
THE ROLE OF HARMONY IN THE WORKPLACE TO IMPROVE ENTREPRENEURIAL PERFORMANCE: MEDIATING ROLE OF HUMAN RESOURCE AMBIDEXTERITY

Saleh Mahdi Mohammed Al-Hasnawi1

Salih.m@uokerbala.edu.iq

Bushra Mohammed Alwan 2

bushra.m@uokerbala.edu.iq

Ruaa Salih Mahdi 3

ruaa.s@uokerbala.edu.iq

Ahmed Abdullah Amanah4

Business Administration Department, Faculty of Administration and
Economics, University of Kerbala, Kerbala, Iraq

ahmed.a@uokerbala.edu.iq

ORCID: 0000-0001-5092-391X

Abstract

The research aimed to analyze and understand the relationship between the independent variable, harmony in the workplace with its dimensions (cooperation, teamwork, and goal achievement) and the dependent variable, entrepreneurial performance with its dimensions (creativity, risk-taking, and proactiveness) through the mediating role of human resources management ambidexterity with its dimensions (exploring opportunities and investing in opportunities). The problem was represented by the following question: (What is the relationship between harmony in the workplace and achieving entrepreneurial performance through the mediator of human resources management ambidexterity at the University of Kerbala?) The importance was clarified through the findings that were obtained from a survey of the opinions of the research sample represented by (90) respondents. Of the directors of the University of Kerbala as a community, amounting to (120) directors, by adopting a questionnaire form prepared according to a five-point Likert scale. Descriptive statistical methods were used, including the arithmetic mean and standard deviation, as well as analytical statistical methods, including linear regression and the correlation coefficient using the statistical program (SPSS) and the (Sobel) test for the significance of the mediating role. A set of conclusions were obtained, the most prominent of which was the effectiveness of the mediating role of human resource ambidexterity in enhancing the relationship between harmony in the workplace and entrepreneurial performance at the University of Kerbala and the research community.

Keywords: Harmony In Workplace, Human Resource Ambidexterity, Entrepreneurial Performance, University of Kerbala, Iraq.

Introduction

Harmony in the workplace, which contemporary organizations can adopt, has a major role in achieving entrepreneurial performance, and therefore those organizations had to adopt the ambidexterity of human resources to achieve this. In this context, the main hypothesis of the research was (the existence of an indirect moral effect of the ambidexterity of human resources in the relationship between harmony in the workplace and Work and entrepreneurial performance) The descriptive analytical approach was used and the research community was represented by directors of the senior and middle administration of the colleges of the University of Kerbala. The sample amounted to (90) respondents and the community was (120) managers. The most important conclusion after conducting the analysis process was that there is a strong correlation and influence between harmony in a place Work and entrepreneurial performance mediated by human resource ambidexterity. In light of this conclusion, the most prominent recommendation was the need to focus on the ambidexterity of human resources in enhancing harmony in the workplace, as it has a major role in the development of organizations towards achieving leadership through their entrepreneurial performance. The research structure included four main paragraphs, the first of which dealt with the methodology, the second paragraph presented a review of the literature related to the main research variables and their sub-dimensions, and the third paragraph was devoted to the research results, while the research concluded with the fourth paragraph, which reviewed the conclusions and recommendations, which were presented in light of the statistical effort.

LITERATURE REVIEW

Harmony at the Workplace

Organizations strive to excel in performance, and one of the factors that achieve this excellence is harmony in the workplace. Some authors have discussed the concept of workplace harmony. Leung et al. (2011: 797) mentioned that it represents a value, goal, or principle through which an organization creates a coherent and integrated work climate among its members. Khan et al. (2018: 3) described it as a set of positive feelings and relationships among human resources with each other and with management. This is because workplace harmony requires substantial cooperation, teamwork, and shared goals, with management playing a significant role when it sets a strategy focused on building team spirit, empathy, and relational values among human resources and management to achieve common goals.

