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The impact of human resources flexibility in strategic response processes: Analytical research at Al-Sadr Hospital
تأثير مرونة الموارد البشرية في عمليات الاستجابة الاستراتيجية
بحث تحليلي في مستشفى الصدر

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Abstract

This research aimed to test the impact of human resources flexibility as an independent variable with its dimensions (Flexibility of skills, Flexibility of behavior, and Flexibility of practices) in strategic response Processes as a dependent variable in Al-Sadr Hospital. The researchers relied on the descriptive analytical approach in analyzing the data, and relied on a comprehensive survey method for members of the research population. The researchers used the questionnaire as a tool to collect primary data from the research population. The researchers used appropriate statistical programs for this purpose to obtain the appropriate results, which are (AMOS V 24 & SPSS V 26) to analyze the primary data, the statistical analysis showed a number of results, the most of which was the findings indicate there is a significant impact of the flexibility of human resources in strategic response processes, these findings encourage enhanced strategic response and health sustainability.

key words: Human Resources Flexibility, Strategic Response Processes, Flexibility of Skills, Al-Sadr Hospital.



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المستخلص

هدف هذا البحث إلى اختبار تأثير مرونة الموارد البشرية كمتغير مستقل بأبعادها (مرونة المهارات، مرونة السلوك، مرونة الممارسات) في عمليات الاستجابة الاستراتيجية كمتغير تابع في مستشفى الصدر. واعتمد الباحثون على المنهج الوصفي التحليلي في تحليل البيانات، كما اعتمدوا على منهج المسح الشامل لأفراد مجتمع البحث. واستخدم الباحثون الاستبانة كأداة لجمع البيانات الأولية من مجتمع البحث. واستخدم الباحثون البرامج الإحصائية المناسبة لغرض للحصول على النتائج المناسبة وهي (AMOS V 24 & SPSS V 26) لتحليل البيانات الأولية، وقد أظهر التحليل الإحصائي عدداً من النتائج وقد أشارت النتائج بوجود تأثيراً معنوياً لمرونة الموارد البشرية في عمليات الاستجابة الاستراتيجية، وتشجع هذه النتائج على تعزيز الاستجابة الاستراتيجية والاستدامة الصحية.

الكلمات المفتاحية: مرونة الموارد البشرية، عمليات الاستجابة الاستراتيجية، مرونة المهارات، مستشفى الصدر.

1. Introduction

Human resources flexibility has become one of the important aspects of organizational flexibility because it represents the ability to change the environment or respond to uncertainty at the lowest cost, time and effort with maximum performance. Dynamic and changing environments and inconsistent organizational goals. Human resources flexibility has become an important aspect of organizational flexibility because it represents the ability to change the environment or respond to uncertainty with minimal cost, time and effort with maximum performance for dynamic and changing environments and inconsistent organizational goals (Goudarzi, 2023:4). Organizations are increasingly interested in the flexibility of human resources within the organization because it helps organizations respond and adapt to rapid environmental changes, as the organization cannot adapt to rapid environmental transformations and changes unless its



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human resources enjoy high flexibility through which they are able to develop and employ their skills, capabilities, and behaviors in a manner that it is consistent with these dynamic changes.

The importance of the strategic response of organizations lies in its clear contribution to sustainable competitive advantage, superior profitability, and confronting various challenges. The ability of organizations to respond to the market and confront uncertainty and intense competition, noting that the business climate that organizations face is characterized by increasing complexity (Heinrichs & Lim, 2008:91).

Through strategic responses, organizations are able to link themselves to the external environment to ensure their continued success, maintain competitive advantage and market share over time, and also protect themselves from surprises and events caused by changing external environmental influences (Wagitu, 2011:2).

The strategic response process has become extremely important due to the dynamism and complexity to which organizations are exposed. Therefore, the strategic response process is a management approach through which the organization seeks to achieve its strategic goals by responding to the changes occurring in the internal environment and the external environment and confronting them through the skills, resources and capabilities that it possesses. those organizations.

