

# The Impact of Human Resource Flexibility on Organizational Success

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DOI: <https://doi.org/10.52403/ijrr.20220908>

## ABSTRACT

The Impact Of Green Supply Chain Management Practices On Competitive Advantage: Applied Study On Industrial Companies In Jordan.

The study aims to show the impact of green supply chain management practices and their impact on achieving competitive advantage in industrial organizations in Jordan. Descriptive and analytical approach was applied. The study sample of (200) employees in the supervision level (top management) in industrial organizations in the Hashemite Kingdom of Jordan. The researcher used a questionnaire to collect data that included the green supply chain management measure and the measure of competitive advantage, and verified indicators of its validity and reliability. The results of the study showed that the practices of green supply chain management in industrial organizations in Jordan came with a medium degree for all domains (green procurement, green manufacturing, green marketing) and the scale as a whole, and the competitive advantage in industrial organizations in Jordan came with a high degree for the scale as a whole and for the dimensions (creativity, quality, and Flexibility), while it was rated medium for the two dimensions (cost, and reputation). The results indicated that there is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) between green supply chain management practices and all dimensions of competitive advantage (cost, quality, creativity,

reputation, flexibility) and competitive advantage as a whole in industrial organizations.

**Keywords:** Green supply chain management practices, competitive advantage, industrial organizations, Jordan.

## INTRODUCTION

There has been a lot of discussion recently about the concept of flexibility and the application of its dimensions and standards, as the lack of clarity in the meaning of the term flexibility and its use in many models makes it a complex concept that requires specialists to deal with it with extreme caution.

The current work environment has forced the creation of new terminology that allow for greater flexibility in the workplace. Several efforts have evolved to address human resource requirements in an attempt to promote the integration of work and personal life, as well as to make the work environment more manageable through more flexible work arrangements.

On the other hand, the necessity of attempting to achieve reciprocal relationships between the organization and the employee, because this contributes particularly to the mutual benefit of the two parties, and flexibility aims to find ways to reconcile those differences that take into account the

changing requirements and needs of the two parties.

Human resources departments in many organizations are under increasing pressure to demonstrate their ability to form a qualitative addition to organizations, and for many professionals in the human resources sector, one of the most prominent human resources tasks is the ability to link the employee's job performance with the organization's performance. As a result, professionals in human resource departments should increase their efforts to ensure the strategic alignment o Adding quantifiable value to the company As a result, the researcher investigated the influence of human resource flexibility on organizational performance in Jordanian private institutions using organizational confidence as a modified variable.

#### **Study problem and questions:**

According to previous studies that recommended increasing research and interest in identifying the concept of organizational success in general, such as the studies of Asi et al., (2019); Salah Study, (2019); and Ngo & Loi study (2008), universities are in desperate need of adopting organizational success due to the economic, political, and social transformations taking place in the Jordanian environment and the ramifications of these transformations on the competitive environment at large.

From this current perspective, it seems that Jordan's private institutions, which are represented by thirteen universities, are in fierce rivalry. These colleges began to advertise a variety of educational services in order to attract a bigger number of students. The research challenge may be reduced to the following core question: What effect does resource flexibility have? Is there humanity in Jordanian private colleges' organizational success? As a result, the study was designed to attempt to answer the following questions:

1. What is the relative importance of human resource flexibility for Jordanian private universities?
2. What is the relative importance of the organizational success of Jordanian private universities?
3. What is the impact of human resource flexibility in its dimensions (functional flexibility, behavior flexibility, skill flexibility) on the organizational success of Jordanian private universities?

#### **The importance of studying**

The importance of the study comes from two aspects:

- **Scientific importance:** Adopting a scientific method is capable of fulfilling the study's aims since it facilitates researchers and others interested in human resource flexibility and organizational performance, as well as the influence between them. In order to reach a high level of performance, in addition to explaining and guiding the connected components.
- **Practical importance:** It is indicated by the ability to arrange it so that it is able to determine the impact of the flexibility of human resources on organizational performance in private Jordanian institutions, as well as to benefit from the results of the study and its recommendations.

#### **The study's objectives**

The main objective of this study is to try to know the impact of the flexibility of human resources on organizational success, and the sub-objectives of the study can be identified as follows:

1. Recognizing the relative importance of human resource flexibility for Jordanian private universities.
2. Recognizing the relative importance of organizational confidence in Jordanian private universities.

3. Statement of the impact of human resource flexibility on organizational success.

### Study hypotheses

#### Main hypothesis

**Ho.1:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) of human resource flexibility with its dimensions (functional flexibility, behavior flexibility, skill flexibility) on organizational success with its combined dimensions (main results, valuable achievements, related behaviors) for Jordanian private universities. The following sub-hypotheses emerge from this hypothesis:

**Ho.1-1:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) for the flexibility of human resources with its dimensions (functional flexibility, behavioral flexibility, and skill flexibility) in the main results of Jordanian private universities.

**Ho.1-2:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) for the flexibility of human resources with its dimensions (functional flexibility, behavior flexibility, skill flexibility) on the valuable achievements of Jordanian private universities.

**Ho.1-3:** There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) for the flexibility of human resources with its dimensions (functional flexibility, behavior flexibility, skill flexibility) on the relevant behaviors of Jordanian private universities.

#### Study limitations

- a. Spatial limits:** The study was limited to Jordanian private universities.
- b. Time limits:** The study was completed during the academic year 2020–2021.
- c. Objective Limits:** The study was limited to the impact of the flexibility of human resources on the organizational success of Jordanian private universities.

#### Previous studies

### Radwan's study (2021) "Functional adaptation as a determinant of the relationship between psychological capital and organizational success: An applied study"

This study aimed to reveal the impact of job adjustment on the relationship between the dimensions of psychological capital and organizational success by applying it to a sample of 294 individuals working for Telecom Egypt in Gharbia Governorate. The study concluded that there is a direct and significant effect of psychological capital dimensions on organizational success as well as an indirect and significant effect of psychological capital on organizational success through job adjustment, where it was proven that job adjustment plays the role of partial mediation. The study discovered a favorable and substantial influence of psychological capital aspects (hope, optimism, restoring balance, and self-efficacy) on work flexibility in its dimensions in the link between psychological capital and organizational performance (interest, control, control, and curiosity, confidence). Restoring equilibrium, followed by hope, and eventually optimism. The study discovered that job adjustment had a favorable and substantial influence on organizational success.

### Salah Study (2019) "The Role of Entrepreneurship Guidance as a Tool to Achieve Corporate Success for Zain Iraq for Mobile Communications"

The purpose of this study was to determine the potential role of the entrepreneurial approach in enhancing the success of Zain Iraq's mobile communications work, as well as to investigate the nature of the correlation and influence between each of the entrepreneurial orientations (creativity, proactivity, risk acceptance, competitive attack, independence) as an independent variable and organizational success as a variable follow-up. This motivated the

researcher to create a hypothetical study model with a set of major and subsidiary assumptions, and the research sample consisted of 60 managers from various organizational levels. Zain Iraq for pioneering mobile communications, citing the company's passion in originality, proactivity, risk acceptance, independence, and competitive attack. Zain also looked to have high levels of organizational performance. The Iraqi Mobile Telecommunications Company, and that these levels emerged as a result of the company's interest in (business and technology strategy, organizational environment, senior management characteristics, relationships). It was also discovered that Zain's management used Iraq Mobile Communications Company's pioneering approach to enhance its successes, and that this contribution emerged as a distinct advantage in the field of IT strategy and top management characteristics.