Nwinyokpugi & Eziuche (2019: 34) explained that workplace harmony represents an environment that fulfills the aspirations of leaders and their human resources by achieving satisfaction and subsequently organizational loyalty, which enhances commitment to common goals. This leads to avoiding problems and conflicts, creating a harmonious work environment that possesses the strength elements to improve organizational performance. David & Adim (2020: 2) stated that workplace harmony is a state of amicable and cooperative understanding regarding prevailing work relationships between employers and human resources to achieve common goals. This is realized through fairness in employment,

salaries, training, and a harmonious workplace that generates a work environment contributing to the maintenance of everyone's rights.

Christina (2021: 64) addressed that workplace harmony represents a healthy cooperative work, reflecting the positive relationship between management and working human resources. Employees perform their tasks with great vitality and high harmony, aligning their goals with those of management. This, in turn, leads to outstanding performance that drives the organization towards leadership. Frank et al. (2021: 80) emphasized that positive work behavior among employees, within a context of broad workplace harmony, is characterized by job satisfaction, mutual trust, and harmony between human resources and managers. This ensures happiness for both parties and helps avoid differences in goals and ideas.

The importance of workplace harmony has been highlighted by several authors. Zamani et al. (2012: 1160) stated that the work environment in an organization is crucial for achieving objectives. One of the most important factors for success is harmony in the workplace, which fosters cooperation between human resources and their supervisors or managers. This, in turn, helps create cohesive and harmonious work relationships that improve performance and sustain organizational leadership.

Nwinyokpugi (2015: 199) discussed the significance of workplace harmony in building a work environment with strong relationships between employees and their leaders. It enhances the quality of work life and happiness among employees and facilitates leaders' performance through their expertise and knowledge to achieve organizational goals. Workplace harmony also contributes to job satisfaction, which in turn enhances organizational loyalty, leading to increased productivity or service delivery—a key objective for leaders aiming for organizational excellence.

Nwinyokpugi & Eziuche (2019: 35) pointed out that adopting a culture of workplace harmony enhances human resources' ability to work efficiently towards organizational goals. It also develops leaders' ability to create a harmonious work environment through supervision, direction, and motivation, despite the diversity in language, gender, and culture present in most organizations today. This approach strengthens organizational loyalty among human resources.

Shah (2020: 548) noted that workplace harmony helps leaders identify and resolve subordinates' issues, enhances motivation and encouragement mechanisms, and promotes clear communication policies. This alignment of visions between human resources and leaders fosters trust and loyalty to the organization.

Christiana and Konya (2021: 62) identified three dimensions: collaboration, teamwork, and goal attainment. These will be discussed as follows:

1. **Collaboration:** Lugsantiago (2018: 19) explained that collaboration is a process practiced by individuals in an organization through the exchange of information and transformation of their expertise into the achievement of the organization's tasks and goals. It focuses on purposeful cooperation, turning employees into a unified workforce. Rasool & Greco (2022: 568) described collaboration as a set of voluntary arrangements among human resources to achieve a specific goal through a shared collaborative culture and the practice of information and knowledge exchange. Bettioli et al. (2023: 332) emphasized that collaboration represents a cooperative practice involving dynamic coordination to achieve

objectives through various activities and communication, which enhances the capabilities and expertise of the working human resources.

2. **Teamwork:** Rico (2011: 77) highlighted that teamwork consists of the bonds that improve cooperation among team members through their skills, experiences, and knowledge, supporting the ability to face challenges and solve problems. Ivancevich & Konoask (2013: 175) stated that teamwork in modern organizations is an effective means by which human resources work as a single team to achieve organizational goals and strategies, whether in productivity to reduce costs, effort, and time, or in service development. This represents the best response to dealing with internal and external work conditions. Mustafa et al. (2017: 2) described teamwork as the space where members can take a stance towards work within the team, serving as a fundamental pillar that reflects members' readiness to work together in a cooperative manner to achieve goals, enhance positive relationships, improve individual performance, and boost member participation towards high performance.

3. **Goal Attainment:** Swiff et al. (2010: 380) stated that goal attainment represents the orientations of working individuals or organizations, determining behaviors and work methods that lead to accomplishment in alignment with established plans and policies. Goals may be directed towards learning to develop and improve employee performance or towards performance in production or service. Robins & Coulter (2018: 288) defined goals as the desired outcomes, serving as performance measurement indicators and fundamental pillars for organizational success and planning. Christiana & Konya (2021: 66) noted that goals are the aims an organization wishes to achieve, acting as performance measures that reveal the extent of plan achievement by management, identifying deviations, and addressing them if present, thereby sustaining the organization's continuity.

