

MEASURING THE LEVEL OF FLEXIBILITY HUMAN RESOURCES IN THE COMPANIES OF THE MINISTRY OF HOUSING AND CONSTRUCTION IN IRAQ: AN ANALYTICAL STUDY

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ABSTRACT

The flexibility of human resources has formed the intellectual basis upon which the current research has been based

This research aims to test the flexibility of human resources as an important and influential variable in the companies affiliated to the Ministry of Housing, Construction and Public Municipalities, as well as to identify their levels and then try to come up with recommendations that contribute to adapting the human resources of the research organizations. , And the importance of organizations investigated for society, the method was adopted analytically in the completion of this research. The research included the boards of directors, and collected data from (79) respondents representing the research community exclusively and comprehensively, namely (Directors General, Assistant Directors General, Bana which included 70 paragraph. The research adopted the program Amos V.23, Spss V.23 with the adoption of methods of descriptive statistics to test hypotheses. Based on the description of the research variables and their diagnosis and the test of the research plan and hypotheses, it reached a set of results, the most important of which showed the interest of the Ministry of Construction and Housing companies with the flexibility of human resources human under the formulation of multiple scenarios suited to these practices in the light of minor adjustments to their human resources systems in keeping with their competitive environment

Keywords: human resource flexibility, skill flexibility, behavior flexibility, flexibility of human resources practices.

RESEARCH METHODOLOGY

First: Research problem

Attention to the flexibility and measurement of human resources is an important issue that invites researchers and specialists in the field of administrative and organizational thought to study in depth as knowledge that can have strategic benefits for organizations in the third millennium. Keeping the flexibility of human resources and sharing knowledge is The government sector organizations have determinants in the field of employment and financial constraints, which have led to their attempt to adapt to this situation, which necessitated understanding and understanding the importance of the appropriate research variables to apply the modern management spirit in terms of adaptation and advancement. Adapting variables adapted to the current situation, being administrative methods and methods applied in other organizations at the regional and global level, and achieved successful organizations and exceeded the negative effects suffered by them. The basic problem of research lies in

the answer to the main question (How can the flexibility of human resources affect the companies of the Ministry of Housing and Construction), which led to some important questions in the current research problem. The researcher reached the idea of the current research, Title and problem in the companies of the Ministry of Construction and Housing and Public Municipalities, which prompted the researcher to identify some of the questions reflect the overall questions of the main agencies:

- ✚ Do the companies in question have flexibility in human resource practices, and what are the most prominent of these practices, attention, adoption and application?
- ✚ Is the impact of the flexibility of human resources on the companies in the research sample increased?

Second: The importance of research

The importance of scientific research lies in tackling problems in their own right, and revealing new concepts in administrative thought through which organizations work without realizing or understanding the content and philosophical content of them, as well as enhancing the success of the leaders of the companies surveyed by improving the work and mechanisms predicting problems proactively or facing up Organizational problems and methods of scientific research, as the importance of the current research in the following interlocutors:

1. The current research is an objective attempt to highlight the rapid development in modern administrative concepts, especially the concept of flexibility of human resources management, which has become an effective management methods as it represents an important and effective competitive weapon, as well as achieving the objectives of the Ministry of Construction, Housing and Public Municipalities.
2. The current research is an extension of research and studies concerned with the biological aspect of the organizations represented by the research variables. This research represents a modest addition to the Iraqi academic resources in the field of public administration, organizational behavior and human resources. The research presents a theoretical and conceptual framework for analyzing the flexibility of resource management Humanity
3. The current research provides an intellectual discussion of subjects of great importance in administrative thought, because of their great role in improving the performance of state institutions, and bridging the relationship between Iraqi universities and research companies, as it makes it easy to use the expertise of specialized professors to transfer institutions to a better situation From his predecessor, as well as to develop understandings and working formulas to exchange knowledge experiences.

Third: Research Objectives

1. Identify the most important components of the flexibility of human resources management and raise the required level of these bodies in this area.
2. Analysis of the philosophical implications of the intellectual consensus and differences in views on the current research variables and related to flexibility of human resources.
3. Presenting a number of conclusions and recommendations to the Ministry in light of the results of the practical situation

Fourth: Search Sample

The researcher chose the members of the boards of directors of these companies to be the sample of the research, and the survey of the members of the boards of companies surveyed, the total number of members of the boards of directors of the Ministry of Construction and Housing (103).

