

# The Impact Human Resource Agility in Strategic Renewal - A Field Research in The General Company for The Textile and Leather Industry

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## Abstract

The study's overarching goal is to shed light on how strategic renewal and flexibility in human resources interact. The research problem was represented in an important question (Is there an effect between the agility of human resources and strategic renewal) and to clarify the relationship between the research variables, the effect hypothesis was formulated. The questionnaire was also adopted as a key tool for data collection, as the sample included (96) workers in the textile company. To analyze the data, the SPSS and EXCEL statistical programs were used. The statistical methods used. Through the research, the researchers reached numerous results, the most significant of which is a high level of human resource agility in its sub-dimensions in the presidency of the Textile and Leather Company, as well as the presence of a direct effect between agility and strategic renewal

**Keywords:** HR agility, strategic renewal (SR), Flexibility

## Introduction

The Subject of HR agility is an important topic, especially in modern organizations, as it requires flexibility, creativity and work in more than one place. After the fierce competition, it was imperative for organizations to advance at all levels to keep pace with change and make awareness and knowledge their first premise, in addition to enabling employees to participate in their roles to achieve (SR) through the ability of HR to adapt to the internal and external environment as well as facilitating work and increasing communication Through innovations or tacit knowledge, as the research started from the problem posed about the existence of a relationship between the agility of HR and (SR). To advance the practical reality of the textile company as well as increase its strength in the competitive market

### *The scientific methodology of research*

**1-Research problem:** The world today is characterized as a world of knowledge as a result of dynamic changes in the social, economic, educational and technological environment, which naturally affect the reality of administrative organizations and threaten their survival and continuity. Modernity to confront crises and avoid their negative effects and maintain the existence and survival of the organization, and thus there have been major changes in the Iraqi educational environment in overall and the textile company in precise, which suffers from slow operations and activities that facilitate work jobs, as well as the company's need for HR agile to support the organization in times of crises and rapid developments Through training and

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development to create a creative environment, in addition to the importance of following strategies to attract talented and creative people to supplement the career cadre with qualified energies, as lightness of individuals requires urging efforts to discover new businesses and develop products that keep pace with the development taking place. Humanity in gaining organizational flexibility This means focusing on hiring Individuals with capabilities, as the role of organizations, especially in the educational aspect, lies in the rehabilitation of HR in making decisions that have a great and long-term impact and attracting, hiring and developing individuals in the organization and on the existing relationships between individuals and the performance of the organization. Proactively and reactively to enable organizations to maximize the added value provided by their HR to achieve their goals by exploring and excavating the external environment, benefiting from external experiences, as well as exploiting resources internally and externally. This strength and its development and motivating individuals and groups to SR. We note that the competencies and through this the research problem can be clarified by the following questions :-

1. What is the impact of HR agility in achieving SR?
2. Is the company aware of the agility of HR in achieving SR?
3. What are the methods of SR in the textile and leather company?
4. How does the company deal with talented employees and their ability to move in more than one job?