2. Literature Review

2.1. Human resources flexibility

The concept of human resources flexibility has received great attention from researchers in the field of human resources management because it enables the organization to adapt to the diverse and changing requirements



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of the external environment (Renau,2015:12). Flexibility in human resources creates strategic consistency across levels and units, enhances environmental responsiveness, and builds competency that is difficult to imitate and non substitutable that affects employee engagement and work performance (Ekowati et al., 2023:7). The high-performance work system and high-commitment human resources management provide a basis for creativity and innovation through human resources capabilities and behaviors directed towards the agility and flexibility of human resources (Yasir, 2023:12).

Agile business organizations must change their offerings to the market through their ability to create new and innovative products and services in a dynamic manner. One of the key dimensions of change is strategic change and organizations need flexibility to implement change. The role of flexibility is becoming more important in the wake of cyclical changes in the global economic environment (Nandakumar et al.,2014:2).

The ability of organizations to change and adapt according to the surrounding circumstances, whether technological, political, economic or competitive, is one of the most important factors for their success, especially in the contemporary work environment that is characterized by rapid, intense and continuous change. Organizations must be more aware, distinguished and flexible, as rapid strategic transformations require management more capable of Working flexibly in order to contribute impactively to drawing up future strategies through which the organization can resist and adapt flexibly to environmental factors inside and outside the organization (Abu-Nahel et al., 2020:28). Flexibility is a prerequisite for organizations to adapt to changes in their environment (technological



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change, international competition, fluctuating demand, etc.). An important part of organizational-level flexibility is related to workforce strategies, i.e. labor utilization and human resource management (Askenazy et al., 2023:6).

The importance of human resources flexibility is evident in the adoption of innovative solutions within the organization because this flexibility means that employees can better respond to previously emerging stimuli. Flexibility encourages organization members to improvise, come up with new ideas, hold themselves accountable, and reflect on their actions to give meaning and generate new knowledge (Úbeda-García et al., 2017:9). The flexibility of human resources is considered an important factor for organizations because it helps build employee skills, and the efficiency of strategy implementation depends largely on the organizations' functional systems (Yang & Gan, 2021:2). Human resources flexibility is defined as the ability of organizations to respond to different demands from dynamic competitive environments. Flexibility provides organizations with the ability to modify current practices in response to changes, and flexibility requires organizations to detect changes in the environment and maintain a sufficient set of new procedures so that these changes can be accommodated (Wright & Snell, 1998:757). Human resources flexibility defines the ability through which the organization can adapt more easily to urgent environmental changes to help the organization survive, continue, and adapt to a complex and dynamic environment (Úbeda-García et al., 2017:5) It is a dynamic capability that facilitates the organization's rapid response to changing economic environments and thus creates value for the



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organization due to its close relationship with the organization's performance (Bhattacharya et al., 2005:1)

The concept of The flexibility of human resources is the dynamic ability that working individuals have to facilitate the response of these organizations to the environmental changes surrounding them, which gives them strategic alternatives to confront various crises and pandemics and to respond strategically to them at high speed.

2.2. Dimensions of the flexibility of human resources

2.2.1. Flexibility of skills

Skill flexibility refers to the number of possible alternative uses of employee skills that can be applied and how quickly individuals with different skills can be deployed. This type of flexibility can be a source of competitive advantage for organizations since these skills are broad, valuable and difficult to imitate (Ngo & Loi, 2008: 1656). Skill flexibility also expresses two characteristics: the number of possible alternative uses to which employees' skills can be applied (resource flexibility) and how quickly individuals with different skills can be redeployed (coordination flexibility) (Ketkar & Sett, 2010:1176). A skill is an observable competence to perform an acquired psychomotor task. It represents the level of proficiency or competence a person has to perform a task. Skills usually improve with training or experience in the task. Skills are developed abilities that facilitate organizational performance across work contexts, that is, they are the basic set of skills necessary to solve problems (Pandey, 2013:23). Skill flexibility refers to the number of possible uses of knowledge and skills possessed by an employee. A flexible employee



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shows the ability to work in different tasks and unchanging conditions at a low cost and a short period of time required (Úbeda-García et al.,2018:398). The concept of The flexibility of skills is the extent to which individuals working in organizations have the ability to adapt and change according to any circumstances and external factors that suddenly arise. These skills are represented by the knowledge and creative abilities that individuals possess that they are able to invest in the workplace to achieve success for the organizations.

