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QUIET LEADERSHIP AND ITS IMPACT ON
IMPROVING HUMAN RESOURCE CAPABILITIES. AN
EXPLORATORY RESEARCH FOR THE OPINIONS OF A
SAMPLE OF THE LEADERS OF THE TOURISM BOARD

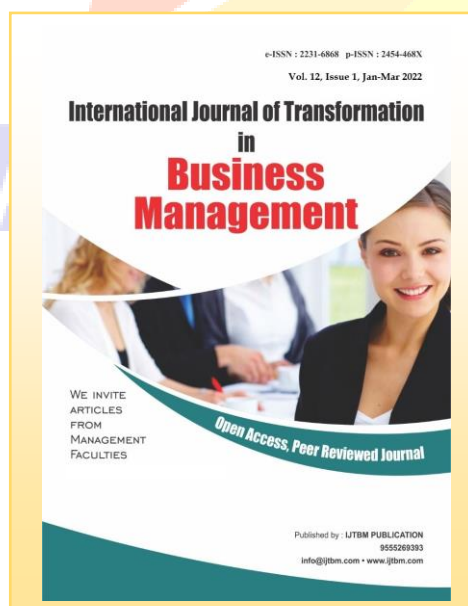
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ABSTRACT

This research aims to test the relationship and influence of quiet leadership as an influential variable in human resources capabilities as a responsive variable, in the Tourism Authority, and then try to come up with a set of recommendations that contribute to improving the capabilities of human resources for the surveyed organizations. Based on the importance of the topic of research in tourism organizations, and the importance of these organizations to society, the descriptive analytical approach was adopted in the completion of this research, as the research included boards of directors, and data was collected from (120) respondents who represent the research community exclusively and comprehensively, represented by (general managers, their assistants General managers, heads of departments) as the most specialized in the areas of quiet leadership and human resource capabilities, and the research adopted the program (Excel 2010, Spss V.28) with the adoption of descriptive statistics methods to test its hypotheses, and the researcher found a link and a high impact of quiet leadership on resource capabilities. The research included four axes, the first for its methodology, the second for theoretical framing, and the third for presenting and analyzing the results and testing hypotheses, while the fourth was devoted to conclusions and recommendations.

Keywords: *Quite leadership, Human Resource Capabilities, Innovation ideas, Knowledge Acquisition.*

FIRST AXIS: RESEARCH METHODOLOGY

In this axis, the research problem, its importance, objectives, model, hypotheses and tools will be addressed as follows:

The Research Problem

In the life of renewed administrative thought, priorities and priorities emerge that fall on the shoulders of researchers to pay attention to and look at (focus, diagnosis, explanation), and passing through the details of organizations and raising their abilities to survive and thrive, represents the top of the challenges and the most prominent future

features. From the premises of the intellectual debate of the researchers' recommendations and their intellectual studies about that relationship and the summary of that controversy, the research problem took its theoretical philosophy, and the researcher generated the research problem and was formulating in the form that appeared in the title of the problem and integrated with its practical framework. Measuring the impact of the roles and dimensions of calm leadership in achieving the human resources capabilities of tourism organizations in the Iraqi environment, in a manner that enhances their relations with stakeholders and generates concepts that restore confidence and overcome obstacles

seeking to shake them up. The Iraqi leadership, this leadership must look at the capabilities of human resources from the point of view of competition and how to maintain them, and expresses the research problem with the following important questions:

- What is the level of calm leadership and human resource capabilities in the Tourism Authority?

- What is the research community's assessment of the nature and level of the relationship between calm leadership and human resource capabilities?

- What is the effect of calm leadership on human resource capabilities?

Research Importance

The research acquires its importance from the importance of the variables investigated, and this importance was limited to two aspects: scientific and represented in the serious attempt to discuss intellectual propositions about the relationship between calm leadership and human resource

capabilities, and the scientific addition it produces in this field, and a practical aspect that becomes clear in seeking to monitor the estimates of the research community. The nature of this relationship and the resulting results can guide the Tourism Board to enhance the capabilities of its human resources in the light of Quiet Leadership practices.

Research Objectives

This research aims to diagnose the level and nature of the relationship between quiet leadership and human resources capabilities from the point of view of the research sample (managers, general manager assistants, and department heads) first, and to determine the level of influence of quiet leadership in improving human resources capabilities secondly.

Hypothesis and Model

The research adopts a hypothetical scheme developed by the researcher in the light of the intellectual propositions presented by the study (Rock., 2007) and the study (Kessler, 2008).

