also used the questionnaire to measure the variables of

the study, and sought to determine the technical and cultural inhibitions of organizational memory. The study recommended the need to improve and develop the entrance of communications and technical software in enhancing the memory obtained from the memory of the project.

- Arab and foreign studies on the variable of organizational integration of human resources
- (Hussein, 2020): this study investigated the effect of organizational integration on achieving the pioneering trend. Hussein used the questionnaire to collect the data for the study, and used the descriptive and analytical approach in completing the study procedures. The study concluded that there is a positive effect of organizational integration on the pioneering trend.  
(Ricciardi el al, 2018): This study sought to illustrate the role of the organizational integration of the IT job in organizational capacity-building. The researchers used the analytical meta-methodology and also used a questionnaire to collect their data. The study highlighted the organizational theory of Lawrence and Lurch. Results showed a significant effect of organizational integration on building organizational capability for human resources..

### **I.9: Commenting on previous studies**

Most of the previous studies used the descriptive analytical approach and relied mostly on questionnaire as a key tool in data collection. Their study communities ranged from scientific, productive to service communities. The dimensions and variables of the organizational memory and the organizational integration of human resources also varied, depending on the diversity of the scientific backgrounds of

researchers, the methods and tools of their handling of the variables of their studies, and the angle of consideration. Having surveyed the results of previous studies, we are able to identify the research gap and as follows:

1. The current study deals with the concept of organizational memory of administrative leaders and the organizational integration of human resources in the hotel services sector, particularly, Al-Mansour Melia hotel.
2. The current research shows the nature of the effect relationship between the variables according to linear regression equations.
3. The current research is characterized as an exploratory research on the Mansour Melia Hotel in Baghdad. It aims to study the dimensions of the organizational memory of administrative leaders and their impact on the organizational integration of human resources, which, to the best of our knowledge, has never been examined in an exclusively Iraqi context.

### **1.10: Research Terminology**

Based on the above, we can present definitions and research terms as follows:

1. **Organizational memory:** it is defined as the set of information, experiences and skills about production, projects and decisions that are latent, not only in organizational reports and official documents of the organization, but also in the minds of human resources at various levels, as the organizational culture of the organization (Al-Saadi, 2006, p. 215).
2. **Organizational consolidation:** It means the human resources' sense of the existence of a set of ties that connect

them with the organization in which they work, so they try to strengthen the general ties with their organizations, and the differences that exist between them (Abdul-latif & Jawda, 2010, p. 129).

3. **Administrative Leadership:** this represents all individuals responsible for the important decision-making process within the organization, whether teams or individuals, at the various levels of the organization's career ladder. These individuals have the highest responsibility compared to lower-level staff with the required authority to keep the organization alive and growing in the business environment (Al-Ghamdi, 2012, p. 34).
4. **Human resources:** they mean the group of individuals working in the organization, with their various characteristics, categories and specializations, including chiefs and assistants, on the achievements of most of whom the organization depends (Hijazi & Maalim, 2013).

## **2. The theoretical and conceptual aspect**

### **2.1 Organizing Memory:**

#### **2.1.1 The concept of organizational memory:**

Organizational memory can be defined as the structured process by which structured data and information can be stored, verified and processed through various procedures and mechanisms (Croasde, 2001, p. 87). It is also defined as a repository of all organizational information and knowledge pertaining to management leadership and human resources operating in the organization (Aidaros, 2013, p. 112). It is also procedurally defined by researchers as an integrated set of processed data, archived information and acquired knowledge used by the administrative and human resources leadership of the organization, which contributes to assisting

the management leadership in making strategic decisions, in order to survive and sustain the organization's competitive business environment.

### **2.1.2: The goals of organizational memory**

The organizational memory of administrative leaderships aims to simplify procedures and streamline workflows. This can be achieved by studying the previous organization's behavior, understanding the organized the organizational values and the current general trends. Moreover, it can be achieved through finding the best of the current realistic solutions to solve the routine and repeated problems facing the organization daily, and working to develop strategic solutions to new problems, based on a firm and a strong memory that provides new human resources with the learning opportunity, through the expertise of the previous human resources stored in the organization (Maurel & Bergeron, 2009, p. 27).