**Assi et al. (2019) Study entitled “Electronic Administration and its Role in Achieving Organizational Success: An Applied Analytical Research in the General Directorate of Industrial Development/ Iraq”**

The study sought to clarify the role of electronic management in achieving organizational success because it represents a broad field of interaction and communication with modern trends in the business world, particularly given the current environment's intense competition, which makes it imperative for organizations to apply modern technologies in work systems to achieve institutional excellence and success, which is the goal that all organizations strive for. The study was performed for the General Directorate of Industrial Growth, which is one of the agencies in charge of overseeing the development of Iraq's private and mixed industrial sectors. The basic premise of the study is that there is a statistically significant

association between electronic management and the likelihood of attaining organizational success. On the theoretical side, the descriptive technique was used, and on the applied side, the analytical approach was used, which was based on a questionnaire prepared to meet the nature and aims of the research and distributed to the various administrative levels in the relevant directorate. The study found that the development, excellence, and paradigm shift of the administrative process promotes organizational success after assessing the responses using proper statistical methodologies and specialist statistical analysis tools.

**Taher and Muhammad (2018) study "The Role of Human Resources Management Practices in Achieving Organizational Success: A Field Research in the Iraqi Ministry of Oil"**

The study sought to uncover the truth of evaluating the performance of human resource management in the research sample, as well as whether this department is equipped to lead the Ministry of Oil to organizational success. Two major hypotheses were developed for this purpose: The first is the existence of a positive moral significance effect between the two variables (recruitment, employee performance evaluation, training and motivation) and organizational success by its exclusion (vision, strategic planning, operational activity, organizational development, leadership, management, evaluation and review), and the second is the existence of a positive moral significance effect between the two variables. To test the two hypotheses, field research was employed and applied to a sample of general managers, their assistants, and heads of departments at the Ministry of Oil's center, with 65 sample members, a questionnaire was provided to them, and 58 questionnaires were returned. Field trips, personal interviews, and official

documents were used to acquire data for this study. To analyse the data, a variety of statistical approaches were utilized, including the simple linear correlation coefficient (Seberman) to test the validity of the two hypotheses and the simple linear regression and correlation to evaluate the validity of the effect. The study provided a number of conclusions and recommendations, the most noteworthy of which are: The relationship between human resource management performance evaluation and organizational success was strong and substantial.

**Mohsen Study (2018) "The Impact of Human Resource Flexibility Practices in Enhancing Human Resource Capabilities"**

The study sought to ascertain the impact of human resource management flexibility strategies (skill flexibility, behavioral flexibility, and performance flexibility) employed by the surveyed universities in order to support and strengthen their human resource capabilities. Thirty-five (25) questionnaires were distributed and twenty-five (25) questionnaires were retrieved to measure the level of availability of human resource practices and human resource capabilities in the examined institutions. The study's findings revealed a statistically significant relationship and effect between human resource practices and the human resource capabilities of the universities studied.

**Al-Taie and Al-Tamimi study (2016) "The impact of human resource flexibility on the performance of work teams: An exploratory study in the Financial Supervision Bureau"**

The study sought to shed light on the function of human resource flexibility in its many dimensions (flexibility of conduct and flexibility of practice) in the performance of the organization's work teams (the Financial Supervision Bureau). The research was

conducted on the administrative leaders' research sample, which comprised of 42 individuals allocated according to the organizational structure (the Presidency of the Bureau, general managers and their assistants, and experts). The researcher used a variety of sober research approaches to test the relationship between the two variables, and the research concluded that there is a direct and significant correlation between the research variables with a significant effect between the research variables, confirming that the results were close to what was done. Taking the research hypotheses for granted.

**Muhammad's study (2013): "The impact of strategic human resource flexibility on improving operational performance: an exploratory study of the opinions of a sample of managers, engineers, and technicians in the Directorate of South Baghdad Gas Power Station/Al-Thaniya."**

The study sought to assess the level of human resource flexibility (skill flexibility, behavioral flexibility, and human resource practice flexibility) in the Rusafa South Power Station Directorate, as well as its impact on a set of variables related to the operational performance of their station, namely efficiency and effectiveness. The researcher selected 121 managers, engineers, and technicians from that directorate as a sample. The study's two key assumptions were the presence of a link and the influence of human resource flexibility on operational performance. To validate the validity of these hypotheses, a number of statistical approaches were used, including the rank correlation coefficient (Spearman) and the structure modeling equation method to identify the influence relationships. According to the study's findings, human resource flexibility in all three dimensions has a beneficial influence on operational performance. This contributes to the statistical construction of research hypotheses.



**Ngo and Loi (2008): Human resource flexibility, organizational and firm performance: an investigation of multinational firms in Hong Kong**

The study sought to establish a relationship between human resource flexibility, organizational culture, and organizational performance. The research creates a conceptual model that connects the architectures. The three sub-dimensions of HR resilience (flexibility of employee skills, flexibility of employee behavior, and flexibility of HR practice) are thought to affect a culture of resilience, which in turn influences HR-related and market-related results. A poll of human resource managers in multinational corporations in Hong Kong was used to acquire the data. The findings show that flexibility in employee behavior and flexibility in HR practice have a good impact on a culture of adaptability. The employee's skill flexibility has no such effect. Furthermore, the study discovered that a culture of adaptation had a favorable impact on both human resource performance and market performance.

**First: The concept of human resource flexibility**

Human resource resilience often refers to the ability of workers to anticipate and adapt to any incremental change that may appear in the performance of the organization, as well as to anticipate, prepare for, respond to, and adapt to sudden disruptions. Survive and thrive (Kroc et al., 2011). HR resilience is not only about predicting risks but also includes a more holistic view of business health and success, confirming that HR resilience is not only a human resource that maintains its long-term survival, but also thrives through the test of time (Nyberg et al., 2014). Among the definitions of human resource flexibility, it is also said that it is the mandatory strategic need of workers in order to achieve great prosperity in all economic,

social, managerial and marketing fields (Delery & Roumpi, 2017), and that human resource flexibility is not a one-time action by the public, but rather an ability to be realized Over time and in the long run, mastering HR resilience requires adopting excellent habits and best practices to achieve improvement. and development in business by developing competencies and capabilities in all aspects of the organization.

The concept of human resource flexibility is one of the modern administrative concepts in human resource management that researchers have shown interest in during the last two decades due to the link between human resource flexibility and the availability of opportunities for career advancement and job development for employees and their needs from work outputs such as trends and behavior in the organization (Mondy & Noe, 2012). The flexibility of human resources is referred to as a set of jobs occupied by the individual during his work, which corresponds between his abilities and capabilities and the needs of the organization and his movement up the career ladder that earns him material and moral advantages in the organization in which he works. To practice it as a method in his practical life. It is also a successive series of job changes that occur in an individual's working life through promotion or job transfer, or a group of positions occupied by the individual and interrelated work experiences during his working life (Al-Hiti, 2004).