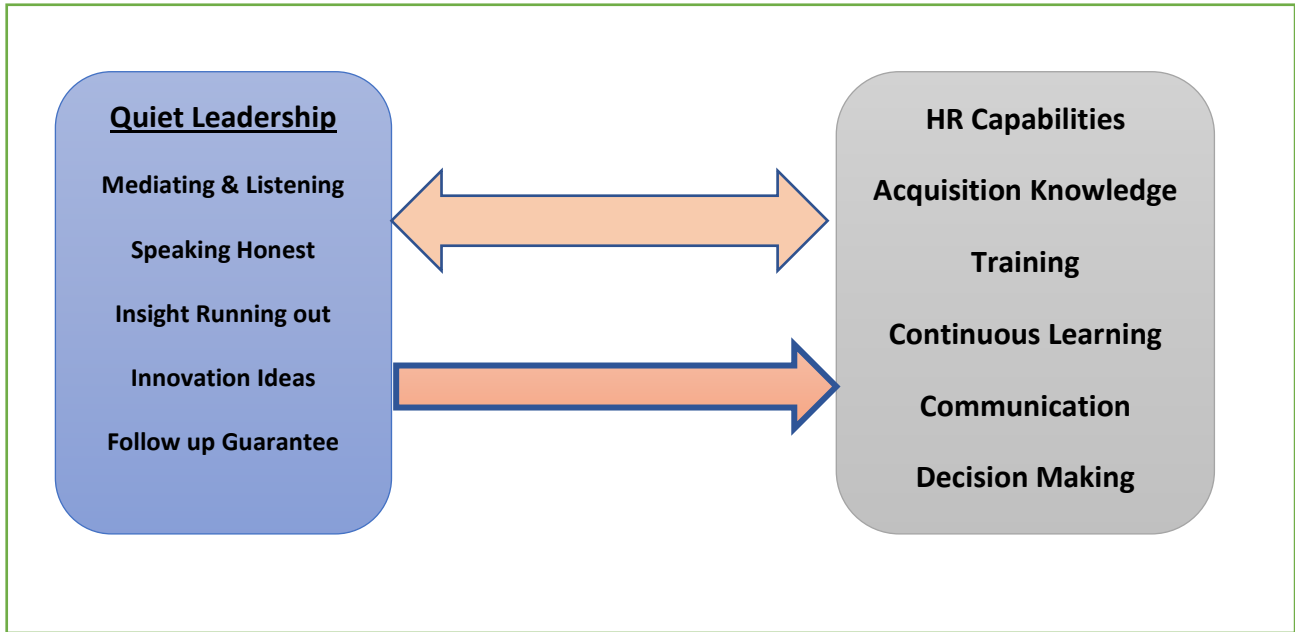


Figure (1) Research Model

- A. There is a positive, significant relationship between calm leadership and human resource capabilities.
- B. There is a positive and significant effect of calm leadership on human resource capabilities.

Research Sample:

The researcher chose the research community according to the comprehensive inventory of the leaders of the Tourism Board in the city of Baghdad, as it is the specialty most interested in the variables of the research.

The validity and reliability of the questionnaire:

The (Cronbach's Alpha) test was relied upon, as it is one of the important statistical stability tests for analyzing data for the statistical form. The Alpha Cronbach's

coefficient for the resolution items reached (0.795), which is a high value indicating high stability of the resolution, while the value of (KMO = 0.823) for leadership Quiet, and human resources capabilities (0.785), a value that indicates a high validity of the scale, as well as the presentation of the questionnaire to a group of professors in the departments of tourism management, organizational behavior, and resource management.

THE SECOND AXIS: THE THEORETICAL ASPECT:

In this axis, the basic concepts of strategic leadership and human resource capabilities will be addressed, as follows:

First: Quiet Leadership:

1. The concept of quiet Leadership:

The researchers and writers dealt with the concept of quiet leadership from a multi-pronged perspective, as (Rowe, 2001: 83) indicated the ability to influence others to enhance the sustainability of long-term decision-making and continuous obedience to maintain financial stability individually and collectively at work, and to influence the ways that enhance competitive advantage, while he sees it (Pearce, 2005: 339) The process of commitment to motivate between members of the organization and stakeholders outside it to accept change and implement strategies aimed at determining the status of the organization through those activities that are interrelated by clarifying the strategic intent, building the organization, and shaping the organization's culture, as it is perceived, a process that comes to fruition through Achieving a competitive advantage compared to competitors, and it is a process that results from practices that cannot be substituted for it, but (Dess et al., 2014: 395) looks at it as a process of organizations moving from what they are to the position that their leader wants to be in under quiet

practices of reflection and listening, And speaking with sincerity, guiding insight, and presenting creative ideas while ensuring follow-up and safety of implementation (Rock, 2007: 125). The researcher sees calm leadership (as the ability to anticipate and predict future insight, maintain confidence, enable workers to generate creative ideas, look to the future with insight, and think from a strategic perspective through.

