ادارة الموارد البشرية المستدامة وعلاقتها في تحقيق الديمومة التنظيمية الدور التفاعلي لنظم المعلومات الادارية الالكترونية
دراسة تطبيقية لعينة من موظفي الشركة العامة لنقل الطاقة الكهربائية المنطقة الجنوبية بالبصرة

المدرس المساعد محمد هاشم عبد الكريم

جامعة البصرة / كلية الادارة والاقتصاد / قسم نظم المعلومات الإدارية

mohammed.hashim@uobasrah.edu.iq
https://orcid.org/0000-0003-4941-0062

المستخلص:

تستهدف الدراسة إلى معرفة علاقة ادارة الموارد البشرية المستدامة في تحقيق الديمومة التنظيمية من خلال الدور التفاعلي لنظم المعلومات الادارية الالكترونية، بين موظفي شركة توزيع الكهرباء بالبصرة، ووفقا لذلك استخدم البحث الاسلوب التحليلي الوصفي لجمع وتحليل البيانات من خلال الاعتماد على استمارة اسلوب الاستبانة. أذ تم توزيع (250)استبانة على عينة الدراسة، مع تلقي (200) فقط صالحة للتحليل، و لغرض تقديم نموذج مفاهيمي مبني على مجموعة فروض رئيسة وفرعية التي استخلصت من المراجعات للدراسات السابقة ذات الصلة بموضوع الدراسة، تم استخدام مجموعة من الادوات الاحصائية تم تطبيقها بواسطة برنامج (*SPSS.V*23) لتحليل البيانات واختبار مدى صحة فروض الدراسة ،وخلصت نتائج التحليل الاحصائي الى ان الشركة مجتمع الدراسة تهتم بالاستدامة في مواردها البشرية لغرض تحقيق الديمومة التنظيمية كما وتسعى الى تحقيقها من خلال اعتمادها على انظمة المعلومات الادارية الالكترونية.

الكلمات المفتاحية: ادارة الموارد البشرية المستدامة، الديمومة التنظيمية، نظم المعلومات الإدارية الإلكترونية ، شركة توزيع الكهرباء بالبصرة

Sustainable Human Resource Management and Its Relationship to Achieving Organizational Sustainability: The Interactive Role of Electronic Management Information Systems – An Applied Study on a Sample of Employees at the General Company for Electricity Transmission, Southern Region, Basrah

Assistant Lecturer: Mohammed Hashim Abdul kareem
Department of Management Information Systems/ College of Administration and Economics/University of Basrah – Iraq

Abstract:

The study aims at examining the relationship between Sustainable Human Resource Management and Organizational Sustainability through the interactive role of Electronic Management Information Systems among the employees of the Basra Electricity Distribution Company. Accordingly, the research adopts a descriptive-analytical method to collect and analyze data, relying on a questionnaire-based approach. A total of 250 questionnaires were distributed to the study sample, of which 200 were received and deemed suitable for analysis.

To develop a conceptual model, a set of main and sub-hypotheses were formulated based on a review of previous studies related to the research topic. Various statistical tools were applied using SPSS (Version 23) to analyze the data and test the validity of the study hypotheses. The results of the statistical analysis indicate that the studied company prioritizes sustainability in its human resources to achieve Organizational Sustainability and actively seeks to enhance this process by leveraging Electronic Management Information Systems.

Keywords: sustainable human resources management, organizational sustainability, electronic management information systems, Basra Electricity Distribution Company.

Introduction:

Sustainable development has become a key indicator of humanity's continuity in the present era. Its various dimensions—economic, social, and environmental—have significantly influenced corporate activities in most countries worldwide, as companies strive to reform and modernize their societies. Moreover, sustainability is considered as one of the fundamental pillars of modern human resource management (HRM), as it serves as the foundation for achieving organizational sustainability by providing comprehensive support for all corporate activities (Abbas, 2021). The human resource plays a crucial role in delivering services that drive the growth of organizations, as it constitutes the cornerstone of any stable and sustainable development. This, in turn, enhances a company's ability to address and resolve challenges fundamentally (Suleiman et al., 2022).

(SHRM) can thus be described as a set of long-term HRM practices—including recruitment, selection, training, development, and compensation—aimed at achieving a company's financial, social, and environmental objectives (Stankevičiūtė & Savanevičienė, 2018).

Electronic management information systems (MIS) are comprehensive systems designed to collect all essential information for various administrative functions. Their primary goal is to support management by providing accurate and clear information at the right time, facilitating planning, organizing, and developing corporate structures. MIS serves as the backbone that supplies appropriate information in a suitable format for different managerial levels, while also enhancing and improving communication and information flow across all levels within the

company, ultimately leading to more effective decision-making (Shuaib, 2021: 258).

Management information systems can be described as integrated systems comprising individuals, devices, procedures, and information subsystems, all aimed at providing management with accurate and sufficient data regarding the company's critical activities. This enables the execution of key managerial functions such as planning, organizing, leading, controlling, and making both semi-structured and unstructured decisions efficiently and effectively (Al-Araji et al., 2012: 65).

To comprehensively address the aforementioned topics, the present study is structured into four main sections. The first section presents the research methodology, while the second section provides the theoretical framework of the study. The third section covers the empirical analysis and discussion of the results. Finally, the study concludes with the fourth section, which outlines the key findings and recommendations.

Section 1: Research Methodology

This section presents the key components that reflect the research methodology, including the research problem, objectives, significance, set of hypotheses, and the main statistical tools adopted for data analysis. These elements will be outlined as follows:

First: Research Problem

Many companies face challenges and pressures that lead some to fail in completing their tasks, ultimately resulting in collapse and an inability to achieve their objectives. However, these same challenges necessitate the adoption of organizational sustainability and the pursuit of its realization through sustainable human resource management. This approach enables

companies to achieve success by maintaining their organizational activities and ensuring continuity in their operations.