**Dimensions of human resource flexibility**

**1. Functional adaptability**

Freedom, inventiveness, and initiative are all synonyms for functional flexibility. It also implies accountability. The more self-sufficient you are in a task, the more responsible you are for its excellence. Liberating the individual's will and unleashing his capacities to express, initiate, and act responsibly derives from his feeling of

independence being instilled in him as a child. As a result, independence must be a central goal in the workplace, as the organization should allow the individual to practice self-management of his affairs, whether at the level of his awareness of himself and his physical, psychological, and social surroundings, or at the level of the method he chooses for himself in communicating, adapting, and negotiating with this environment. (Jiang et al, 2012).

The need for functional flexibility is not only an individual need, but a social need as well. A society that seeks to develop and survive needs the contribution of its members, as they possess the potential for action and influence. This requires flexibility and more freedom of practice to release these energies to advance this huge social mechanism. However, the paradox that can be observed with surprise is that although society aspires to increase consensus on democratic values and expand sectors of the free economy, it still refuses training in functional flexibility, at least at the level of action and practice (Johnson et al., 2014).

## **2. Behavior adaptability**

Campbell et al. (2012) Flexible behavior is defined as discretionary behavior in excess of the official role of the individual, which helps in performing the work of the organization and showing support and dedication towards it. In the sense that it is the voluntary behavior of the individual that the official compensation system cannot notice or distinguish clearly and directly, this behavior helps in achieving the efficiency and effectiveness of the organization's functions. Ployhart (2015) defined flexibility of behavior as a functional behavior that the individual performs voluntarily and that goes beyond the limits of the job duties specified for him. Nor is it rewarded by the organization's formal incentive structure. Jiang et al. (2012) defined it as the behavior of additional roles that go beyond the limits of the job. The importance

of studying the flexibility of behavior stems from the fact that it contributes to improving the overall performance of the organization through managing the interrelationships between workers in different departments and departments, which contributes to increasing the volume of the total outputs that have been achieved (Taylor et al., 2012).

Flexibility of behavior also helps reduce the organization's need to allocate scarce resources to maintenance functions, maintain the unity of the organization's cohesion, make use of these resources to increase the overall productivity of the organization and contribute to improving the ability of managers and co-workers to perform their work by allocating more time to effective planning, scheduling and scheduling. Business and Problem Solving (Voegtlin & Greenwood, 2016).

## **3. Flexibility of ability**

A skill has several related meanings, including: Characteristics of a complex activity that requires a period of intentional training and structured practice, so that it is conducted in an appropriate manner, and that activity usually has a useful function. Skill also means competence and quality in performance. Whether the term is used in this or that sense, it refers to learned or learned behavior that satisfies two basic conditions: the first is that it is directed towards the achievement of a particular goal or objective, and the second is that it is organized in such a way that it leads to the achievement of the goal in the shortest possible time . This learned behavior must have the characteristics of skilled behavior (Molloy & Barney, 2015). Chadwick (2017) defines skill as the ability to learn and perform well whenever we want. A skill is a learned activity that is developed during an activity supported by feedback. Each skill is made up of smaller sub-skills, and deficiency in any of the sub-skills affects the overall quality of performance. Molloy and Barney (2015) conclude by defining a

skill as something that the learner can acquire, learn or form through training and simulation, and that what he learns varies according to the type, characteristics, and nature of the material and the purpose of learning it.

### **Organizational success**

The success of organizations in achieving their goals requires the availability of a number of organizational variables properly, the most important of which is the organizational climate, where the organizational climate in the organization reflects its personality. It is also considered by its employees as one of the determinants of organizational behavior as it affects the satisfaction of employees and their level of performance. In the midst of their enthusiasm, all institutions and businesses are looking for success and are working constantly to achieve this goal, but in the midst of their confusion, they confuse practical activity with strategic success. Then they might be wrong. An example of this is a private hospital that mentions as important ingredients for its success: capital development, responsible financial management, key partnership development, optimum care, effective system, and teamwork as important ingredients for its success, and in fact, it displays internal, honorable, and properly performed operations (Felin et al., 2015).

### **The concept of organizational success**

Success is shrouded in a state of ambiguity, as it is a comprehensive and broad term with multiple directions and repercussions, and the confusion in opinions about it confirms this ambiguity, because "success is not known by its nature" (Daft, 2013). It is becoming clear that success is an important and complex expression of exploration (Smart, 2012). Most of this difference lies in two important things, the factors that cause success in organizations and the metrics used to measure success in them. Suica (2012) sees effectiveness and efficiency as two criteria for measuring the success of an

organization as it seeks to continue its activities in order to achieve its goals. Organizational success is a composite measure that holds them together, and is therefore broader and broader than either. All organizations, of all types, objectives and activities, need to use criteria to judge the success of the organization, and only one criterion can be specified to judge the success of the organization. It is no longer acceptable to believe that there is a single universal standard to judge the success of organizations. It is difficult to find an organization that is successful in all aspects or failing in everything, and the criteria of efficiency and effectiveness can be used to judge the success of the organization (Al Dhafri and Ben Youssef, 2013).

Efficiency and effectiveness are two sides of the same coin, which is the successful or effective organization, and the source of this relationship is their direct relationship to achieving goals and maintaining the organization's survival, growth, and development, and if effectiveness is the basis for the success of the organization, then efficiency is a condition for its survival after it has achieved success, because the first is the essence of the organization and a guide for its managers in the performance of organizational activities, followed by increasing returns and effective investment of capital, in a way that reflects on the welfare of society and its members, because this is linked to the provision of goods and services of high quality, providing job opportunities for individuals, while giving a clear view of the health of the organization's work (Al-Swidi & Mahmood, 2011).

The concept of efficiency is inherent in the concept of effectiveness, but they cannot be mutual. The organization may be effective but not efficient; that is, it may achieve its goals but at a loss, and the inefficiency of the organization negatively affects its effectiveness. The higher the cost



of achieving a particular goal, the lower the chances of the organization's ability to survive and succeed. Efficiency can be used as a long-term measure, while effectiveness can be considered a short-term measure. Effectiveness is the basis of success; efficiency is the minimum condition for survival after success (Hitt et al., 2011).

### **Organizational success metrics.**

The criteria of efficiency and effectiveness are the most common and recurring standards in the opinion of researchers in measuring the success of organizations, and they have a great impact in guiding organizations to understand success in the correct way. The researcher believes that choosing the efficiency and effectiveness criteria and using multiple criteria will give greater accuracy and good indicators of organizational success than focusing on one criterion to measure the extent of the organization's success.