2.2.2. Flexibility of behavior

Flexibility of employee behavior expresses the ability of employees to adapt to specific circumstances where employees have broad behavioral scripts rather than just following standard operating procedures allows employees to adapt and display appropriate behaviors under different circumstances (Do et al.,2016:660). Flexibility of employee behavior, which refers to the extent to which employees possess a wide repertoire of behavioral scripts that can be adapted to the requirements of each situation. The organization can modify and respond to changing situations and thus increase its competitiveness. Organizational flexibility is achieved through employees displaying behavioral scripts appropriate to specific situations (Wright & Snell,1998:777). Behavioral flexibility is one in which employees display a variety of behaviors in different circumstances. This type of flexibility allows employees to search for new ways to perform daily activities, and provides more flexible behavior represented by the ability of employees to improvise in the face of new circumstances (Roldán & Cabrales, 2023: 6). Therefore, flexible behaviors are considered valuable resources in the organization because an employee who successfully deals



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with different situations creates value because the organization is spared the costs of not adapting to changing situations (Bhattacharya et al., 2005: 625).

The concept of Flexibility of behavior is the extent to which individuals working in organizations have the ability to adapt, adapt, and respond to the professional and psychological pressures that confront them at work in accordance with ethical standards, and how to deal with the various situations they encounter while working, limit them, and reduce their risks.

2.2.3. Flexibility of practices

Organization-specific human capital must be accompanied by the complexity of functions or HR management practices to obtain more qualified flexibility and thus joint investments in flexible HR practices are required (Signoretta et al., 2022:70). Organizations that possess this type of flexibility not only create value such as achieving strategic consistency across different units and enhancing responsiveness to environmental changes, but also build a capability that is difficult to imitate and non-substitutable. (Bhattacharya et al.,2005:626) It is recognized that human resources are a major potential source for improving the sustainable competitiveness of an organization. This need forces the organization to develop a system that is proficient in facilitating the best development of its employees, enhancing its competitive benefits to make the link between human resources management and strategic performance impactful (Nassani et al., 2023). Flexibility of HR practice in workforce management refers to the degree to which HR systems are able to achieve strategic consistency while adapting standards to meet interests. Organizations that develop HR practice flexibility create a positive environment in which



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employees are able to respond more dynamically to environmental change (Kumari & Pradhan,2014:46). General HR practices such as management by objectives or social activities aimed at facilitating knowledge sharing are applicable in a very wide range of situations and are therefore robust in the face of change (Tretiakov et al., 2023:2).

The concept of Flexibility of practices is a set of activities through which human resources strategies are developed, put into practice, and directed towards improving organizational performance and enhancing competence, skill, and knowledge of human resources to achieve the organizations' goals.

2.3. Strategic response Processes

Strategic responses require that organizations formulate a broader strategic framework within which they can apply responses to strengthen their business position Applying strategic responses requires that an organization possess strategic capability and define its strategic resource base (Kahira, 2006:3-4). Strategic responses are primarily concerned with decisions and actions aimed at achieving business objectives and their intended purpose (Mutua, 2010:12). Therefore, many studies have shown that organizations generate different responses to deal with crises. Some authors note that the most successful strategies to overcome a crisis are the use of proactive measures that take into account planning and automatic response to incidents (Semerciöz et al., 2015:151).

Strategic responses require organizations to define sustainability goals, policies, and plans, communicate them clearly internally and externally, and respond strategically and impactively. The process of enhancing strategic responses is very important because it helps maintain competitive



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advantage and market share, understand organizational processes, and reduce environmental risks (Wijethilake et al., 2017:1682).

Although strategic planning has been considered for decades to be the best way to ensure competitive advantage, leaders of organizations must use strategic improvisation, which is doing something spontaneously without planning as a quick response to a problem. Because organizations operate in a turbulent environment, they are more susceptible to improvisation. Improvisation can It is internalized as a conscious mechanism that can help achieve goals (Peñarroya-Farell & Miralles, 2022:4).

Strategic management scholars emphasize the need for organizations to possess a strategic response capability as a prerequisite for achieving competitive advantage for organizations in a changing environment characterized by high dynamism because it is an appropriate means for organizations to survive and thrive by focusing on their strategic response (Onamusi, 2020:26). Strategic responses enable organizations to achieve a competitive advantage over others in the same industry, and business performance depends on the organization's ability to adapt to respond to environmental changes. Strategic responses have been used by organizations to confront sudden accidents and disasters because strategic responses are procedures designed to deal with challenges (Kathanya et al., 2021: 44).