Human Resources Ambidexterity

Entrepreneurial organizations rely on their human resources' expertise, skills, and knowledge to enhance their sustainable advantage through their ambidexterity. Alkerdawy (2016: 80) noted that most organizations face extensive pressures in a rapidly changing environment and, to cope with this, adopt an ambidextrous strategy by having competent human resources as a critical factor for effective success. Shiam & Amed (2022: 96) described it as the ability of human resource management to achieve an optimal balance between exploration and exploitation through ambidexterity in both the short and long term, as well as the accumulation of technological capabilities that can contribute to the organization's production or service processes. Dian et al. (2023: 4) emphasized it as the ability to exploit and achieve opportunities and goals, and to gain a sustainable competitive advantage through the efficiency and expertise of human resources, as well as controlling environmental and technological challenges in a dynamic environment.

The importance of human resource ambidexterity is reflected in the organization's successes, as it can solve problems at all levels by relying on human resources with competencies, experience, and innovation capabilities. It also plays a role in developing human capital by enhancing knowledge and improving performance (Shamim et al., 2019: 5-6). Chen (2019:

561) stated that in the era of globalization, organizations adopt a strategy of maintaining a competitive advantage by relying on the ambidexterity of human resources in response to environmental changes. This allows for the exploration of ideas, knowledge, and skills that contribute to preserving achievements and exploiting new opportunities in the best ways.

Mohammad & Alkerdawy (2016: 80) highlighted two dimensions: Explore opportunities and Exploit opportunities. These dimensions will be discussed as follows:

1. Explore opportunities: Tansley (2014: 404) described the process of exploring opportunities as the behavior of seeking alternative and new ways to achieve goals, moving beyond routine methods. This increases the diversity of individuals' knowledge about their work. Hughes et al. (2018: 598) added that it involves the pursuit of new knowledge and technology and the search for innovation, characterized by risk-taking and experimentation. Cancels & Veld (2019: 567) emphasized the search for new mechanisms and methods regarding a new product or service, adopting creative and distinctive processes, and striving for the competitive edge that human resources need.

2. Exploit opportunities: Blarr (2012: 59) defined exploiting opportunities as the capability of human resources to utilize available opportunities through their knowledge, skills, and technology to support current capacities, thereby improving productive and service performance. Alghamdi (2018: 3) described these activities as focusing on execution with predictability, using current skills and expertise while evolving and improving human resource efficiency. Schnellbacher (2019: 444) added that opportunities can be exploited through efficiency and skill in existing areas, working to build reliable investments through the expertise of human resources.

Entrepreneurship Performance

Oyemomi et al. (2019: 2) view entrepreneurial performance as the ability to accomplish planned tasks and maintain the organization's long-term competitive and entrepreneurial level. Loong et al. (2018: 73) describe it as managing and executing goals according to highly precise plans, evident through improved production and services, increased sales, and the development of business units. Sebikari, K.V. (2019: 21) states that it represents the process organizations adopt to achieve their strategic and entrepreneurial plans by investing in available opportunities and developing new work strategies.

The importance of entrepreneurial performance can be highlighted through the insights of Fry et al. (2016: 2), who assert that it provides a superior advantage to the organization, external customer satisfaction, continuous performance improvement, sustainability, and the enhancement of organizational capabilities and learning. Gifford (2017: 70) emphasizes that entrepreneurial performance plays a significant role in boosting the organization's production or services in the long term by generating new capabilities, relying on creativity and innovation, adding new value, and achieving a competitive advantage. Tuty (2020: 272) explains that entrepreneurial performance contributes to building organizational value, creating and executing distinctive new tasks, and transitioning to unconventional work methods.

The dimensions identified by Razmus (2018: 56) are creativity, proactivity, and risk-taking. These will be discussed as follows:

1. **Creativity:** Mason (2015: 5) explained that creativity is the trait by which human resources distinguish themselves in their assigned tasks to achieve excellence. Zuber & Moody (2018: 4) described it as the optimal use of distinctive methods and techniques to complete tasks, solve problems, and discover available opportunities and constructive ideas leading to high performance. Sutauto et al. (2019: 252) emphasized that creativity is the most important means of enhancing and developing methods, characteristics, and knowledge that foster performance and competitive capabilities.

