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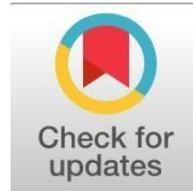
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The Impact of Human Resource Management Flexibility on Organizational Sustainability / Applied Research in the General Company for Food Products: Pengaruh Fleksibilitas Manajemen Sumber Daya Manusia terhadap Keberlanjutan Organisasi / Penelitian Terapan di Perusahaan Umum Produk Pangan

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Abstract

General Background: Contemporary organizations face dynamic economic and technological changes that require adaptive management approaches. **Specific Background:** Human resource flexibility, encompassing skill, behavior, and practice dimensions, is considered a critical factor in achieving organizational sustainability through creativity, quality improvement, and operational performance. **Knowledge Gap:** Despite increasing attention, limited empirical evidence exists regarding how different dimensions of human resource flexibility contribute to sustainability outcomes in industrial organizations. **Aims:** This study examines the relationship and effect of human resource flexibility on organizational sustainability within the General Company for Food Products. **Results:** Using a descriptive-analytical approach and regression analysis on 126 respondents, the findings reveal a statistically significant relationship, with human resource flexibility explaining 41% of the variance in organizational sustainability. Among the dimensions, practice flexibility shows the strongest contribution, while efficiency and effectiveness remain relatively weak. **Novelty:** The study provides empirical evidence linking multidimensional human resource flexibility to sustainability performance in a developing-country industrial context. **Implications:** The findings highlight the importance of strengthening flexible human resource practices to support sustainable organizational development, particularly by improving efficiency and effectiveness through targeted training and strategic alignment.

Keywords: Human Resource Flexibility, Organizational Sustainability, Skill Flexibility, Behavioral Flexibility, Practice Flexibility

Key Findings Highlights

Practice-related adaptability shows the highest contribution to sustainability performance

Moderate sustainability levels indicate uneven development across dimensions

Operational performance requires targeted capability development

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Introduction :

Economic and technological changes in all aspects of contemporary life and the challenges associated with that change have resulted in a qualitative development in the field of human resources management, which is concerned with the most important resource of the organization, which is the human resource, which is one of the most prominent tasks of investing the human resources forces with high efficiency and distinguished skill to carry out administrative work with high flexibility and effectiveness. Positive advantages and benefits for the organization, the most important of which is the creation of new jobs and opportunities, maintaining the market share of the organizations, and to achieve the organization's specific goals in the field of organizational sustainability through human resource flexibility practices, organizations must have human resources with high flexibility that have the ability to fit and harmonize the organization's capabilities, efficiency, and environment. The research was divided into four topics, the first topic dealt with the research methodology and statistical methods used to reach the results of the research and achieve its goals, while the second topic dealt with the theoretical aspect, the third topic was dedicated to the practical aspect, while the research results were presented in the fourth topic.

First Topic : Research methodology

First : The Research Problem

The research problem centered on the field visit of the General Company for Food Products, the researcher realized that the company does not realize the importance of human resources flexibility practices in enhancing organizational sustainability and the positive advantages and returns that the company can achieve through the compatibility between the two variables, and the main research problem is to answer the main question of the research (**is there an effect?for the practices of human resources flexibility in enhancing organizational sustainability in the General Company for Food Products**).

In light of this, the main features of the field problem of the current research are clear by framing it with the following questions:

- 1- **Does the General Company for Food Products implement human resources flexibility practices?**
- 2- **Does the company in question have knowledge and awareness of the positive returns of research variables?**
- 3- **Is there an impact relationship between HR resilience and organizational sustainability?**
- 4- **What is the level of organizational sustainability in the research sample organization?**
- 5- **Does the research sample company seek to develop its human resources to achieve organizational sustainability?**

Second : The importance of the research: The importance of the research is manifested in the following aspects:

- 1- Research on modern administrative topics that shape the general orientation of contemporary organizations towards highly flexible human resources.
- 2- The importance of the research sample, which is represented by the administrative leaders in the General Company for Food Products, as it is one of the important sectors in Iraq that has a great and effective role in achieving economic development.
- 3- The organization drew the attention of the research sample and increased its awareness of the need to adopt two important variables in economic life (human resource flexibility, organizational sustainability).
- 4- The importance of the study also lies in pointing out the strengths and weaknesses in the human resources flexibility practices of the research sample, and in a way that ensures the achievement of organizational sustainability.