## ***2- research importance***

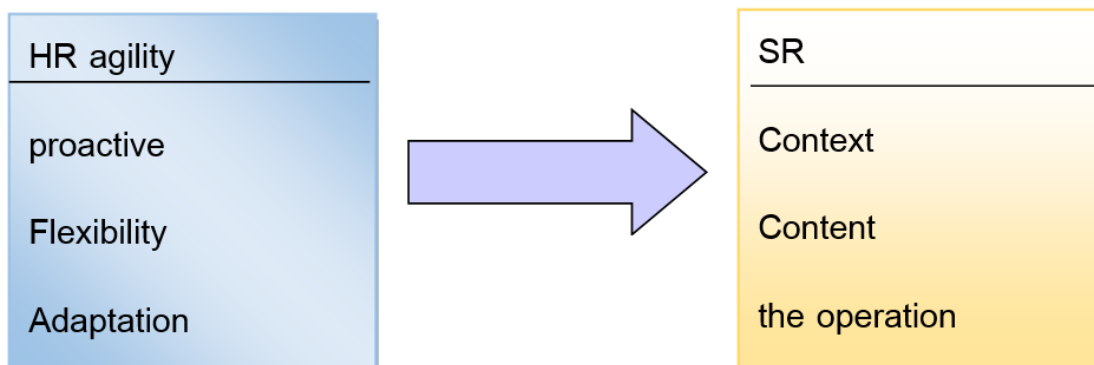
1. It is possible to point out the importance of researching the following points: -
2. The relevance of research arises from the importance of the lightness of the HR movement in accomplishing new practices, as well as generating new goods in providing the capacity to SR.
3. The human element is the most important component of organizations because it is possible to train and develop, which increases the value of a currency to be reflected in its performance.
4. The company is one of the important companies in providing the local market in strengthening the market with the types of products for customers.
5. The importance of SR for the company's survival in the context of the competition.
6. Research objectives can clarify the research objectives through the following:
7. The primary goal of research is to explain an important and contemporary issue, which is the role of the important human element and what leads to high graceful skills in achieving SR.
8. Definition of the concept of lightness of HR management movement as well as SR.
9. Clarifying the effect of light movement in SR.
10. Increasing awareness of the importance of exploring and exploiting the capabilities and capabilities of HR in SR.

## ***4-Research hypotheses***

There is a significant effect of the agility of HR in its dimensions in SR, and six sub-hypotheses emerge from it:

1. First null hypothesis: The context dimension substantially impacts the SR.
2. It is hypothesized further that the SR's adjustment dimension has a significant impact.
3. As for the third null hypothesis, it says that the SR's flexibility dimension has a substantial influence.

**Research Model**



**Figure 1.** Hypothetical research model

**Data of the sample**

The research community included workers in the administrative levels of the Textile and Leather Company, who numbered (130) employees. The research sample consisted of (96) employees: - The sample primary data can be clarified in the following form in Table No. (1)

Table (1) illustrations the demographic characteristics of the sample

Rate	frequencies	variable and level	
53,13	51	male	Gender
46,87	45	Female	
100%	96	Total	
11.5	11	less than 30 years old	Age
19.8	19	30-40	
40.6	39	40- 50	
24	23	50 -60	
4.1	4	60 years and over	
100%	96	Total	
20.7	20	Secondary School	Education
21.9	21	Diploma	
52.2	50	Bachelor	
3.1	3	Master's degree	
100%	96	Total	

1. gender: Table No. (1) shows that the percentage of employees in the company is than the percentage of males is higher than females, and there is a difference between the number of male and female employees, as the number of male employees was (51) with 53.13, while the number of females was (45). and at a rate of (46.87)
2. Age: "It is clear from Table" (1) that the category (40-50) has recorded the highest numbers in the Company, as it is the largest category and those who have experience, creativity and keeping pace with developments. As for the lowest category, it is the category (60 years and over) with a rate of (4.1%), and this indicates that the policies followed in the company need more exploration of the environment and knowledge of competencies and people with creative capabilities to help the organization achieve its goals
3. Education: Table (1) shows that the bachelor's category is the dominant nature of the number of employees in the company, as it achieved the highest level of repetition, and their number was (50) and at a rate of (52.1%). And the master's category ranked last, as their number was (3), with a rate of (3.1%).