2. Quiet Leadership Abilities and Roles:

Narendra (2007) identified capabilities for Quiet leadership that enable it to work to achieve its goals represented by (strategic thinking and activity: there is a coherent relationship between thinking and action (integration, communication) and it may sometimes be described as the process of strategic planning, when you think it will act to be a driving force, and the strategic contradiction: There is a relationship between formulation and implementation, and this process must face contradictions in situations. The leadership requires more dynamic proportionality between balanced generation and demolition, because of balancing between structure and strategy without compromise, and behavioral and cognitive complexity: leadership must be visionary, expressive, innovative, dynamic, charismatic, transformative and participatory. decisive and present, working on empowering and motivating individuals, as

well as exploring serious conversations and mechanisms to help subordinates, develop their ideas, and identify what is going on in their brains, and the roles represented in developing the work environment, leading creative strategic thinking, managing the organization's resources fruitfully, and working on the development and distribution of human resources, Building a dynamic organization, and overseeing day-to-day operations, both separately (Rock, 2007:157).

3. Importance of Quite Leadership:

- Follow-up: Follow up on developments that occur inside and outside the organization, while drawing attention to developments that you may have ignored.

- Evaluation and impact: reviewing proposals, decisions and actions, providing advice and identifying alternatives.

- Initiative and innovation: outlining the organization's mission and identifying strategic options.

(Simons, 1998: 70) sees the importance of effective calm leadership as one of the basic resources in the organization, as it has a return like financial and material capital. Therefore, it characterized by the most influential resource in vision, ability and sustainable competitive advantage, which makes it one of the important areas of investment in organizations (Abbas & Jasim, 2021).

The researcher adopted the proposals (Rock.2007) in choosing the dimensions of Quiet leadership, which were represented in (Meditating & Listening, Speaking Honesty, Insight Running out, Innovation Ideas, and Follow up Guarantee).

Second: HR Capabilities:

1. Concept of Human Resource Capabilities :

It is represented in the values, knowledge and capabilities that reside in the brains of human resource experts, and transfer to employees and form the basis for their development and completion of work efficiently (Ulrich et al., 2007), as well as being a set of characteristics that contribute to the effectiveness of the performance of employees and enable the organization to implement its strategies in the competitive market (Long, 2008), from another point of view (Liza, 2008) are behavioral abilities based on skill, and represent an important source to the degree of their conformity with the core values of the organization, while (Darvish et al., 2012) mentioned the set of skills, abilities, knowledge and individual traits that have an impact on Job performance, and this is consistent with the perspective of (Rekers, 2013) that it is a combination of knowledge and skills oriented to the behavior of the individual towards the performance of work requirements, by providing high-level outputs that meet the ambition and goals of

the organization, and finally, human resources capabilities are a set of characteristics that contribute to achieving effective The performance of the individual and the organization's ability to achieve the strategy of its activities in the competitive sector (Ahmad et al., 2014).

2. Importance of HR Capabilities:

The importance of human resource capabilities highlights the fact that it gives the organization and the individual high confidence in times of crisis, and directly contributes to providing a distinct organizational climate that contributes to crystallizing the health of the organization, and helps in increasing efficient human capital, attracts the best talent, works to increase sales, and attracts appropriate strategies for sustainability. competition, and attract new business partners that increase the expansion of the organization vertically and horizontally due to the capabilities of its human resources, as well as excellence in the ethical behavior of the human resource, and provide a barrier between the organization and turbulent situations and work to reduce friction between the organization and its members, especially when it involves them in decision-making and gives them education Continuing (Griffin, 2008: 6-9), while (Tanlamai, 2010: 37-8) indicated the importance of human resource capabilities in their main characteristics (trust, credibility,

trustworthiness, responsibility, skill, knowledge, learning, creativity, efficient production, economies of scale), it increases organizational effectiveness and reduces poor service quality and works to reduce pressures in alienation, organizational burnout, and interpersonal conflict, which gives job performance more It reduces the risk of separation from the results, and increases the high confidence of customers, investors, suppliers and individuals working in the organization.

The researcher adopted the proposals (Kessler.2008) in choosing the dimensions of HR Capabilities, which were represented in Acquisition Knowledge, Training, Continuous Learning, Communication, Decision Making).