Third: Research Objectives: The research objectives are as follows:

- 1- To know the extent to which the study population, its sample, and those interested in the field of human resources management are aware of the nature of the elements that achieve the objectives of the study, and how to benefit from its results and recommendations.
- 2- Assess the impact and application of human resource flexibility on organizational sustainability, especially in the field of innovation, and improve the quality, efficiency, effectiveness and performance teams of Iraqi companies.
- 3- Determining the type and nature of the correlation and impact relationships between the main and sub-research variables.
- 4- Providing a set of solutions to the problems faced by the organization: The research sample in the field of applying human resource flexibility to achieve organizational sustainability.

Fourth: The hypothetical plan for the research:

In light of the theoretical aspect and the researcher's presentation of the research problem and its objectives, an explanatory hypothetical diagram of the research topic was formulated to guide the research to reach the research results, as the hypothetical outline of the research embodies the expected relationship between the dimensions of the research sample and the statement of solutions and objectives, and based on the results of the review of the literature on human resource flexibility in organizational sustainability, the hypothetical diagram aims to clarify the relationships between the main and sub-variables. For the research, the following dimensions of human resource flexibility: (skill flexibility, behavior flexibility, practice flexibility) were selected as an independent variable according to a study [1], while the dimensions of organizational sustainability (creativity, quality improvement teams, efficiency and effectiveness) were selected according to a study [2]. as in Figure (1)

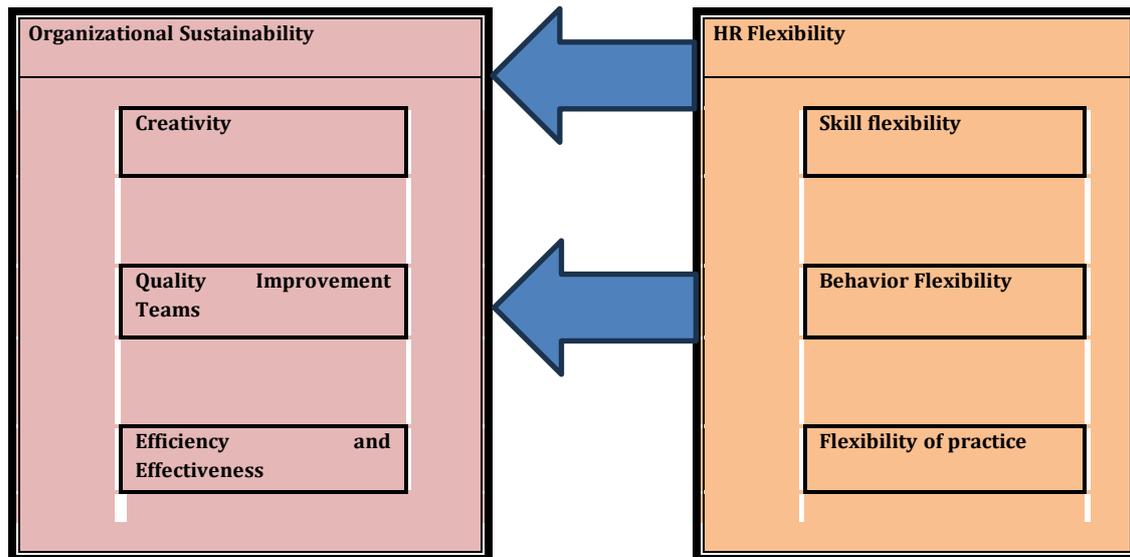


Figure 1: The hypothetical outline of the research

Fifth: Research Hypotheses: Based on the research problem presented and the objectives of the research, a set of main and sub-hypotheses has been formulated, as follows:

1. The first main hypothesis

(There is a significant impact relationship between the dimensions of human resources flexibility in organizational sustainability) from which the following sub-hypotheses emerged:

- A- The first sub-hypothesis : There is a significant impact relationship for skill flexibility in organizational sustainability in its dimensions.
- B- The second sub-hypothesis : There is a significant impact relationship for behavior flexibility in organizational sustainability with its dimensions.
- C- The third sub-hypothesis : There is a significant impact relationship of practice flexibility in organizational sustainability with its dimensions.