#### **1. Sufficiency**

Al-Swidi and Mahmood (2011) define Sufficiency as the degree to which an organization can achieve its goals at a low cost. Sufficiency of the organization depends to a large extent on the training and development of employees. Especially nowadays, when the process and techniques of management have become very complex, there is an urgent need for management to organize the training and development of its employees (Hitt et al., 2011). For organizations to be successful, they need to constantly develop human resource management practices. The most important and most common indicators of organizational efficiency are cost and creativity, as follows:

##### **a. Cost:**

Cost is a main indicator because costs depend on measuring all aspects of organizational performance, and cost accounts are a prominent guide to measuring the extent to which the specified goals are being

efficiently achieved, and the cost reduction indicator is evidence of improving efficiency while maintaining the quality and quantity of outputs (Karuppaiyan, 2013).

##### **b. Creativity**

Changes in the elements of the competitive environment that organizations face forced their need for creativity, so they rushed to adopt innovation policies and establish administrative units such as research and development aimed at nurturing and developing creativity in the organization and directing it towards achieving goals (Born & Arjen, 2013). Crowley-Henry (2007) defines creativity as the process of developing a new idea, practice, product, or service that can be adopted by an organization's employees or imposed on them by decision-makers (Crowley-Henry, 2007).

#### **2. Efficiency**

Effectiveness is a fundamental, important, and fundamental concept in the theory of organizations and organizational behavior, as organizations seek to be effective in achieving their goals, either by performing their tasks at the required level, or through their capabilities to obtain scarce resources, adapt to their environment, and satisfy the relevant parties benefiting from the organization (Wally, 2009). It is one of the important indicators in measuring the extent of the organization's success and the achievement of its objectives. Harim (2010) defined it as the degree to which an organization meets the needs of its clients or customers. According to Daft (2013), it means the degree to which the organization achieves its goals, which is a broad term. There are many approaches to effectiveness, according to the viewpoints of a number of writers and researchers, and we find that there is agreement on some dimensions, while no agreement has been reached on others, including the following:

##### **a. the ability to achieve objectives**

Al-Qaryouti (2013) believes that real effectiveness is the outcome of achieving a set

of goals that the organization seeks to achieve, whether these represent the purpose of the organization's existence in the environment or reflect the reality of the practical goals of the organization's attempts to invest energies in survival, adaptation, and growth in society. Harem (2010) this approach is characterized by ease of use, especially in business organizations, because measuring goals depends on outputs, and this is done through profit, market share, or return on investment.

**b. Adaptability**

It reflects the organization's ability to anticipate the internal and external problems it will face in the future and the possibility of finding appropriate ways to control them as much as possible (Karuppaiyan, 2013).

**c. The entrance to the internal operations:**

The organization is effective if information flows smoothly and easily and the spirit of belonging, commitment, and job satisfaction prevails among the employees. A sound order, from a behavioral perspective, is characterized by minimal harmful conflict, political conflict, and political maneuvering (Born & Arjen, 2013).

**d. Entrance to securing resources**

This approach focuses on the organization's inputs rather than its outputs, and the organization will be effective if it can secure scarce and valuable resources from the environment and succeed in their integration and management, which are necessary for production, such as raw materials, human resources, capital, and administrative and technical expertise (Crowley-Henry, 2007). It focuses on ensuring the long-term survival of the organization, and its focus is the extent to which the organization succeeds in dealing with the external environment.

**Method and Procedure**

After the clarity of the mechanism and how to implement the study, the quantitative approach was followed in terms of method and procedures as an appropriate curriculum for conducting the study.

**Study community and sampling unit**

The study population consisted of Jordanian private universities, which are characterized by the presence of five colleges or more, and their number is (13), and a sample and its size (8) were taken from these universities using the simple random sampling method, according to the following equation.  $N/ (N-1) E^2 + 1$ .n=where N=population size, n=sample size, E=allowable error as in Table (1).

#	University	Directors	Deputies/ assistants	Head of departments	Total
1	University Name	13	2	17	32
2	University of Petra	16	0	13	29
3	Philadelphia University	13	2	13	28
4	Al-Zaytoonah University of Jordan	16	2	15	33
5	Amman Arab University	15	4	17	36
6	University of Applied Sciences	16	6	16	38
7	Al-Isra University	14	4	18	36
8	Al-Ahliyya Amman University	15	7	16	38
9	Total	<b>118</b>	<b>27</b>	<b>125</b>	<b>270</b>

Inspection unit: The inspection unit consisted of (270) directors of administrative departments, their deputies, their assistants, and heads of administrative departments in Jordanian private universities. At a rate of (90.4%) of the distributed questionnaires, as shown in Table (2).

**Table (2) Ratio of valid resolutions to distributed questionnaire**

sample	Sample volume	retrieved questionnaires	invalid questionnaires	valid questionnaires	Ratio of valid questionnaires to distributed questionnaires
sampling unit	<b>270</b>	<b>258</b>	<b>14</b>	<b>244</b>	<b>%90.4</b>

**Study tool**

For the purposes of obtaining the necessary data for the study, the researcher developed a special questionnaire and distributed it to the directors of administrative departments, their deputies, their assistants and heads of administrative departments in Jordanian private universities. Three levels based on the following equation:

Category Length = (Maximum Alternative - Minimum Alternative)/Number of Levels  
 $(5-1)/3 = 4/3 = 1.33$ , so the levels are as follows:

Low (1) - less than less than (2.33).

Average (2.33) - less than (3.66).

High (3.66) to (5).

**Table No. (3) numbers of items that measured the dimensions of the study**

Dimensions of the study	Numbers of paragraphs	Paragraphs no.
<b>Independent Variable: Human Resource Flexibility</b>		
functional flexibility	5	5-1
Flexibility of behavior	5	10-6
Skill flexibility	5	15-11
<b>Dependent variable: organizational success</b>		
Main results	5	20-16
Valuable achievements	5	25-21
related behaviors	5	30-26
The sum total of the tool as a whole	<b>30</b>	

**The suitability of the study model to the statistical methods used**

This part of the study aims to verify the suitability of the study model for the statistical methods used by ensuring the validity of the study data and its suitability for conducting parametric tests by conducting two multiple linear correlation tests.

**Multi collinearity**

The problem of multiple linear correlation is one of the problems of independent variables, and it appears when there is a high correlation (almost perfect) between two independent variables, and the presence of this high correlation negatively affects the accuracy of the measurements, as it works to inflate the value of the coefficient of determination R2 so that its value exceeds the actual value.

To make sure that there is no multi-linear correlation problem, the Variance Inflation Factor (VIF) and the tolerance factor (TOLERANCE) were measured for the dimensions of the independent variable.

Where the decision rule indicates that the data is free from the problem of high multiple linear correlation if the values of the

variance inflation factor (VIF) ranged between 1.0 and 10.0, as well as if the values of the tolerance coefficient (tolerance) ranged between 0.1 and 1.0.

