

Empowerment Strategy And Its Impact On The Flexibility Of Human Resources An Analytical Study

استراتيجية التمكين وتأثيرها على مرونة الموارد البشرية - دراسة تحليلية

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المستخلص

تعد مرونة المورد البشرية ركيزة أساسية وهامة لنجاح وتطور المؤسسات التجارية ويتطلب ذلك توفر عناصر عديدة تساعد الأفراد على الاستجابة السريعة للظروف المتغيرة بما في ذلك استراتيجيات التمكين لدورها الفعال والمباشر كمحرك للابتكار الديناميكي المستمر. ولذا تزايد أهمية البحث في تسليط الضوء على استراتيجيات التمكين لارتباطها بتوفير عنصر يساعد على تمييز المورد البشرية المونة مما يمكن المؤسسة من البقاء في طليعة المؤسسات الأخرى وتتمحور مشكلة البحث حول غياب مفهوم واضح لاستراتيجيات التمكين ومرونة المورد البشرية للشركة بالإضافة إلى مركبة التعاملات الإدارية مع الموظفين وهذا ما دفع الباحث إلى العمل على توضيح المفاهيم النظرية لمتغيرات البحث من خلال الإجابة على أسئلة تتعلق بمشكلة البحث الرئيسية (إلى أي مدى تؤثر استراتيجيات التمكين على مرونة المورد البشرية) عن طريق اختبار فرضيتين رئيسيتين ثم استنباط ثماني فرضيات فرعية منهما تتعلق بعلاقات الارتباط والتأثير. تم اختيار عينة هادفة مكونة من (300) فرد من موظفي الشركة العامة للاتصالات والمعلوماتية. جمعت إجاباتهم باستخدام استبيان خاص بالبحث. وتم تحليل البيانات باستخدام البرنامج الإحصائي (SPSS) عرض البحث نتائج مبنية على التحليل العملي أظهر أن الشركة تفتقر إلى التمكين الاستراتيجي لأعضائها وتقتصر مهامهم على تنفيذ الأوامر والتعليمات فقط مما ينعكس سلباً على قوة الخوات والكفاءات على تقديم أفكار ومساهمات تسهم في زيادة مرونة المورد البشرية وقررتها على الاستجابة للعديد من المتغيرات البيئية الكلمات المفتاحية : استراتيجيات التمكين ، مرونة المورد البشرية .

Abstract

The flexibility of human resources is an essential and important pillar in the success and progress of business organizations, and this requires the availability of several elements that help individuals respond quickly to changing circumstances, including the empowerment strategy for its active and direct role as an engine to drive continuous dynamic innovation. Thus, the importance of research is increasing to draw attention to the empowerment strategy because it is linked to providing an element that helps to distinguish and uniquely with flexible human resources that enable the organization to remain at the forefront among organizations. The research problem revolves around the lack of a clear conception of the concept of empowerment strategy, the flexibility of the company's human resources, as well as the centralization of administrative dealings with employees. This is what prompted the two researchers to work on clarifying the theoretical concepts of the research variables by answering questions related to the main research problem (to what extent is Empowerment strategy on human resources flexibility) by testing two main hypotheses and branching out of them (8) sub-hypotheses regarding relationships of correlation and influence. A purposive sample of (300) individuals was chosen from employees of the General Company for Telecommunications and Informatics. Their responses were collected using a special questionnaire for the research. The study was analyzed. Data were collected using the statistical program (SPSS). The research presented results based on practical analysis that were demonstrated The company lacks strategic empowerment of its members and confines them to implementing orders and instructions only, which is negatively reflected in limiting the ability of expertise and cognitive minds to provide ideas and contributions related to increasing the flexibility of human resources to be responsive to many environmental variables. **Keywords: empowerment strategy, human resources flexibility**