Sixth : Research methodology, population, and sample:

The research adopted the descriptive-analytical method as it is the most appropriate for the current study, while the research population was selected (the General Company for Food Products, one of the formations of the Ministry of Industry and Minerals), due to its prominent role in the industrial sector, as it is responsible for supplying the Iraqi market with food commodities, and an intentional sample was selected that formed the research community, represented by the upper and middle administrative levels. The Board of Directors, officials of the departments, divisions and administrative units, as the questionnaire was distributed to the sample as part of that community, which included (150) samples. When the questionnaires were subjected to the audit stage, it was found that there were (10) questionnaires that were not returned and (14) questionnaires that were not suitable to be in the statistical analysis, so they were excluded, so the size of the research sample within the statistical analysis stage is (126) samples.

Seventh : Methods and techniques for collecting data:

The researcher adopted two aspects in covering the research topic:

1. **Theoretical aspect:** The research relied on Arab and foreign references represented by books, periodicals, conference proceedings, theses, and the International Information Network (Internet).
2. **Applied aspect:** The researcher relied on the questionnaire as it is the main source in collecting information and data to complete the requirements of the practical aspect and reach the results.

Second Topic / Theoretical Aspect

First: Human Resources Flexibility: It includes the following items:

1. The concept of human resource flexibility

The concept of human resource flexibility refers to the role played by the human resources system to contribute to facilitating the work of the organization and helping it to adapt effectively to the various variables of its external or internal environment [3]. Over time, through a set of skills and behaviors acquired either externally from the labor market or internally through experience and training, human resource flexibility helps the organization achieve a sustainable competitive advantage [3]. environment by redistributing the skills of human resources and modifying the behaviors and practices of its members. [4], because these skills and behaviors are one of the most sought-after resources that the organization seeks and exerts strenuous efforts and high costs to develop and maintain them, in order for the organization to be prepared for market fluctuations [5], and the flexibility of human resources can be defined according to the vision of the current research It is the amount of effective human capabilities that the

organization possesses that has the ability to change its strategy according to environmental changes to adapt to the new reality.

2- The importance of human resource flexibility : The importance of human resource flexibility lies in the following: [6]

- Helps organizations to enhance the participation of new employees in decision-making.
- It helps senior employees to improve their job performance.
- It helps organizations provide flexibility to their employees while doing their work.
- It helps individuals in the organization to balance the demands of work and personal life.
- The flexibility of human resources helps in gaining skills in most jobs
- Facilitating the task of management for employees as they are flexible and highly skilled.
- Preparing workers psychologically to take on new jobs.
- It helps introduce new processes and products by having individuals with broad skills.

3- Dimensions of human resource flexibility: The following is a simplified explanation of these dimensions:

- Skill Flexibility:

The two most important dimensions of skill flexibility are the diversity dimension, which refers to the multiple uses of the resources and processes in the organization, and speed, which means the amount of time spent in reassembling or configuring these resources and processes. Greater diversity and speed will lead to greater flexibility. Increases speed and variety, as skill flexibility reflects the processes of development planning, learning, and applying new knowledge and organizational skills to changing circumstances [7].

- Behavior Flexibility

Behavior flexibility is the extent to which employees possess a wide range of behavioral programs that may be appropriately presented in different situations, and the speed with which workers can adapt their behavior to the requirements of a particular situation [8, 9] Therefore, behavioral flexibility is achieved in an organization when employees readily accept changes and implement them in their environment, even if they are not expected [10].

- Flexibility of Practice:

Human resources can enhance resilience within an organization by developing a wide range of employee skills and behavioral scripts and this is done by developing innovative selection systems that seek to identify individuals' identity, abilities, intelligence, talents, speed of learning and adapting to new situations that achieve the organization's competitive advantage [11]. Practice skill refers to the extent to which individuals working in human resources adapt across a variety of situations, and the speed at which such adjustments can be made, which indicates that organizations have important resources with disciplined and highly flexible behaviors [12].

Second: Organizational Sustainability: It includes the following items:

1- The Concept of Organizational Sustainability

According to the economic perspective, organizational sustainability is broader than economic prosperity and is one of the necessary things for the success of business, as it helps organizations to benefit from markets, obtain competitive advantage, establish better social relations and improve the reputation of the organization [13], and organizational sustainability of organizations as a concept is based on three principles, namely (economic prosperity, environment, and social justice) and accordingly, these principles must be provided in order to achieve sustainability for the organization [14] This is because sustainability requires the ability to develop an organization through the knowledge and skills necessary to conduct collaborative and relevant self-assessments that can be invested for multiple purposes, identify what can be evaluated in practice in relation to best practices and sustainability impacts, and clarify how to reliably conduct the assessment with a real-time summary of quality improvement needs. [2] Organizational sustainability is defined by current research as "the ability of an organization to adapt its human and material resources to environmental variables to maintain its market share and competitive advantage" without causing any harm to the environment or society.

