



Eximia Journal
(ISSN 2784-0735)

Vol. 13
2024

The golden triangle role of human resources in building of organizational Ambidexterity

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Abstract. The main objective of this research is to determine the role of the Golden Triangle of Human Resources in building organizational ingenuity (as applied to the Ministry of Planning). The research also seeks to achieve a set of objectives, namely to determine and measure whether there are significant differences of statistical significance between the views of the sample vocabulary on the dimensions of the Golden Triangle of Human Resources and organizational ingenuity. A model of the study has been proposed that illustrates the dimensions of the human resources triangle and organizational ingenuity, as has the design of the search tool. The study was based on an analytical-descriptive approach and a comprehensive individual survey of the research sample. The tests to measure the authenticity and consistency of the research tool (resolution) were conducted and directed to a sample of managers working in the Ministry of Planning (Sector Service, Directorate of Regional and Local Development, and Investment Service). The sample was uniquely sized, with the total number of valid lists for statistical analysis (105) being 88% of the total sample size. The results of the statistical analysis indicated a positive statistically significant impact of the triangle dimensions of human resources in building organizational mastery in the ministry in question.

Keywords. Golden Triangle ,Organizational ingenuity, Human resource

Introduction:

The world of governance is bogged down with rapid and progressive changes and developments that have led to change, like the work of organizations. A proliferation of factors, such as the spread of information technology and digital transformations, has also contributed to the need to achieve organizational and strategic efficiencies (Abuzid & Abbas, 2016).

The rise of an approach called "organizational ingenuity" that aims to balance and complement strategic and organizational goals has made it necessary for human resources to keep up with these changes. This is to help the organization stay competitive and get several benefits, the most important of which is to help with strategic implementation and to improve people's ability to respond, come up with new ideas, and follow managerial and organizational guidance (Collins & Clark, 2003).

Organizational ingenuity is one of the vital topics that has taken its prominent place in management over the past decade, where organizations seek to be ingenious in terms of their

ability to balance exploration activities with new resources, capabilities, possibilities, and investment activities with existing capabilities, capabilities, expertise, and skills (Li 2013). Organizational ingenuity means simultaneously seeking to exploit existing resources and explore new capabilities, i.e., reconciling processes that focus on structured investment to their competitive position and exploring that focus on creating new opportunities (Suzuki,2011). Organizations are currently attempting to highlight the factors that support human resource innovation both individually and collectively so that they can conceptualize investment in human resources and the accumulation of knowledge and experience that competent staff are likely to create, especially given the challenges of copying individual and collective skills.

The implementation of administrative decisions to achieve organizational excellence highlights the role of human resources in this regard. The implementation of these decisions is the responsibility of the Department of the various functional activities of the Ministry, which can contribute to the building of organizational skills. Human resources are the greatest burden in this regard, so we must first begin by clarifying the nature of the relationship between human resources and organizational competence. By asking questions about what impact human resources have in building organizational ingenuity, or, on the other hand, how human resources deal with changes and challenges and when we speak now to answer that question, we say that the relationship between organizational ingenuity and human resources is one of influence and impact. In other words, organizational ingenuity is an influential internal environmental challenge, which means that organizational ingenuity is one of the internal environmental challenges affecting human resources activities, while human resources can play an important role in organizational ingenuity. That relationship can be explained in some detail on the basis that organizational ingenuity is based on a range of internal and external activities. Internal activities take on the investment of individual and collective skills and all the personal features associated with them, such as actual capabilities such as intelligence, thought, perception, and others that affect the implementation of organizational activities through the reading, awareness, and ability of staff to analyze, build perceptions, adapt, and deal with problems. External activities are related to strategic challenges of exploring new opportunities, so human resources must play a positive role in dealing with those challenges either by adapting or trying to change them because most organizational ingenuity activities are subject to positive change. Hence, it can be said that human resources within that relationship (impact and impact) have an impact on the transformation of staff career behavior into positive behavior. Given that the Ministry of Planning is one of the most influential government organizations in the area and has an active role in the planning of service and investment projects, it is the organization most in need of human resources to achieve organizational ingenuity. The human resources triangle aims to create a human resource structure to perform roles and operations. Building on what has already been mentioned and what has been highlighted by the research gap, researchers can formulate the research problem through the following questions:

- What is the impact of the Golden Triangle of Human Resources and its social dimensions (Strategy, Operations, and Performance) on building organizational ingenuity?
- What is the role of the Golden Triangle of Human Resources and its social dimensions (Strategy, Operations, and Performance) in building organizational ingenuity?

Chapter two: Theoretical Background

The conceptual framework for study variables is based on the previous literature, which deals with the most salient concepts, elements, and characteristics and the importance of these variables, which are the basic foundations of any knowledge frame that can contribute to building a solid base for organizations. To be used in their regulatory practices

2.1 The concept of the Golden Triangle of Human Resources

Paul Kearns (2010) introduced through the Human Resources Strategy the concept of the Golden Triangle of Human Resources, which is inspired by architecture and "may be particularly appropriate for organizational practices, consisting of the three pillars—structure, process, and roles—which are interdependent organizational activities, and roles are further defined through shared organizational values and relationships. (Kearns,2010). Nezakati & Asgari (2010) proposed the Golden Triangle of Human Resources as a whole concept for identifying and implementing organizational activities, or for recognizing a particular part or function, and contributing to the effective implementation of duties and roles in the organization, while Zirar (2015) considered that the Golden Triangle of Human Resources was engineering organizational activities that had been adopted and aged in a distinctive, consistent, and consensual manner to achieve the behavioral obligations of staff members. As is clear (Hesketh & Martin, 2009), management cannot be reduced simply to what managers do, or in fact, who they are or even the capabilities they possess. Our focus is instead on the human resources that carry out processes and organizational roles, and how they achieve together what they cannot achieve on their own. Hesketh & Herd (2009) describe what they refer to as the Golden Triangle of Human Resources as the network of relationships and conversations through which managers recognize the important role of human resources in implementing organizational strategies and identify the role of human resources in organizations through the implementation of policies and strategies identified by managers and the transfer of staff capacity to their organizational skills.

2.2 Characteristics of the Golden Triangle HR.

The role of managers in building the Golden Triangle of Human Resources depends on the ability of human resources to deliver operations, performance, and strategic skills at the operational level across organizational contexts. (Lai et al., 2023), (Çalışkan, 2010). (Sparrow et al., 2010; Hesketh & Hird, 2009; Nezakati& Asgari, 2010).

1. Building good working relationships between managers and staff stimulates participatory decision-making and power-sharing and contributes to a positive human resource environment.

2. The human resources triangle, based on an interactive pattern among staff, or units, is to collaborate in the exchange of different views. That emerged from the relevant relationships with senior management within the organizations.

3. Support for culture or mutual trust and respect among employees, effects, and skills at work.

4. Focus on thinking, evaluation, dialogue, and discussion of the performance of organizational activities.

5. It contributes to the effectiveness of organizational and strategic processes, provides feedback on them, and participates in the resolution of organizational problems.

6. Human resources are seen as key members of the organization and carry out operations by enabling each staff member to play an appropriate role in organizational mastery.

7. Managing human resources needs effectively makes staff able to learn new tasks quickly, adapt skills, perform different tasks, take responsibility for tasks, and adjust their behavior in different circumstances.

2.3 Dimensions and Measurement of the Golden Triangle HR

Management researchers have made numerous attempts over the past few decades to discover and make use of unknown aspects of human resources in the implementation of various

organizational activities. Kearns (2010) considers that the three-pronged framework in engineering is one of the strongest forms of construction, to form a triangle that enhances organizational resilience, and identified the dimensions of the human resources Golden Triangle with three basic elements: structure, processes, and roles, while Hesketh & Herd, 2009 (Sparrow et al., 2010), with three dimensions: strategy, processes, and performance.