1-Introduction

Another important factor that helps organizations achieve their goals in a fast-changing and unstable work environment is their ability to monitor what is happening within their human resources and then react to these changes. Flexibility of human resources can be defined as the total skills, experience, and knowledge that the employees of an organization have and can be transformed into human energy for directing needs as well as implementing both complex and simple tasks. Hence, the top management team should put in place a policy administrative that allows it to invest the potential of individuals at different admin levels. Hence, interest in the empowerment strategy has increased due to its direct impact on enhancing the flexibility of human resources to confront situations of uncertainty and change in the business environment of the organization. Effective management for contemporary managers revolves around Discovering and applying the hidden capabilities of employees, such as the ability to think and innovate, the desire for self-development and participation in decision-making, adopting responsibility, taking into account the needs of employees instead of ignoring them, and it has become a basic rule for managers to surround themselves with employees instead of trying to control them, and to advance the strategy by convincing the employees to their managers. This enables the smooth running of work within the organization since things are handled in the particular manner they wish. The concept of empowerment has therefore been defined as the process of closing the gap between managers and workers through the growth of knowledge, responsibility, and commitment toward making the final objective of empowering workers [2]. Reduction of burdens on managers and the formation of a second leadership class to handle the internal and external environment of the organization can be achieved by devolving some powers and responsibilities to the workers on the front lines to enable them to carry out their work effectively and with high quality. To implement the empowerment strategy, it is necessary to ensure the following: 1. A shared vision that would help in bettering the process of report preparation and determination of financial needs and increasing customer satisfaction, as without this, the implementation of the strategy becomes very tough. 2. Organizational support because the executive director plays a very pivotal role and has a significant impact on the successful implementation of this strategy. 3. Knowledge and education since they help to acquire many skills such as brainstorming, time management, increasing competition and teamwork, and problem-solving techniques and methods for managers and supervisors; training for building leadership skills, and at last delegating authority because the members of one team should receive a large scope, good reputation, and appreciation for recognizing their skills in their undertakings, and this can directly affect how much the manager, department managers, supervisors, and frontline employees take on board the successful implementation of the empowerment strategy [4]. It included sub-sections to explain (its theoretical interactions and practical applications leading to conclusions) while presenting the sources that enhanced its content in an effort to achieve the objectives of the research.

2- Human resources flexibility:

2.1 The concept and importance of human resources flexibility: Human resources flexibility represents one of the most important developments in contemporary administrative thought and the most effective in confronting situations of uncertainty in the organizations' business environment. There are many researchers' opinions about it. It is the ability to develop, organize and install the human resources system within an organizational framework that will manage human resources as a whole. To compete on the basis of response to the environment and innovation [5]. It is also the ability of human resources management to facilitate the organization's effective and timely adaptation to changing or diverse requirements in its internal and external environment [6]. It is the ability through which the organization can adapt more easily to environmental circumstantial changes [7]. Based on this, the flexibility of human resources is extremely important for all organizations in the changing business environment for several reasons, including [8]:

- Human resource flexibility allows organizations to adapt to changing environments. As well as responding quickly to market trends and thus having a competitive advantage.
- Flexible human resources can expand the scope of its workforce in various directions and according to need, as well as controlling labor costs by adjusting the number of employees, using part-time or temporary workers, or benefiting from remote work options according to work needs.
- Flexible human resources can easily diversify skills, and this is important when organizations need to implement new projects or enter a new market sector.

- The flexibility of human resources enhances the culture of creativity and innovation. Which contributes to continuous improvement within the organization by offering flexible options that attract the best talents and raising the level of employee satisfaction and retention.
- Mitigating risks associated with economic downturns by adjusting staffing levels or deploying resources differently to deal with unexpected events.
- Adapts to laws and labor regulations effectively, through compliance and reduces legal problems related to workforce management.