2. Organizational Sustainability Goals

Through sustainability, organizations seek to achieve the following goals: [15, 16].

- Improving the quality of life of the members of the organizations, which is reflected on the members of the society as a whole .
- Providing a level of education, health care and respect for all their rights.
- Enabling individuals to participate in important decision-making.
- Preserving resources of all kinds. and not depleting them.
- Finding other alternatives to resources that stay for a long time.
- Linking technology to the goals of society, as sustainable organizations seek to employ modern technology to serve the achievement of society's goals.
- Achieving financial sufficiency, continuous stability, and financial solvency as they are important in the success of organizations.
- Continuing its social mission to build a solid reputation for the organization.
- Channelling social capital by participating in and benefiting from community support.
- It helps the organization adapt to environmental changes.
- Preserving the share of future generations

3- Dimensions of Organizational Sustainability: The following is a simplified explanation of these dimensions :

Creativity:

It means the ability to innovate methods, means and ideas that can receive a response from individuals and motivate them to invest their abilities and talents to achieve the goals of the organization [17], that is, in the sense of coming up with something new that is valuable to the society, and this thing may be related to a new work, style, or idea, or to propose new solutions to a specific problem. Therefore, creativity is needed by all industrial, commercial and service organizations because they work under changing and complex conditions that impose many challenges on them. It is imperative for these organizations to face such challenges quickly, efficiently and effectively, which requires high creative capabilities [18].

- **Quality Improvement Teams**

Quality improvement teams are a circle in which a group of individuals work collaboratively, concerned with issues related to production, and this group is called work teams, and these teams work to find better solutions to a particular problem and work to improve the work reality in the organization [19]. The concept of quality improvement teams in human resources management extends beyond direct customer service providers, policy planners, and service planners, to the need to improve and develop the organization [20].

- **Efficiency and Effectiveness**

Efficiency is the extent to which the goals set by the organization are achieved, and thus it measures the extent to which the results achieved are achieved and the extent to which the goals are achieved, while effectiveness is meant as the ability to use resources optimally without prejudice to the goals that measure the relationship between the desired results and the goals set by the organization [21], while the definition of effectiveness is the extent to which organizations succeed in achieving their mission, by measuring and understanding the unique capabilities developed by the organization to ensure this success, as well as measuring the value of Human Resources [22].

The third topic : Result and Discussion

First: Description and Diagnosis of the Measuring Instrument

The study determined the level of answers in the light of the arithmetic averages by determining their affiliation to any category, and because the study resolution depends on a five-point Kurt scale (I agree completely – I don't agree completely), there are five categories to which the arithmetic averages belong, the category is determined by finding the length of the range (5-1-4), and then dividing the range by the number of categories (5) (5/0.80-4), then adding (0.80.) to the minimum of the scale (1) or subtracted from the upper limit of the scale (5), the categories are as follows (Dewberry, 2004:15), as in Table (1).

Table (1) Calculation of the score of the agreement area

#	Degree of Approval	Extent of the answer	
		Highest Value	Least Value
1	Very low	1.8	1
2	Low	2.6	1.81
3	Medium	3.4	2.61
4	High	4.2	3.41
5	Very high	5	4.21

1- Describing, analyzing and discussing the flexibility of human resources: It includes the measurement of the following dimensions:

- **Description and Analysis of the Skill Flexibility Dimension:**

Table (2) presents the results of the descriptive measures for the skill elasticity dimension that was measured with four questions, as this dimension achieved a total arithmetic mean of (3.29) and falls within the area of the average agreement between the two values (2.61 and 3.4), a standard deviation of (0.83) and a coefficient of difference (0.25), which made this dimension occupy the first rank In terms of relative importance, which amounted to (75%), which indicates that the research sample organization possesses the functional skills capable of performing more than one job perfectly, which in turn achieves a wide scope for the research sample to practice its activity and make movements whenever necessary.