Here are the results of testing the multiple linear correlation problem between the independent variable sub-dimensions using the Variation Inflation Factor (VIF) and the values of the tolerance factor, as follows:

**Table (4): The results of testing the multiple linear correlation problem between the dimensions of the independent variable and the variance inflation factor and the tolerance factor (allowable variance)**

Variable	VIF	Tolerance
functional flexibility	3.787	0.264
Flexibility of behavior	3.163	0.316
Skill flexibility	2.644	0.378

It is clear from Table (4) that the values of the Variance Inflation Factor for the independent variable sub-dimensions were less than the number 10.0, and the values of the tolerance factor (Tolerance) were less than the number 1.0, which confirms that the data is free from the problem of multiple linear correlation.

**Resolution stability**

The stability test of the study tool aims to ascertain the reliability and stability of the

study tool and the consistency and stability of the answers of the respondents to its various paragraphs by adopting the Alpha Cronbach test, which indicates that the study tool has an acceptable degree of stability when the value of alpha is greater or equal to 0.70, and that the value of alpha approaches (100%) indicates higher degrees of stability for the study tool. Table 4–7 shows the results of the study tool stability test, as follows:

**Table (5) study tool stability test**

No.	Dimension	$\alpha$
1	Functional Flexibility	0.866
2	Flexibility of Behavior	0.872
3	Skill Flexibility	0.778
5	HR Flexibility	0.934
6	Main Results	0.813
7	Valuable Achievements	0.785
8	Related Behaviors	0.806
9	Organizational Success	0.873

It is evident from Table (5) that Cronbach's alpha values for the study tool items ranged between 0.778 and 0.934, which is greater than the scale (0.70), and this indicates the reliability of the administration and the internal consistency of its paragraphs, as well as the consistency and stability of the answers of the study sample members.

**Data analysis and hypothesis testing:  
Describe the demographic variables.**

The following tables present a description of the demographic and functional variables and characteristics of the study sample members, represented by gender, age group, educational qualification, job title, and number of years of service. For this, descriptive statistics methods were used to extract frequencies and percentages, as follows:

**Table (6): Description of the gender variable**

Variable	Category	Rep.	%
sex	Male	144	59.0
	female	100	41.0
<b>Total</b>		<b>244</b>	<b>100.0</b>

It is clear from Table (6) that the majority of the study sample members are from the male category, where their number reached 144 individuals and therefore constituted (59.0%) of the total study sample members, while the female category constituted the least percentage, and their number reached 100 individuals, at a rate of 41.04% of the total respondents of the study sample.

**Table (7) A description of the age group variable**

Variable	Category	Rep.	%
Age group	- 25	45	18.4
	25 - less than 35 years	66	27.0
	35 - less than 45	51	20.9
	45 - under 55	47	19.3
	+ 55	35	14.3
<b>Total</b>		<b>244</b>	<b>100.0</b>

It is clear from Table (7) that the majority of the respondents are from the category (25–less than 35 years), and their number reached 66 individuals, and a percentage of (27.0%) of the total study sample members, while the smallest percentage came from the study sample members. From the category (55 years and over), their number reached 35, and a percentage of 14.3% of the total sample members.

**Table (8) educational qualification description**

Variable	Category	Rep.	%
Qualifications	Category	50	20.5
	Intermediate diploma or less	159	65.2
	Bachelor of	24	9.8
	Higher Diploma	11	4.5
	Master's	50	20.5
<b>Total</b>		<b>244</b>	<b>100</b>

It is clear from Table (8) that the sample members were distributed at all educational levels, with an increase in the proportion of the sample members of the (Bachelor's) category, which numbered 159 individuals, and a percentage of 65.2% of the total sample members. The (Masters) category got the lowest percentage, and their

number reached 11 individuals, (4.5%) of the total individuals.

Table (9) Job title variable description

Variable	Category	Rep.	%
Job title	Director	3	1.2
	Deputy/Assistant Director	63	25.8
	Head of the Department	178	73.0
<b>Total</b>		<b>244</b>	<b>100</b>

The majority of the study sample members came from the job title category (Head of Department), where they numbered (178) individuals, and their percentage reached (73.0 percent) of the total study sample members, while the minority of the sample members came from the category (manager), where they numbered (3) individuals, and their percentage reached (1.2 percent) of the total study sample members.

Table (10) Description of variable number of years of service

Variable	Category	Rep.	%
	-5 years	89	36.5
	5 - less than 10 years	85	34.8
	10 - under 15 years old	37	15.2
	+15 years	33	13.5
<b>Total</b>		<b>244</b>	<b>100</b>

It is clear from Table (10) that the majority of the study sample members came from the category of number of years of service (less than 5 years), and their number was (89) individuals, and their percentage amounted to (36.5%) of the total study sample members, while the least percentage came

from the sample members in the number of years of service category (15 years and over), and their number reached (33) individuals, and their percentage amounted to (13.5%) of the total study sample members.

### Description of the dimensions and variables of the study.

#### First, describe the human resource resilience variable and its sub-dimensions.

The flexibility of human resources represents the independent variable in the study, and it includes three sub-dimensions: "functional flexibility, behavioral flexibility, and skill flexibility." The following is a description of this variable and its sub-dimensions.

#### 1-functional flexibility

It is clear from Table No. (11) that the relative importance of the dimension of "functional flexibility" was high, as the general arithmetic mean was (3.845) and the standard deviation was (0.740). The paragraph "university employees are keen to improve their work outcomes" came in first place, with a mean (4.100) and a high relative importance.

While the paragraph "helps flexibility in human resources practices to adapt to the requirements of different jobs" ranked last with a mean of 3.730 and a high relative importance.

Table (11) Measures of Descriptive Statistics for the Dimension (Functional Flexibility)

No.	Paragraph	Mean	SD	Rank	RI.
1	University employees are keen to improve the outcomes of their work.	4.100	0.696	1	High
2	The university reduces the conflict between employees to adapt to the requirements of different jobs.	3.780	0.859	4	High
3	The university is keen to modify the human resource management system in line with changes in the work environment.	3.820	1.001	2	High
4	Flexibility in HR practices helps to adapt to different job requirements.	3.730	1.039	5	High
5	The university is keen to modify the human resources system to keep pace with the changing work environment.	3.790	0.952	3	High
	overall average	<b>3.845</b>	<b>0.740</b>		High

#### 2- Flexibility of behavior

It is clear from Table No. (11) that the level of relative importance of the "flexibility

of behavior" dimension was high, where the general arithmetic mean was 3.856 and the standard deviation was 0.777. The paragraph



"most members of the university have flexibility in behavior to adapt to the requirements of the changing environment" came in first place with an average of 3.930 and a high relative importance. Whereas, the

paragraph "University employees change their behavior whenever the work environment requires it" came in fifth and last place with a mean of 3.780 and a high relative importance.