### **2.1.3: The roles of organizational memory**

There is a consensus among researchers and specialists (e.g. Jasimuddin, et al., 2009, p. 269) & (Hanvanich et al., 2006, p. 612) and (Al-Faouri, 2012, p. 27) that the organizational memory of the existing urban and administrative leaders perform many roles. The most important of these functional and organizational roles are:

1. Informational role: It is used for the authentication and justification of the organizational decision-making process, as the quality of the information preserved and stored in the multiple storage places and means of the organized memory help raise efficiency and practical quality of decision-making.
2. Censorship role: this stands out in the organizational memory, through the censorship of the thinking process, and the reconsideration of the exorbitant costs that accompany the operation of

implementing the decisions taken by the decision-makers.

3. Political role: Control and acquisition of organized information is a source of power, and effect in the organization, and through which it is possible to exert effect on behaviors of working human beings in the organization.
4. Explanatory role: Organizational memory interprets and clarifies organizational decisions and changes, through the ways in which information are entered and preserved.
5. The role of activity direction: It is one of the most important roles of organizational memory, through which the behavior of human resources is directed at the stages of development of products or services provided.

### **2.1.4 The reasons for the formation of the organizational memory in the organization**

Al-Sharafah & Al-Zahra (2018, pp. 572-573) believe that there are several reasons that lie behind its formation. These include:

1. The administrative leadership's failure to remember some of the work procedures that were accomplished in the past, and why they were accomplished.
2. Lack of the ability of some administrative leaders of organizations to manage and organize the organizational learning process.
3. Making the issue of carrying out organizational work within the organization in an institutional, rather than individual, form.
4. The ability of the new team to complete the work when the previous team leaves.

### **2.1.5: Dimensions of organizational memory:**

1. technical organizational memory (T-OM):

Tools and machines are technologies employed in the transformation of the Organization's resources into useful outputs. Software and systems represent one of the most important and prominent types of technology on which business organizations depend in delivering their products and services to the target market (Markus & Tanis, 2000, p.175).

2. Administrative organizational memory (MG-OM):

This type seeks to address and control internal processes, which directly address the Organization's existing administrative processes, such as human resources management, document management, as well as crisis management faced by the Organization (Shabat and Masry, 2019, p. 36).

3. Cultural organizational memory (C-OM):

A accumulated mental and intellectual wealth of administrative leaders and their human resources. It originates and evolves in the Organization over time and with the evolution of the Organization and exists throughout the Organization, such as customs, traditions, shared values, human resources proposals and the history of the Organization (Yezhuang et al., 2001, p. 34).

4. marketing organizational memory (MR-OM):

It includes the key elements of organized marketing operations such as processors, customers, suppliers, brokers, sales & purchases. It also includes the application of marketing strategies such as marketing mix, channel and external collaboration and various other marketing practices (Hammouda & Dabi, 2017, p. 9).

## 2.2: the organizational integration of human resources:

### 2.2.1 The concept of organizational integration of human resources:

The theory of social identity is one of the fundamental pillars on which the concept of organizational integration in business organizations is based. This is accomplished through the success of the assumptions of this theory by providing an accurate description of the term of organizational integration. This is particularly so since this theory assumes that there are two identities for each person. The first is a personal identity that reflects the individual characteristics of the human person him/herself, and the second is a social identity that reflects the human tendency to belong to organizations and groups (Van Dick et al., 2008, p. 389). Organizational integration is also known as the organizational process through which business organizations seek to strengthen the ties between them and the human resources working in their countries (Nikoi, 2010, p. 8).

### 2.2.2: The importance of organizational integration of human resources

Its importance is manifested through the multiple benefits it provides to both human and organizational resources. These include motivation, commitment, performance and organizational citizenship. It is also highlighted through increased loyalty, commitment and cooperation with the organization. Through the integration of human resources, the criterion of psychological integration is achieved among them, their understanding that their fate and dignity are shared with their organizations, and that they share with them success and failure in all their cases. It also helps to regulate human resources in their workplace, and encourage them to remain and continue to work in their organizations for as long as possible (Al-Bashabsha, 2008, p. 439).

### **2.2.3: Motives for the organizational integration of human resources**

The study and diagnosis of the determinants, drivers and needs of integrating human resources with their organizations are important objectives of the organizers (Lane & Scott, 2007, p. 179). Accordingly, Epitropaki & Martin, 2005, pp. 569-573) believe that there are two important and fundamental drivers of organizational integration in business organizations. First, the need for self-promotion, which requires that the membership of the human resource be equal for the membership of the Community in the Organization and that its role be made more effective. Second, the need for self-grading, which is focused on cognitive effects and social relationships, on applying social labeling criteria, which diagnose and position the human resource in the organized society.

