

Analyzing The Impact Of Behavioral Repertoire For Leaders On Human Resources Sustainability

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Abstract: The study aims at determining the impact of behavioral repertoire for leaders on the human resources sustainability in five star hotels in the Jordanian business environment. The study was conducted in the five-star hotels in the city of Amman, which are (14) hotels, representing the study population. After collecting the data through the questionnaire developed for this purpose, and analyzing the data to test the hypotheses of the study, the study reached the results of the most important that all dimensions of behavioral repertoire had a positive impact on the sustainability of human resources. However, the impact of behavioral ammunition in the dimensions of human resource sustainability was contrast. Based on the results of the study provided some of the most important recommendations were the interest of hotels in Jordan with the policy of work-life balance, And focus on employee behavior and work to adjust them in response to changing work environment requirements.

Keywords: Human Resources Sustainability, Behavioral Repertoire, Hotels, Jordan.

1 INTRODUCTION

Behavioral repertoire and the sustainability of human resources are among the most important terms whose applications have been very important and are positively reflected on the achievement of organizational objectives.

Behavioral repertoire is a set of leadership roles that result from the accumulation of behaviors, experiences and skills that leaders have formed as a knowledge repository that can be relied upon to develop leadership innovation within the work environment. It is based on guiding managers' performance and activating their leadership role. Hence, organizations seek to improve and develop behavioral repertoire as they are instrumental in the development of skills and leadership creativity, as well as their interest in promoting the human resources sustainability. As human resources are one of the three pillars of sustainable development, attention and development to sustain human resources is an imperative and a major responsibility of each organization. There is evidence that the pursuit of human resources sustainability requires organizations to adopt and adopt a set of requirements, including attention to the behavioral repertoire of leaders. Based on the foregoing, the limited Arab studies on the human resources sustainability and behavioral repertoire, and the limited adoption of these topics in Jordanian business organizations. Therefore, this study is intended to enhance the link between the subject of behavioral repertoire for leaders and the sustainability of human resources in Jordanian business organizations.

2 THEORETICAL BACKGROUND

2.1 Behavioral Repertoire

Behavioral repertoire reflects the nature of business leaders' interaction with their regulatory environment, staff,

department heads and other elements, as it gives leaders the ability to use their accumulated expertise and skills to develop different solutions and deal with the problems facing the performance of work (Huzzard, 2014). Behavioral repertoire is defined as the behavior of a business leader in an organizational environment stemming from his or her expertise and practices or may be due to a talent that increases his or her ability to cope with problems encountered in work and assists in determining the characteristics of his behavior because they provide strong support to increase the effectiveness of leadership to develop their organizations (Speckhart, 2013). They are defined as a set of accumulated leadership behaviors that business leaders possess and which appear instinctively or planned within the context of the regulatory environment (Cenac, 2014). Krausert (2015) defined behavioral repertoire as practices and behaviors within a particular regulatory framework that contribute to enhancing managers' ability to respond to changes in the organization and helps to highlight weaknesses and strengths in organizational performance. We note through the review of studies that the behavioral repertoire roles played by several of these roles, the collaborative role, creativity role, competition role, and control role. Studies have indicated such as (Denison et al., 1995; Cameron et al., 2006; Lawrence et al., 2009) that there is considerable agreement on the roles played by the collaborative and competition roles. While there is no agreement on the roles played by the innovative and dominant roles because of the heterogeneity of their practices, which makes it difficult to measure and objectivity. From this point of view, the present study has adopted both collaborative and competition roles.

2.1.1 Collaborative Role: One of the most important roles that contributes to enhancing the behavior repertoire of business leaders the cooperative role that directs the behaviors of employees by managers in a manner consistent with the objectives of the individual and the organization, and the responsibility to search for employees by encouraging them to share decision-making and not to be completely isolated by leaders, and to pay attention to the needs of individuals and understand their wishes in order to create a balance in the course of work (Speckhart, 2013).

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2.1.2. Competition Role: The competitive role emphasizes the development of the competitive nature, showing the great desire of the leader to work hard, demonstrating the strong work ethic of the tasks entrusted to the organization, and giving him the ability to understand and deepen the conditions in the business environment to address the obstacles (Speckhart, 2013).