In the face of environmental challenges and pressures, the General Company for Electricity Transmission in Basra, which serves as the subject of this study, must adopt innovative practices to cope with various disruptions. This can be achieved by utilizing electronic management information systems (MIS), which act as an interactive and supportive factor in enhancing organizational sustainability. These systems provide the company with modern information more efficiently and swiftly than traditional methods used by many organizations.

Based on the above, the research problem can be summarized in the following main question:

What is the relationship between (SHRM) and achieving organizational sustainability in the General Company for Electricity Transmission in Basra, and what roles do electronic management information systems play in this relationship?

From this primary research question, the following sub-questions emerge:

1. To what extent does the General Company for Electricity Transmission in Basra understand the key study variables, namely:

- The independent variable: (SHRM)
- The moderating variable: Electronic Management Information Systems (MIS)
- The dependent variable: Organizational Sustainability

2. What are the levels of organizational sustainability achieved within the studied company?

3. Is there any relationship between the independent variable (sustainable human resource management) and the dependent variable (organizational sustainability) within the research community?

4. Does the moderating variable (electronic management information systems) play a role in the relationship between (SHRM) and organizational sustainability?

Second: Research Objectives

1. To determine the level of interest of the General Company for Electricity Transmission in Basra, the study population, in the key variables of the current research, namely:

- Independent variable: (SHRM)
- Moderating variable: Electronic Management Information Systems (MIS)
- Dependent variable: Organizational Sustainability

2. To examine the extent of the relationship between sustainable human resource management and organizational sustainability in the studied company.

3.To test the moderating role of electronic management information systems in the relationship between (SHRM) and organizational sustainability.

Third: Research Significance

The significance of this study can be divided into theoretical and practical importance, as outlined below:

a. Theoretical Significance

This study contributes to the theory of sustainable human resource management (SHRM) and organizational sustainability by linking them with electronic management information systems

(MIS). This integration provides researchers with a novel perspective that can be leveraged for future research advancements. Additionally, sustainable human resource management offers a scientific framework that consolidates key theoretical models, addressing research gaps in studying the relationship between SHRM and organizational sustainability through the interactive role of electronic MIS.

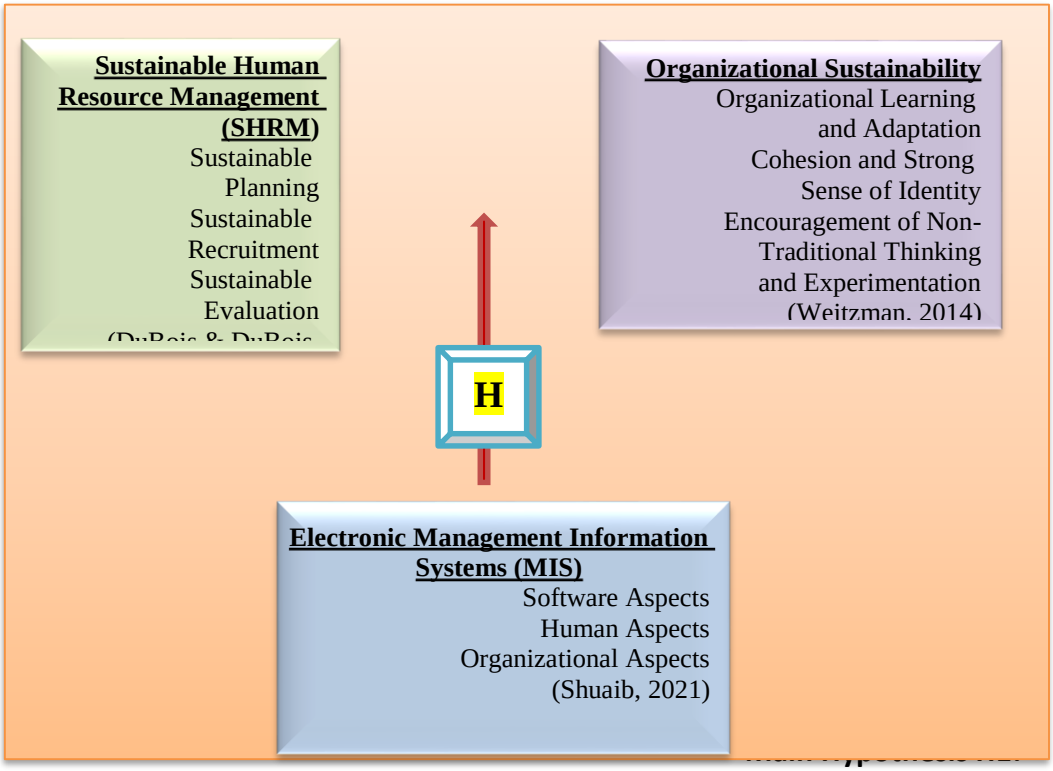
b. Practical Significance

The importance of this study lies in the vital variables it explores, which are critically needed by all institutions, including the company and the broader research community. These variables help the company develop a clear and accurate understanding of its human resources and guide its efforts effectively toward creating and maintaining a healthy and beneficial work environment. This, in turn, enhances the company's ability to attract, support, and retain its workforce in a sustainable manner. Moreover, the study enables both the company and the research community to better manage human resources and develop a clearer vision of sustainable development, highlighting their role in achieving organizational sustainability. This contributes to the establishment of a distinctive, high-performance, and quality-driven environment. Additionally, the study emphasizes the important role of electronic administrative information systems in supporting organizational sustainability within the company under investigation.