Table (2) Arithmetic Means, Standard Deviation, Answer Level and Their Importance for the Sample Answers about the Skill Flexibility Dimension

Items	Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Response Level
Q1	3.26	1.349	0.41	59%	Medium
Q2	3.22	1.404	0.44	56%	Medium
Q3	3.19	1.348	0.42	58%	Medium
Q4	3.15	1.351	0.43	57%	Medium
Total	3.21	0.77	0.24	76%	Medium

- **Description and analysis of post-elasticity behavior**

(3) shows the dimension of behavior flexibility that was measured in four items, as this dimension achieved a total arithmetic mean of (3.21) and falls within the area of the average agreement between the values (2.61 and 3.4), and a standard deviation of (0.77) and a coefficient of difference of (0.24), which made this dimension occupy the third place in terms of importance, which reached (76%), which indicates that the sample agreed on the content of the dimension, and this indicates that the organization of the research sample has human resources. The researcher attributes the high values of the standard deviation of the items to the freedom provided by the research sample organization to its employees, with the presence of autonomy at the level of individuals, as they have a lot of space in choosing the answer.

Table (3) Arithmetic Means, Standard Deviation, Answer Level and Their Importance for the Sample Answers about the Dimension of Behavior Flexibility

Items	Level of Answer	Relative importance	Divergence coefficient	Standard deviation	Arithmetic mean
Q1	Medium	59%	0.41	1.349	3.26
Q2	Medium	56%	0.44	1.404	3.22
Q3	Medium	58%	0.42	1.348	3.19
Q4	Medium	57%	0.43	1.351	3.15
Total	Medium	76%	0.24	0.77	3.21

- Describe and analyze the post-flexibility of practice

(4) shows the dimension of practice flexibility, which was measured in four items, as this dimension achieved a total arithmetic mean of (3.26) and falls within the area of the average agreement between the values (2.61 and 3.4), with a standard deviation of (0.77), which indicates the existence of agreement and convergence in the views of the research sample on this dimension, and a coefficient of difference of (0.24), which made this dimension occupy the second rank. In terms of the relative importance of the language (76%) compared to the other dimensions of this variable, this indicates that the research sample organization has human resources that enjoy multiple functional practices and has high flexibility to deal with all different situations, and the researcher attributes the high values of the standard deviation of the items to the existence of autonomy at the level of individuals and a large space in the freedom to choose the answer. There is a great deal of freedom that the management of the organization gives to its employees to answer the items of the questions, with a wide scope of independence.

Table (4) Arithmetic Means, Standard Deviation, Answer Level and Their Importance for the Sample Answers about the Practice Flexibility Dimension

Items	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Response Level
Q1	3.34	1.273	0.38	62%	Medium
Q2	3.31	1.386	0.42	58%	Medium
Q3	3.25	1.410	0.43	57%	Medium
Q4	3.14	1.393	0.33	56%	Medium
Total	3.26	0.77	0.25	75%	Medium

In general, the human resources flexibility variable can be described and analyzed:

Table (5) shows the results of the availability of the level of human resources flexibility in general, which was measured in three sub-dimensions, namely (skill flexibility, behavior flexibility, and practice flexibility), where this variable achieved a total arithmetic mean of (3.25) and falls within the area of average agreement between the two values (2.61 and 3.4), a standard deviation of (0.79) and a coefficient of difference of (0.24). This confirms that the organization has a research sample Human resources that have high flexibility according to the responses and opinions of the sample members.

Table (5) Descriptive Metrics Human Resources Resilience Variable

No.	Sub-Dimensions	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Relative Importance (%)
1	Job Flexibility	3.29	0.83	0.25	75%
2	Skill Flexibility	3.21	0.77	0.24	76%
3	Behavioral Flexibility	3.26	0.77	0.24	76%
Overall Average for HR Flexibility	3.25	0.79	0.24	77%	

Second: Describing, Analyzing and Discussing the Organizational Sustainability Variable

- Description and analysis of the post-creation

Table (6) shows the results of the creativity dimension, which was measured in six items, as this dimension achieved a total arithmetic mean of (3.17) and falls within the area of the average agreement between the two values (2.61 and 3.4), a standard deviation of (0.67) and a coefficient of difference (0.21), which made this dimension occupy the second place compared to the dimensions of this variable in terms of relative importance, which amounted to (79%), which indicates that the research sample has skilled human resources that have the ability to innovate and create.