### **2.2.4: Organizational integration of human resources:**

Organizational integration of human resources working in business organizations has variety of characteristics that distinguish the type of relationship between human resources and organizations. Organizational integration is a commitment and response to the values, policies and cultures of the organization and through which the relationship with its human resources is strengthened (Hussein, 2020).

### **.2.2.5: Dimensions of organizational integration of human resources:**

1. Merge presence : According to studies conducted in recent years by researchers and specialists in the science of organizational behavior and organization theory, the term organizational integration of human resources has been assessed in these ways in which the human resource is related to the organization, and is identified through social and interactive relationships (Al-Kubaisi and Al-Fatlawi, 2020, p. 10).
2. Non-integration : Some specialists and researchers believe that the lack of integration of the human resource with the organization in which it operates is due to the human resource's lack of faith in the message, goals and culture of its organizational organization. It is also ascribed to the fact that the human resource does not show its true personality or evade with other members of its organization in order to distance itself from them, through its frequent objection to the policies, principles and values of the organization (Elsbach & Bhattacharya, 2001, p. 398).
3. Dual Integration: Human resources may or may not be integrated with their organizations, or they may be integrated with some of their policies rather than some of the other policies and orientations of the organization. Studies have shown that some human resources are duplicative in their relationship with their organizations, through two positions. First, they either hold negative and positive attitudes towards their organizations, or they only hold negative attitudes towards their organizations in which they work, or positive attitudes towards other external organizations. Second, maintaining unclear duplicative positions takes a long period of time, which may reach several years (Ashforth & Johnson, 2001, p. 48).
4. Neutral Integration : This type of integration refers to the impartiality of human resources, and they do not include any kind of integration with the organization or with groups or policies, cultures and orientations. So, human resources in the organization may have difficulty of distinguishing between



integration and non-integration with the organization. Therefore, they resort to neutrality in their positions, and they have no connection with their organization's issues or work (Al-Kubaisi & Al-Fatlawi, 2020, p. 11).

### 3. The Analytical and applied framework

In this regard, we present a detailed description of the demographics and personal characteristics of the members of the hotel examined. We also

present an analysis of the answers of the sample researched on the variables of research, in addition to testing the hypotheses associated with the research. This is in order to determine the level and degree of effect among the variables of scientific research.

#### 3.1: Analyzing results of demographic information

In the table below, we present the individuals' personal demographic information.

**Table (1): Personal demographic information for the sample.**

Properties	Category	Number	Percentage
Gender	Male	37	68.5%
	Female	17	31.5%
	Total	54	100%
Age	Less than 25 years old	7	12.9%
	25 to 30 years old	9	16.6%
	From 31 to 35 years old	11	20.4%
	36 to 40 years old	21	38.9%
	From 41 years and over	6	11.2%
	Total	54	100%
Qualification	High school	0	0%
	Diploma	3	6.0%
	Ba	39	72.2%
	Higher diploma	6	11.1%
	Master's	4	7.4%
	Phd	2	3.3%
	Total	54	100%
Number of years of service	Less than 5 years	3	1.8%
	5 to 10 years old	7	13.9%
	11 to 15 years old	9	17.7%
	16 to 20 years old	19	36.9%
	From 21 years and over	16	29.7%

	Total	54	100%
job position	Managing director	1	0.5%
	Director of the Department	11	21.3%
	Division manager	33	61.3%
	Unit manager	9	16.9%
		54	100%

Source: Prepared by researchers based on outputs by the Statistical Package SPSS.

Table (1) shows the details of the members of the sample, and we can note that the percentage of males exceeded the percentage of females, where they reached 37 (68.5%). The age group (36-40 years) was the highest age group with a total number of (21) and a percentage of (38.9%). This age group was experienced, competent and has leadership skills. The percentage of those who obtained a bachelor's degree was (72.2%) with 39 repetitions. This is the highest educational qualification. It is a good indicator of the hotel management's reliance on sound scientific qualifications. However, according to the numbers of years of service for the hotel job, the category (from 16 to 20 years) was the highest category with the number of repetitions (19) and a percentage (36.9%), while the highest position

was held as division manager, with a number of statistical repetitions (33) and a percentage (61.3%), a category balanced by the number of leadership and administrative positions.