2.2 Human Resources Sustainability

Sustainability of human resources is one of the most important and contemporary business issues. Human resources sustainability is one of the current models of human capital management, which considers money spent on workers as investments rather than costs, Building human resource capabilities is a long-term investment, or human capabilities through training and development to enhance the creative potential of employees, and is seen as a re-engineering process aimed at achieving institutional excellence (Inyang, 2011). The sustainability of human resources is a comprehensive development strategy that seeks to empower the human elements and build its knowledge capabilities and expand its options in various fields, In order to make human resources qualified to invest their knowledge and intellectual capability in a form that promotes and works to care for and ensure preservation, In other words, putting the underlying mind of the organizations in operation and transferring the existing value in the minds of the workers to capital, since it is very important to activate what is taught so that it can work better and faster in the future (Tabatabaei, Omran, Hashemi & Sedaghat, 2017). In the present study, the researcher based on the study of (Esfahan, Rezaii, Koochmeshki & Parsa, 2017) to measure the human resources sustainability, through the following main dimensions:

2.2.1 Work-Life Balance: The work-life balance refers to the level of prioritization between personal and functional activities in the lives of individuals working in organizations and the level of activities related to their work.

2.2.2 Employability: Employability is a form of professional activity that includes adaptive capacity that makes individuals working in organizations able to identify and achieve career opportunities.

2.2.3 Personal Responsibility: Personal responsibility is the ability of individuals in business organizations to control their thoughts and feelings, to control the choices made about behaviors, and to control the impact of one's behavior on others, and the individual's responsibility for the behavior that has been enacted and the results resulting from it.

3 STUDY PROBLEM

The current study problem can be identified in the identification of the behavioral repertoire role of business leaders in the sustainability of human resources. In order to systematically study the problem, it can be presented with the following main questions:

1. What are the levels of practice of basic study variables (behavioral repertoire and human resource sustainability) in the study community organizations?

2. Is there an impact of the behavioral repertoire of business leaders on the sustainability of human resources in the study community organizations?

It is divided into the following sub-questions:

- a) Is there an impact of the collaborative role on the sustainability of human resources in the study community organizations?
- b) Is there an impact of the competition role of business leaders on the sustainability of human resources in the study community organizations?

4 STUDY OBJECTIVE

The present study seeks to uncover the role of behavioral repertoire of business leaders, through the following:

1. Configuration of a conceptual structure for the theoretical dimensions of behavioral repertoire and the human resources sustainability.
2. Determine the levels of practice of the basic variables (Behavioral Repertoire, Human Resources Sustainability) in the surveyed organizations.
3. Determine of the impact of behavioral hazards and their aftermath (collaborative role, competition role) in the human resources sustainability by their dimensions (Work-Life Balance, Employability, And Personal Responsibility) in the surveyed organizations.

5 THE PROPOSED MODEL

In order to achieve its objectives, a model was modeled on Figure 1, which includes only two variables, namely, the behavioral repertoire of the leaders in the human resources sustainability, and the imposition of one direction of the relationship of influence between them. Note that this model forms the basis of the hypotheses of the study.

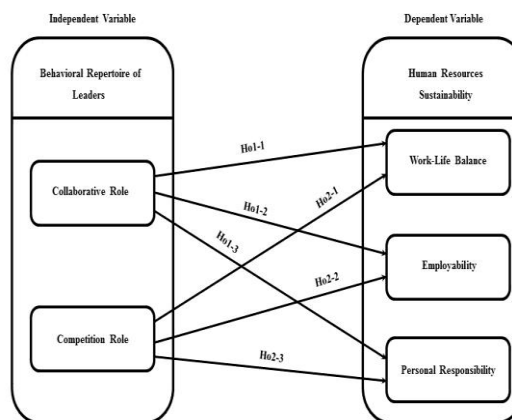


Figure 1: The proposed conceptual model

6 STUDY HYPOTHESES

For the purposes of achieving the objectives of the study it was formulated hypotheses which dealt with the independent variables of the study and subsidiaries as follows:

Ho1-1: There is no positive impact of behavioral repertoire (collaborative role) in the work-life balance.