Appropriate strategic responses enable organizations to impactively adapt to the volatile environment and achieve better corporate performance. Digital transformation is considered one of the most useful business competitive strategies among many alternative strategies because it can help organizations maintain competitive advantage (Wu et al., 2023:2).



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Strategic responses are defined as procedures designed to enable organizations to deal with various environmental challenges and respond to them at high speed. Therefore, strategic responses are seen as major drivers in dealing with environmental challenges and responding to different customer needs. Therefore, strategic responses have been described as impactful in enabling the organization to deal with Environmental changes, therefore, strategic responses were adopted and implemented by organizations as a means to confront challenges in the environment. Strategic responses constitute a formidable weapon that organizations use to obtain and maintain competitive advantage over time (Muchiri et al., 2017: 661-662). Responsiveness is defined as the organization's ability to reconfigure and reconfigure its resources and Processes accurately and quickly to re-act or respond to the requirements of the business environment. (Yun et al., 2023:68) These are the ways in which organizations respond to external pressures in the business environment, such as in competition, where strategic response affects the formulation, implementation, and evaluation of the organization's plans and the achievement of organizational goals. (Nthigah,2016:18)

The concept of strategic response Processes is the extent to which organizations are able to respond immediately as a reaction or proactive response to changes in the environment surrounding them, by resetting their strategic direction to formulate and implement a set of strategies.

3. The methodology of the research

3.1. Problem of the research

The health sector occupies great importance because it has a direct and influential connection with people's lives, and within this context is the



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provision of health care, which is one of the human rights guaranteed by the Constitution and international conventions.

This research came to shed light on an important aspect of research, which is the need for hospitals to strengthen strategic response processes and activate their role in order to increase their ability to keep pace with the changes and developments taking place in the health sector at the local and global levels.

3.2. Importance of the research

The importance of the current research emerges from the vital importance of the variables investigated, the extent of the novelty of those variables, and the method of linking the variables in the correct way, which made it gain special importance in which it distinguished itself from other similar studies. It also derives its importance from the following points:

1. The importance of the current research is highlighted by the importance of examining and diagnosing the level of human resources flexibility among the medical staff at Al-Sadr Hospital and the importance of identifying ways to employ and use them to enhance and improve the strategic response.
2. The current research derives its importance from the rapid developments and changes taking place in the health environment at the local and global levels and the necessity of developing flexible human resources practices among the hospital leaders in the research sample in a way that enables them to keep pace with these developments and achieve the appropriate strategic response to them.



3.3. Aim of the research

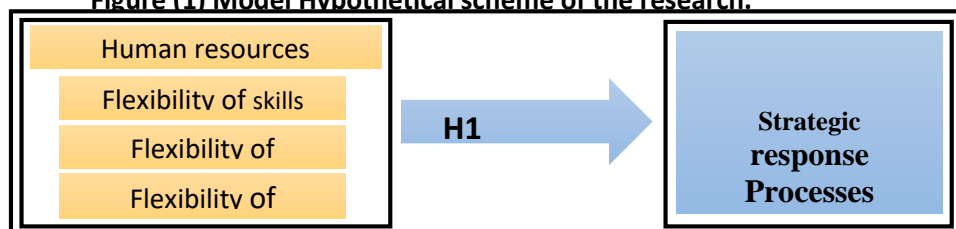
The research seeks to achieve a set of objectives in light of the homogeneous combination of basic variables and their interaction in the field. The research objectives were summarized in the following points:

1. Examining and investigating the reality of the dimensions of variables in Al-Sadr Hospital and examining the precedence of adopting them exclusively at the level of the study sample.
2. Measuring the level of importance of the study variables statistically at the level of Al-Sadr Hospital.
3. Testing the level of correlation and influence between human resources flexibility and its dimensions in strategic response processes statistically in the researched place.