Fourth: Research Model

The research model was designed to reflect the nature of the relationship between the study variables based on the ideas and opinions of previous researchers and scholars. These variables include the independent variable (human resource management),

the dependent variable (organizational sustainability), and the moderating variable (electronic management information systems). As shown in Figure (1) below:



There is a statistically significant positive correlation and impact between (SHRM) and Organizational Sustainability.

From this main hypothesis, the following sub-hypotheses emerge:

H1-a: There is a statistically significant positive correlation and impact between Sustainable Planning and Organizational Sustainability.

- قياس أثر جودة معايير التقارير المالية على إعادة إصدار القوائم المالية.

Figure (1): Study Model

Fifth: Formulation of Research Hypotheses

Main Hypothesis H1:

There is a statistically significant positive correlation and impact between (SHRM) and Organizational Sustainability. From this main hypothesis, the following sub-hypotheses emerge:

H1-a: There is a statistically significant positive correlation and impact between Sustainable Planning and Organizational Sustainability.

H1-b: There is a statistically significant positive correlation and impact between Sustainable Recruitment and Organizational Sustainability.

H1-c: There is a statistically significant positive correlation and impact between Sustainable Evaluation and Organizational Sustainability.

Main Hypothesis H2:

Electronic Management Information Systems (MIS) play a moderating role in the positive correlation and impact between Sustainable Human Resource Management (SHRM) and Organizational Sustainability.

From this main hypothesis, the following sub-hypotheses emerge:

H2-a: Electronic MIS moderates the statistically significant positive correlation and impact between Sustainable Planning and Organizational Sustainability.

H2-b: Electronic MIS moderates the statistically significant positive correlation and impact between Sustainable Recruitment and Organizational Sustainability.

H2-c: Electronic MIS moderates the statistically significant positive correlation and impact between Sustainable Evaluation and Organizational Sustainability.

Sixth: Study Design:

The subject and objectives of the current study fit the descriptive research design, which is based on describing the relationships between the research variables represented by (the independent variable: sustainable human resource management, the dependent variable: organizational sustainability, and the interactive variable: electronic administrative information systems), as they exist in the General Company for Electricity Transmission in Basra. The study expresses these relationships quantitatively by adopting a survey form and applying it within a single period to collect data and obtain information from the research sample. The study tool includes three sections. The first section presents data related to the independent variable (sustainable human resource management), which is covered in questions 1-15. The second section reflects data related to the interactive variable (electronic administrative information systems) and includes questions 16-30. The third section represents the dependent variable (organizational sustainability) and consists of questions 31-42. The five-point Likert scale was utilized to assess the

responses of the study sample, with values ranging from 1 to 5, classified as follows: (5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree). Furthermore, various statistical techniques were employed, including skewness and kurtosis analysis, descriptive statistics (such as the arithmetic mean and standard deviation), the coefficient of variation, Pearson's correlation coefficient, and path analysis. These analytical methods were executed using SPSS (Version 23).

Seventh: Study Population and Sample

The population of the current study is represented by the General Company for Electricity Transmission in Basra, with the study sample consisting of the company's employees across all administrative and technical departments. The total population comprises 400 individuals. From this, a sample of 200 individuals was selected. A total of 250 questionnaires were distributed directly, and 210 were returned. Of these, 200 questionnaires were deemed valid for analysis. The determination of the sample size was based on the guidelines provided by Sekaran and Bougie (2016, p. 160).

Section 2: The Theoretical Framework Of The Study Variables

First: Study concepts

In this paragraph, the researcher reviews some of the available previous literature that the researchers accessed, based on a group of opinions from researchers and scholars regarding the variables of the current study, represented by the independent variable (sustainable human resource management), the interactive variable (electronic administrative information systems), and the dependent variable (organizational sustainability), as shown in Table (1) listed below.

Independent Variable: Sustainable Human Resource Management (SHRM)		
No	Name & Year	Concept
1	Baum, 2018	All approaches adopted by a company in its operations to achieve environmental, social, and economic sustainability, focusing on long-term outcomes and benefits while avoiding short-term profit maximization in both thinking and application.
2	Manzoor et al., 2019	The adaptation of sustainable HRM practices and strategies that enable organizations to achieve long-term financial, environmental, and social goals, while also managing negative reactions and unintended side effects.
3	Wikhamn, 2019	A set of tangible, systematic activities and methods that yield long-term benefits, in addition to procedures aimed at recruitment, selection, and talent acquisition that are collective, cost-efficient, and time-efficient.
Moderating Variable: Electronic Management Information Systems (MIS)		
4	Stripling, 2017	A set of systematic processes and activities that provide a company with the necessary information to support decision-making. This information is characterized by comprehensiveness, accuracy, and relevance in terms of quality and timing.
5	Shuaib, 2021	A combination of hardware components (devices and networks) and software applications that process data and transform it into useful information for the company.
Dependent Variable: Organizational Sustainability		
6	Darna et al., 2018	The continuity and survival of a company despite potential changes and developments in its environment.
7	Manzoor et al., 2019	The extent to which a company's strategy adapts to sustainable human resource practices, enabling the organization to achieve its economic, social, and environmental objectives in the long term.
8	Al-Aboudi, 2020	The company's ability to sustain its operations for the longest possible period by meeting the needs and expectations of both customers and stakeholders.

Table 1: Concepts of study variables

Source: Prepared by the researcher

Second: Study Measurement

This section outlines the measurement scale adopted in this study to assess its key variables: the independent variable (sustainable human resource management), the moderating variable (electronic management information systems), and the dependent variable (organizational sustainability). The measurement scale used for these variables is detailed in Table (2) below.