2.3.1 Strategy

The production of the strategy revolves around predicting the future, or more precisely, winning the debate about what the future is. As is evident in the book McGraw-Hill 1982, the strategic mind and the need for an effective human resources strategy when he says what distinguishes business strategy from all other types of business planning is, in one word, a competitive advantage. Without competitors, there would be no need for a strategy, and therefore, the organization's strategy involves trying to change its power over its competitors more efficiently (Zirar.2019) ˆ

Human resources skills have a direct impact on the performance of the organization, as it is human resources that drive the performance of activities within the organization by contributing to the implementation of an effective strategy. Human resources managers need to recognize that the effective implementation of the strategy is the basis of the value of human resources. (Çalışkan, 2010). All organizations have human resources and can make the difference between success and failure. The theory of the leadership triangle suggests the need to adopt strategies and commit to the goals of the organization. More importantly, effectiveness is human resources." (Hesketh & Hird, 2009).

2.3.2 Operations

The Human Resources Triangle seeks more than traditional aspects of the organization, access to new and innovative thinking leadership to provide solutions to organizational problems (Sparrow et al., 2010), and believes (Cre Approach, 2019) that the degree of commitment of human resources is necessary to ensure that processes are performed at their level and that decisions can be made that can be effectively implemented. The Golden Triangle of Human Resources seeks to upgrade skills, which encourages the upgrading of organizational processes and performance (Budhwar et al., 2000).

2.3.3 Performance

The performance of human resources is one of the fundamental elements of the progress and achievement of the goals of organizations. Therefore, performance is essential to the operationalization of the Golden Triangle of Human Resources, which is organized in the areas of efficiency (technical and personal), the creation of a working environment that promotes high performance and collective action, and the promotion of creative work and the exchange of different views." (Caccamese and Bragantini, 2012) ˆ

Human resources performance, as described by Pasamar et al. (2019) is a combination of knowledge and ability to carry out organizational activities, and Waris (2015) describes performance as a function linked to staff effectiveness in the work. Efficiency, completion of tasks, and roles to achieve organizational goals. Jarrar, 2022) is seen as one of the factors affecting organizational performance where staff are well qualified to carry out their work. Widyanti et al. (2020) see human resources performance as an effective means of meeting present and future needs. (Kearns, 2010) describes the dimensions and measurement of the Golden Triangle of Human Resources by what staff members in the organization do.

4.2 Activate the Golden Triangle HR

Human resources performance can be improved through collaboration between staff and managers in each organization because the key to success is the activation of the human

resources Golden Triangle. If we consider human resources activity as a valuable chain, the human resources roles in each operation should be well designed. The human resources triangle emphasizes the necessity of placing the right staff in the right place and the requirement that staff members be capable of and fully trained to perform their roles. Because the role of managers in forming the Golden Triangle depends on human resource capacity and having key influence and leadership skills across four organizational contexts, look at a table. (1)

Table 1: Identification of methods of activation of the Golden Triangle through the empowerment of human resources

Idle (doesn't work)	Operation	Context
I talked about, not "talked to"	participating in strategic discussions	The executive
Strategic implementation	strategic advances	Strategic
Operations expert	Operational command	operations
Performance enabler	performance coordinator	performance

Whether at the organizational, strategic, or performance level (Sparrow et al., 2010; Hesketh & Hird, 2009), as indicated (Nezakati et al., 2010), empowerment is the process of enhancing efficiency among staff by identifying conditions that promote organizational practices (Nezakati & Asgari, 2010). The Golden Triangle of Human Resources is a means of enhancing human resources performance and enabling them to make decisions and solve problems within their areas of responsibility and authority, enabling staff to set their work goals (Littrell,2007).