3.4. Hypothetical scheme and research hypotheses

The purpose of the hypothetical scheme of the research is to form a coherent and diverse entity for research in a diagram that clarifies the logical relationships of the set of variables, and the hypothetical model of the research is also considered an expressive image of the research idea, and clarifies the nature of the relationships between the research variables, the hypothetical scheme of the research was developed to reflect the nature of the influential relationships between the research variables and achieve the objectives of the research problem and illustrate its hypotheses, the researcher aims by submitting the hypothetical scheme to

Figure (1) Model Hypothetical scheme of the research.



Source: Prepared by researchers.



include all the variables of the research in its overall form and for the purpose of understanding the scheme in more detail It is seen as consisting of the interacting parts among them and is as follows:

Research hypotheses

H1. The main hypothesis: There is a significant impact of human resources flexibility in strategic response processes, and the following sub-hypotheses emerge from it:

H1.1 There is a significant impact of the skills flexibility dimension in strategic response processes.

H1.2 There is a significant impact of the behavioral flexibility dimension in strategic response processes.

H1.3 There is a significant impact of the practice flexibility dimension in strategic response processes.

3.5. Community and sample of the research

The research community and sample represented the upper, middle, and lower departments at Al-Sadr Hospital according to the organizational structure of the hospital director and his assistants, department directors, and division and unit directors. The researcher used a comprehensive survey method for all, as the researcher distributed questionnaires to all members of the community, numbering (149) people, who were retrieved (130) questionnaires out of the total number of questionnaires distributed. The number of unrecovered questionnaires was (19), the number of questionnaires suitable for statistical analysis was (115), and the number of questionnaires that were damaged and not suitable for statistical analysis was (15).



4. Reviewing and analyzing the results

4.1. Testing the research measurement tool

The stability of the scale was tested by determining the extent of the internal consistency of its items using the Cronbach Alpha coefficient, which is the most common estimate of the internal consistency of the elements that make up the research scale.

Table (1) Results Cronbach alpha values for variables.	
The variables	Cronbach Alpha
Human resources flexibility	0.828
Flexibility of skills	0.830
Flexibility of behavior	0.799
Flexibility of practices	0.885
Strategic response Processes	0.837
Source: Prepared by the researchers based on outputs from SPSS v.26.	

It is clear from the results shown in Table (1) that the Cronbach alpha coefficient for all items of the scale is greater than (0.70), and this indicates the availability of internal consistency for its items as well as its suitability for conducting other statistical analyses.

4.2. Correlation The variables

To ensure that there is no multicollinearity between the research variables, a correlation test is performed, which indicates the strength of the relationship between the variables, and most of the correlations must not exceed (0.90) so that there is no multicollinearity between the variables, as follows:



Dependent variable		Strategic response Processes
Human resources flexibility	Correlation	0.401**
	Significance	0.000
Flexibility of skills	Correlation	0.481**
	Significance	0.000
Flexibility of behavior	Correlation	0.413**
	Significance	0.000
Flexibility of practices	Correlation	0.519**
	Significance	0.000

Source: Prepared by the researchers based on outputs from SPSS v.26.

It is clear from table (2) that the strength of the relationship between human resources flexibility and strategic response processes is (0.401), which is a positive relationship with a significance of (0.000), and that all values are ranged between (0.401 and 0.519).

4.3. Descriptive analysis of research variables

The variables	Mean	Standard deviation	Coefficient of variation	Relative importance
Human resources flexibility	3.50	0.37	0.10	90%
Flexibility of skills	3.46	0.56	0.16	84%
Flexibility of behavior	3.65	0.58	0.16	84%
Flexibility of practices	3.57	0.66	0.19	81%
Strategic response Processes	3.25	0.56	0.17	83%

Source: Prepared by the researchers based on outputs from SPSS v.26.

Human resources flexibility, which was measured by three sub-dimensions, as this variable achieved an overall arithmetic mean of (3.50), a standard deviation of (0.37), a coefficient of variation of (0.10), and a relative importance of (90%), which confirms that human resources



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flexibility has achieved a high level based on to the responses of members of the research sample, as shown in table (3).