### *Measurement sources*

**Table (2)** presents sources for measuring research variables consisting of (HR agility and SR).

measuring source	Variable
Das, et.al,2022	HR agility
Schmitt, et al.,2016	SR

### *Theoretical framework*

#### *1-The agility of HR*

The idea of HR agility refers to the spread of uncertainty as a result of recent discoveries and the acceleration of knowledge in all facets of life, as well as the difficulties and challenges that organizations still face. These difficulties and challenges threaten organizations' continuity and survival, and as a result, numerous modern theories in administration science have emerged to address these issues. (Al-Nawasrah & Alafi, 2021:121) The concept of agility spread in the early nineties and quickly expanded to include the context of the Broader business, the term agility derives from the Latin word "agilis" which means "dexterous" and "intelligent". It is also used as a synonym for the word "resilient", as both terms refer to "adaptability" in their core. Accordingly, agility refers to the capacity to adapt flexibly and wisely to unexpected shifts (Sandhu, 2021:6). These definitions refer to the idea of speed and evolution in the corporate environment, in the Longman dictionary as an adjective "meaning the ability to move quickly" and "agility." "Movement" as a noun means to be fast. Nevertheless, one of the first discussions on modern agility was created by (Nagel & Dow, 1991). They discovered that a deficiency of flexibility is one of the main causes for the inability of traditional effective sectors to cope with the increasing pace of change since the 1990s that agility is a novel approach to bolstering a company's competitive advantages to stay up with the frequent changes in turbulent markets, and that it may boost business performance in three distinct ways (via proactive, reactive, and inventive agility) (Khodabandeh, et al. , 2018:166), (Karman, 2019:324). HR has different names like (employee agility, workforce agility, flexible people, and performance agility). Multiple studies have found that having qualities like originality and proactivity while facing challenges and opportunities is crucial to success in today's business environment. Abou-AL To quote Ross Shatali: "2022:36" Agility, as defined by Morgan and Page (2008), is "the ability to lead and support a rapid change in investment and exploitation of market opportunities" (p. 156) in a world where change is constant. As Santala (2009:8) noted, a common thread connecting the development and implementation of strategies in uncertain contexts is the concept of agility. (Datta, 2010:305) I defined it as a methodical, preplanned set of corporate rules and drills designed to cut down on HR costs while simultaneously raising productivity levels inside the organization. Human resource agility, as defined by Braun et al. (2017), is the capacity of individuals to proactively address challenges and seize opportunities by challenging established practices. Agility, however, is defined by (Karman, 2019:325) as an overall organizational ability to respond rapidly to market changes and flexibly deal with unpredictable changes in order to survive, so agile individuals frequently monitor the business environment in order to expect and respond quickly to change. Dealing with unprecedented risks and threats from the business world. As defined (Junior, et al., 2021: 161), agility for HR is a set of capabilities, skills, attitudes and behaviors of the workforce in the global and volatile business environment and how to deal with and adapt to change. It refers to the ability to innovate and respond to surprising changes in order to achieve the hoped benefits in a dynamic industry environment, and the capability to strike a balance between stability, flexibility, and sustainability. There is a difference between agility and flexibility. Agility, on the other hand, recognizes even the slightest constraints imposed by a change and treats each sudden or unforeseen shift as a possibility, whereas flexibility is a reaction to planned shifts. (Khodabandeh et al., 2018: 166) The term "human resource agility" (HRA) describes how well

and quickly a company's human resources department deals with the challenges of an ever-evolving business climate, one that is fraught with uncertainty and volatility (Raut, et al., 2022:2) Various ideas, models, and conceptualizations of HR agility may be found in the current literature. As a mindset, skill, and exact set of actions, it consists of (a) the human resource's responsiveness to change and (b) the human resource's capacity to use change for its own benefit (Petermann & Zacher, 2022:2).

### ***Dimensions of human resource agility***

HR agility models are described from a behavioral perspective as perceptible behavior or performance at work that consists of three various dimensions: adaptability, proactivity, and flexibility. (Petermann & Zacher, 2022:2)

### ***Proactive***

The proactive activity involves initiating behaviors (initiating activities that lead to solving an issue linked to change) and anticipating behaviors (anticipating and sensing problems) and illustrates the activities of an individual which have a positive influence on the environment (Petermann & Zacher, 2022:2). that benefit the organization and the workers themselves. This trait relies heavily on self-motivation, self-efficacy, and independence to make important decisions and anticipate and solve problems. Enthusiastic and curious workers are best at detecting and responding to change. In addition, cooperation is a strong indicator of proactive activity, since it is necessary to share goals and improve the work system, which usually consists of people with different skills and attitudes (Junior, et al., 2021:161), "proactive" includes: "Our employees able to anticipate problems that may occur in their work" (Das, et al., 2022:5), it has been found that proactive employees, who are proactive, can deal with problems by adopting new approaches, assuming responsibilities, and finding opportunities (Abou-AL- Ross & Shatali, 2022:37 ), proactive workers believe in ongoing learning to do their jobs excellently and constantly check conditions for threats and opportunities, anticipate problems in the crisis situation, and initiate activities for their resolutions. Agility, on the other hand, recognizes even the slightest constraints imposed by a change and treats each sudden or unforeseen shift as a possibility, whereas flexibility is a reaction to planned shifts. (Khodabandeh et al., 2018: 166) The term "human resource agility" (HRA) describes how well and quickly a company's human resources department deals with the challenges of an ever-evolving business climate, one that is fraught with uncertainty and volatility (Raut et al., 2022:2). Various ideas, models, and conceptualizations of HR agility may be found in the current literature. As a mindset, skill, and exact set of actions, it consists of (a) the human resource's responsiveness to change and (b) the human resource's capacity to use change for its benefit (Petermann & Zacher, 2022:2).