5.2 Organizational ingenuity

The complexity and speed of change facing many organizations require them to develop their organizational styles, which requires organizational ingenuity. The initial concepts of organizational ingenuity were formulated in March 1991, in which he saw that exploitation activities involved improvements in production, efficiency, choice, and implementation, while exploration activities involved research, diversity, risk, experimentation, flexibility, discovery, and innovation. Pereira et al. (2024) refer to ingenuity as the individual's ability to use both hands with equal skill, and organizationally represents the ability to engage in conflicting activities such as exploitation and exploration in that one where the organization can use both hands with equal skill.

Mom et al. (2019) noted that ingenuity is a multilayered approach that results from the top down and from the bottom up, that is, an organizational context in which managers can meet the challenge of achieving conflicting goals such as exploration and exploitation in a balanced manner. According to Sağlam and İYÜĞÜN (2021), it's the ability to exploit existing resources, capacities, and skills and to explore new paths of creativity and innovation.

As he pointed out (Zhu et al., 2024.), Organizational ingenuity is an organizational feature of an organization capable of exploiting existing capacities and exploring new opportunities at the same time. It now describes an organizational skill that reflects the ability of the organization to achieve a simultaneous balance between conflicting activities or with different objectives, such as exploration and exploitation of skills, capabilities, and opportunities. The organization is well known as "the organization capable of managing it and

balancing differences in terms of exploiting current staff competencies and skills and exploring new opportunities and skills in a balanced manner at the same time."

7.1 The importance of organizational ingenuity

Ingenuity has become an interesting subject in organizational theory and strategic management. to develop both exploration and investment activities. Because it is one of the organization's keys to carrying out investment activities to ensure their present viability and to developing exploration activities to ensure their future viability (Pertusa & Azorín, 2018) .Because it plays a crucial role in ensuring the long-term survival of the organization and enhancing its present and future viability, it provides the organization with the dynamic capacity to adapt to changes in the environment, to take advantage of existing assets and capacities from the mature side of work, and to acquire new areas (Bodika, 2014). It also contributes to the investment of existing knowledge and innovative solutions because it enables the organization to develop different learning capacities to create strategic value (Fu et al., 2015), because ingenuity is central to achieving the organization's competitive advantage as a possible way of arriving at a successful solution (Cirjevskis, 2016) (Huang and Li, 2017).

7.2 Dimensions of organizational ingenuity

For a number of researchers the organizational ingenuity has been multi-dimensional, through which the organizational ingenuity of the following dimensions can be measured.

1.7.2 Exploration

Exploration is an activity that allows organizations to research, diversify, risk, create, and experiment with knowledge to develop new resources, potentials, and capabilities to increase organizational effectiveness (Abuzaid, 2016) . It also refers to regulatory activities that are characterized by the search for, discovering, and creating of new knowledge and the testing of new opportunities (Lee et al , 2017). It also involves the development of new knowledge and the search for the difference needed to achieve further innovation. Exploration requires research and experimentation efforts to generate new knowledge (Vrontis et al.,2017) . Exploration also involves the use of implicit knowledge bases so that new technological or marketing pathways are developed by outsourcing and integrating them. In the view of Tuan, 2016, exploration focuses on increasing the Organization 's ability to adapt quickly and appropriately to organizational changes through radical modification, (Faia&Vieira,2017) and is linked to exploration with experiences, flexibility, thinking, new knowledge and new technologies and new pathways that focus on responding to environmental changes by generating radical innovations

1.7.2Investment Exploitation

Investment is one of the activities that takes advantage of knowledge and skill to improve and develop existing capacities and use core capabilities (Abuzaid, 2016). It also involves activities that are characterized by choice, implementation, improvement, and development of existing knowledge (Lee, 2017), aimed at expanding existing knowledge and seeking greater efficiency and improvements to enable increased creativity. The investment strategy also requires the use of existing knowledge in well-understood ways and the utilization of diverse and distributed knowledge in new ways. It also requires efficiency and close thinking to harness existing capacities and continuously expand product creation (Vrontis et al., 2017). It also aims to internalize gradual improvements in technological pathways to respond to current

environmental conditions by adapting existing knowledge and technology, thus meeting regulatory needs.