2.2 Factors affecting the flexibility of human resources: A group of different factors affect the flexibility of human resources, as follows [9]:

- Organizations need greater flexibility in human resources to adapt to shifts in demand and technology.
- Relying on new technologies can lead to automating processes, facilitating remote work environments, and enhancing communication, and this in turn contributes to creating flexible human resources.
- Human resources flexibility is crucial to meeting the challenges faced by organizations operating on a global scale, through managing international work teams and diverse cultures and complying with different labor laws.
- The composition of human resources, including age, skills, and experience levels, directly affects the flexibility of human resources, as multi-generational human resources have diverse preferences for work arrangements and career development.
- Leadership, where leaders who support human resources flexibility contribute to creating an organizational culture that is more capable of adapting and responding.
- The organization's ability to manage change can affect the flexibility of human resources. By following a proactive approach to change supported by effective communication and training, it can enhance the ability of human resources to adapt to its business environment.
- Intense competition within the industry increases the need for flexibility in human resources, with the aim of quickly adapting to changes in the competitive environment, which necessitates the presence of a flexible workforce.

2.3 Dimensions of human resources flexibility: There are three dimensions of human resources flexibility, which are (functional flexibility, skills flexibility, and behavioral flexibility), and the following is an explanation of those dimensions [10]:

- Functional flexibility: It expresses the possibility of adapting human resources practices in the organization to a variety of situations, or across different sites or units in the organization, and the speed of making modifications and applications, as flexible human resources allow them to obtain an adaptable work plan that enables them to perform special and expert levels of work. appropriately as the situation requires.
- Skills flexibility: It expresses how quickly and effectively working individuals can adapt the new skills given to them by the organization, and this flexibility can be created in two different ways:
 - The organization's stock of skills forms a broad base that enables the organization to use it in different circumstances, and is valuable because it generates output flows for current requirements with its ability to produce outputs for alternative requirements.
 - The organization may employ a wide range of "specialized" individuals who provide flexibility by allowing the organization to reshape skill profiles to meet changing needs.
- Behavioral flexibility: The flexibility of a working individual's behavior is valuable because it enables him to deal with a variety of situations to facilitate the implementation of change. Behavioral flexibility can be distinguished from skill flexibility in the sense that working individuals may be skilled but lack the drive to change, or they may be very enthusiastic but They lack the skill and knowledge necessary to make change decisions

3. Results and discussion

3.1 Convergent Validity Test

The results of the internal consistency test using Cronbach's alpha coefficient, which examines the measurement tool's stability in terms of internal consistency, are shown in Table 1 . They demonstrate that all questionnaire items and dimensions of Empowerment strategy exceeded the required minimum (0.7). The total Cronbach's alpha for the survey items is (0.941), and as a result, the validity coefficient is (0.970), which is the square root of the Cronbach's alpha value. This confirms that the scale's components are consistent with one another, and as a result, the tool's items are valid for measuring the things they were designed to measure.

Table 1: Values of Cronbach's alpha coefficients and the asymptotic validity of the measurement tool with its basic variable and sub-dimensions

Transaction value Variables and dimensions	number of paragraphs	Value of Cronbach's Alpha	Convergent validity
Possessing knowledge	3	0.743	0.862
Share information	3	0.786	0.887
Independence and freedom of action	3	0.887	0.942
Work team	3	0.780	0.883
Rewards	3	0.743	0.862
Empowerment strategy	15	0.897	0.947
Flexibility of human resources	15	0.905	0.951
Total scale	30	0.941	0.970

3.2 Resolution Stability Test

The stability of the questionnaire was assessed in the current study using the split-half method. When a scale is reliable, it will produce the same findings if it is applied to the same set of people across time. For this exam, it is necessary to separate the questions into odd and even questions before determining each one's Cronbach's alpha value. The Spearman-Brown coefficient was used to extract the correlation coefficient's value and adjust it. The results showed that the stability of the questionnaire had a value of 0.866, meaning that it could be used on the same subject's multiple times without losing its validity. Results are consistent, as demonstrated in Table 2 and Figure 1.