2. **Risk-taking:** Neneh (2016: 60) highlighted that risk-taking involves the challenge of identifying and evaluating successful options and alternatives to achieve excellence, and it is a trait of entrepreneurs in achieving risk-taking. Platin & Ergan (2017: 80) described it as the adventurous spirit characteristic of entrepreneurial individuals who take responsibility for new projects in a rapidly changing environment. Rybarova (2020: 15) stated that risk-taking refers to the inclination of human resources to take risks in adopting and completing tasks in an environment of uncertainty.

3. **Proactiveness:** Tang (2009: 81) discussed proactiveness as the prior search for innovations and creativity, the positive exploitation of available resources, and the pursuit of opportunities and sustainable development. Gao et al. (2018: 181) noted that proactiveness is a concept used by organizations to implement strategic plans and seize new opportunities in a competitive race with other organizations. Brandle et al. (2019: 8) emphasized taking the initiative in seizing opportunities, avoiding threats, and solving anticipated future problems by developing appropriate strategies.

METHODOLOGY

Research Problem and Its Questions:

The problem is manifested through a series of questions about the relationship between workplace harmony and entrepreneurial performance, considering the mediating role of human resource ambidexterity. The more harmony in the workplace, the stronger the organizations' competitive performance. To elucidate the problem, the following questions are posed:

1. What is the relationship between workplace harmony and entrepreneurial performance?
2. What is the relationship between workplace harmony and human resource ambidexterity?
3. What is the relationship between human resource ambidexterity as a mediating variable, workplace harmony as an independent variable, and entrepreneurial performance as a dependent variable?
4. What are the expected outcomes from this relationship?

Research Objectives

1. To highlight the importance of applying workplace harmony through both theoretical and field studies.

2. To determine the strength of the correlation between variables that improve entrepreneurial performance.
3. To utilize the mediating variable to enhance workplace harmony.

Research Importance

1. To provide a conceptual and practical vision of the reality of workplace harmony and entrepreneurial performance through the mediating role of human resource ambidexterity.
2. The conclusions reached will support the researched organization in adopting a strategy to enhance the focus on the independent variable.
3. The exceptional importance for the organization, as it pertains to the scientific knowledge currently and in the future required for success, necessitates a focus on workplace harmony as well as human resource ambidexterity.

Research Model

The hypothetical model represents the logical relationships that clarify the reality of interest.

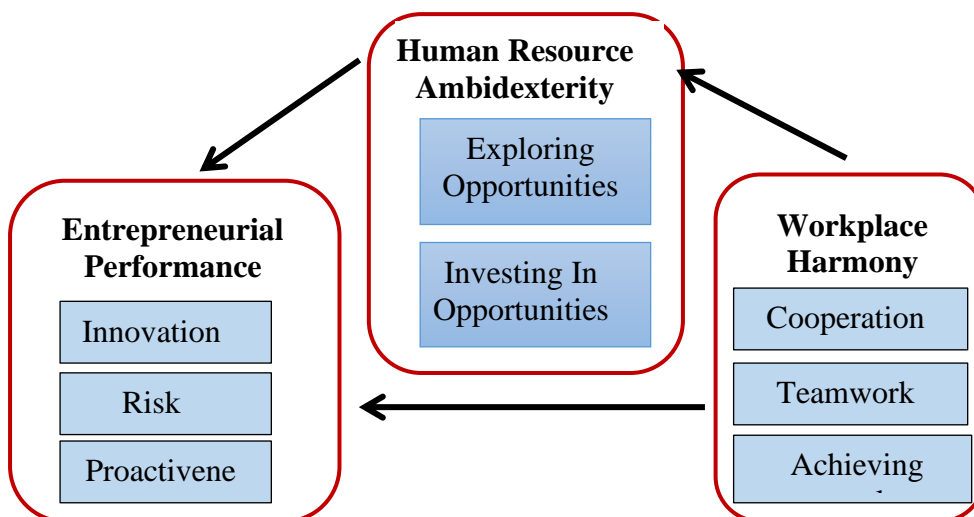


Figure (1): Research Model

Research Hypotheses

1. **Main Hypothesis 1:** There is a significant correlation between the research variables.
2. **Main Hypothesis 2:** There is a significant indirect effect of human resource ambidexterity on the relationship between workplace harmony and entrepreneurial performance.