THE THIRD AXIS: PRESENTATION AND ANALYSIS OF RESULTS AND TESTING OF HYPOTHESES:

In this axis, the results produced by the questionnaire will be presented and analyzed to diagnose the level of the research variables, using some descriptive statistics methods: the mean to estimate the level of each variable and the standard deviation to estimate the absolute dispersion and the coefficient of variation to estimate the relative dispersion, and by analyzing the answers of community members about the dimensions constituting all the research

variables Main and subsidiary, and then test the research hypotheses.

Table (1) shows a total mean for the independent variable (quiet driving) (4.12), which is higher than the hypothetical average of (3) and with high consistency in the sample answers, as the standard deviation, the coefficient of variation and the relative importance of the total amounted, respectively (0.593) and (14.40%) and (82.40%), and this means that the quiet driving practices of the Tourism Authority are generally higher than the average, which means that quiet driving is highly practiced.

From the summary of the previous analytical indicators, it is clear that the mean of the total paragraphs was higher than the hypothetical mean of the scale adopted in the study, which is (3) for the five-graded scale. , the researcher found that the interest of the Tourism Authority in (Insight Running out) came first, as it achieved a relative importance of (83.2%), with a mean of (4.16), a standard deviation of (0.600) and a coefficient of variation (14.4%), while the other dimensions came on Ranking was (Meditating & Listening) with a relative interest level (81.7%) with a mean of (4.09), a standard deviation of (0.748) and a relative coefficient of difference (18.3%), while the relative interest in (Speaking Honesty) was (82.8%). With a mean of (4.14) and a standard deviation of (0.782), the fourth

order was for the dimension (Innovation Ideas) with relative interest (85.4%), mean (4.27), standard deviation (0.830), and relative coefficient of variation (19.4%), while It was the fifth and final order of the (Follow up Guarantee) dimension. With a mean (3.95), a relative coefficient of variation (20.13%), a relative interest (79%), and a standard deviation (0.795).

1. The level of human resources capabilities:

Table (1) shows that the level of human resources capabilities of the Tourism Authority from the point of view of the research sample is (3.88), with a standard deviation, coefficient of variation and relative importance of (0.612), (15.78%) and (77.7%), which is higher From the hypothetical average, if the answers were consistent, and this result confirms the interest and awareness of the research community of the importance, practices and presence of human resources capabilities. The decision) was the descriptive statistic for these dimensions and from the analysis of the paragraphs concerned with the dimensions of human resource capabilities, the researcher found that the interest of the Tourism Authority in (Continuous Learning) came in the first place, as it achieved a relative importance of (83.6%) and an mean of (4.18) and a standard deviation of the amount (0.679) and with a coefficient of variation (16.2%), while the other dimensions came, respectively, (Acquisition Knowledge) with a

relative level of interest (80%), an mean of (4.00), a standard deviation of (0.732) and a relative coefficient of variation (18.3%), while The relative interest in (Training) of (77.8%), with an mean of (3.89), a standard deviation of (0.842), and a relative coefficient of variation (21.6%). Standard

deviation (0.814), relative coefficient of variation (21.7%), while the fifth and last order of the dimension (Decision Making) was with mean (3.62), relative coefficient of variation (26.58%), relative interest (72.4%), and standard deviation (0.962).

Table (1) Descriptive statistics for the search variables

variable	M	ST. D	C. V	IMW	R
Quiet Leadership	4.12	0.593	14.40	82.40	1 st
Meditating & Listening	4.09	0.748	18.3	81.7	2
Speaking Honest	4.14	0.782	18.8	82.8	3
Insight Running out	4.16	0.600	14.4	83.2	1
Innovation Ideas	4.27	0.830	19.4	85.4	4
Follow up Guarantee	3.95	0.795	20.13	79	5
HR Capabilities	3.88	0.612	15.78	77.7	2 nd
Acquisition Knowledge	4.00	0.732	18.3	80	2
Training	3.89	0.842	21.63	77.8	3
Continuous Learning	4.18	0.679	16.2	83.6	1
Communication	3.75	0.814	21.7	75	4
Decision Making	3.62	0.962	72.4		5

2. Hypothesis testing: This paragraph aims to test the hypotheses of correlation and influence that were formulated as a guide to the results of intellectual accumulation about the relationship between calm leadership and human resource capabilities and the reflection of calm leadership in human resources capabilities. It will focus on showing the relationships below the level of significance (0.05) as follows:

A. The relationship between calm leadership and human resource capabilities:

The first main hypothesis started from the expectation (there is a direct correlation with a significant relationship between calm leadership and human resource capabilities), and from checking the relationships presented by Table (2), which expresses the correlation matrix between the two variables to give the decision about the availability of results to support the hypothesis or not, and to determine the percentage of support from The

data shown in Table (2), which refer to the values of the correlation coefficients. It is clear that calm leadership and human resource capabilities are associated with a

significant relationship at the general level. The value of the correlation coefficient is (0.738**), which is a positive correlation coefficient.