Table 2: Stability values of the questionnaire with the split-half method

Cronbach's Alpha	Part 1	Value	0.897
		N of Items	15 ^a
	Part 2	Value	0.905
		N of Items	15 ^b
	Total N of Items		30
Correlation Between Forms			0.763
Spearman-Brown Coefficient	Equal Length		0.866
	Unequal Length		0.866
Guttman Split-Half Coefficient			0.862

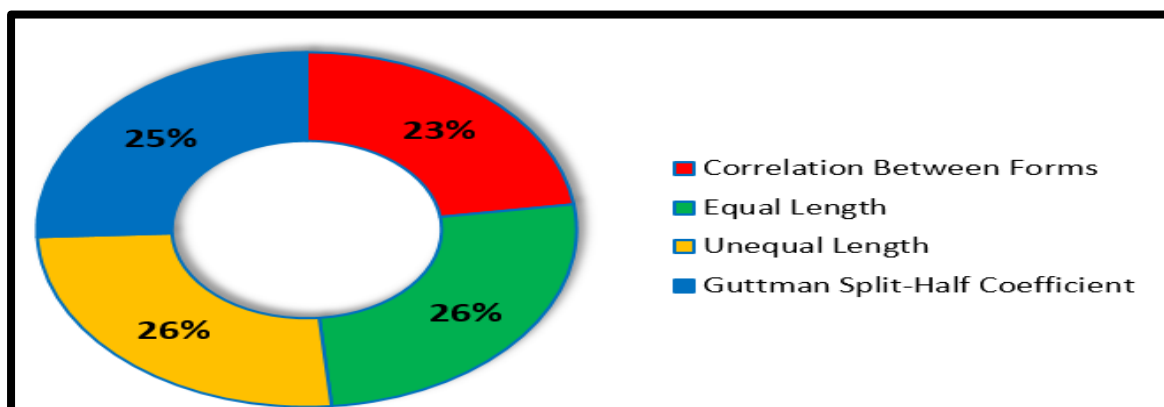


Fig.1: Stability of the questionnaire

3.3 Factor Analysis Test Confirmatory

Confirmatory factor analysis is used to verify the measurement model. It provides a comprehensive way to validate the measurement model for the latent variables (questions representing the scale items) with the dimension or component they represent. The confirmatory factor analysis (CFA) will be used to confirm that the paragraphs for each dimension of the independent variable represented by (Possessing knowledge, Share information, Independence and freedom of action, work team, Rewards) represent the Empowerment strategy in the best way if it achieves some indicators. Matching the model and the acceptable factor saturation of the latent variables, which should not be less than (0.40), the researcher also documents that the application of the confirmatory factor analysis to the fifteen paragraphs of the responsive variable (Flexibility of human resources) is a good representation. Table 3 shows the results of applying the confirmatory factor analysis (CFA) method for the Empowerment strategy variable according to the model indicators and matching quality indicators. Figure (2) shows the values of global saturation of the latent variables for each paragraph, where the results indicated that all paragraphs of the independent variable Empowerment strategy, which consists of five main dimensions, were greater than the value of 0.40, which documents the validity of the fifteen (15) paragraphs. Which represents the dimensions of the independent variable well and provides a favourable indication for conducting all subsequent statistical analyses. **Table 3:** Regression weights, standard error, critical ratio, significance level and quality indicators of conformity to the dimensions of the independent variable (Empowerment strategy).