Research Methodology

The analytical method was adopted to frame the theoretical aspect, in addition to studying and analyzing the correlation relationships and impact directions between the research variables.

Research Population and Sample

To enrich the practical aspect and achieve the research objectives, Karbala University was selected as the research population, involving (120) managers. A purposive sample of (90) respondents was chosen, with a response rate of (75%), attributed to the intensive administrative tasks of the targeted sample, which prevented a higher response rate.

RESULTS

1. Testing The Measurement Tool

Reliability: The stability of the scale indicates that it is stable, giving the same results if it is re-used to the same sample. Stability is consistency or measurement (Sekrana, 2003). Cronbach's Alpha is the most well-known ratings employed to measure the reliability of survey questions. Sekrana (2003) shows that if the value of the aforementioned test is less than (0.60), it will indicate weak stability of the measure used. The reliability of the scale, on the other hand, can be acceptable if it exceeds (0.70), whereas its reliability can be good if it is (0.80) or more. Validity refers to the scale's ability to accurately measure what it was intended to. Does the established scale actually measure the phenomena under study and not another phenomenon? (Sekrana, 2003). Since validity has numerous types, content validity, that could be a judgmental measure that relies on the researcher's precise identification of the research topic variables, was used. This clearly relies on the depth of research done on the subject (Cooper & Schindler, 2014). The researchers used face validity by presenting the questionnaire to a group of specialized arbitrators. The following table illustrates the coefficients of reliability and validity for the study variables.

Table (1) : Cronbach's Alpha for Research Variables

Variables and Dimensions	Cronbach's Alpha
Workplace Harmony	0.843
Cooperation	0.741
Teamwork	0.769
Achieving goal	0.719
Human Resource Ambidexterity	0.797
Exploring Opportunities	0.732
Investing In Opportunities	0.742
Entrepreneurial Performance	0.863
Innovation	0.751
Risk	0.698
Proactiveness	0.793

All of the study variables and their dimensions have dependability coefficient values that are within statistically acceptable ranges, as shown in Table (1). This provides strong evidence of the reliability of the scale used to assess the study items, enabling researchers to confidently utilize the findings to influence their decisions.

2. Descriptive Analysis, Reliability, and Correlation Testing

Table (2) presents the results of descriptive statistics and correlation analysis. The mean and standard deviation values for WH, HRA, and EP are M= 4.12, SD= .86, M= 3.85, SD= .85, and M= 3.67, SD= .69, respectively. The Pearson correlation coefficient shows a positive and significant relationship between WH and HRA ($r = .892, p < 0.01$), It also indicates a positive relationship between WH and EP ($r = .732, p < 0.01$). It also indicates a positive relationship between HRA and EP ($r = .756, p < 0.01$). These correlations were expected in the study hypotheses.

Table (2) Mean, Standard Deviations, And Correlations

Variables	M	SD	R		
			1	2	3
Workplace Harmony	4.12	0.86	1	0.892	0.732
Human Resource Ambidexterity	3.85	0.85	0.892	1	0.756
Entrepreneurial Performance	3.67	0.69	0.732	0.756	1

Note: n=90, **p<0.01

It is clear from these results that the sample members have a good level of awareness of the variables of the study and its sub-dimensions, which contributes to strengthening the analytical research results related to proving the hypotheses in the next paragraph of this part of the results.

2. Hypothesis Testing

Table (3) shows the results of testing the second main hypothesis (There is a significant indirect effect of human resource ambidexterity on the relationship between workplace harmony and entrepreneurial performance).