Fifth: Approved statistical methods

For the purpose of analyzing the data of the research and testing hypotheses, the use of a set of programs programs are ready (SPSS v.23, AMOS v.23), and in this regard has been used a set of statistical tools, which were divided into the following totals: (Alpha-Cronbach): (Spearman - Brown) (Split-Half).(Kolmogorov-Smirnov)

THE THEORETICAL SIDE

First: The concept of human resources flexibility

Scientific and philosophical efforts in administrative and behavioral sciences have contributed to the development of a knowledge-based accumulation worthy of revision, study and the development of interesting knowledge on the subject of human resources flexibility, which has received much attention from many researchers and human resources researchers. And the formation of a comprehensive understanding of it, especially in light of the development of a variety of perspectives and intellectual foundations related to it because it is linked to the behavior of individuals and their interaction on the one hand, to reflect the success of organizations and their superiority on the other hand, (Ngo et al .,2011: 2). The concept of human resource flexibility has received considerable attention from researchers in human resource management because it enables the organization to adapt to the varied and changing requirements of the external environment. Flexibility plays a large role in giving the organization an area for employees to think and feel in order to achieve organizational goals and objectives without putting further pressure To achieve financial gains for organizations (Renau, 2015: 12), (Úbeda-García et al., 2017: 5) defined a focus on the skills and behavior of workers in terms of strategic alternatives, defined as "the extent to which human resources possess the skills and behaviors that provide the organization with the opportunity to develop strategic alternatives within its competitive environment." In the same context,(Kozica & Kaiser, 2012: 240) was defined as "facilitating the ability of the organization to adapt effectively and in a timely manner to changing and diverse requirements in its own environment or within the organization itself" and is defined administratively as " The distribution of staff within the organization to ensure the maximum efficiency and achievement in the objectives of the organization, both staff members, whether individuals or groups perceived as means or productive tools of the organization "(Tiwari & Saxena, 2012: p672).

Second: The importance of the flexibility of human resources

The human resource is the most important to the organization. Humans are the most complex element because knowledge and experience can be hidden, as modern trends emphasize their long-term sustainability and maintain efficient employees to make the most of their knowledge and innovative capabilities that help achieve the organization's goals. (Mohammed, 2013: 37).

. When staff have the advantage of flexibility, they show greater involvement in organization, which ultimately leads to increased organizational performance. The flexibility of human resources is a way to

advance employees through their future abilities, skills and knowledge. Inspired by positive behavior towards work and organization, flexible staff High in the human resources system feel better about their work than organizations that have a less flexible plan (Kumari & Pradhan, 2014: 43_44), the flexibility of human resources (FHR) is linked to fixed resources with competitive advantage or determines fixed resources as a key determinant of s The impact of resource flexibility improves response to changes in the external business environment (Shammari, 2017: 318). (Hammadi and Ali, 2016: 456) to the superior and rare human resources of the highest sources of competitive advantage of organizations and organizations can have all the assets of material and technological assets, but the human characteristic remains the most valuable resources, which requires the management of organizations to adopt the tools and methods of management to maintain those unique resources and Meet her, and in accordance with (Bhattacharya et al., 2005: 14).

Third: Flexibility factors

There are many factors that can enhance the ability of human resources to achieve speed and adaptation and respond to sudden circumstances and events, as many researchers emphasize the factors that encourage individuals and give them the ability to demonstrate flexibility in work and the extent of impact in every field or sector, whether industrial or service (Javed et al., 2017: 32). The most important factors agreed upon by most studies can be identified and have encouraged increased attention to the flexibility of the labor force over the past decade. Organizations can benefit from institutionalization under the factors identified by (Zeppou ,1999: 27):

1. Growth of competition: A series of developments seen as intensifying levels of competition in product markets, including growth in international trade in goods and services, growth in the activity of modern industrialized countries, and sustained productivity gains.
2. Unpredictable product markets: A range of products is more volatile and less predictable, partly because of intensive research on competitive advantage through the development of new products
3. Global recession: The effects of the global recession in the early 1980s led to a widespread decline in labor force levels and subsequent job re-determination.
4. New technology: The impact of new technology on the use of temporary human resources allows the company to offer a wide range of products on demand without risking a large fixed investment in labor.

Fourth: The dimensions of human resource flexibility

A number of types of flexibility have been identified as dimensions of the studies mentioned in the table. As to the dimensions of our current study, we will rely on a three-dimensional model of human resource flexibility (flexibility of human resource practice, flexibility of staff skills, The explanation of each dimension of flexibility will be discussed:

After skill elasticity refers to "the number of potential alternative uses for which staff skills can be applied and how to quickly redistribute individuals with different skills" (Ketkar & Sett, 2009: 3), while (bhattacharya et al., 2005: 6) The ability of individuals to adapt to changing situations, or to show appropriate behavioral repertoire in different situations. (Veise et al., 2014: 1792)argues that behavior flexibility is the ability to exhibit a variety of behavioral roles under different circumstances,

representing the behaviors of employees and the arrangements adopted by staff in their work. The flexibility of practices indicates the extent to which human resources are adapted by applying these practices through a variety of changing situations such as flexible wages or through various processes such as performance assessment and rapid response through which such adjustments can be made and which indicate that human resources apply these practices With high flexibility.