No	Main Variable	Scale (Sub-variables)	Operational Definitions
1	Sustainable Human Resource Management (DuBois & Dubois, 2012)	Sustainable Planning	The process of establishing or building multi-functional teams to meet the company's needs based on well-structured plans, ensuring business continuity and sustainability.
		Sustainable Recruitment	The process of talent acquisition (knowledge and skills) to support the organization by selecting the right competencies for job positions within the company.
		Sustainable Evaluation	The measurement and reporting of sustainability-related performance and the provision of necessary resources to support sustainability initiatives within the company.
2	Electronic Management Information Systems (MIS) (Shuaib, 2021)	Software Aspects	A set of intangible components, including operating systems, pre-packaged applications, support software, and management information system applications.
		Human Aspects	A group of employees working within the organization, possessing expertise and skills in technology and information systems, who are carefully selected and responsible for operating systems, managing software, and maintaining the organization’s IT infrastructure.
		Organizational	A set of methods and strategies that enable the

		Aspects	organization to reduce workload and enhance operational efficiency when properly implemented.
3	Organizational Sustainability (Weitzman, 2014)	Organizational Learning & Adaptation	The enhancement of organizational capabilities to adapt and respond to rapid environmental changes and developments. A learning organization continuously evolves, acquires new knowledge, and improves itself at multiple levels (individual, team, and organizational). Learning transforms beliefs, behaviors, and knowledge, leading to innovation and growth, making it an integral part of organizational strategies.
		Cohesion & Strong Sense of Identity	Cohesion and organizational identity are fundamental components that help shape a company's character and community presence. Cohesion refers to a united group of employees working collaboratively toward a common goal while fulfilling emotional and psychological needs within the organization.
		Encouraging Non-Traditional Thinking & Experimentation	The acceptance of innovation and creativity occurring on the periphery of the organization or as part of a long-term strategic survival process. Creativity leads to the development of new products and services, generating new revenue streams crucial for organizational sustainability. Organizational tolerance is also considered a diversification process through innovation, where decentralized systems indicate the company's awareness of its environment and its ability to build constructive relationships with internal and external stakeholders. Companies that have sustained long-term survival have shown adaptability and openness to unconventional ideas, expanding their knowledge and capabilities over time.

Table (2): Measurement of Study Variables

Source: Prepared by the researcher

Section 3: The Applied Aspect

This section presents the analytical aspect of the study data, They were collected through the survey questionnaire. It also

examines the distribution pattern of the data to determine whether it follows a normal distribution by conducting specific tests. Additionally, this section includes an analysis of the study's objectives and hypotheses, along with the identification of appropriate statistical tools and methods for data analysis.

First: Normality Test for Data Distribution

To apply statistical tests that assess the validity of the study's data, it is essential to confirm whether the data follows a normal distribution. Most parametric statistical tests require that data be normally distributed. However, if the data does not follow a normal distribution, non-parametric tests should be used instead (Sekaran & Bougie, 2010: 337-338).

Based on this, the researcher employed the Kolmogorov-Smirnov test to determine whether the data is normally distributed or not (Cooper & Schindler, 2014: 612). The test results are presented in Table (3) below.

Kolmogorov-Smirnov test			
Variables & Dimensions	Test Statistic	N	Sig. (2-tailed)
Sustainable Planning	0.045	200	0.063
Sustainable Recruitment	0.212		0.420
Sustainable Evaluation	0.143		0.089
Sustainable Human Resource Management	0.191		0.075
Software Aspects	0.188		0.291
Human Aspects	0.173		0.230
Organizational Aspects	0.207		0.411
Electronic Management Information	0.214		0.560

Systems			
Organizational Learning & Adaptation	0.237		0.885
Cohesion & Strong Sense of Identity	0.194		0.450
Encouraging Non-Traditional Thinking & Experimentation	0.175		0.360
Organizational Sustainability	0.233		0.610

Table (3): Normality Test

Table: Prepared by the researcher based on SPSS v.23 output

From the aforementioned table, we observe that the Sig. (p-value) for all study variables and dimensions is greater than 0.05. This indicates that the data follows a normal distribution.

Second: Validity Test

The validity test evaluates the effectiveness of the survey questionnaire in accurately measuring the intended study variables. This process involves ensuring completeness, eliminating redundancy in question formulation, and assessing the clarity and relevance of statements in alignment with the study objectives. The validity test assesses the extent to which the measurement scale or a set of scales accurately represents the study variables and ensures that the data collection tool is free from intentional errors. To validate the research measurements, the study employs Corrected Item-Total Correlation values, which measure the correlation between each item in the scale and the total score of the remaining items. This approach ensures that only reliable and relevant items remain in the measurement tool. Items with a correlation value below 0.40 will be excluded to improve the precision of the measurement scale, ensuring that the

retained items significantly contribute to construct validity. Table (4) below displays the items of the study instrument assessed using the Corrected Item-Total Correlation scale.

Item	Corrected Item-Total Correlation	Item	Corrected Item-Total Correlation	Item	Corrected Item-Total Correlation
Q1	0.420	Q15	0.430	Q29	0.583
Q2	0.598	Q16	0.461	Q30	0.477
Q3	0.604	Q17	0.543	Q31	0.455
Q4	0.602	Q18	0.465	Q32	0.563
Q5	0.704	Q19	0.714	Q33	0.419
Q6	0.564	Q20	0.505	Q34	0.551
Q7	0.490	Q21	0.631	Q35	0.651
Q8	0.672	Q22	0.501	Q36	0.600
Q9	0.689	Q23	0.441	Q37	0.452
Q10	0.660	Q24	0.517	Q38	0.641
Q11	0.492	Q25	0.675	Q39	0.681
Q12	0.417	Q26	0.613	Q40	0.520
Q13	0.541	Q27	0.456	Q41	0.668
Q14	0.620	Q28	0.654	Q42	0.564

Table (4): Final Internal Validity Results

Table: Prepared by the researcher based on SPSS v.23 output

Table (4) above shows that all Corrected Item-Total Correlation values are greater than 0.40, indicating that all items in the survey instrument demonstrate acceptable validity and internal consistency. This confirms that the instrument is statistically reliable and can be used for further statistical analysis.