**Table (12) Descriptive Statistics Measures for the Dimension (Behavior Flexibility)**

No.	Paragraph	SMA	SD	Rank	RI.
6	University employees change their behavior whenever the changes in the work environment require it.	3.780	1.006	5	High
7	University employees volunteer to do extra work outside of official working hours.	3.800	1.051	4	High
8	University employees are keen on meeting the needs of their co-workers at all times.	3.870	0.888	3	High
9	University employees take the initiative to provide a helping hand to new employees to help them adapt to the requirements of their new job.	3.900	0.902	2	High
10	Most members of the university have flexible behavior to adapt to the demands of a changing environment.	3.930	0.922	1	High
	overall average	<b>3.856</b>	<b>0.777</b>		High

### 3- Flexibility of the skill

It is clear from Table 13 that the level of relative importance of the "skill flexibility" dimension was high, as the general arithmetic mean was 3.961 and the standard deviation was 0.633. The paragraph "university workers have flexible skills that enable them to adapt

to new tasks quickly" came in first place with an average of 4,460 and a high relative importance. While the paragraph "university employees have flexible skills that improve performance" ranked fifth and last, with a mean of 3.780 and a high relative importance.

**Table (13) Descriptive Statistics Measures for the Dimension (Skill Flexibility)**

No.	Paragraph	SMA	SD	Rank	RI.
6	University employees have flexible skills that improve performance.	3.780	1.006	5	High
7	University employees can accomplish a wide range of tasks.	3.800	1.051	4	High
8	The university is keen to attract multi-skilled people in the field of work.	3.870	0.888	3	High
9	University employees have the ability to manage the fluctuations of work through the different skills they possess.	3.900	0.902	2	High
10	University staff have flexible skills that enable them to adapt to new tasks quickly.	3.930	0.922	1	High
	overall average	<b>3.856</b>	<b>0.777</b>		High

To compare the dimensions of human resource flexibility, Table (14) has been prepared:

**Table (14) Descriptive statistics measure the dimensions of human resource flexibility.**

No.	Dimension	SMA	Rank	RI.
1	functional flexibility	3.845	3	High
2	Flexibility of behavior	3.856	2	High
3	Skill flexibility	3.961	1	High
	HR flexibility	<b>3.887</b>		High

It is clear from Table (14) that the relative importance of the variable "resilience of human resources" was high, where the general arithmetic mean was (3.887). The dimension of "skill flexibility" came in the

first rank with an arithmetic average of 3.961, with a high relative importance, while the dimension of "functional flexibility" came in the third and last rank with an arithmetic average of 3.845, also with a high relative importance.

### **Second: Describe the organizational success variable and its sub-dimensions.**

The organizational success variable represents the dependent variable in the study, and it includes three sub-dimensions: main outcomes, valuable achievements, and related behaviors. Below is a description of this variable and its sub-dimensions.

## 1-Main results

Table (15) Descriptive statistics measures for a dimension (main results)

No.	Paragraph	SMA	SD	Rank	RI.
6	The university relies on the analysis of the external environment in designing its academic outputs.	4.310	0.616	5	High
7	Jobs in the university are designed to suit the desired results.	4.330	0.684	2	High
8	The university seeks to change budgets as a basis for improving its academic results.	4.350	0.652	1	High
9	In its results, the university relies on feedback that focuses on performance measurement.	4.320	0.562	4	High
10	The university is developing the research and development department in order to achieve positive results.	4.330	0.551	2	High
	overall average	<b>4.326</b>	<b>0.465</b>		High

It is clear from Table No. (15) that the relative importance of the "main results" dimension was high, as the general arithmetic mean was 4.326 and the standard deviation was 0.465. The paragraph "the university seeks to change budgets as a basis for improving its academic results" came in first

place, with an average of 4,350 and with a high relative importance. While the paragraph "The University depends on the analysis of the external environment in the design of its academic outputs," came in fifth and last place, with a mean of 4.310 and a high relative importance.

## 2-Achievements of value

Table (16) Measures of descriptive statistics for the dimension (achievements of value)

No.	Paragraph	SMA	SD	Rank	RI.
6	The university adopts a system of continuous motivation to improve valuable achievements.	4.190	0.703	4	High
7	The university accurately identifies the achievements of value to students to be accomplished by its employees.	4.270	0.604	2	High
8	Valuable work is accomplished by university employees with minimal errors.	4.150	0.665	5	High
9	The university relies on the employees' valuable achievements in evaluating their performance.	4.240	0.575	3	High
10	The university develops the skills of its employees to achieve its valuable achievements.	4.290	0.649	1	High
	overall average	<b>4.230</b>	<b>0.469</b>		High

It is clear from Table (16) that the level of relative importance of the dimension of "achievements of value" was high, as the general arithmetic mean was (4.230) and the standard deviation was (0.469). The paragraph "the university develops the skills of its employees to achieve its valuable achievements" came in first place, with an

average of (4,290) and a high relative importance. While the paragraph "Valuable work is accomplished by university employees with the least possible errors" came in fifth and last place with an arithmetic average of 4.150 and a high relative importance.

## 3-Related Behavior

Table (17) Descriptive Statistics Measures for Dimension (Related Behaviors)

No.	Paragraph	SMA	SD	Rank	RI.
6	The university gives fair opportunities to hear the complaints of all employees.	4.040	0.955	4	High
7	University employees are keen to attend the activities held by the university.	4.090	0.912	3	High
8	University employees make an extra effort to improve the university's image in front of others.	4.250	0.774	2	High
9	By providing advice to their colleagues, university employees contribute to solving problems.	4.320	0.707	1	High
10	The university views new ideas with great appreciation.	3.790	0.952	5	High
	overall average	<b>4.099</b>	<b>0.650</b>		High

It is clear from Table No. (17) that the level of relative importance of the "related behaviors" dimension was high, and the general arithmetic mean was (4.099) and the standard deviation was (0.650). The paragraph "university employees contribute to solving problems by providing advice to their colleagues" came in first place, with an average of 4,320 and a high relative importance. While the paragraph "the university looks at new ideas with a high degree of estimation" came in last place, with an average of (3.790) and a high relative importance.

The following table has been prepared to compare the dimensions of organizational success:

**Table (18) Descriptive statistics measure the dimensions of organizational success.**

No.	Dimension	SMA	Rank	RI.
1	Main results	4.326	1	High
2	Valuable achievements	4.230	2	High
3	Related behaviors	4.099	3	High
	organizational success	3.887	4.218	High

It is clear from Table (18) that the relative importance of the "organizational success" variable was high, as the general arithmetic mean was 4.218, and the "main results" dimension got the first rank, with an arithmetic average of 4.326 and a high relative importance. While the "related behaviors" dimension got the last third rank with a mean of 4.099 and a standard deviation of 0.650 and a high relative importance.