### ***B- Adaptation***

Personal adaptation (the ability to get along and work with people from different backgrounds and professions), occupational flexibility (the ability to take on various roles and change them as needed), and behavioral understanding (the ability to learn new skills, tasks, and procedures) all make up what we mean when we talk about adaptability. (Petermann & Zacher, 2022:2) Immediate response to changes in client needs and market requirements, ability to fast adapt to different work contexts and tasks, efficiency to work in groups and on accompanying tasks, flexibility in place of work and time (Junior, et al., 2021:162). (Das, et al., 2022:5) includes "the ability to adapt." Our employees adapt their behavior to show respect for the customs and values of others (Das, et al., 2022:5). Changing is better. Adaptability enables taking on numerous roles to perform additional tasks simultaneously. These employees comprehend multiple competencies and are adaptable to multitasking in different teams. Because early and quick response develops a greater impact in a crisis situation, such a situation



Requires flexible staff to handle flexibility refers to the capability to withstand adverse conditions, and return to the previous standard with more vitality and strength (Raut, et al., 2022:2)

### ***Flexibility***

A person who is flexible can handle the demands of a fast-paced work environment and remain productive under pressure. Nonetheless, this model has become widely used in several studies due to its prominence in the field of workforce agility (Petermann & Zacher, 2022:2). It includes “flexibility,” “Our employees like to change the old way of doing things (Das, et al., 2022:5), an attribute of work that needs to be done under high pressures and a complex environment. predictability and acceptance of differences of opinion are qualities of resilient workers. Because the crisis situation is complicated, volatile, and unpredictable, HR agility can be critical. This reveals that a flexible HR will manage the crisis better than a less agile HR (Raut, et al., 2022:2) The degree to which an individual retains the behavioral arsenal and abilities that can give the organization with options to pursue alternatives is an example of employee flexibility, which has also been defined as the amount to which a resource can be allocated to a larger range of alternative applications. strategy), which might help you make better strategic decisions in challenging settings. To what degree a company's human resources department and HR procedures prepare it to adapt to shifting market conditions is a measure of what is known as "HR resilience" (Karman, 2019:32). 8. Adaptability According to (Muduli, 2017), a flexible workforce is one whose members possess the knowledge, skills, and behaviors necessary to thrive in a dynamic, uncertain, and high-stakes work setting. Flexibility helps the organization to adapt to the varied and ever-evolving demands of the external environment, allowing it to sustain its competitive edge and achieve unparalleled performance (Junior, et al., 2021:161). (Karman, 2019: 324). Organizational competitiveness is a goal shared by all types and sizes of institutions, and SR may be seen as a tool used to get there (Shill, et al, 2012). The capacity of a business to detect, foresee, and adapt to changes in its market to its benefit is an example of organizational resilience. Nonetheless, this skill is made up of a few key components: a) nimbleness and speed (also known as velocity); b) adaptability to shifts in the external business environment; and c) marketing of particular relevance, which includes execution. All of these factors help a company adapt quickly and affordably to shifts in the marketplace (Karman, 2019:325).