Table (6) Arithmetic Means, Standard Deviation, Answer Level and Their Importance for the Sample Answers About the Creativity Dimension

Items	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Response Level
Q1	3.11	1.362	0.44	56%	Medium
Q2	3.07	1.402	0.46	54%	Medium
Q3	3.21	1.457	0.45	55%	Medium
Q4	3.23	1.432	0.44	56%	Medium
Q5	3.32	1.401	0.42	58%	Medium
Q6	3.09	1.416	0.46	54%	Medium
Overall Average	3.17	0.67	0.21	79%	—

- Description and Analysis of Quality Improvement Teams

Table (7) shows the results of the quality improvement difference dimension, which was measured in five items, as this dimension achieved a total arithmetic mean of (3.21) and falls within the area of the average agreement between the two values (2.61 and 3.4), and a standard deviation of (0.79) and a coefficient of difference (0.25), which made this dimension occupy the first place in terms of relative importance of the dimensions of organizational sustainability, which amounted to (75%), which indicates that the research sample attaches great importance to quality and has a difference. Quality at a high level of skill and workmanship.

(7) Arithmetic Means, Standard Deviation, Answer Level and Their Importance for the Sample Answers for the Quality Improvement Difference Dimension

Items	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Response Level
Q1	3.25	1.435	0.44	56%	Medium
Q2	3.22	1.396	0.43	57%	Medium
Q3	3.20	1.423	0.44	56%	Medium
Q4	3.22	1.423	0.44	56%	Medium
Q5	3.14	1.407	0.45	55%	Medium
Overall Average	3.21	0.79	0.25	75%	—

- Description and analysis of efficiency and effectiveness dimension

Table (8) shows the results of the efficiency and effectiveness dimension, which was measured in five items, as this dimension achieved a total arithmetic mean of (2.47) and falls within the area of low agreement between the two values (1.81 and 2.61), and the standard deviation reached (0.68) and a coefficient of difference (0.22), which made this dimension occupy the third rank in terms of relative importance, which reached (78%) compared to other dimensions of organizational sustainability, which indicates that the agreement of the sample on the content of the dimension is low, which indicates that the organization of the research sample has competent and effective human resources, but they need training and development of their capabilities to be integrated and interact with the overall purpose that the organization seeks to achieve, which is to achieve organizational sustainability.

Table (8) Arithmetic Means, Standard Deviation, Answer Level and Their Importance for Answers to the Efficiency and Effectiveness Dimension

Items	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Response Level
Q1	2.14	1.361	0.43	57%	Low
Q2	2.84	1.428	0.50	50%	Medium
Q3	2.92	1.450	0.50	50%	Medium
Q4	1.33	1.426	0.46	54%	Very Low
Q5	3.12	1.373	0.44	56%	Medium
Overall Average	2.47	0.68	0.22	78%	—

In general, the organizational sustainability variable can be described and analyzed in a total way:

Table (9) shows that the results of the availability of the organizational sustainability variable at the total level, which was measured in three sub-dimensions, namely (creativity, quality improvement differences, efficiency and effectiveness), achieved a total arithmetic average of (2.95). is located within the mean agreement area between the two values (2.61 and 3.4), a standard deviation of (0.71) and a coefficient of difference (0.22), which confirms that this variable has reached an average level based on the responses of the research sample members and that the research sample organization strives to enhance organizational sustainability by taking several important measures through its application of human resources flexibility practices through the development of its human resources skills and capabilities.

Table (9) Description and Analysis of the Organizational Sustainability Variable

No.	Sub-Dimensions	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Relative Importance (%)
1	Creativity	3.17	0.67	0.21	79%
2	Quality Improvement Teams	3.21	0.79	0.25	75%
3	Efficiency and Effectiveness	2.47	0.68	0.22	78%
Overall Average for Organizational Sustainability Variable		2.95	0.71	0.22	82%

Third: Testing the Hypotheses of Impact between the Main and Sub-Research Variables

This paper is concerned with testing impact hypotheses for the purpose of determining whether they can be judged to accept or reject, if the first main impact hypothesis (there is a significant effect between the dimensions of human resource flexibility in organizational sustainability) will be investigated according to the simple linear regression equation.

$$(Y=a+\beta_1X_1)$$

(a) Constant represents the value of the constant, and this relationship means that organizational sustainability (Y) is a function of the real value of the dimensions of human resource flexibility (X1, X2, X3) or the estimates of these values and their statistical indicators have been calculated at the level of the research sample of (126) individuals, and the impact levels will be analyzed as follows:

The statistical indicators shown in Table (10) were used to show the research results of the hypotheses

First: Testing the First Main Hypothesis

The hypothesis was tested, which stated the following: "**There is a significant effect between the dimensions of human resource flexibility in organizational sustainability**". Table (10) shows the results of estimating the simple linear regression. For the purpose of estimating the effect of human resource flexibility dimensions (X1, X2, X3) on organizational sustainability (Y).