8.2 Characteristics and Conditions of Organizational Ingenuity

Many researchers and writers have identified organizational skill characteristics (Berkinshaw & Raisch, 2008). (Bodwell & Chandler, 2010 and 2007) (Navarro & Dewhurst) Below are some of these characteristics:

1. Recognition: the ability to identify opportunities and threats through an external environmental survey and apply regulatory mechanisms at the required speed.

2. Capture the ability to seize new opportunities, where seizing opportunities is the implementation of a strategic vision that leads to strategic action.

3. Restructuring: The key to growth is the ability to reconsolidate assets and organizational structures and shape them according to changes through the restructuring of resources, assets, structures, and the function of human resources.

- The ability of individuals to take advantage of opportunities beyond their current functions and combine their efforts to achieve the goals of the organization.

- Incentives individuals enough to work and act instantaneously without the permission or support of their superiors, and always look forward to building distinctive internal links.

- Individuals encourage actions such as adapting to new opportunities that clearly align with the strategy to strengthen coherence at the individual level of the organization.

Research methodology

The analytical descriptive approach is the best way to obtain sufficient and accurate factual information and to contribute to the analysis of its phenomena (del Campo, 2017). Research data have been processed using the Social Science Statistical Package (SPSS) and the modelling of structural equations (SEM) using the Amos Programme. The research methodology included five paragraphs as follows:

1.3 Search boundary:

- Spatial boundaries: application of the field aspect of research was limited to the Ministry of Planning

- Time limits: the duration of the operational segment and the theoretical research ranged from (2023/10/1-2024/1/20).

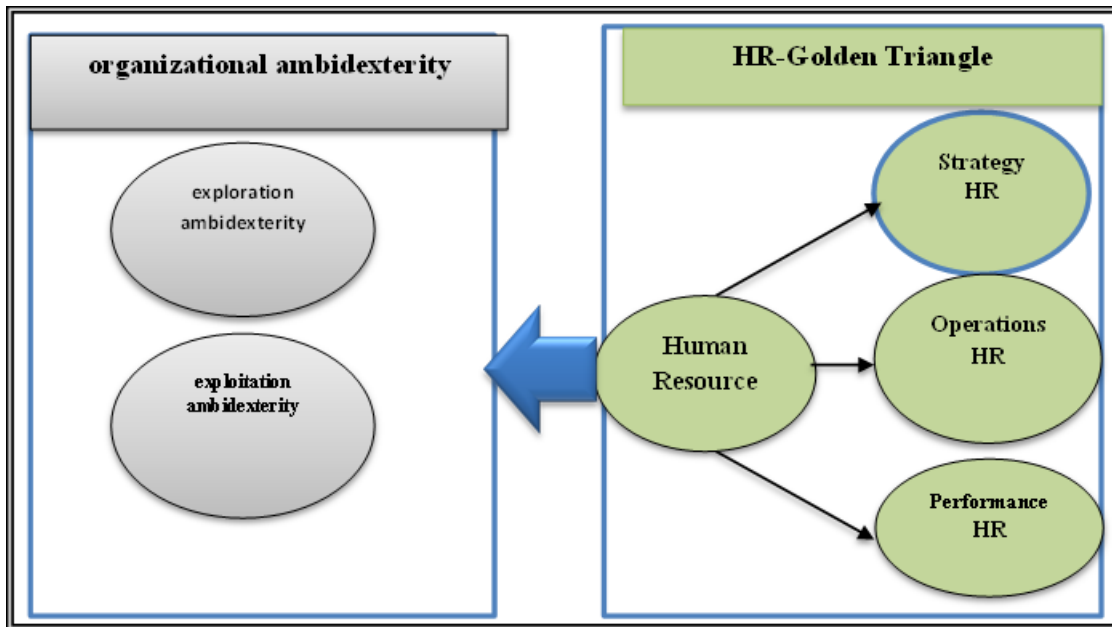
- Knowledge boundaries: The research includes two variables, the independent variable the golden triangle of human resources in its dimensions: (Strategic, processes, performance) and the variable of organizational ingenuity in its dimensions: (The ingenuity of exploitation, exploratory ingenuity).