Ho1-2: There is no positive impact of behavioral repertoire (collaborative role) in the employability.

Ho1-3: There is no positive impact of behavioral repertoire (collaborative role) in the personal responsibility.

Ho2-1: There is no positive impact of behavioral repertoire (competition role) in the work-life balance.

Ho2-2: There is no positive impact of behavioral repertoire (competition role) in the employability.

Ho2-3: There is no positive impact of behavioral repertoire (competition role) in the personal responsibility.

7 METHODOLOGY OF THE STUDY

7.1 Population and Sample

The study population consists of five-star hotels in the city of Amman, amounting to (14) hotels, according to statistics from the Jordanian Hotels Association. The study sample consisted of the top management in these hotels, which have leadership positions (general manager, assistant general manager, and directors of the main departments), which are (132) individuals. These administrative levels are related to the size of the organization and its activities and the complexity of its organizational structure. On formulating and identifying strategies. The questionnaires were retrieved in a direct manner, (127) questionnaires were retrieved, and after checking, (4) questionnaires were excluded for incomplete data. Thus, the number of questionnaires adopted was (123), by 93% of the total distributed questionnaires.

7.2 Study Tool

For the purposes of data collection, the questionnaire was used as a tool and was developed according to the Likert-5 scale. The questionnaire included two main parts: the first relates to the behavioral ammunition variable, which was based on the study of (Cenac, 2014; Speckhart, 2013). The second part relates to the sustainability variable of human resources and is based on the study of (Ehnert et al., 2016; Esfahan, 2017; and Jerome, 2013).

7.3 Instrument validity and reliability

7.3.1 Instrument validity

The questionnaire was distributed to university academics, human resource experts and strategic management experts to judge the appropriateness of the questionnaire questions to measure the dimensions of the study variables. After studying them and collecting the questionnaire, the questions that had a weak relation with the study variables were excluded.

7.3.2. Instrument reliability

To ensure that the questionnaire measures the variables to be measured, the internal consistency of the measurement segments has been tested. The consistency of the measure was assessed by the calculation of the Cronbach Alpha coefficient and also indicates the strength of correlation and

consistency between the measurement paragraphs, in addition to stability. Stability coefficients are characterized by the tool's high stability coefficient and the overall ability of the tool to achieve the study objectives. Stability coefficients ranged from (0.84 – 0.88) was greater than (0.70).

8 STUDY RESULTS

After collecting the study questionnaire and extracting the data, the (Structural Equation Modeling) was used to test the hypotheses of the study, which represents a translation of a series of assumed cause and effect relationships between a set of variables. The results of the analysis process were as follows: The RMSEA value was (0.042), which indicated rich fit. Also, Chi2/DF indicated a rich fit model with a value of (3.713). In contrast, GFI values were (0.968), respectively, GFI values were within acceptable limits. In addition, NFI values were (0.942) and CFI values were (0.953). Both values were within the acceptable limits, the Fit indices of Structural Model, as shown in Table 1. From Figure (2) and Table (2), it shows that the hypothesis test, in determining the significance of each path coefficient, estimate of regression weight, standard error of regression weight, and the critical ratio of regression weight, (C.R= dividing the regression weight estimated by the estimate of its standard error gives) were used. Table (2) presents each parameter's C.R., Estimate and S.E. Hence, collaborative role has a significant positive and direct impact on work-life balance, employability, and personal responsibility ($\beta = 0.322, 0.341, \text{ and } 0.254$), (C.R= 8.405, 9.529, and 5.816), (P-value = ***, ***, and ***) or Ho1-1, Ho1-2, and Ho1-3, the null hypothesis was rejected and the alternative hypothesis accepted, in other words there is a positive impact of the independent variable behavioral repertoire (collaborative role) on the dimensions of the dependent variable (work-life balance, employability, and personal responsibility). And on the other hand showed statistical analysis of the data, competition role has a significant positive and direct impact on work-life balance, employability, and personal responsibility ($\beta = 0.251, 0.227, \text{ and } 0.293$), (C.R=5.084, 5.117, and 9.756), (P-value = ***, ***, and ***) or Ho2-1, Ho2-2, and Ho2-3, the null hypothesis was rejected and the alternative hypothesis accepted, in other words there is a positive impact of the independent variable behavioral repertoire (competition role) on the dimensions of the dependent variable (work-life balance, employability, and personal responsibility).