The hypothesis tested, which stated the following (**there is a significant effect between the dimensions of human resource flexibility in organizational sustainability**), as the analysis will be done according to the simple linear regression model as follows:

$$Y= a + \beta_1 (X_1)$$

$$Y= 1.374+ 0.414 (X_1)$$

Table (10) shows the following:

I. The calculated value of (F) for the estimated model was (87.461). It is greater than the tabular value (F) of (3.94) at the significance level of (0.05) and accordingly the hypothesis is acceptable, which means that there is a statistically significant effect of human resources flexibility on organizational sustainability at the significance level of (5%), i.e. a degree of confidence (95%). In other words, the flexibility of human resources has a fundamental and effective effect on increasing the level of organizational sustainability.

II. Through the value of the determination coefficient (R^2) of (0.414), it is clear that the flexibility of human resources is able to explain (41%) of the changes in the responsive variable (organizational sustainability), while the remaining percentage (59%) is related to other variables that are not included in the research model.

III. This is illustrated by the value of the marginal slope coefficient (β_1) of (0.663). Increasing the flexibility of resources by one unit will lead to an increase in organizational sustainability by (66%). The following hypotheses are derived from it:

1- Testing the First Sub-Hypothesis of the Skill Flexibility Dimension in Organizational Sustainability

The first sub-hypothesis was tested, which stated the following (there is a significant effect between the dimension of skill flexibility in organizational sustainability), as the analysis will be done according to the simple linear regression model and as follows:

$$Y= a + \beta_2 (X_2)$$

$$Y= 1.807+ 0.514 (X_2)$$

Table (10) Analysis of the Dimensions of Human Resources Flexibility in Organizational Sustainability

HR Flexibility Dimension	R ² (Coefficient of Determination)	Value of Intercept (a)	Value of Slope (β)	Calculated F	Sig	Significance	Dependent Variable
Skill Flexibility	0.240	1.807	0.514	39.125	0.000	Significant	Organizational Sustainability (Y)
Behavioral Flexibility	0.323	2.172	0.420	59.068	0.000	Significant	Organizational Sustainability (Y)
Practice Flexibility	0.410	1.364	0.644	86.206	0.000	Significant	Organizational Sustainability (Y)
HR Flexibility (overall)	0.414	1.374	0.663	87.461	0.000	Significant	Organizational Sustainability (Y)

The tabular F value at the significance level of 0.05 degrees of freedom (124) = 3.94

The tabular F value at the significance level of 0.01 is freedom (124) = 6.90

Table (10) shows the following:

A- The calculated value of (F) for the estimated model was (39.125). It is greater than the tabular value (F) of (3.94) at the significance level of (0.05), and accordingly the hypothesis is acceptable, which means that there is a statistically significant effect between the dimension of skill flexibility in organizational sustainability at the significance level of (5%), i.e. with a degree of confidence (95%).

B- Through the value of the coefficient of determination (R^2) of (0.240), it is clear that the skill flexibility dimension is able to explain (24%) of the changes that occur in the responsive variable (organizational sustainability), while the remaining percentage (76%) is dependent on other variables that are not included in the research model.

C- This is illustrated by the value of the marginal slope coefficient (β_2) of (0.514). Increasing the post-flexibility of the job by one unit will lead to an increase in high performance by (40%).

2- Test the second sub-hypothesis of the behavioral resilience dimension in organizational sustainability

In order to test the hypothesis, which stated the following: (There is a significant effect between the dimension of behavior flexibility in organizational sustainability), as the analysis is based on the simple linear regression model and as follows:

$$Y = a + \beta_3 (X_3)$$

$$Y = 0.420 + 0.384 (X_3)$$

Table (10) shows the following:

A- The calculated value of (F) for the estimated model was (59.068). It is greater than the tabular value (F) of (3.94) at the significance level of (0.05), and accordingly the hypothesis is acceptable, which means that there is a statistically significant effect of the dimension of behavioral flexibility in organizational sustainability at the significance level of (5%), i.e. with a confidence score of (95%). In other words, behavior flexibility correctly has an effective effect on the level of organizational sustainability in the research sample.