Third: Reliability of the Study Instrument

The researcher relied on the Cronbach's Alpha coefficient, which is a widely used reliability measure that assesses the internal consistency of a scale. It ensures that if the same set of questions is repeated and applied to the sample at different times, the responses remain consistent. Cronbach's Alpha is one of the most commonly used methods for evaluating instrument reliability, and most studies indicate that a Cronbach's Alpha value greater than 0.70 is considered acceptable and reliable (Morgan et al., 2004:122). The results of the reliability analysis are presented in Table (5) below.

Dimensions	Number of Items	Cronbach's Alpha Value
Sustainable Planning	5	0.78
Sustainable Recruitment	5	0.94
Sustainable Evaluation	5	0.85
Sustainable Human Resource Management	15	0.90
Software Aspects	5	0.86
Human Aspects	5	0.77
Organizational Aspects	4	0.88
Electronic Management Information Systems	14	0.87
Organizational Learning & Adaptation	4	0.88
Cohesion & Strong Sense of Identity	4	0.77
Encouraging Non-Traditional Thinking & Experimentation	4	0.95
Organizational Sustainability	12	0.89
All Dimensions	36	0.87

Table (5): Cronbach's Alpha Values for Measuring the Reliability of Study Variables and Dimensions

Source: Prepared by the researcher based on SPSS v.23 output

Based on the Cronbach's Alpha results shown in the previously mentioned table, the researchers confirm that the measurement scale employed in this study exhibits strong reliability, as all computed values exceed 0.70. This finding validates the final internal consistency of the collected data, ensuring that the study's measurement tool is both stable and dependable. As a result, the obtained outcomes can be considered consistent and reliable (Sekaran & Bougie, 2016: 290).

Fourth: Descriptive Statistics for Study Variables

Descriptive statistics constitute a core set of statistical techniques that facilitate an accurate summary of essential data characteristics while presenting information in a clear and structured manner (Zikmund et al., 2010: 413). This section examines and discusses the responses of employees from the Iraqi Port Company in Basra, analyzing them in relation to the independent variable (Sustainable Human Resource Management), the moderating variable (Electronic Management Information Systems), and the dependent variable (Organizational Sustainability).

To interpret the results descriptively, the study employs a five-point Likert scale, following an ascending weighting system (1,2,3,4,5), where 5 represents "Strongly Agree," 4 "Agree," 3 "Neutral," 2 "Disagree," and 1 "Strongly Disagree." The analysis incorporates mean values, standard deviations, and the coefficient of variation, using a hypothetical mean of 3 as the reference point for measurement. Data processing and statistical computations were carried out using SPSS (Version 23), with the results summarized in Table (6) below.

No	Study Variables	Mean	Standard Deviation (S.D)	Coefficient of Variation (C.V)
1	Sustainable Human Resource Management	3.777	0.751	0.199
2	Electronic Management Information Systems	3.847	0.680	0.177
3	Organizational Sustainability	4.095	0.524	0.128

Table (6): Summary of Descriptive Statistics Results for Study Variables

Source: Prepared by the researcher based on SPSS v.23 output

Table (6) above shows that the mean value for the independent variable (Sustainable Human Resource Management) is 3.777, with a standard deviation of 0.751. These values indicate a consistent distribution within the measurement scale adopted in this study. Similarly, the moderating variable (Electronic Management Information Systems) recorded a mean value of 3.847 with a standard deviation of 0.680, demonstrating consistency with the responses of the study sample.

Furthermore, the dependent variable (Organizational Sustainability) achieved the highest mean value of 4.095, with a standard deviation of 0.524. This suggests that Organizational Sustainability was rated more favorably compared to the other study variables, indicating a strong alignment between the participants' responses and the current study’s variables.

Fifth: Hypothesis Testing

This section presents the hypothesis testing process, which is conducted using two approaches. The first approach examines the correlation between variables to determine the strength and direction of their relationships. The second approach assesses the impact relationships between variables, analyzing how changes in one variable influence the others.

1. Correlation Test for Study Variables

The study hypotheses are evaluated using Pearson's Correlation Coefficient, which assesses the strength and direction of the relationships between the study variables. The correlation coefficient values range between +1 and -1. A positive correlation (+1) represents a perfect direct relationship, meaning that as one variable increases, the other increases proportionally. In contrast, a negative correlation (-1) indicates a perfect inverse relationship, where an increase in one variable leads to a decrease in the other. If the correlation coefficient is 0, it signifies that no relationship exists between the variables.