Research methodology

The analytical-descriptive approach is the best way to obtain sufficient and accurate factual information and to contribute to the analysis of its phenomena (del Campo, 2017). Research data have been processed using the Social Science Statistical Package (SPSS) and the modeling of structural equations (SEM) using the Amos Program. The research methodology included five paragraphs, as follows:

1.3 Research boundaries:

- Spatial boundaries: Only the Ministry of Planning could apply the field aspect of research.
- Time limits: the duration of the operational segment and the theoretical research ranged from 2023/10/1-2024/1/20.
- Knowledge boundaries: The research includes two variables: the independent variable, the golden triangle of human resources in its dimensions (strategic, processes, and performance), and the variable of organizational ingenuity in its dimensions: (The ingenuity of exploitation, exploratory ingenuity).



5.3 Research and Sampling Community

The Ministry of Planning has been selected as a community for current research, being one of the government agencies concerned with... achieving organizational ingenuity by enhancing exploitation and exploration capabilities and the ability to manage the tension between them. Knowledge methods also empower managers to process information, enabling them to integrate inconsistencies and tensions in ways that foster them rather than avoid them. or its denial, striving to strike a balance between trends of exploration and exploitation. The research community consists of senior and middle administrations (N = 112) represented by the director-general, assistant director-general, section director, section director, and section director. We adopted the overall counting method for members of the research community sample, using Steven Thompson's statistical equation (1) and Arif and Abadi's (2020) guidance, recovering 105 identifications and omitting 7 others. Because of her nullity. Table 2 below shows the demographic distribution of the sample research.

Demographic Factors	Category	Frequency	Percentage
Gender	Male	68	64.8 %
	Female	37	35.2%
Age	20 - 30	17	16.2%
	31 – 40	39	37.1 %
	41- 50	32	30.5%
	51-60	17	16.2%
Job position	general manager	7	6.7%
	assistant general manager	21	20.0%
	circle manager	4	3.8%
	department manager	26	24.8%
	Assistant Department Director	5	4.8%
	Division manager	42	40. %
academic qualification	Preparatory school	4	3.8%
	Diploma	4	3.8%
	Bachelor	40	38.1%
	High Diploma	15	14.3%
	Master's	34	32.4%
	PhD	8	7.6%
Experiences	5 years and less	10	9.5%
	From 6 to 10 years	14	13.3%
	From 11 to 15 years	32	30.5%
	From 16 to 20 years	21	20.0%
	From 21 to 25 years	15	14.3%
	More than 25 years	13	12.4%

Source: researcher, according to SPSS.V 28

The above table shows that the ratio of males to females is close, indicating the importance of balance in assigning managerial positions in the Ministry of Planning according to competence and experience, regardless of sex. Through the age groups, the largest proportion was found to be intellectually mature, with a group of 31–40 at a rate of 37.1, followed by a group of 41–50 at a rate of 32.5. This indicates that the Ministry of Planning relies on large age groups. As far as scientific qualifications are concerned, it is clear that the largest proportion are those with a BA of 38.1, followed by a Master's at 32.4, indicating that the Ministry of Planning relies on a university degree in large proportion. In the appointment of managerial positions, through the organizational and administrative structure, it is clear that the category (Director of Division) has the highest rate (40). In terms of posts, then the category (Director of Section) and finally the category (Director General), and based on years of experience, the category (11–15) is the 30.5 largest and the category (16–20 years) is the 20.0 second. This is indicative of the Ministry of Planning's reliance on the youth component in the management of its tasks.