The capacity of the workforce to adapt to changes in an appropriate and timely manner; the ability of the workforce to exploit changes and profit on them as opportunities (Karman, 2019:326) are two factors connected to the agility of HR. Administrative agility is a dynamic capacity that can only be developed via the implementation of suitable organizational practices targeted at building personal capabilities (Karman, 2019:327)

### ***strategic renewal***

In recent years, the notion of SR: Strategic renewal has emerged as a major focus in several subfields of organizational and administrative studies (Hussain, 2022:7097). It's a method that helps organizations alter their dependency on predetermined paths by adjusting their strategic capacities and goals. The SR papers have grown disjointed, with a lack of conceptual clarity and uniform terminology, as a result of funding from a wider variety of views (Schmitt, et al., 2018:1). But before we can figure out what "SR" stands for, we need to define both "strategic" and "renewal." "strategy" is sometimes defined as "those that relate to the future opportunities of a corporation, that is, long-term and has a decisive effect on its success or failure." We need to put constraints on the word "renew" as well as "strategic," both of which we need to define. The word "to renew" is most often shown as "to make a new one." in dictionaries. Replace and update are two synonyms for this concept. Renew is not the same as

change, as shown by dictionaries. The verb 'change' implies 'to create or become different' in its most general sense. It's not required; however it may involve some form of replacement or reworking. Modifications can also include making alterations when no renewal is expected, such as removing features or adding new ones. One kind of transformation is rejuvenation (Agarwal & Helfat, 2009:282). When asked to define SR, he said it was "any modification, replacement, or change in features" (including context, content, and method) that significantly affect the long-term future potential of the business (Hussain, 2022: 7102). According to (Chaola, 2015:8), renewal is "the extent to which an organization maintains or develops over time the kind of competencies, skills, and capabilities that enable it to sustain competitive advantage and grow over time." Hasoon (2021) describes SR as "a set of developmental activities (exploratory and investment) with the aim of modifying organizational practices in a way that contributes to keeping pace with the environment and achieving competitive advantage," while Briss et al. (2019) define SR as "the approach that encourages the development and modification of the competitive strategic capabilities of the organization in order to accomplish the strategic purpose." The term "sustainability reporting" (SR) refers to the extra procedure by which a company or organization monitors changes in the external environment and assesses potential for implementing alterations in the outcomes or choices of its activities (Albert, et al., 2015:212).

(Schmitt, et al., 2016:362) define strategic renewal as a management process to modify or replace a company's existing business model to handle emerging business environmental threats and opportunities for long-term prosperity and survival. This explanation is constant with a common evolutionary perspective of SR as iterative interchanges between environmental drivers and the organization's strategic adaptation, noted (Agarwal & Helfat, 2009:282) SR is a process of strategic change that focuses on replacing or renewing strategic features (such as goals, products, services, resources, capabilities, etc.). Youth) for an organization has the potential to significantly influence its long-term prospects, while Kariuki, et al., 2021:2) defined strategic renewal as the process of aligning the competencies or resources of an organization with changes in the external environment. One of the most significant parts of strategic renewal is the modification or change in the strategic direction that had the ability to determine the long-term competitiveness of the company. to significantly affect its long-term prospects

### ***Dimensions of strategic renewal***

Three dimensions of SR were identified after reviewing a number of studies, including (Hussein, et al, 2021:46) & (Schmitt, et al., 2016:362) Kaipainen, 2020:9) and they are as follows:

A- Context: The context dimension refers to management initiatives in changing and developing the company's environment or responding to it - such as technological transformations and competitive shifts - in order to provide new opportunities for the company and avoid risks. Thus, SR includes strategic alignment initiatives, which can be proactive in predicting future environmental shifts, reactive to research future business opportunities, and reactive in reaction to past or continued environmental changes. These SR initiatives are subject to internal selection instruments and are essential for institutions to adapt and ensure their long-term survival (Schmitt, et al., 2016:362). The context refers to the environments in which institutions perform and reflects the fact that strategies do not stem from a corporate vacuum: it demonstrates Whether or not the procedures are established within the boundaries of the company (internal procedures) or whether they relate to external relations e boundaries of the company or other companies (external procedures). The context reflects recent evidence that companies need to develop competencies in both internal development and external

capabilities as sources of renewal and success over time (Hussein, et al, 2021:46).