THE PRACTICAL FRAMEWORK OF RESEARCH

First: Results of the test of normal distribution of data:

In order to achieve the terms of use of correlation coefficient (Pearson), the sample of the study (79) respondents representing the Ministry of Construction and Housing self-financed, and thus achieve the first condition, either the other two conditions have been verified by the researcher agencies:

The researcher uses the normal distribution test (Kolmogorov-Smirnov) because the sample number is greater than (50). The rule of decision is to accept that the data follow normal distribution if the value of Sig is greater than 5% (0.05), the data are not subject to normal distribution (Abu Zeid, 2010: 313). The value of z for the corresponding dispersion value is acceptable between +2 and -2 for the torsion test (Abbas, 2016: 118)

Table (1) Moral values to test the natural distribution of the variable and its exclusion

Flattening	Sprains	Sig	Variables
- 0.367	-0.367	0.146	Skill flexibility
- 0.336	- 0.275	0.199	Flexibility of behavior
- 0.340	0.244	0.179	Flexibility of HR practices
- 0.468	- 0.220	0.097	Human Resources Flexibility (X)

Second: truth the measurement tool search

The results of the test showed the total stability coefficient of the questionnaire included (70) paragraph (0.928) for the questionnaire The stability of the research variables represented by the elasticity of human resources was (0.898). Therefore, the elasticity of human resources index has high credibility and stability

Table (2): Measuring honesty and consistency of the research questionnaire

Stability of variables	The Alpha Kronbach coefficient for paragraphs	Number of paragraphs	Symbol	Remove the measurement	Variable
0.898	0.744	7	x1	Skill flexibility	Human Resources Flexibility X variable
	0.826	8	X2	Flexibility of behavior	

	0.720	5	X3	Flexibility of HR practices	variable
The scale was adopted (Ubeda-Garcia, 2017)					

Third: To present and analyze the results according to the sample answers

Table (3) shows that the independent dimension is the elasticity of human resources practices at the highest computational level (3.71). Among the dimensions of the independent variable is the elasticity of human resources and the level of interest (74%).), And the elasticity of behavior at a relative level of interest (72%), with averages of (3.69-3.58), all of which are available and practiced in a good manner. These results contributed to the availability of independent dimensions and their order. Available with standard deviation (0.545), with relative importance (73%) of sample interest (12%), indicating the ability of the Ministry of Construction and Housing companies to cope with the environmental changes surrounding them, as well as adapting them as soon as possible to prevent loss Any opportunity for competitors within the business sector, as a result of having the skill and flexibility in the behavior and practices that fall on them, the number of paragraphs dimension (20) paragraph distributed seven for the first dimension, eight for the second dimension, and five paragraphs for the third dimension.

Table (3) Order of the dimensions of the main variable The elasticity of human resources

Ranking	Relative Importance	Difference Factor	Standard Deviation	Mean DIMENSIONS	Dimensions
First	74%	13%	0.483	3.71	Flexibility of HR practices
Second	74%	14%	0.521	3.69	Skill flexibility
Third	72%	15%	0.518	3.58	Flexibility of behavior
	73%	12%	0.454	3.66	The flexibility of human resources

CONCLUSIONS AND RECOMMENDATIONS

Preface

The final conclusions that emerged from the extrapolation of the intellectual side of the research variables and the results of the field side will be clarified. And make appropriate recommendations for those findings relevant to the research variables

First: Conclusions

1. The Ministry of Construction and Housing companies are interested in the practices of their human resources in the formulation of multiple scenarios suited to these practices in the light of minor adjustments to their human resources systems and in keeping with their competitive environment.

2. The interest of the Ministry of Construction and Housing companies is shown by the flexibility of their human resources, with a remarkable attention to the practices of their human resources in the first place, followed by the dimensions of skill flexibility and flexibility of behavior respectively.
- 3.

Second: Recommendations

1. To strengthen the organizational behavior of the organizational culture, and to provide a competitive advantage, adapting and adapting the service request to the quality and delivery time
2. The need to activate the flexibility of human resources by companies of the Ministry of Construction and Housing through their awareness of the evolution of dimensions and change in conjunction with the changing environment and diversity of jobs and the role that overshadows the interaction of variables in building a healthy environment surrounded by

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