Chapter Three: Analysis and Discussion of Research Findings

I. Analysis of the Accounting Communities and the Normal Deviation of the HR-Golden Triangle

The answers people gave to the human resources Golden Triangle variant and its dimensions at the aggregate level are shown in Table 4. This includes the results of calculus extraction, standard deviation, and percentage oblivion. This table reflects an arithmetical average of 3.96, the standard deviation (0.374), and a percentage (78.68%), indicating the importance of this variable from the point of view of the sample. The strategy's human resources dimension was ranked first, with a total arithmetical average (4.14), a standard deviation (0.588), and a percentage (82.8 percent), which points to the importance of this dimension in achieving the organizational ingenuity of the sample's research members by presenting and discussing all new ideas and direct and collective dialogue among all members of the organization and senior management. The human resources operations dimension achieved an accounting average of 3.91, a standard deviation of 0.456, and a centigrade (78.2%) to take second place in the search sample, while the human resources performance dimension was third in the calculation (3.75) and a standard deviation of 0.453 and 75%, indicating cooperation and participation among human resources and senior management through their participation in the resolution of organizational problems and through the creation of an atmosphere of social integration for interaction between human resources, equality, and justice, and collective action for the exchange of ideas and team-based cooperation, reflecting on organizational success.

Table 4: Calculus, normative deviation, and the relative importance of the dimensions of the Golden Triangle of Human Resources

FIRST : Human Resources Strategy					
Order	Percent Weight	Standard Deviation	Calculus	Paragraphs	ت
First	87.6	0.619	4.38	Q1	.1
	80	0.966	4.16	Q2	.2
	85	0.931	4.25	q3	.3
	81.2	0.772	4.06	Q4	.4
	80	0.966	4.28	Q6	.5
	82.8	0.588	4.23	Total	
SECOND: Human Resources Operations					
Second	77.6	0.719	3.88	Q6	.6
	72.6	0.806	3.63	Q7	.7
	85	0.683	4.25	Q8	.8
	80	0.730	4.00	Q9	.9
	76.2	0.750	3.81	Q10	.10
	78.2	0.456	3.91	Total	
THIRED: Human Resources Performances					
Third	77.6	0.806	3.88	Q11	.11
	75	1.000	3.75	Q12	.12
	65	0.683	3.25	Q13	.13
	80	0.632	4.00	Q14	.14

	77.6	0.719	3.88	Q15	.15
	75.04	0.453	3.75	Total	
	78.68	0.374	3.96	Total Mark	

Source: researcher, based on statistical analysis results.

II. ANALYSIS OF ACCOUNTING COMMUNITIES AND NORMAL ADVANCES OF ORGANIZATIONAL DIMENSIONS:

Table 5 presents the results of individual responses to the organizational ingenuity variable and its sub-dimension at the aggregate level, in terms of arithmetical extraction, standard deviation, and percentage oblivion, as follows:

1. The answers showed that the organizational ingenuity variable had a general average of 3.97 with a standard deviation of 0.394 and a percentage of 79.4%, which showed how important this dimension was to the sample. After the first (investment mastery), I referred to them as 4.16 and a standard deviation (0.374 and 0.475, respectively) and as a percentage (83.2%), showing the high impulse of human resources to possess skilled, efficient, and distinguished ideas that contribute to organizational ingenuity. The calculation's second-ranked dimension (exploration mastery) scored 4.04, had a standard deviation of 0.401, and a percentage of 80.8 percent. This suggests that senior management is actively directing human resources to hire people with skills that can be used over and over, who can bring new ideas and creativity to the table, and who can change the way work is done in the organization.