b- Content: The content dimension refers to the method of strategic change and transformation of the institution's current business model. Describes how a company creates a value proposition for its common stakeholders. Such significant strategic shifts are not determined by a specific product or technological changes or market but affect changes along numerous dimensions. For example, part of this challenge may be adjustments in the company's competitive approach in response to changing customer demands, product range, and distribution channels (Schmitt, et al., 2016:362). Content focuses on the "what" strategy; Process After the 'how', 'who' and 'when' of the strategy, we divided the actions into mergers and alliances against new business risks and new product launches, respectively. To assess the content of the renovation procedures, we divided the renovation procedures into exploration and exploitation investments and type of activity. Exploration procedures aim to innovate, enter new markets and gain knowledge, while exploitation procedures are concerned with increasing efficiency, simplifying activities, and using existing ones. However, companies tend to focus on exploitation rather than exploration (Hussein, et al, 2021:46)

C- In the process dimension, the company's present resource compositions are gradually shifted through incremental and incremental renewal. Strategy modifications occur within the company's existing business model or strategic framework. Instead, sporadic renewal foreshadows long-term changes that will need the organization to reorganize its resources. Nevertheless, these renewal operations occur outside the organization's present strategic framework which leads to the adoption of a distinct business model. In line with these considerations (Schmitt, et al., 2016:362), the procedure represents the duration of the SR. Rate at which exploration is undertaken vs exploitation. After the process is in line with the theory of the driving force, it also describes the processes for external and internal renewal, including the length of the different procedures of these fundamental ideas. It regulates the frequency with which the regeneration treatments are carried out after the operation. (Hussein, et al, 2021:46).

## **Descriptive Results**

### ***Diagnosing HR agility and its dimensions***

The agility variable of HR was measured through three dimensions (flexibility, adaptation, proactivity), and Table No. (3) indicates the arithmetic means, standard deviations and coefficients of variation from the point of view of the studied sample in the HR agility variable for the cotton factory / in the General Company for Industries Textile and leather, reflecting the arithmetic mean of the total degree of HR agility variable of (3.763) with a standard deviation of (0.522) and a coefficient of variation (17.16%), which indicates that the HR agility variable is of moderate importance for the cotton factory, in addition to the standard deviation index and the coefficient of The difference was that they were of little dispersion, which indicates a high agreement for these results

The third occupies the dimension of adaptation with an arithmetic mean (4.101), standard deviation (0.562), coefficient of variation (13.71%), and high relative importance; it comes after flexibility. The first dimension is proactive with an arithmetic mean (4.163), standard deviation (0.590), coefficient of variation (14.18%), and high relative importance. With a third-place finish, it had a low relative relevance, an arithmetic mean of 3.763, a standard deviation of 0.522, and a coefficient of variation of 17.16%.



**Table (3).** *shows the measures of the HR agility variable and its dimensions*

order of importance	order of importance	Variation coefficient	standard deviations	Arithmetic averages	No.
1	13.71%	0.562	4.101	Adaptation	1
2	14.18%	0.590	4.163	Proactive	2
3	22.96%	0.657	2.861	Flexibility	3
	17.16%	0.522	3.763	HR agility	

### **Diagnosis of SR and its dimensions**

The organizational flexibility variable was measured through four dimensions (formality, complexity, centralization, authoritarianism), and Table No. (4) indicates the arithmetic means, standard deviations and coefficients of variation from the point of view of the studied sample in the SR variable of the cotton factory / in the General Company for Textile and Leather Industries It reflects the arithmetic mean of the total degree of the SR variable of (2.710) with a standard deviation of (0.429) and a coefficient of variation (15.77%) which indicates that the SR variable is of low importance for the cotton factory in addition to the standard deviation index and the coefficient of variation where they were of little dispersion. This indicates a high agreement with these results

The average for complexity was 3.706, the standard deviation was 0.378, the coefficient of variation was 10.19%, and the relative importance was moderate. The average for the central dimension was 3.738, the standard deviation was 0.499, the coefficient of variation was 13.42%, and the relative importance was also moderate. The authoritarian dimension does poorly in comparison, with a mean of .6962, a standard deviation of 0.506, a coefficient of variation of .1877, and a low relative relevance.