Path	Dimensions	Standard Regression weights	Regressi on weights	Standard Error SE	Critical Ration CR	Signific ation level	Indicat ion result
---> KC1	Possessing knowledge	0.762	1.000				signify
---> KC2		0.636	0.836	0.150	5.593	***	signify
---> KC3		0.711	0.930	0.150	6.222	***	signify
---> HC1	Share information	0.640	1.000				signify
---> HC2		0.612	0.765	0.178	4.288	***	signify
---> HC3		0.688	0.936	0.206	4.545	***	signify
---> SC1	Independence and freedom of action	0.816	1.000				signify
---> SC2		0.806	0.883	0.101	8.749	***	signify
---> SC3		0.919	1.148	0.114	10.108	***	signify
---> EC3	Work team	0.550	1.000				signify
---> EC2		0.918	1.909	0.341	5.591	***	signify
---> EC1		0.779	1.578	0.300	5.259	***	signify
---> LC3	Rewards	0.642	1.000				signify
---> LC2		0.845	1.355	0.214	6.331	***	signify
---> LC1		0.590	0.765	0.157	4.860	***	signify
Quality of Conformance Indicators							
Chi-square = 129.541 Degrees of freedom = 80		CMIN/DF= 1.619	IFI=0.925	TLI=0.90	CFI=0.922	RMSEA= 0.082	