Table 5: Calculus, standard deviation, and the relative importance of organizational ingenuity dimensions

First :Investment ingenuity					
Order	Percent weight	Standard Deviation	Calculus	Paragraphs	ت
First	87.6	0.619	4.38	Y1	.16
	85	0.447	4.25	Y2	.17
	76.2	0.655	3.81	Y3	.18
	81.2	0.574	4.06	Y4	.19
	86.2	0.602	4.31	Y5	.20
	77.6	0.806	3.88	Y6	.21
	81.2	0.574	4.06	Y7	.22
	82.6	0.619	4.13	Y8	.23
	83.8	0.655	4.19	Y9	.24
	82.6	0.885	4.13	Y10	.25
	82.4	0.6436	4.12	Total	
Second: Exploration ingenuity					
Second	77.6	0.619	3.88	Y11	.26
	81.2	0.680	4.06	Y12	.27
	82.6	0.500	4.13	Y13	.28
	81.2	0.680	4.06	Y14	.29
	81.2	0.443	4.06	Y15	.30

	86.2	0.602	4.31	Y16	.31
	85	0.447	4.25	Y17	.32
	83.8	0.655	4.19	Y18	.33
	81.2	0.574	4.06	Y19	.34
	8.06	0.966	4.00	Y20	.35
	74.80	0.616	4.1	Total	
	78.6	0.629	4.11	Total Mark	

Source: researcher, based on statistical analysis results.

III. Impact test among research variables:

To test the validity of the research hypothesis that there is a statistically significant effect of the combined human resources gold triangle dimensions on organizational ingenuity,

Table 6: Analysis of the Impact of the Human Resources Dimensions of the Golden Triangle on Organizational Ingenuity.

Organizational ingenuity					Dependent variable Independent Variable	
β Value	Sig. Valuable level of morale	R ²	F Value			
			Scheduled	Accounted		
0.683	0.004	0.466	4.54	12.221	Strategy	Dimensions of HR-Golden Triangle
0.667	0.005	0.445		11.206	Operations	
0.699	0.003	0.488		13.347	Performance	
0.826	0.000	0.681		29.955	Total dimensions of the human resources triangle	

Source: researcher based on statistical analysis results.

Table 6 shows that the independent human resources triangle variable in its dimensions has had a moral impact on the organizational ingenuity variable in its dimensions, with the calculated value (F) of 29.955 being greater than the scale value (4.54) at an indication level (0.05), meaning that the desired relationship is explained by the R2 value (0.681), which indicates that the organizational ingenuity variable explains 68% of the variation in the approved ingenuity and 32% of the unexplained variation is due to other factors. The Strategic, Operations, and Performance dimensions of the independent human resources triangle have positively impacted

and played a moral role in total organizational ingenuity. The calculated values (F) (12.221, 11.206, 13.346), respectively, surpass the scale value (4.54) at an indication level (0.05). This indicates that the R2 value (0.466, 0.445, 0.488) successively explains the desired relationship, while the values (0.0.8), respectively, (0.683, 0.667, 0.699) This means that a change of 1 in dimensions would affect a change of 0.683, 0.667, and 0.699 in strength (strategic, operational, and performance), respectively. In the light of previous analytical findings, the importance of the Golden Triangle of Human Resources is evident in achieving organizational ingenuity that is guided (strategic, operational, and performance) and by creating an atmosphere of social integration for interaction among the members of the team, achieving equality and justice, and working collectively to exchange ideas and cooperate in a team spirit, thus reflecting the success that can be achieved by all organizations. This confirms acceptance of the research hypothesis, which states that "there is a statistically significant effect on the golden triangle of human resources and its combined dimensions in organizational ingenuity."

I. CONCLUSIONS

The Ministry's ownership of leadership capable of planning and organizational ingenuity confirms the combined dimensions of the human resources triangle's influence on organizational ingenuity.

The strategic dimension is ranked first, indicating how effective the strategic mind is in achieving organizational ingenuity; you can contribute to reducing professional barriers within the team to sharing knowledge and enhancing coordination among them, as well as the positive impact of improving the climate of science and conflict resolution among the members of the organization.

The results showed that there are high levels of organizational ingenuity in the Ministry's research sample, which is evidence of senior management's interest in providing outstanding and renewable organizational services, and this will only happen by possessing human resources with skills that quickly absorb changes.

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