### 3.2: Presenting results of the researched sample answers:

In this regard, researchers seek to compartmentalize and analyze the research variables, based on the responses of the sample members, detailed in the following paragraphs:

#### 3.2.1: Interpreting the results of the organizational memory variable :

This section includes a breakdown and an analysis of sample answers to the organizational memory variable with their organizational dimensions in the hotel, detailed in below:

**Table (2) The responses of the hotel sample according to the TMF variable**

	Phrase	Standard deviation	Arithmetic mean	Degree of approval
1	The hotel has computerized electronic technologies that meet the requirements of its customers and human resources.	0.712	4.65	Strongly agree
2	The hotel has an integrated security system for the hotel's data and information and its human resources.	1.081	4.41	Strongly agree

3	The hotel relies on the application of work procedures on the human resources information system.	0.931	4.55	Strongly agree
4	The hotel uses smart systems in the process of analyzing the work environment events.	1.133	4.09	Agree
5	The hotel updates its data and information through the electronic technical memory system.	0.915	4.55	Strongly agree
	-----	0.164	4.45	

Source: prepared by the researchers based on the package of statistical methods of SPSS.

It is clear from the review of the results of Table (2) of the technical organizational memory variable, that there is a remarkable significant positive orientation, in the type of answers obtained from the sample members, where the overall arithmetic mean of the organizational memory variable was (4.59) and standard deviation (0.053). As for the technical

organizational memory variable, it was statistically measured in the phrases (1-5), where the arithmetic mean of the variable was 4.45) with a standard deviation of (0.164). This indicates that the hotel's management seeks to provide computerized electronic capabilities and technologies that meet the requirements of its customers and human resources.

**Table (3) The hotel sample answers for the variable administrative organizational memory**

	Phrase	standard deviation	Arithmetic mean	Approval degree
6	The hotel has efficient human resources capable of achieving its tasks with high efficiency.	0.739	4.62	strongly agree
7	The hotel's organizational structure provides for an effective flow of information exchange, between administrative and service departments and human resources.	0.581	4.70	strongly agree
8	The hotel applies systems that encourage human resources to submit proposals and develop ideas that are in the interest of the work.	0.807	4.55	strongly agree
9	The hotel deals with crises according to standard and objective plans to manage these crises.	0.859	4.59	strongly agree
10	The hotel uses managerial organizational memory when making its organizational decisions.	0.726	4.56	strongly agree

	0.104	4.60	-----	
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Source: prepared by the researchers based on the package of statistical methods of SPSS.

As for the administrative organizational memory variable, and according to the results of Table (3), it was statistically measured with phrases (6-10). The arithmetic mean of the variable was (4.60), while its standard deviation was (0.104). This

indicates that the hotel management seeks to take care of the hotel's organizational structure to ensure that the exchange of information is smooth and effective between administrative, service and human resources departments.

**Table (4) The answers of the hotel sample under consideration for the cultural organizational memory variable**

	Phrase	Standard deviation	Arithmetic mean	The result
11	The human resources working in the hotel have extensive information about the history and reputation of the hotel and its past activities.	0.780	4.62	very high
12	The hotel's human resources are committed to behaviors that are rooted in the hotel's culture and values.	0.389	4.82	very high
13	There is effective communication between the human resources working in the hotel stemming from their hotel culture in which they believe.	0.441	4.74	very high
14	The hotel encourages its human resources to work in the spirit of one team, to accomplish the tasks entrusted to them.	0.656	4.70	very high
15	The hotel deals with the complaints of its human resources with respect and attention, and follows up the stages of their completion on an ongoing basis.	0.787	4.56	very high
	0.186	4.68	-----	

Source: Prepared by the researchers based on the package of statistical methods of SPSS.

As for the cultural organizational memory variable and based on the results of table (4), it was statistically measured with the phrases (11-15). The arithmetic mean of the variable was (4.68), and a standard deviation of (0.186). This indicates that the hotel management is working to

encourage the human resources working in the hotel to exhibit behaviors stemming from the culture and values of the hotel, and work to maintain the reputation and name of the hotel in line with the hotel's history.