As for the dimensional level (Human resources flexibility) The skills flexibility dimension achieved an overall arithmetic mean of (3.46), a standard deviation of (0.56), a coefficient of variation of (0.16), and a relative importance of (84%), Which indicates that the sample's agreement on the content of the dimension is high, which indicates that the management of Al-Sadr Hospital has the ability to provide employees with new skills through training and development programs and is keen to attract and employ individuals with a variety of skills, as the research sample's conviction indicated the presence of a small number of The employees in the hospital have the skill of using modern medical devices and can learn new skills within a short period of time. In addition, the hospital administration, from the point of view of the research sample, needs to raise the level of adaptation skills to contain the changes and pressures that individuals are exposed to while performing their work. and The behavior flexibility dimension achieved an overall arithmetic mean of (3.56), a standard deviation of (0.58), a coefficient of variation of (0.16), and relative importance of (84%), Which indicates that the sample's agreement on the content of the dimension is very high, which indicates that the workers at Al-Sadr Hospital behave according to professional behaviors characterized by politeness while performing the work. They follow a behavioral pattern that is consistent with the different situations they face while performing their duties, in addition to their ability to adapt to the requirements of the work. changes within short periods of time and achieve the appropriate response that is appropriate to the size of those



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changes that occur in work schedules and to change their own work habits easily in accordance with the changes within the work environment. and The flexibility of practices dimension achieved an overall arithmetic mean of (3.57), a standard deviation of (0.66), a coefficient of variation of (0.19), and a relative importance of (81%), Which indicates that the sample's agreement on the content of the dimension is high, which indicates that the human resources practices at Al-Sadr Hospital are characterized by sufficient flexibility in general and are keen to make frequent changes in order to harmonize the changing work requirements with the human resources system, which achieves the high flexibility that enables it It is highly adaptable to changing work scenarios and adapting to work requirements by designing information on human resources practices in a way that creates a type of cooperation between individual employees in the hospital and hospital management. which indicates that the sample's agreement on the content of the dimensions is high.

Strategic response Processes variable achieved arithmetic mean of (3.25), a standard deviation of (0.56), a coefficient of variation of (0.17), and the relative importance of the variable (83%) Which confirms that this variable has reached an average level based on the responses of the sample members. Therefore, the management of Al-Sadr Hospital must enhance its ability to respond to health changes to various environmental changes at the local and global levels in a way that serves the public interest and provides the desired benefit to patients in light of health deterioration. and enhancing the speed of response and response to emergency accidents and disasters. This would enhance health sustainability and thus preserve the lives of citizens by supplying the hospital with the necessary medical



equipment and enhancing the cognitive competencies of hospital workers by putting them in training programs and developing practical and cognitive expertise and skills that qualify them to They are creative in their work.

4.4. Testing the research hypotheses

Testing the H1. The main hypothesis: There is a significant impact of human resources flexibility in strategic response processes.

The researchers tested the influence relationship using the structural modeling equation (SEM), using the Amos v24 program, where the relationship of the influence of human resources flexibility in strategic response processes was tested, and the table (4) displays the results obtained, which represent the strength of the influence.

Table (4) shows that there is a significant impact of the human resources flexibility variable in the strategic response Processes, as it is clear that the value of the standard influence factor (SAW) reached (0.40). This means that the human resources flexibility variable affects the strategic response Processes variable by (40%) at the level of Al-Sadr Hospital, the research sample, and this means that the strategic response Processes variable will increase by (40%) if attention to the human resources flexibility variable increases by one unit. We also note that the value of the impact factor is a significant value because the value of the critical ratio (C.R.) shown in Table (3) of (4.680) is a significant value at the level of significance (P-Value) shown in the same table.

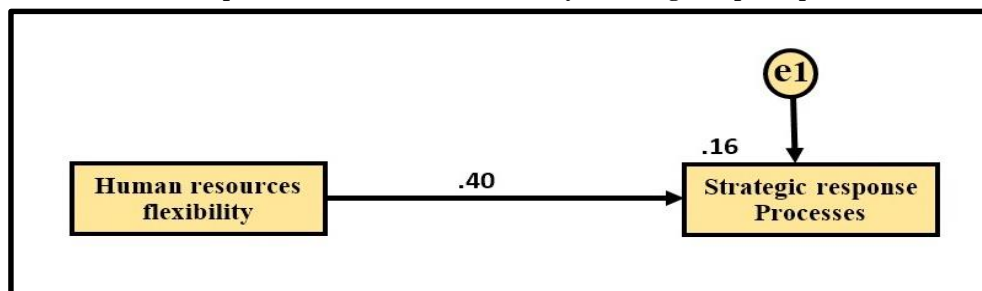
Independent variables	Direction	Dependent variable	SAW	Estimate	S.E.	C.R.	P
Human resources flexibility	----->	Strategic response Processes	0.401	0.617	0.132	4.680	***



Source: Program outputs AMOS V24.