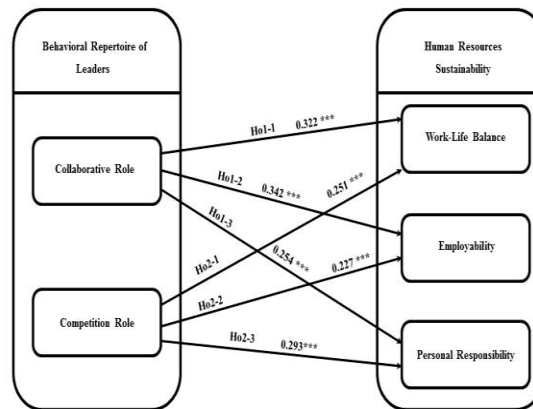
TABLE 1: FIT INDICES OF STRUCTURAL MODEL

Chi2	14.893
Chi2 /df	3.713
Normed Fit Index (NFI)	0.942
Comparative Fit Index (CFI)	0.953
Goodness Of Fit Index (GFI)	0.968
Root Mean Square Error of Approximation (RMSEA)	0.042

TABLE 2: TESTING RESULT

Hypothesis	Regression Weights	Estimate	S.E.	C.R.	P value	Results
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Ho1-1	Collaborative Role	→	Work-Life Balance	0.322	0.039	8.405	***	Rejected
Ho1-2	Collaborative Role	→	Employability	0.341	0.031	9.529	***	Rejected
Ho1-3	Collaborative Role	→	Personal Responsibility	0.254	0.038	5.816	***	Rejected
Ho2-1	Competition Role	→	Work-Life Balance	0.251	0.035	5.084	***	Rejected
Ho2-2	Competition Role	→	Employability	0.227	0.038	5.117	***	Rejected
Ho2-3	Competition Role	→	Personal Responsibility	0.293	0.036	6.756	***	Rejected



SMC: Square Multiple Correlation
 *** P<0.001
 ** P<0.01
 * P<0.05

Figure 2: Structural Model Results

9 CONCLUSIONS

The results of the study show that managers' awareness of the role of behavioral repertoire in human resources sustainability was high, and this is compounded by the significant results of the response based on managers' responses. This is because managers' behaviors are more capable of developing their performance, which meet business requirements. The results show that the collaborative role of hotel leaders in employability was the most influential, with a value of beta (0.341), this means that a change of one unit in the collaborative role will change the employability by (%34.1). This indicates that the leaders' behavioral repertoire contributed to the development of cooperation among the members of the organization and enhanced the participation of the workers in the decision-making processes. The results indicate that the competition role of the leaders at personal responsibility was high, with a value of beta (0.293), this means that a change of one unit in the competition role will change the personal responsibility by (%29.3), and this indicates that their impact has been positive in the hotel business. Behavioral repertoire of the managers has contributed to improving their competitiveness through the use of experience and information developed with training and follow-up.

10 RECOMMENDATIONS

Based on the findings of the study and its conclusion, the study recommends the following:

1. The interest of hotels in Jordan with the policy of work-life balance.
2. The Jordanian Hotels are interested in continuously developing the capabilities of the

employees through continuous training and utilizing specialized expertise in human development.

3. The Jordanian hotels focus on employee behavior and work to adjust them in response to changing work environment requirements.
4. Expand practice of leadership application of behavioral repertoire, which will enhance the ability to adapt to work environment variables.

11 FUTURE STUDIES

1. Studying the relationship between behavioral repertoire and the sustainability of competitive advantage.
2. To study the relationship between behavioral repertoire and organizational adaptation.
3. Studying the relationship between human resource flexibility and the sustainability of human resources and their impact on human capital.

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