**Table (5): The responses of the hotel sample for the variable marketing organizational memory**

	Phrase	standard deviation	Arithmetic mean	Approval degree
16	The hotel works to protect and encrypt the memory of marketing information for its hotel services, from other competing hotels.	0.651	4.71	strongly agree
17	The hotel seeks to market its hotel services to the beneficiaries, through the basic elements of the marketing memory.	0.764	4.59	strongly agree
18	The hotel is working to obtain accurate and reliable information about the hotel business market.	0.687	4.67	strongly agree
19	The hotel is concerned with the efforts of its human resources in the process of research, development and promotion of its hotel services.	0.786	4.58	strongly agree
20	The hotel works to predict the percentage of demand for its services by its customers, through its information on the market work environment.	0.624	4.64	strongly agree
	The mean and the standard deviation of the variable	0.070	4.63	-----
	Arithmetic mean and general standard deviation of the axis	0.053	4.59	-----

Source: prepared by the researchers based on the package of statistical of SPSS.

As for the marketing organizational memory variable, and in view of the results of Table (5), it was statistically measured with the phrases (16-20), where the arithmetic mean was (4.63), a standard deviation value of (0.070). This means that the hotel management seeks to protect and encrypt the memory of marketing information for its hotel services, from other competing hotels, by relying on global marketing strategies.

### 3.3 Interpreting the results of the human resources organizational integration variable

This section includes a breakdown and an analysis of the hotel sample answers on the variables of the human resources organizational integration variable, the details of which are described below:

**Table (6) The level of answers of the sample for the variable presence of the organizational integration of human resources**

	Phrase	standard deviation	Arithmetic mean	degree of approval
1	I consider the hotel's successes personal successes.	0.506	4.74	strongly agree
2	I feel personal respect when someone praises this hotel.	0.664	4.67	strongly agree
3	I am ashamed of the news media criticizing this hotel.	0.723	4.59	strongly agree
4	Other people's criticism of the hotel was a personal insult to me.	0.820	4.61	strongly agree
5	I use the word 'we' when talking about this hotel instead of 'them'.	0.616	4.67	strongly agree
	The mean and the standard deviation of the variable	0.117	4.65	-----

Source: Prepared by the researchers based on the package of statistical methods of SPSS.

A review of the results of table 6, which relates to the Organizational Integration of Human Resources (ERP) variable, shows that there is a significant positive trend in the type of responses from the sample members. The general arithmetic mean of the Organizational Integration of Human Resources (ERP) variable is 4.60, while the general standard deviation is (0.039). As for the

Human Resources integration variable (HR), it was statistically measured in phrases (1-5), where the arithmetic mean value of the variable was (4.65), with a standard deviation value of (0.117). This shows that the human resources working at the hotel consider the hotel's successes to be personal successes for them.

**Table (7): The level of answers of the sample for the human resources organizational integration variable**

	Phrase	standard deviation	Arithmetic mean	degree of approval
6	I try not to show the identity of my affiliation with this hotel to others	0.780	4.62	strongly agree
7	I'm ashamed of what's going on inside this hotel	0.656	4.70	strongly agree
8	I feel proud that I belong to this hotel	0.441	4.74	strongly agree
9	I'm trying to let others know that I don't agree with what this hotel does	0.389	4.82	strongly agree
10	I have no desire to belong to this hotel	0.787	4.56	strongly agree
		0.186	4.68	-----

Source: Prepared by the researchers based on the package of statistical methods of SPSS.

As for the variable of the integration of human resources, and in view of the results of the table (7), it was measured statistically with the phrases (6-10). The arithmetic mean value was (4.68).

However, some human resources are not in harmony with some of the hotel's policies. This is ascribed to their frequent objection to the policies followed by the hotel at the present time.

**Table (8): Answers of the sample for the double integration variable of human resources.**

	Phrase	standard deviation	Arithmetic mean	degree of approval
11	I feel proud and humbled to belong to this hotel.	0.915	4.55	strongly agree
12	I feel the duality between my dislike and my love for this hotel.	1.081	4.41	strongly agree
13	Sometimes I feel honored and not too honorable to belong to this hotel.	0.931	4.55	strongly agree
14	I have a different feeling about my belonging to this hotel.	1.133	4.09	AGREE
15	I am having a hard time declaring my affiliation with this hotel.	0.712	4.65	strongly agree
	The mean and the standard deviation of the variable	0.164	4.45	-----

Source: Prepared by the researchers based on the package of statistical methods of SPSS.