As it is clear from Figure (2) below, the value of the interpretation factor (R^2) reached (0.16). This means that the changes that occur in the strategic response Processes variable (16%) are due to the human resources

Figure (2) Model of the impact of human resources flexibility in strategic response processes.



Source: Program outputs AMOS V24.

flexibility variable, and the remaining percentage (84%) is due to Other variables not included in the research model. This result indicates that there is a significant impact of the human resources flexibility variable on the strategic response processes at the level of Al-Sadr Hospital, the research sample.

Based on the above, the main hypothesis was accepted.

Testing the sub-hypotheses

Testing the H1.2 There is a significant impact of the behavioral flexibility dimension in strategic response processes.

The researchers tested the influence relationship using the structural modeling equation (SEM), as it is one of the statistical tools that has the ability to deal with large numbers of independent and dependent variables, using the Amos v24 program, where the dimensions of human resources flexibility were tested together in strategic response processes, and the table displays (5) The results obtained, which represent the strength of the influence of those dimensions.



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Dimensions of the independent variable	Direction	Dependent variable	SAW	Estimate	S.E.	C.R.	P
Flexibility of skills	----->	Strategic response Processes	0.277	0.277	0.094	2.943	0.003
Flexibility of behavior	----->	Strategic response Processes	0.031	0.030	0.092	0.328	0.743
Flexibility of practices	----->	Strategic response Processes	0.049	0.042	0.077	0.541	0.588

Source: Program outputs AMOS V24.

Testing the H1.1 There is a significant impact of the skills flexibility dimension in strategic response processes.

At the level of sub-dimensions, the table (5) shows that there is a significant impact of the skills flexibility dimension in strategic response processes, as it is clear that the value of the standard influence factor (SAW) reached (0.28). This means that the skills flexibility dimension affects the strategic response Processes variable by (28%) at the level of Al-Sadr Hospital, the research sample, and this means that the strategic response Processes variable will increase by (28%) if attention to the skills flexibility dimension increases by one unit. We also note that the value of the impact factor is a significant value because the value of the critical ratio (C.R.) shown in Table (5) of (2.943) is a significant value at the level of significance (P-Value) shown in the same table.

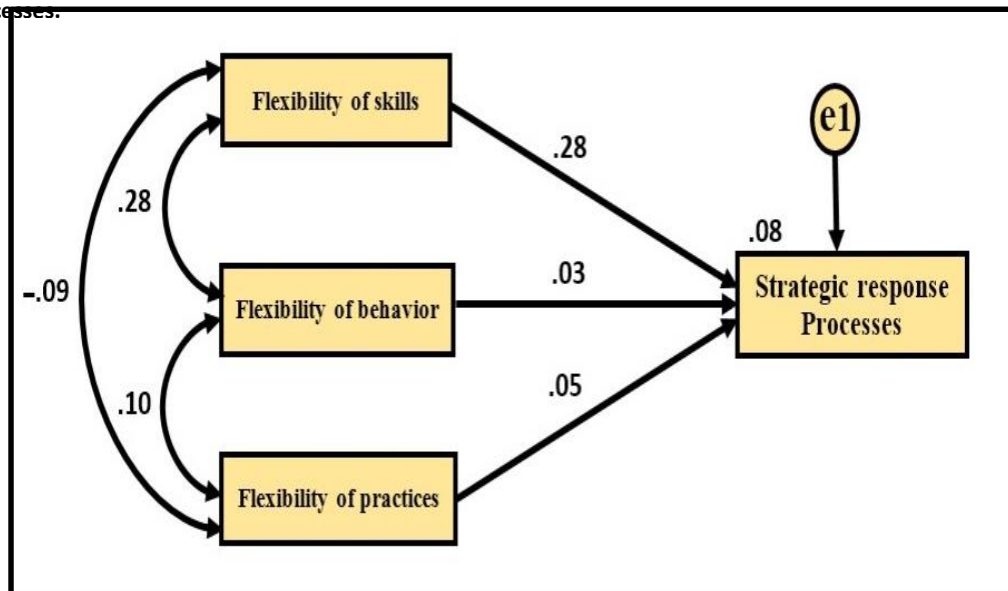
Based on the above, the sub-hypothesis H1.1 was accepted.