Table (2) Correlation coefficients of the relationship between quiet leadership and human resource capabilities and their dimensions

Quiet Leadership	HR Capabilities			
	r	p-value	t-test	n
	0.738	0.000	8.577	120

B. In order to test the effect of total quiet leadership on human resources capabilities, as the second main hypothesis states (quiet leadership has a significant effect on human resources capabilities), and according to the table, the calculated (F) value amounted to (73.568), which is of course greater than (F) value. Tabular (3,841), and with a degree of freedom (119), and therefore the hypothesis can be accepted, as there is a significant effect at the level (0.05), that is, with a degree of confidence (95%), and the value of the coefficient of determination (R²) for the total quiet driving variable (0.545) That is,

the quiet driving variable is able to explain a percentage of (54.5%) of the changes that occur in the capabilities of human resources, while the remaining percentage represents influential elements and variables that did not appear in the model, and the value of (β) the marginal slope coefficient reached (0.738). This indicates that the increase in the quiet driving variable by one unit will necessarily lead to an increase in human resources capabilities by (0.738), and thus the fourth main hypothesis has been accepted according to the results as a whole, and according to the simple regression equation.

$$\text{HR Cap.} = 0.689 + 0.738 * \text{quiet Leadership}$$

Table (4) Summary of analytical indicators for the impact of Quiet leadership on human resource capabilities

HR Cap.	β	α	A- R2	R2	P	D.F	F	QUIET LEADERSHIP
	0.738	0.689	0.540	0.545	0.000	119	73.565	

FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS:

In this section, the most important conclusions and recommendations of my agencies will be addressed:

First, the conclusions:

A- The General Authority of Tourism showed the keenness of the Tourism Authority in general to adopt the characteristics and practices of quiet driving to a large extent, while it came to its dimensions (Insight Running out) first, and then the other dimensions (Meditating & Listening, Speaking Honesty, Innovation Ideas, Follow up Guarantee) Which reflects the contribution of all these practices in showing the calm leadership of the Tourism Authority well.

B - The Tourism Authority is generally keen on the capabilities of its human resources well, while it came to its dimensions in order (Continuous Learning) first, and then the other dimensions came in order from the second to the fifth (Acquisition Knowledge, Training, Communication, Decision-Making). Which

reflects the contribution of all these practices in showing the capabilities of the human resource of the Authority well.

C- Quiet leadership directly affects the capabilities of human resources, and from here we conclude that calm leadership affects the capabilities of human resources directly.

Second: Recommendations

A- Deepening the awareness of the boards of directors of the surveyed organizations about the characteristics of calm leadership and the capabilities of human resources by consolidating their convictions of the importance of these modern administrative approaches in directing and formulating the goals and strategies of their organizations, and in a manner that increases their capabilities for strategic initiative and working to prepare a program that gives its members skills and knowledge interested in clarifying Its most important practices and applications.

B - Because of the nature of the reciprocal and interactive relationship between the quiet leadership with its characteristics and the capabilities of human resources in its

dimensions, activities and activities, its boards of directors must realize that these dimensions are subject to development, change and addition simultaneously with the development and diversity of its functions and the role placed on it and in interaction with the environmental climate that surrounds these departments. The constantly changing and the goals for which these dimensions exist and the extent of their suitability to the requirements of work development and the significance of the impact of each on the other.

C- Strengthening the capabilities of human resources in the surveyed departments and adopting approved standards to examine their levels in the future, allowing them to evaluate and improve their chances of sustainable success and determine their competitive position in light of these indicators, especially the tourism sector has become a competitive sector open to regional and international companies from investing in it.

D- Reliance on the strategic approach in human resource management as a basis for upgrading the empowerment of workers after the processes of attracting talent and competencies and providing all the requirements for the sustainability of human capital, because these talents will bear the responsibilities of the organization as managers and leaders, while supporting

and motivating them and removing them from the cycle of routine work, and attention to encouraging workers and distributing appropriate rewards that parallels their commitments and efforts.

E- The quiet leadership practices of the Tourism Authority must be invested in improving the level of its human capabilities by adopting its dimensions separately and collectively.

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