**Table (4).** *shows the measures of the SR variable*

No.	Arithmetic averages	standard deviations	Variation coefficient	order of importance	order of importance
1	Context	2.701	0.562	20.81%	3
2	Content	3.706	0.378	10.19%	2
3	the operation	3.738	0.499	13.34%	1
	SR	2.710	0.429	15.77%	

### **Hypothesis testing**

Testing the main hypothesis which states: "There is a significant effect of HR agility in its dimensions in SR" and three sub-hypotheses emerge from it:

1. "The first sub-hypothesis which states There is a significant effect of the adjustment dimension in the SR".
2. "The second sub-hypothesis, which states There is a significant effect of the proactive dimension in the SR".
3. "The third sub-hypothesis, which states There is a significant effect of the flexibility dimension in SR".

Table (4) shows that the value of (116.528) is not statistically significant because the test morale reached (.000), which is greater than the significant value (0.05); this indicates that there is an effect of the customer agility variable in the flexibility variable; the value of the coefficient of determination (R<sup>2</sup>), which amounted to (.554), that is, the HR agility variable explains the variance in the SR variable; and the remaining perceived variance in the SR variable is explained by the HR agility variable.

The regression equation for the impact of HR agility in SR can be represented as follows:

$$SR = 1.213 + .611 (\text{HR agility})$$

Also, the constant value ( $\alpha = 1.213$ ), which indicates when the value of HR agility is zero, the value of the SR variable will not be less than this value, and the regression coefficient ( $\beta = .611$ ) which indicates when adding one value to HR agility, the The dependent variable SR will increase by the same amount and that the t-test value calculated for the coefficient ( $\beta$ ) amounted to (10.795) which is greater than its tabular value (5.200) and that its significance amounted to (.000), which is smaller than the significance (0.05), which indicates that the variable The agility of HR has a significant impact on the dependent variable of SR, thus fulfilling the main hypothesis.

**Table (5)** Hypothesis impact Test between the two variables

R2	sig	SR			variable or dimension
		t			
306	.000	7.305	1.980	A	Adaptation
	.000	6.440	.422	B	
449	.000	7.211	1.686	A	Proactive
	.000	8.743	.486	B	
446	.000	10.347	2.029	A	Flexibility
	.000	8.698	.435	B	
554	.000	5.200	1.213	A	HR agility
	.000	10.795	.611	B	

As for the sub-hypotheses:

1-The first sub-hypothesis It is clear from table (5) that the value of (76,446) is not statistically significant because the test morale amounted to (.000), which is greater than the significant value (0.05), and this indicates that there is an effect of the adjustment dimension in the SR variable, either The value of the coefficient of determination (R2), which amounted to (.449), which explains the adjustment dimension, the variation in the SR variable, and the remaining percentage is (0.551) due to other factors that were not included in the study model. Also, the constant value ( $\alpha = 1.980$ ), which indicates when the value of the adjustment dimension is zero, the value of the SR variable will not be less than this value, while the regression coefficient ( $\beta = .422$ ) which indicates when adding one value to the adjustment dimension, the dependent variable SR It will increase by the same amount and that the t-test value calculated for the coefficient ( $\beta$ ) amounted to (6.440), which is greater than its tabular value (1.96) and that the significance of it amounted to (.000), which is less than the significance (0.05), which indicates that the adjustment dimension has a significant effect In the dependent variable, the SR, thus achieving the second sub-hypothesis “there is a significant effect of the adjustment dimension in the SR”.