No.	Correlation Data	Sustainable Human Resource Management	Electronic Management Information Systems	Organizational Sustainability
1	Sustainable Human Resource Management	1		
2	Electronic Management Information Systems	0.562 ($p < 0.01$)	1	
3	Organizational Sustainability	0.614 ($p < 0.01$)	0.667 ($p < 0.01$)	1

Table (7): Correlation Relationship Between Study Variables Based on Pearson's Correlation Coefficient

Source: Prepared by the researcher based on SPSS v.23 output

Table (7) presents the simple correlation matrix (Pearson's Correlation Coefficient) along with the two-tailed test type and the abbreviation (Sig.). It also reflects the study sample size (306) and assesses the statistical significance of the correlation coefficient using the computed T-test compared to its tabulated counterpart, without displaying the actual values. The presence of the **( ) symbol indicates a significance level of 0.01 ($p < 0.01$). The results are interpreted as follows:

a. The correlation coefficient between Sustainable Human Resource Management and Organizational Sustainability is 0.614, indicating a positive and statistically significant relationship at the 0.01 significance level.

b. The correlation coefficient between Sustainable Human Resource Management and Electronic Management Information Systems is 0.562, reflecting a positive and statistically significant relationship at the 0.01 significance level.

c. The correlation coefficient between Electronic Management Information Systems and Organizational Sustainability is 0.667, demonstrating a positive and statistically significant relationship at the 0.01 significance level.

2. Impact Test for Study Variables

This section outlines the testing of main and sub-hypotheses through Path Analysis using AMOS (Version 23). Path analysis is based on the Least Squares (LS) method, a technique commonly applied in regression analysis. This approach incorporates regression weights, represented by Estimate values (path coefficients), which function similarly to Beta coefficients in regression models. The Critical Ratio (C.R.) represents the

computed T-value, reflecting the extent of variation between regression weights. A hypothesis is considered accepted if the C.R. value exceeds (±1.96) at a significance level of ($p < 0.05$) (Tabachnick & Fidell, 2001: 688).

a- Testing the First Main Hypothesis

Table (10) and Figure (2) present the analysis of the first main hypothesis, which posits a positive and statistically significant impact of Sustainable Human Resource Management on Organizational Sustainability.

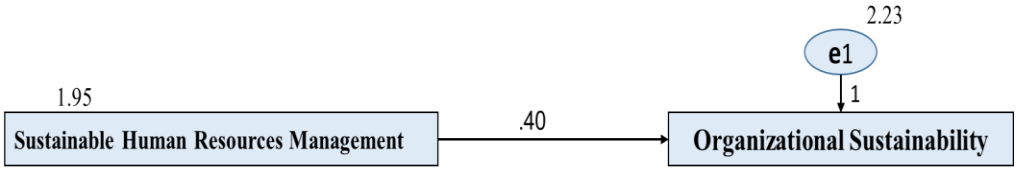


Figure (2): The Impact of the Independent Variable on the Dependent Variable

Source: Output of AMOS v.23

The path of the first main hypothesis				Estimate	S.E.	C.R.	P	Label
H1:	Sustainable Human Resource Management	----→	Organizational Sustainability	0.394	0.038	8.370	***	Accepted

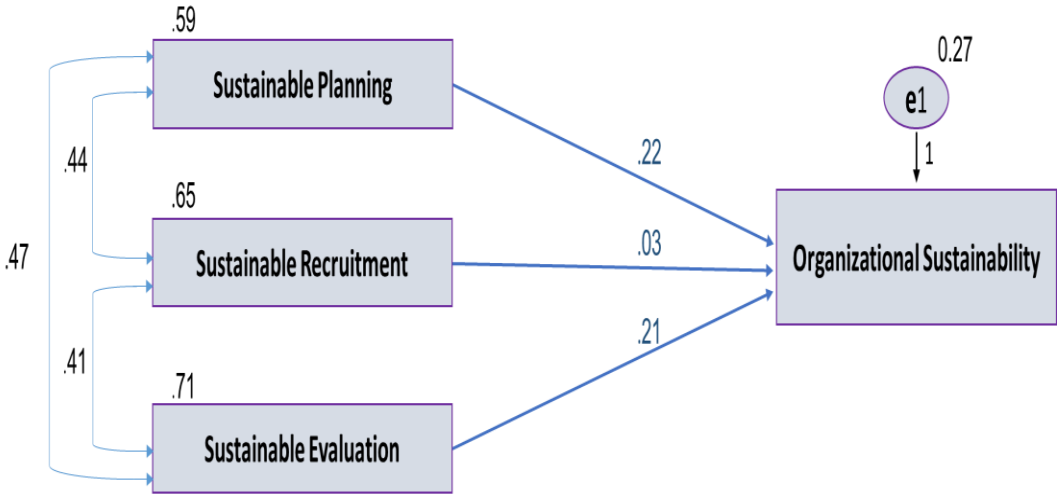
Table (8): The Impact of the IV on the DV

Source: Prepared by the researcher based on SPSS v.23 output

From Table (8) and Figure (2) mentioned above, it is observed that the independent variable (Sustainable Human Resource

Management) follows a path influencing the dependent variable (Organizational Sustainability). This confirms the presence of a positive and statistically significant impact relationship, as the Critical Ratio (C.R.) is greater than 1.96. The impact estimate reached (0.394), supporting the acceptance of the first main hypothesis.

The sub-hypotheses derived from the first main hypothesis will



be explained based on Table (9) and Figure (3) below.

Figure (3): The Impact Relationship of the IV's Dimensions on the DV

Source: Output of AMOS v.23

The Path of Sub-Hypotheses of the First Main Hypothesis			Estimate	S.E.	C.R.	P	Statistical Decision
Sustainable Planning	----→	Organizational Sustainability	0.22	0.451	0.233	***	Accepted
Sustainable Recruitment	----→	Organizational Sustainability	0.03	0.025	0.750	0.454	Rejected
Sustainable Evaluation	----→	Organizational Sustainability	0.213	0.047	4.607	***	Accepted

Table (9): Testing the Impact of the IV's Dimensions on the DV

Source: Prepared by the researcher based on SPSS v.23 output

Table (9) and Figure (3) above illustrate the following results:

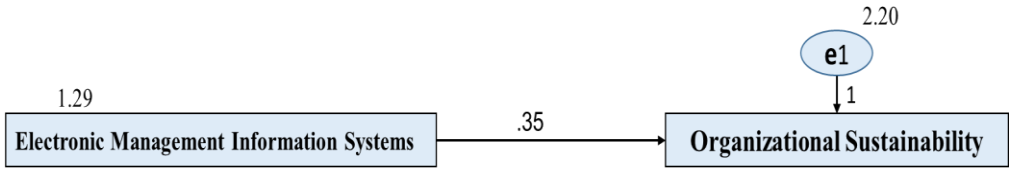
1. A positive and statistically significant impact exists between Sustainable Planning and Organizational Sustainability, confirming the acceptance of the first sub-hypothesis.