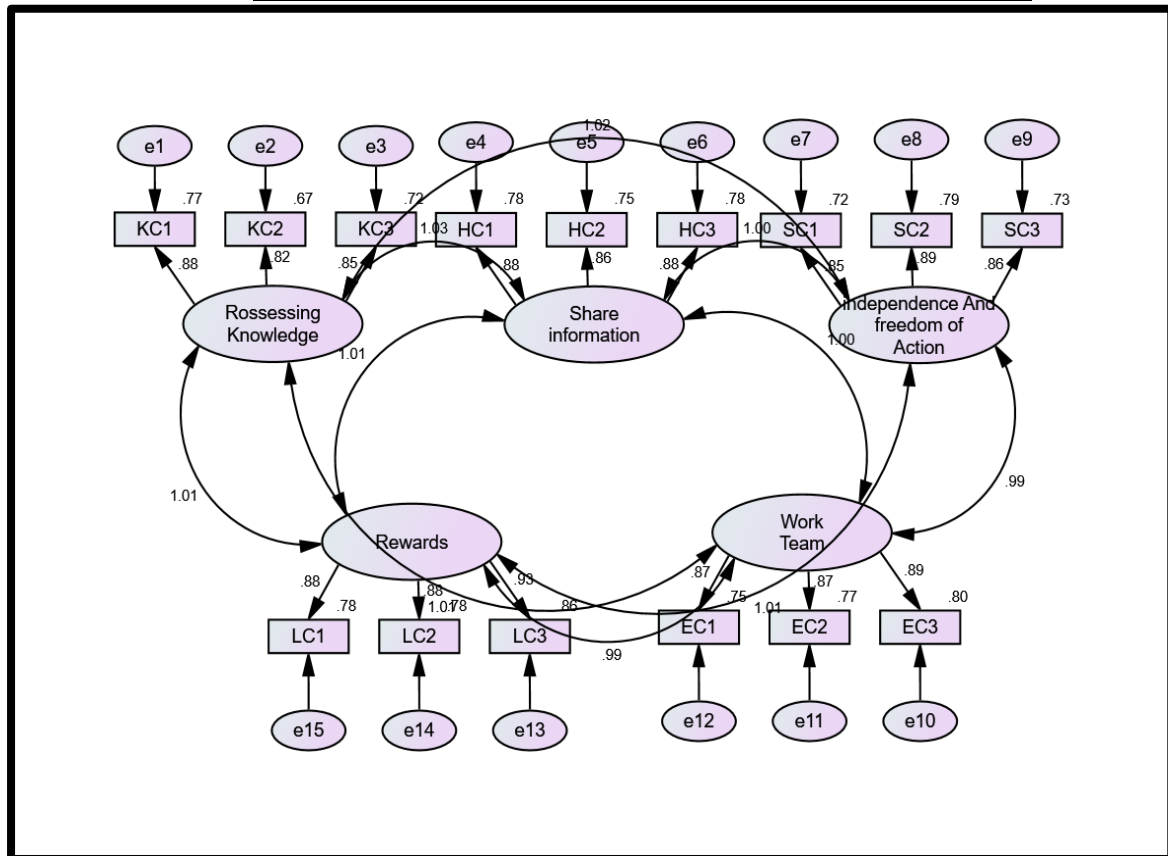


Fig. 2: The saturation scheme of the latent factors for each component of the Empowerment strategy variable using the confirmatory factor analysis Amos V.26. Table (4) shows the results of applying the confirmatory factor analysis (CFA) method to the Flexibility of human resources variable according to the model indicators and the conformity quality indicators. As Figure (3) shows, the global saturation values of the latent variables for each paragraph indicated that all paragraphs of the respondent variable Flexibility of human resources, which consists of fifteen paragraphs, were greater than the value of 0.40, which documents the validity of the fifteen (15) paragraphs and provides a favourable indication for performing all subsequent statistical analyses. **Table 4:** Regression weights, standard error, critical ratio, significance level, and quality indicators of conformity to the dimensions of the respondent variable, Flexibility of human resources.

Path	Dimension	Standard Regression weights	Regression weights	Standard Error SE	Critical Ratio CR	Significance level	Indication result
---> OOB15	Flexibility of human resources	0.635	1.000				signify
---> OOB14		0.581	0.892	0.182	4.906	***	signify
---> OOB13		0.583	0.754	0.153	4.924	***	signify
---> OOB12		0.444	0.649	0.168	3.873	***	signify
---> OOB11		0.611	0.927	0.181	5.120	***	signify
---> OOB10		0.679	1.040	0.186	5.585	***	signify
---> OOB9		0.697	0.956	0.168	5.702	***	signify
---> OOB8		0.702	1.125	0.196	5.738	***	signify
---> OOB7		0.688	1.103	0.195	5.647	***	signify
---> OOB6		0.678	1.114	0.200	5.580	***	signify
---> OOB5		0.676	0.890	0.160	5.567	***	signify
---> OOB4		0.561	0.932	0.196	4.765	***	signify
---> OOB3		0.566	0.808	0.168	4.797	***	signify
---> OOB2		0.630	0.939	0.179	5.255	***	signify
---> OOB1		0.643	0.856	0.160	5.340	***	signify
Quality of Conformance Indicators							

Chi-square = 205.584	CMIN/DF=2.28	IFI=0.90	TLI=0.869	CFI=0.90	RMSEA=0.071
Degrees of freedom = 90	4	7		2	