Table (3) Results of testing the second main hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	F	R ²	T	Sig.
		B	Std. Error	Beta				
1	(Constant)	4.839	1.435		114.281	0.536	10.690	.000
	y	-.207-	.355	-.160-			-.585-	.569
2	(Constant)	3.601	1.316		384.130	0.621	19.599	.000
	m	.100	.330	.107			.304	.769
3	(Constant)	3.860	2.527		131.953	0.312	11.487	.000
	y	-.091-	.536	-.064-			-.169-	.871
	x	.122	.403	.115			.304	.770

The findings in Table (3) reveal:

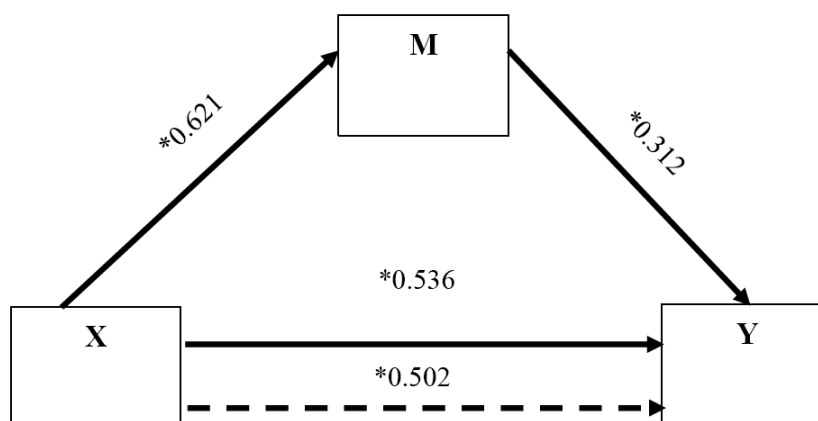
1. That the coefficient of regression for workplace harmony in entrepreneurial performance was (0.207). This means that if the workplace harmony alter by one unit, entrepreneurial performance will increase by (21%), indicating that the impact is significant

as the calculated (t) value of (10.690) is significant at (0.000). workplace harmony show 54% of the changes occurring in entrepreneurial performance. The rest (46%) is assigned to factors not specified in the study model; it is worth mentioning that the estimated model is completely significant, as the computed (f) value of (114.281) is (0.000) times significant.

2. That the coefficient of regression for workplace harmony in human resource ambidexterity was (0.100). This means that if the workplace harmony alter by one unit, human resource ambidexterity will increase by (10%), indicating that the impact is significant as the calculated (t) value of (19.599) is significant at (0.000). workplace harmony show 62% of the changes occurring in human resource ambidexterity. The rest (38%) is assigned to factors not specified in the study model; it is worth mentioning that the estimated model is completely significant, as the computed (f) value of (384.130) is (0.000) times significant.

3. That the coefficient of regression for in human resource ambidexterity in entrepreneurial performance was (0.100). This means that if the human resource ambidexterity alter by one unit, entrepreneurial performance will increase by (10%), indicating that the impact is significant as the calculated (t) value of (11.487) is significant at (0.000). human resource ambidexterity show 31% of the changes occurring in entrepreneurial performance. The rest (69%) is assigned to factors not specified in the study model; it is worth mentioning that the estimated model is completely significant, as the computed (f) value of (131.953) is (0.000) times significant.

Therefore, the second hypothesis, stating "There is a significant indirect effect of human resource ambidexterity on the relationship between workplace harmony and entrepreneurial performance ", **is verified**.



CONCLUSIONS

1. The research addresses variables that are relevant and significant to the Iraqi educational environment under complex environmental conditions due to various changes.
2. The research integrates three complementary variables to address the issue of workplace harmony to improve entrepreneurial performance.
3. The research serves as a continuation of previous studies and a foundation for future research in the era of scientific and knowledge advancement.

4. The research reveals that the majority of respondents have the insights to understand the research variables through the questionnaire, contributing to the achievement of the objectives.
5. The practical aspect of the research shows a positive correlation between the variables (workplace harmony and entrepreneurial performance with the presence of the mediator variable, human resource ambidexterity), achieving the research goal.

RECOMMENDATIONS

1. Emphasize that the researched organization should enhance workplace harmony by promoting collaborative work.
2. Encourage human resources to work as a team to achieve entrepreneurial performance.
3. Employ the capabilities of human resource ambidexterity to enable a broad understanding of workplace harmony among employees.
4. Focus on exploring opportunities and optimizing their exploitation.
5. Strive to provide a work environment that embraces the concept of the three variables in light of current knowledge advancements, technological developments, and positive social media channels.

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