**Study hypotheses test**

**Main hypothesis test results**

"There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for human resource flexibility with its dimensions (functional flexibility, behavior flexibility, skill flexibility) on organizational success with its combined dimensions (main results, valuable achievements, related behaviors) for Jordanian private universities." To test this hypothesis, multiple linear regression analysis was used, and the results were as follows:

**Table (19) Results of testing the impact of human resources' resilience dimensions on organizational success.**

Dependent Variable	Model summary		ANOVA			Coefficient				
	R	R2	F	Df	Sig F	Statement	B	SD	T	Sig t
Organizational Success	0.537	0.288	32.426	3	0.000	Constant	2.826	0.149	18.943	0.000
						Functional Flexibility	0.053	0.062	0.858	0.392
						Flexibility of Behavior	0.136	0.054	2.534	0.012
						Skill Flexibility	0.168	0.060	2.797	0.006

The results of Table (19) show that the value of the correlation coefficient (Pearson) is  $R = 0.537$ , which indicates that there is a positive correlation between the independent variables and the dependent variable. Statistically significant, where the calculated F value was (32.426), with a significance level ( $Sig = 0.000$ ) which is less than 0.05. The table also showed that the value of the coefficient of determination ( $R^2 = 0.288$ ), which means that 28.8% of the variance in "organizational success" is due to the variance in the dimensions of the independent variable "human resource flexibility" combined. The coefficients table shows the value of B at the

sub-independent variable "functional flexibility", which amounted to (0.053), and that its t-value is (0.858), with a significance level ( $Sig = 0.392$ ), which indicates the insignificance of the effect of this dimension.

As for the value of B in the sub-independent variable, "flexibility of behavior", it reached (0.136) and its t-value is (2.534), with a significance level of ( $Sig = 0.012$ ), which indicates the significance of the effect of this dimension. While the value of B in the sub-independent variable "skill flexibility" was (0.168), and its t-value was (2.797), with a level of significance ( $Sig = 0.006$ ), which indicates the significance of the

effect of this dimension. Therefore, the first main null hypothesis was rejected and the alternative hypothesis was accepted, which is stated as follows: "There is a statistically significant effect at a significant level (0.05) of human resource flexibility with its dimensions (functional flexibility, behavior flexibility, skill flexibility) on organizational success with its combined dimensions (main

results, valuable achievements, related behaviors) for Jordanian private universities." In view of the significance of the aforementioned model, and to determine which of the sub-dimensions of the independent variable (the resilience of human resources) had the most significant impact on the "organizational success," a stepwise linear regression was used, and the results appeared as follows:

**Table (20) The results of the stepwise regression analysis for the first main hypothesis**

Model	General Standards for Review	B	T	Sig T	R	R2	F	Sig F
1 <sup>st</sup>	Flexibility of behavior	0.275	8.926	0.000	0.498	0.248	79.681	0.000
2 <sup>nd</sup>	Flexibility of behavior	0.163	3.750	0.000	0.535	0.286	48.324	0.000
	Skill flexibility	0.192	3.607	0.000				

It is clear from the results shown in Table (20) that the dimension of "flexibility of behavior" is one of the dimensions of "flexibility of human resources" that has the most impact on "organizational success", as it was found that 24.8% of the change in "organizational success" is explained Through "flexibility of behavior", it came in second place after "flexibility of skill," as it was found that adding the dimension of "flexibility of behavior" contributed to increasing the interpretation rate to 28.6%.\

As it is clear from the above table, the effect of the two dimensions of the independent variable, flexibility of human resources, "flexibility of behavior and

flexibility of skill", is significant at a significance level of less than (0.05), while the variable "functional flexibility" was excluded, as there was no significant effect in either of the two models, which indicates that it was not contributing to the impact on organizational success when studying the dimensions of "human resource flexibility" combined.

**The results of the first sub-hypothesis test are:**

**Ho1-1:** "There is no statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) for the flexibility of human resources with its dimensions in the main results of Jordanian private universities."

**Table (21) The results of testing the impact of human resource flexibility on the main results.**

Dependent Variable	Model summary		ANOVA			Coefficient				
	R	R2	F	Df	Sig F	Statement	B	SD	T	Sig t
Main results	0.481	0.231	24.017	3	0.000	Constant	2.975	0.168	17.720	0.000
						Functional Flexibility	-0.107	0.069	-1.543	0.124
						Flexibility of Behavior	0.022	0.060	0.362	0.718
						Skill Flexibility	0.424	0.068	6.259	0.000

The results of Table (21) show that the value of the correlation coefficient (Pearson) is (R = 0.481), which indicates that there is a positive correlation between the independent variables and the dependent variable, and it also indicates that the impact of the dimensions of "human resources flexibility" on the dependent variable "Main Results"

Statistically significant, where the calculated F value was (24.017), and with a significance level (Sig = 0.000), which is less than 0.05, The table also showed that the value of the coefficient of determination is (R2 = 0.231), which means that (23.1%) of the variance in the "main results" is attributed to the variance

in the dimensions of the independent variable "human resource flexibility" combined.

As for the coefficients table, it displayed the value of B at the sub-independent variable dimension "functional flexibility," which amounted to (-0.107) and that its t-value is (-1.543), with a significance level (Sig = 0.124), which indicates the insignificance of the effect of this dimension. As for the value of B in the sub-independent variable, "flexibility of behavior", it reached 0.022, and its t-value is 0.362, with a significance level (Sig = 0.718), which indicates the insignificance of the effect for this dimension.

While the value of B in the sub-independent variable "skill flexibility" was (0.424) and its t-value was (6.259), with a

significance level (Sig = 0.000), which indicates the significance of the effect for this dimension. Therefore, the first sub-null hypothesis was rejected, and the alternative hypothesis was accepted, which is stated as follows: "There is a statistically significant effect at a significant level ( $\alpha \leq 0.05$ ) for the flexibility of human resources with its dimensions in the main results of Jordanian private universities."

**The results of the second sub-hypothesis test are:**

"There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of the flexibility of human resources with its dimensions on the valuable achievements of Jordanian private universities."

**Table (22) The results of testing the impact of human resource flexibility on valuable achievements.**

Dependent Variable	Model summary		ANOVA			Coefficient				
	R	R2	F	Df	Sig F	Statement	B	SD	T	Sig t
Valuable achievements	0.336	0.113	10.207	3	0.000	Constant	3.250	0.182	17.863	0.000
						Functional Flexibility	0.032	0.075	0.425	0.671
						Flexibility of Behavior	0.062	0.065	0.949	0.344
						Skill Flexibility	0.156	0.073	2.129	0.034

The results of Table 22 show that the value of the correlation coefficient (Pearson) is R = 0.336, which indicates that there is a positive correlation between the independent variables and the dependent variable. Statistically significant, where the calculated F value was (10.207), and with a significance level (Sig = 0.000), which is less than 0.05,

The table also showed that the value of the coefficient of determination is (R2 = 0.113), which means that (13.3%) of the variance in "valuable achievements" is due to the variance in the dimensions of the independent variable "human resource flexibility" combined.

As for the coefficient table, it presented the value of B at the sub-independent variable dimension "functional flexibility", which amounted to (0.032) and that its t-value is (0.425), with a significance level (Sig = 0.671), which indicates the insignificance of

the effect for this dimension. As for the value of B in the sub-independent variable, "the flexibility of behavior," it reached 0.062 and its t-value is 0.949, with a significance level (Sig = 0.344), which indicates the insignificance of the effect for this dimension. Whereas, the value of B in the sub-independent variable "skill flexibility" was (0.156) and its t-value was (2.129), and with a significance level (Sig = 0.034), which indicates the significance of the effect for this dimension, the second sub-null hypothesis is rejected and accepted. The alternative hypothesis, which states as follows: "There is a statistically significant effect at the level of significance (0.05) for the flexibility of human resources with its dimensions on the valuable achievements of Jordanian private universities".