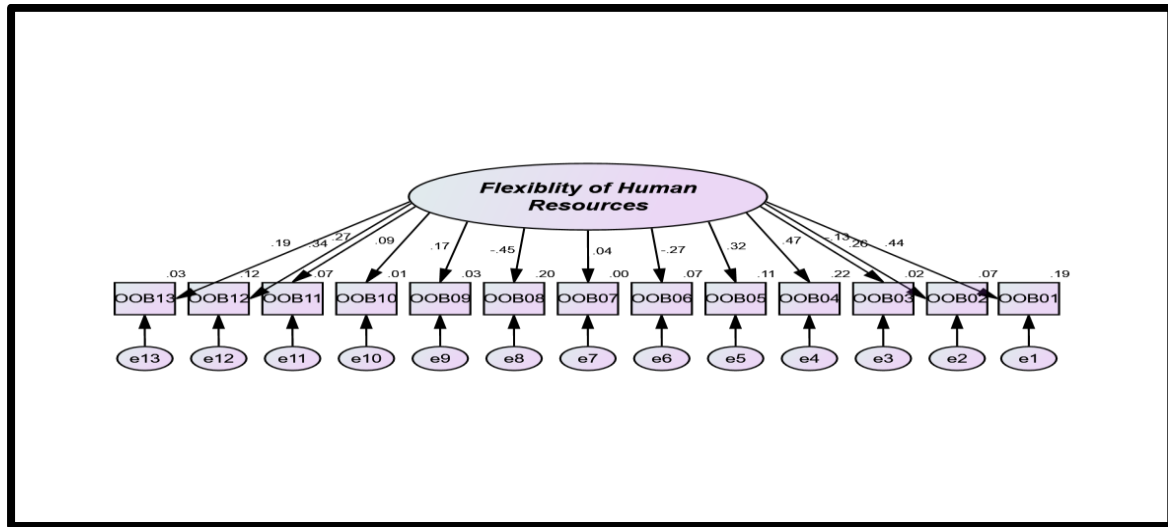


Fig. 3: Saturation scheme of the latent factors for each component of the Flexibility of human resources variable using Amos V.26 confirmatory factor analysis. The results of the descriptive statistical analysis of the research variables in this axis are reviewed. The current study shows the level of the sample response through the respondent response strength matrix, which represents an estimated scale according to the Likert five-way scale and is explained in detail in Table (5). It should be noted that the response strength denotes total disagreement if the weighted arithmetic mean's value ranged from 1 to less than 1.8. However, if the weighted arithmetic mean value was between 1.8 and less than 2.6, the response strength indicated disagreement; if it was between 2.6 and less than 3.4, it indicated neutral; and if it was within the category (between 3.4 and less than 4.2), it indicated agreement. Additionally, the response strength matrix demonstrates that full agreement is indicated when the weighted mean value is between 4.2 and 5. Particularly considering that, when the five-point Likert scale was used in the research, the length of the category in the matrix of response strength was calculated using the equation (the highest value taken by the scale used in the research, minus one integer) divided by (the highest value taken by the scale used in the research), which equals (0.8). **Table 5:** Matrix of respondent response strength on the items of the questionnaire

Category	The weighted average value is included within the period	The strength of the response on the paragraphs of the questionnaire	The level of response by the respondent
First	1 to less than 1.8	Completely disagree	very low
the second	1.8 to less than 2.6	Lack of agreement	Low
the third	From 2.6 to less than 3.4	neutral	Moderate
the fourth	3.4 to less than 4.2	the agreement	High
Fifth	4.2 to 5	Totally agree	very high

The researcher uses the measures of the arithmetic circles weighted standard deviations and the relative weights assigned to the dimensions of Empowerment strategy (the independent variable and its dimensions) and Flexibility of human resources (the responsive variable) in the process of descriptive analysis of the data. Table 6 displays the analysis' findings.

Dimensions of the Variables of Research	Arithmetic Mean	Standard Deviation	Coefficient of Variance	Relative importance	Ranking level
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Possessing knowledge	3.620	0.849	0.234	72.4%	1
Share information	3.448	0.801	0.232	69%	2
Variables		simple correlation coefficient	Pearson	Indication level	The strength and direction of the relationship
independent	independent				
Possessing knowledge	Possessing knowledge	0.553 **		(0.001) >	medium centrifugal
Share information	Share information	0.381 **		(0.001) >	medium centrifugal
Independence and freedom of action	Independence and freedom of action	0.599 **		(0.001) >	medium centrifugal
Work team	Work team	0.627 **		(0.001) >	centrifugal medium
Rewards	Rewards	0.842**		(0.001) >	strong direct
Empowerment strategy	Empowerment strategy	0.763 **		> (0.001)	strong direct

Table 6: Statistical measures of study variables and dimensions

3.4 Description and diagnosis of Entrepreneurial Capita and Flexibility of human resources

According to the viewpoint of the research sample regarding Empowerment strategy and its sub-dimensions, Table (7) shows the arithmetic means, standard deviations, coefficients of variation, and relative importance as follows: (0.631) with a coefficient of difference of (0.183), and the relative importance reached (69%). This shows that there is agreement among the sample members' responses on Empowerment strategy, with a correlation coefficient of (0.234), a standard deviation of (0.849), and a value of (3.620). This indicates that the responses of the sample members are uniform, and the relative importance is 72.4%, which indicates that there is strong agreement among the responses of the sample members. Achieving a dimension of Work team had the lowest arithmetic mean (3.283), standard deviation (0.953), and coefficient of difference (0.290), which indicates that there is homogeneity in the responses of the sample members with a relative importance of (65.7%), which reflects the presence of neutrality in the responses of the sample members regarding the estimators of Work team. The viewpoints of the researched sample are presented in Table 7, together with their associated arithmetic means, standard deviations, coefficients of variation, and relative weightings of importance. The table that was described displays an arithmetic mean that is more than the typical arithmetic mean (3,523) and the standard deviation that was obtained (0.560). And with a coefficient of difference of 0.159, the relative importance reached 70.5%, which suggests that there is agreement in the responses of the members of the sample on the importance of Flexibility of human resources.