Testing the H1.2 There is a significant impact of the behavioral flexibility dimension in strategic response processes.



Table (5) shows that there is a significant impact of the behavior flexibility dimension in the strategic response processes. We note that the value of the

Figure (3) Model of the impact Dimensions of human resources flexibility in strategic response processes.



Source: Program outputs AMOS V24.

standard influence factor (SAW) reached (0.03). This means that the behavior flexibility dimension affects the strategic response process variable by (3%). At the level of Al-Sadr Hospital, the research sample. This means that changing one unit of deviation from the behavior flexibility dimension in Al-Sadr Hospital, the research sample, will lead to a change in the strategic response processes by (3%). This value is not significant because the critical ratio (C.R) value shown in Table (5) of (0.328) is not significant at a significance level (P-Value) shown in the same table.

Based on the above, sub-hypothesis H1.2 is rejected

Testing the H1.3 There is a significant impact of the practice flexibility dimension in strategic response processes.



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Table (5) shows that there is a significant impact of the flexibility of practices dimension As shown in Figure (3), the values of the impacts of the dimensions and their directions.

5. Conclusions and Recommendations

5.1. Conclusions

1. The results of the statistical analysis showed that the research sample at Al-Sadr Hospital pays great attention to enhancing the flexibility of human resources among its staff, and this would contribute to enhancing the response in health organizations to the changes occurring in the surrounding environment and thus providing strategic alternatives to health organizations to enable them to confront health crises. Various pandemics and the strategic response to them at high speed.
2. The results showed that there are positive correlations between the research variables, and this confirms the validity of the propositions addressed by the researchers, as this correlation would contribute to strengthening the strategic response processes in the hospital, and this would contribute to enhancing health sustainability by confronting emergencies, epidemics, and disasters. different.
3. The research sample has the ability to provide employees with new skills through training and development programs and is keen to attract and employ individuals with a variety of skills. In addition, the hospital administration, from the research sample's point of view, needs to raise the level of adaptation skills to contain the changes and pressures to which individuals are exposed. Workers while performing their work.
4. The results of testing the impact of the human resources flexibility variable in strategic response processes showed that there is a



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significant impact of the human resources flexibility variable in strategic response processes.

5. The results of testing the impact of the at the level of the dimensions of human resources flexibility, the skills flexibility dimension had a significant impact in the strategic response processes, while the dimensions of behavioral flexibility and practices flexibility had an insignificant impact in the strategic response processes.

5.2. Recommendations

1. Paying attention to the hospital's infrastructure, supplying the hospital with modern medical equipment, developing the skills of employees, training them, and putting them in development and training courses to enhance their cognitive and practical skills and expanding the area of the hospital's infrastructure.
2. The hospital administration must work to bring about radical changes in work methods through the use of advanced technology in complex Processes by ensuring that it possesses advanced equipment and training competent medical and nursing staff to uses.
3. The hospital administration must reconsider its organizational structure in order to become more flexible and compatible with the various critical circumstances and situations presented to the hospital by reconsidering giving administrative positions to people with experience and skill.
4. The hospital administration must benefit from the correlations and influence between the results revealed by the statistical analysis by working to formulate new strategies that will contribute to raising the



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efficiency of medical and nursing staff to enhance health response and sustainability.

5. The researchers recommend that the hospital administration enhance flexible human resources management practices at Al-Sadr Hospital and ensure frequent changes in order to harmonize changing work requirements with the human resources system and achieve high flexibility that enables it to adapt highly to changing work scenarios and adapt to... Different work requirements and thus improving the performance of health organizations by spreading the culture of flexibility among their staff and introducing them to the concepts of flexibility and its importance in bringing about radical changes in overcoming all difficult and arduous tasks while performing work. The modern trend has become towards enhancing the sustainability of human resources.

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