As for the variable of the toughest of the human resources according to the results of Table (8), it was measured statistically with phrases (11-15), where the arithmetic mean of the variable (4.45). The standard deviation was (0.164). This

indicates that the hotel's management is seeking to address the reasons why some of its human resources feel difficult to declare their affiliation with the hotel in question.

**Table (9): The level of answers of the sample for the variable of integration of human resources**

	Phrase	standard deviation	Arithmetic mean	degree of approval
16	Problems and issues in the hotel do not cross my mind.	0.581	4.70	strongly agree
17	I stand impartially towards the failure or success of the hotel.	0.739	4.62	strongly agree
18	I don't care what happens in this hotel.	0.807	4.55	strongly agree
19	I don't have specific feelings for this hotel.	0.859	4.59	strongly agree

20	There is no personal consideration for this hotel for me.	0.726	4.56	strongly agree
	The mean and the standard deviation of the variable	0.104	4.60	-----
	Arithmetic mean and general standard deviation of the variable	0.039	4.61	-----

Source: prepared the researchers based on the package of statistical methods of SPSS.

As for the variable of neutral integration of human resources and in view of the results of Table 9, it was statistically measured by the phrases (16-20), where the arithmetic mean of the variable was (4.60), while its partial standard deviation value was (0.104). This indicates that some of the human resources working in the hotel feel that the problems and issues occurring in the hotel do not occupy part of their thinking.

### 3.4 Testing and Interpreting Research Hypotheses:

After presenting and interpreting the answers obtained from the sample, the researchers present, in this section, an applied scientific test of the research hypotheses. This is in order to identify the level of effect of the variable of organizational memory on the organizational system, and as follows:

1. Testing the effect relationship between the main variables

It is clearly evident from the results of Table (10), which explains the statistical results of testing the level of effect between the main variables of the research, through the

application and use of the (Linear regression) statistical method, that there is a level of significant positive effect of organizational memory on the organizational integration of human resources under research. The value of (R square) (0.605) shows that organizational memory explains (60.5%) of the developments and changes that occur on the organizational integration of human resources. The remaining percentage (39.5%) is attributed to a set of heterogeneous or interrelated random factors and influences, and the beta value (0.434), i.e. a change of one unit in the organizational memory, will directly contribute to changing the value of organizational integration of human resources in the hotel by (0.434). The F-value calculated by Application (94.39) is greater than the tabular value of (4.02), with a degree of freedom of (1-53), and at the level of significance of (0.05), and the level of statistical significance (0.000). This confirms the credibility of the main hypothesis, according to which there is a significant effect of the organizational memory of management leaders on the organizational integration of human resources in the hotel.

**Table (10): degree and level of effect among the main research variables.**

responsive variable	explanatory variable	F		R square	Beta	DF	relationship type	Indication level
		tabular	calculated					



Organizational Integration of Human Resources	organizational memory	4.02	39.94	0.605	0.434	1 53	positive	0.000
N = 54 P = 0.05								

Source: Prepared by researchers based on Statistical Methods Package of SPSS.

#### 4. Conclusions and recommendations

According to the results from the answers of the hotel sample members under research, the researchers reached a set of conclusions and recommendations. These run as follows:

##### 4.1 Conclusions:

1. The results demonstrated that the hotel management seeks to pay attention to the organizational structure of the hotel to ensure the smooth exchange of information effectively, between the administrative and service departments and the human resources working in it.
2. The results of the research proved that the hotel management is working to encourage the human resources working in the hotel to display behaviors stemming from the culture and values of the hotel, and work to preserve the reputation and name of the hotel.
3. The results proved that the human resources working in the hotel, consider the successes of the hotel as a personal success for them.
4. The results showed that the hotel management is trying to address the reasons why some of its human resources feel it is difficult to declare their affiliation to the hotel in question..

##### 4.2 Recommendations:

1. It is necessary for the hotel in question to use smart systems and modern electronic means in the process of analyzing the internal and external work environment events.

2. It is important for the hotel under investigation to deal with the complaints of its guests and its human resources with all respect and interest, and to work on following up its completion stages on an ongoing basis.
3. The need for the hotel under research to pay attention to the efforts and initiatives of its human resources in the process of research and development, and the promotion and marketing of its hotel services.
4. The need for the hotel in question to seek to create all the necessary means for its human resources, in order to maintain the continuity of hotel work, create job satisfaction in them, and strengthen the motives of their organizational affiliation.

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