2. No statistically significant impact is found between Sustainable Recruitment and Organizational Sustainability, resulting in the rejection of the second sub-hypothesis.

3. A positive and statistically significant impact is observed between Sustainable Performance Evaluation and Organizational Sustainability, supporting the acceptance of the third sub-hypothesis..

b- Testing the Second Main Hypothesis

Table (10) and Figure (4) present the analysis of the second main hypothesis, which proposes that the moderating variable (Electronic Management Information Systems) influences the



positive impact relationship between Sustainable Human Resource Management and Organizational Sustainability.

Figure (4): The Impact Relationship of the MV on the DV

Source: Output of AMOS v.23

The path of the first main hypothesis				Estimate	S.E.	C.R.	P	Label
H1:	Electronic Management Information Systems	----→	Organizational Sustainability	0.347	0.042	9.975	***	Accepted

Table (10): The Impact of the MV on the DV

Source: Prepared by the researcher based on SPSS v.23 output

From Table (10) and Figure (4) mentioned above, it is observed that the independent variable (Sustainable Human Resource Management) follows a path influencing the dependent variable (Organizational Sustainability). This confirms the presence of a positive and statistically significant impact relationship, as the Critical Ratio (C.R.) is greater than 1.96, specifically 9.975. Therefore, the second main hypothesis is accepted.

The sub-hypotheses derived from the second main hypothesis will be explained based on Table (11) and Figure (4) below.

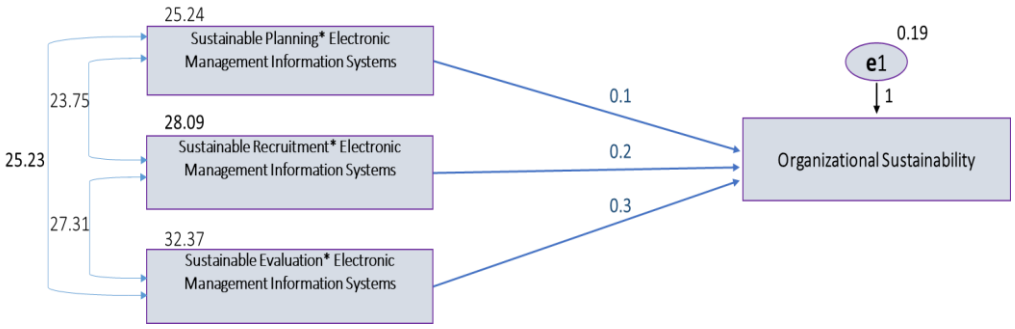


Figure (5): The Impact Relationship of the IV's Dimensions on the MV and Its Effect on the DV

Source: Output of AMOS v.23

The Path of Sub-Hypotheses of the Second Main Hypothesis			Estimate	S.E.	C.R.	P	Statistical Decision
Sustainable Planning* Electronic Management Information Systems	----→	Organizational Sustainability	0.013	0.012	1.123	0.261	Accepted
Sustainable Recruitment* Electronic Management Information Systems	----→	Organizational Sustainability	0.016	0.013	1.273	0.203	Accepted
Sustainable Evaluation* Electronic Management Information Systems	----→	Organizational Sustainability	0.025	0.011	2.223	0.026	Accepted

Table (11): Testing the Impact Relationship of the IV's Dimensions on the MVand Its Effect on the DV

Source: Prepared by the researcher based on SPSS v.23 output

Table (11) and Figure (5) above illustrate the following results:

1. The moderating variable (Electronic Management Information Systems) plays a role in the positive impact relationship between Sustainable Planning and Organizational Sustainability, leading to the acceptance of the first sub-hypothesis.

2. The moderating variable (Electronic Management Information Systems) also plays a role in the positive impact relationship between Sustainable Recruitment and Organizational Sustainability, supporting the acceptance of the second sub-hypothesis.

3. Similarly, the moderating variable (Electronic Management Information Systems) influences the positive impact relationship between Sustainable Performance Evaluation and Organizational Sustainability, confirming the acceptance of the third sub-hypothesis.

Section 4: Findings and Recommendations

First Conclusion:

The study, based on the responses of the sample participants, concluded that the General Company for Electricity Transmission, Southern Region, Basra has sufficient knowledge and awareness of the study variables—Sustainable Human Resource Management, Electronic Management Information Systems, and Organizational Sustainability. The company strives to address crises and challenges by leveraging its internal expertise and competencies.

Recommendation:

The study recommends the continuous exploration and research in the field of Electronic Management Information Systems and their relationship with achieving Organizational

Sustainability. Additionally, it emphasizes the importance of educating all employees in government institutions about the significance of Sustainable Human Resources and Electronic Management Information Systems and their positive impact on the work environment within state institutions.

Second Conclusion:

The study found that (SHRM) has a significant impact on achieving Organizational Sustainability for employees of the studied company. The process of requalifying and equipping the company and its workforce enhances its ability to adapt to exceptional circumstances and enables it to respond effectively to crises on time.