2 - The second sub-hypothesis in Table (5) shows that the value of (76,446) is not statistically significant because the test morale reached (.000), which is greater than the moral value (0.05), and this indicates the presence of a proactive effect in the SR variable, either The value of the coefficient of determination (R2), which amounted to (.449), which explains the proactive dimension, the variation in the SR variable, and the remaining percentage is (0.551) due to other factors that were not included in the study model. Also, the constant value ( $\alpha = 1.686$ ), which indicates when the value of the pre-emptive dimension is zero, the value of the SR variable will not be less than this value, while the regression coefficient ( $\beta = .486$ ), which

indicates when adding one value to the training dimension, the dependent variable SR It will increase by the same amount and that the t-test value calculated for the parameter ( $\beta$ ) amounted to (8.743) which is greater than its tabular value (1.96) and that the significance of it amounted to (.000), which is less than the significance (0.05), which indicates that the training dimension has a significant effect In the dependent variable, the SR, thus achieving the third sub-hypothesis "there is a significant effect of the proactive dimension in the flexibility of SR ".

3-The third sub-hypothesis from it is clear that the value of (75.653) is not statistically significant because the test morale amounted to (000.) which is greater than the significant value (0.05), and this indicates that there is an effect of the flexibility dimension in the renewal variable The value of the coefficient of determination ( $R^2$ ), which amounted to (.446), which explains the flexibility dimension, the variance in the SR variable, and the remaining percentage is (0.554) due to other factors that were not included in the study model. Also, the constant value ( $\alpha = 2.029$ ), which indicates when the value of the flexibility dimension is zero, the value of the SR variable will not be less than this value, while the regression coefficient ( $\beta$ .435) which indicates when adding one value to the flexibility dimension, the dependent variable SR It will increase by the same amount and that the t-test value calculated for the coefficient ( $\beta$ ) amounted to (8.698), which is greater than its tabular value (1.96) and that the significance of it amounted to (000.), which is smaller than the significance (0.05), which indicates that the participation dimension has a significant effect. In the dependent variable, the SR, and thus the fourth sub-hypothesis is achieved, "there is a significant effect of the flexibility dimension in the SR ".

## Conclusions

1. The importance of the studied model because of its ability to achieve SR by following the method of HR agility.
2. It was found through the results of the practical analysis reached by the researchers that the company in question has a moderate interest in the agility variable of HR and at the level of its dimensions there is a high interest in the dimension (adaptation, proactivity) respectively through the ability to adapt from learning behaviors, personal adaptation, professional flexibility and response Rapid changes in customer needs, and very low concern for the dimension of (flexibility) by not enabling the company's HR and human resource practices to respond to emerging changes in the external environment.
3. The results concluded that the SR variable occupies a low importance for the researched company. At the level of dimensions, the two dimensions (content and process), respectively, achieved moderate relative importance through developing innovation strategies, entering new markets and acquiring knowledge. It makes gradual changes in the configuration of the company's current resources, but after (the context) it has occupied a relatively low importance by the company in question, through weakness in administrative initiatives such as strategies to adapt to change and develop the company's environment or respond to it.
4. Through the results, the researcher found that there is a significant effect of the adaptation dimension in the SR variable, and this indicates that the company has the ability to respond to environmental changes and their developments.
5. The researchers concluded that the proactive dimension has a significant effect on the SR variable, and this indicates that the company is proactive in providing products and speed in meeting the requirements and needs of customers.

## Recommendations

1. The need to enhance the dimensions of HR agility in the company in question and to continue working on holding courses and training employees in order to sustain its high performance.
2. The necessity of activating the reciprocal relationship between the agility of HR and SR by the company in question through their awareness of the development and change of dimensions in conjunction with the development of dimensions, change of environment and diversity of jobs and roles.
3. Addressing weakness in the context dimension quickly. By providing employees with a lifelong learning framework that focuses on formal learning, skills development, on-the-job learning, and mentoring, as well as supporting the systems and infrastructure needed to support their role.
4. To enhance flexibility in making policies and providing services and to stimulate innovation. Through the establishment and use of common information technology and communications platforms in the researched company, to achieve the required flexibility and speed of information delivery and decision-making.
5. Modifying organizational structures so that they are flexible and adaptable in terms of responsibilities and roles, so as to allow working within teams that have decision-making powers and participate in developing the strategy.
6. Giving employees space for constructive failure Because the ability of employees depends on responding to disturbances flexibly and quickly, and this requires creativity and innovation of the employee specifically, it is likely that the employees who can think independently to meet the challenges of creativity and external problems.

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