B- Through the value of the coefficient of determination (R^2) of (0.323), it is clear that the behavior flexibility dimension is able to explain (32%) of the changes that occur in the responsive variable (organizational sustainability), while the remaining percentage (67%) is dependent on other variables that are not included in the research model.

D- This is evident from the value of the margin slope coefficient (β_3) of (0.420). Increasing the dimension of behavior flexibility by one unit will lead to an increase in high performance by (42%).

3- Testing the third sub-hypothesis of the Practice Flexibility Dimension in Organizational Sustainability

The hypothesis was tested, which stated the following (there is a significant effect between the dimension of practice flexibility in organizational sustainability), as the analysis will be carried out according to the simple linear regression model as follows:

$$Y = a + \beta_4 (X_4)$$

$$Y = 1.364 + 0.644 (X_4)$$

Table (10) shows the following:

A- The estimated value of (F) for the model was (86.206). It is greater than the tabular value (F) of (3.94) at the significance level of (0.05), and accordingly the hypothesis is accepted, which means that there is a statistically significant effect of the dimension of practice flexibility in organizational sustainability at the significance level of (5%), i.e. with a confidence level of (95%).

B- Through the value of the coefficient of determination (R^2) of (0.410), it is clear that the dimension of practice flexibility is able to explain (41%) of the changes that occur in the responsive variable (organizational sustainability), while the remaining percentage (49%) is dependent on other variables that are not included in the research model, as is evident through the value of the marginal slope coefficient (β_4) of (0.644). The increase in the dimension of practice flexibility By one unit it will increase organizational sustainability.

Fourth Topic / Inferences and Recommendations

Conclusion

1. The results of the statistical analysis showed that the research sample organization has human resources that are highly flexible, as this variable achieved a general arithmetic average of (3.25) It is a good indicator that the company's management leaders adopt human resources flexibility practices in their pursuit of achieving their goals.

2. The results of the statistical analysis of the organizational sustainability variable showed that the level of practice of administrative leaders for organizational sustainability was medium, as the arithmetic mean of this variable reached (2.67), which indicates that the organization's management in the research sample suffers from weakness in the application of organizational sustainability practices and is working hard to improve organizational sustainability through the flexibility of its human resources.

3. After skill flexibility emerged as the most important dimension of human resource flexibility from the point of view of the research sample, which shows that the managers in the research sample organization have skilled and flexible human resources, it comes after it in terms of importance after the flexibility of practice, which means that the research sample organization has human resources that have multiple and flexible practices, while after behavior came in the third place in terms of interest, which means that behavior flexibility needs more attention.

4. The quality improvement teams dimension achieved a high level as one of the dimensions of organizational sustainability, which indicates that the leaders in the directorate attach great importance to this dimension, while the creativity perspective came in the second place of the attention of the administrative leaders, which means that the organization has creative human resources, and came in the third place after efficiency and effectiveness, which means the degree of interest of the organization, the research sample needs to pay attention to this dimension.

5. There is a statistically significant effect of human resources flexibility on organizational sustainability at a significant level of (5%), i.e. a degree of confidence (95%). In other words, the flexibility of human resources has a fundamental and effective effect on increasing the level of organizational sustainability.

Second: Recommendations

6. The need for the administrative leaders in the research sample organization to pay more attention to skill flexibility, as it is one of the important dimensions that have an impact on the flexibility of human resources.

7. Administrative leaders should pay attention to the level of organizational sustainability of the research sample and focus on the dimension of efficiency and effectiveness, where a weak level appeared and below the required level from the point of view of the research sample.
8. The need for the senior management in the organization to research the research sample of the subordinates to provide their suggestions and opinions on the problems they encounter in the work and tasks they perform, in addition to presenting their ideas regarding the future of the research sample organization from the perspective that they are closer to the practical reality, which makes them more willing to generate creative ideas in a timely manner.
9. The need for the organization to apply organizational sustainability practices because of their positive effects to achieve the organization's goals, serve the community, and optimize the use of resources without compromising or harming the environment.
10. The necessity for the management of the research sample organization to hold educational seminars on organizational sustainability and its types, and the need to make it a work culture and a slogan to which every member of the organization is committed.

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