Recommendation:

Given the study's findings on the impact of SHRM on Organizational Sustainability, the company must focus on all aspects of sustainable human resource management in ways that empower employees and provide them with the ability to sustain organizational continuity.

Third Conclusion:

The study also revealed a failure in sustainable recruitment within the studied company. The company suffers from insufficient attention to recruitment methods, which has negatively affected its ability to select employees efficiently, ultimately impacting Organizational Sustainability.

Recommendation:

The company should prioritize the development of technological tools and methods in its recruitment strategies. Additionally, efforts should be made to coordinate tasks, optimize job assignments, and integrate digital solutions into organizational processes. These areas play a crucial role in enhancing Organizational Sustainability.

Fourth Conclusion:

The study confirmed the moderating role of Electronic Management Information Systems (EMIS) in strengthening the positive impact relationship between SHRM and Organizational Sustainability. EMIS has been shown to be an effective intermediary in improving this relationship within the studied company.

Recommendation:

The company must fully integrate EMIS into its management operations and train employees to effectively use these systems. Employees should be granted the necessary authority and responsibilities, especially during crises, as EMIS plays a crucial role in enhancing positive impact relationships and ensuring Organizational Sustainability.

Fifth Conclusion:

The study found that EMIS plays a moderating role in the positive impact relationship between all dimensions of the independent variable (Sustainable Planning, Sustainable Recruitment, and Sustainable Performance Evaluation) in achieving Organizational Sustainability. The company aims to expand the application of EMIS across all work areas to enhance Organizational Sustainability.

Recommendation:

The company should place significant emphasis on enhancing the use of Electronic Management Information Systems among employees by providing them with the necessary resources and training to effectively utilize modern technologies. Enabling employees to handle additional tasks efficiently will contribute to activating sustainable human resources. This, in turn, will enhance the company’s value by leveraging employee expertise, competencies, and skills, thereby fostering organizational agility amid changing environmental conditions.

References

1. Al-Araji, A., & Alawneh, A. (2012). "The Reality and Effects of Using Computerized Information Systems: A Field Study in the Ministry of Education in Jordan," *The Arab Journal of Management*, Vol. 22, No. 1.

2. Al-Aboudi, M. A. A. (2020). "Spontaneous Behaviors in the Workplace and Their Relationship to Organizational Sustainability in the Context of the Interactive Impact of Cultural Pollution: A Case Study in Al-Kafeel Specialized Hospital in Karbala Governorate," *Unpublished Master's Thesis*, Department of Business Administration, College of Administration and Economics, University of Kufa.

3. Abbas, A. A .A.(2021)."Sustainable Human Resource Management and Its Impact on Organizational Performance: An Applied Study on the Hotel Sector in Egypt," *Vol. 12, No. 2*.

4. Baum, T. (2018). "Sustainable Human Resource Management as a Driver in Tourism Policy and Planning: A Serious Sin of Omission?" *Journal of Sustainable Tourism*, 26(6), 873-889.

5. Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods* (12th ed.). McGraw-Hill Education.

6. Darna, N., Sule, E. T., Kusman, M., & Yunizar, Y. (2018). "The Effect of Organizational Environment on Knowledge Management and Organizational Culture and the Implications on Organizational Survival: A Survey Based on Leaders' Perceptions at Private Higher Education in West Java Province," *Sustainable Collaboration in Business, Technology, Information, and Innovation (SCBTII)*, 1(1).

7. DuBois, C. L., & Dubois, D. A. (2012). "Strategic HRM as Social Design for Environmental Sustainability in Organizations," *Human Resource Management*, 51(6), 799-826.

8. Field, A. (2009). *Discovering Statistics Using SPSS* (3rd ed.).

9. Hair, G., Black, B., Babin, B., Anderson, R., & Tatham, R. (2019). *Multivariate Data Analysis* (8th ed.). Pearson, Upper Saddle River, New Jersey.

10. Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019). "An Examination of Sustainable HRM Practices on Job Performance: An Application of Training as a Moderator," *Sustainability*, 11(8), 2263.

11. Morgan, G. A., Leech, N. L., Gloeckner, G. W., & Barrett, K. C. (2004). *SPSS for Introductory Statistics: Use and Interpretation* (2nd ed.). Lawrence Erlbaum Associates, Inc.

12. Suleiman, D. I. A., Hamed, S. S., & Sebae, M. F. (2022). "The Impact of the Strategic Role of Universities on the Efficiency of Sustainable Human Resource Management," *Al-Majd*, Vol. 13.

13. Shuaib, H. M. (2021). "The Impact of Activating Electronic Information Systems on Improving Employee Performance During Epidemics and Crises: An Applied Study," *The Arab Journal of Management*, Vol. 41, No. 1.

14. Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). John Wiley & Sons Ltd.

15. Sekaran, U., & Bougie, R. (2010). *Research Method for Business* (5th ed.). John Wiley & Sons Ltd.

16. Stankevičiūtė, Ž., & Savanevičienė, A. (2018). "Designing Sustainable HRM: The Core Characteristics of an Emerging Field," *Sustainability*, 10(12), 4798.

17. Stripling, G. D. (2017). *An Empirical Assessment of Energy Management Information System Success Using Structural Equation Modeling* (Doctoral dissertation, Nova Southeastern University).

18. Weitzman, F. (2014). *Organizational Longevity as a Predictor of Organizational Learning, Organizational Identity, Organizational Innovation, and Fiscal Conservatism* (Doctoral dissertation, Colorado State University).

19. Wikhamn, W. (2019). "Innovation, Sustainable HRM, and Customer Satisfaction," *International Journal of Hospitality Management*, 76, 102-110.

20. Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2013). *Business Research Methods* (9th ed.). South-Western, Cengage Learning.