**The results of the third sub-hypothesis test:**



**H01-3:** "There is no statistically significant effect of human resource flexibility with its dimensions on the relevant behaviors of

Jordanian private universities at the level of significance (0.05)."

**Table (23) Results of testing the impact of human resource resilience on related behaviors.**

Dependent Variable	Model summery		ANOVA			Coefficient				
	R	R2	F	Df	Sig F	Statement	B	SD	T	Sig t
Related behaviors	0.567	0.322	37.975	3	0.000	Constant	2.253	0.220	10.229	0.000
						Functional Flexibility	0.233	0.091	2.569	0.011
						Flexibility of Behavior	0.323	0.079	4.089	0.000
						Skill Flexibility	-0.075	0.089	-0.846	0.398

The results of Table (23) show that the value of the correlation coefficient (Pearson) is (R = 0.567), which indicates that there is a positive correlation between the independent variables and the dependent variable. Statistically significant, where the calculated F value was 37.975, and with a significance level (Sig = 0.000), which is less than 0.05, the table also showed that the value of the coefficient of determination (R2 = 0.322), which means that a percentage of (32.2%) of the variance in "relevant behaviors" is attributed to the variance in the dimensions of the independent variable "human resource resilience" combined.

As for the coefficients table, it presented the value of B at the sub-independent variable "functional flexibility," which amounted to (0.233), and that its t-value is (2.569), with a significance level of (Sig = 0.011), which indicates the significance of the effect for this dimension. As for the value of B in the sub-independent variable dimension "flexibility of behavior", it reached 0.323, and its t-value is 4.089, with a significance level (Sig = 0.000), which indicates the significance of the effect for this dimension. Whereas the value of B at the sub-independent variable dimension "skill flexibility" was (-0.075) and its t-value was (-0.846), with a level of significance (Sig = 0.398), which indicates the insignificance of the effect for this dimension, and therefore the sub-null hypothesis is rejected. Third, the acceptance of the alternative hypothesis, which states as follows:

"There is a statistically significant effect at a significant level (0.05) for the flexibility of human resources with its dimensions in the relevant behaviors of Jordanian private universities."

### DISCUSSING FINDINGS AND RECOMMENDATIONS

The results of the study showed that the relative importance of the variable "resilience of human resources" was high, as the general arithmetic mean was (3.887) and the standard deviation was (0.660). The "skill flexibility" dimension came in first place with a mean of 3.961 and a standard deviation of 0.633 with high relative importance, while the "functional flexibility" dimension came in third and last place with a mean of 3.845 and a standard deviation of 0.740 with high relative importance.

The results of the study also showed that the relative importance of the variable "organizational success" was high, as the general arithmetic mean was (4.218) and the standard deviation was (0.430). The "main results" dimension got the first rank with a mean of 4.326 and a standard deviation of 0.465, and with a high relative importance, while the "related behaviors" dimension got the third and last rank with an arithmetic mean of 4.099 and a standard deviation of 0.650. with a high relative importance.

This result agreed with Salah's study (2019), which showed that there are good levels of organizational success in Zain Iraq for mobile communications and the research

community. Perhaps these levels emerged as a result of the interest shown by the company in business strategy, technology, organizational environment, top management characteristics, and relationships.

The results of the main hypothesis test showed that there is a statistically significant effect at the level of significance (0.05) for the two dimensions of human resource flexibility (behavior flexibility and skill flexibility) on organizational success with its combined dimensions (main results, valuable achievements, related behaviors) for Jordanian private universities, as for functional flexibility, it has no effect on organizational success in all its dimensions.

This result agreed with the study of Taher and Muhammad (2018), which showed that the correlation between the evaluation of human resource management performance and organizational success was strong and significant, and also agreed with the study of Al-Taie and Al-Tamimi (2016), which showed that there was a direct and significant correlation between the flexibility of human resources in its dimensions (flexibility of behavior, flexibility of practice) and the performance of the work teams of the organization in question (the Board of Financial Supervision), with a significant effect between the research variables.

The results of the first sub-hypothesis test showed that there was a statistically significant effect at the level of significance (0.05) for the dimension of human resource flexibility (skill flexibility) in the main results of Jordanian private universities, while (functional flexibility, flexibility of behavior) had no effect on the main results of private universities. Jordanian

The results of the second sub-hypothesis test also showed a statistically significant effect at the level of significance (0.05) for the dimension of human resource flexibility (skill flexibility) in the valuable achievements of Jordanian private

universities. The value of Jordanian private universities. The results of the third sub-hypothesis test showed that there was a statistically significant effect at the level of significance (0.05) for the two dimensions of human resource flexibility (functional flexibility and behavioral flexibility) in the relevant behaviors of Jordanian private universities, while skill flexibility had no effect on the relevant behaviors of private universities. Jordanian

These results agreed with the study of Radwan (2021), which showed a direct significant effect of psychological capital dimensions on organizational success as well as an indirect significant effect of psychological capital on organizational success through job adaptation. These results also agreed with the study of Muhammad (2013), which showed that the flexibility of human resources in its three dimensions has a positive impact on operational performance. It also agreed with the study of Ngo and Loi (2008), where it showed that there are positive effects of flexibility in employee behavior and flexibility in human resource practice in a culture of adaptability and flexibility of employee skills. However, no such influence is exerted.

## **RECOMMENDATIONS**

1. The study recommends continuing to apply the dimensions of human resource flexibility in private universities and trying to achieve employee loyalty, satisfaction, and retention while establishing strong relationships with them by meeting their needs and quickly responding to them.
2. The study recommends the importance of functional flexibility in private universities by modifying the human resources management system in line with changes in the work environment and reducing conflict between workers to adapt to the requirements of different jobs.

3. The study recommends the importance of flexibility of behavior in private universities by providing a helping hand to new employees to help them adapt to the requirements of the new work and adapt to the changing environment.
4. The study recommends the importance of flexibility in skills in private universities through the ability to manage the fluctuations of work through the various skills they possess and the enjoyment of flexible skills that enable them to adapt to new tasks quickly.
5. The study recommends continuing to apply the dimensions of organizational success in private universities and trying to design jobs at the university in a way that suits the desired results and developing the skills of workers to achieve its valuable achievements.
6. The study recommends the importance of continuing to identify the main results dimension in private universities by analyzing the external environment in designing their academic outputs and relying on feedback that focuses on measuring performance in achieving its results.
7. The study recommends the necessity of focusing on valuable achievements in private universities and motivating employees to continuously improve valuable achievements based on their performance evaluation.
8. The study recommends the development of relevant behaviors in private universities by giving fair opportunities to hear the complaints of all employees and involving them in solving problems by providing advice to their colleagues.

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How to cite this article: Fadi Mohammad Badi Abed Aldaiem, Raba'a Salman Ali Abu-Helaleh. The impact of human resource flexibility on organizational success. *International Journal of Research and Review*. 2022; 9(9): 67-88. DOI: <https://doi.org/10.52403/ijrr.20220908>

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