Table 7: Results of the statistical analysis regarding variables under consideration

3.5 Correlations Between the Research Variables

Table (7) indicates that there is a correlation between Empowerment strategy and Flexibility of human resources at a significant level (0.001) > Sig (2-tailed) with confidence limits greater than 99.9%, where the Pearson correlation coefficient is (0.763). This indicates that a strong direct correlation exists between Empowerment strategy and Flexibility of human resources at the aggregate level. The correlation between Empowerment strategy and Flexibility of human resources is statistically significant, so the first main hypothesis is adopted. It is noticed in Table (7) that the value of the correlation coefficient between Flexibility of human resources and Possessing knowledge reached 0.553. This value represents a significant and direct medium correlation at the level of significance Sig. (2-tailed) (0.001) > with confidence limits that are greater than 99%. Because this

result lends credence to the first sub-hypothesis that was derived from the first major hypothesis, we can conclude that this hypothesis is correct; specifically, that there is a statistically significant association between Flexibility of human resources and Possessing knowledge. Additionally, it should be noted that the correlation coefficient between Flexibility of human resources and Share information has reached a value of 0.381, indicating a significant and direct medium correlation relationship with confidence intervals of more than 99% at the significance level of sig. (2-tailed) (0.001). The second sub-hypothesis of the research, which is derived from the first main hypothesis, is supported by this result, and this means that the hypothesis—that there is a statistically significant association between Share information and Flexibility of human resources—is accepted. Additionally, it should be noted that the correlation coefficient between Independence and freedom of action and Flexibility of human resources was 0.599, a significant and direct medium correlation at the level of significance Sig. (2-tailed) (0.001) > with a confidence limit of more than 99%. This finding supports the third sub-hypothesis, which was derived from the first main hypothesis. It follows that this claim—that there is a statistically significant association between Independence and freedom of action and Flexibility of human resources—is accepted. Furthermore, it should be mentioned that the correlation coefficient between entrepreneurial prowess and organisational compliance was 0.627, a significant and direct medium connection at the level of significance Sig. (2-tailed) (0.001) > with confidence bounds of more than 99%. The fourth sub-hypothesis of the first main hypothesis Organisational is supported by this finding. Additionally, it should be noted that the correlation coefficient between Rewards and Flexibility of human resources reached a value of 0.842, which is a significant and direct medium correlation at the level of significance Sig. (2-tailed) (0.001) > with confidence limits of more than 99%. This finding supports the fifth sub-hypothesis, which was derived from the first main hypothesis. This confirms the validity of the hypothesis, i.e., there is a statistically significant association between Rewards and Flexibility of human resources.

3.6 Effect Between the Research Variables

To test the validity of the second main hypothesis of the research, whether there is a significant effect of Empowerment strategy and its sub-dimensions on Flexibility of human resources in general or not, simple linear regression analysis was used, and the results are as in Table (8) below. The results of the F-test for the entire model are displayed in Table (8). There is a significant effect of Empowerment strategy on Flexibility of human resources at a confidence level higher than (99%) based on the value of the F-test in relation to it reaching (126.935) at the level of significance of Sig. (2-tailed) (0.001). Since the constant has a value of 1.115, even if Flexibility of human resources is equal to 0, there is still 1.115 in terms of Empowerment strategy. In other words, increasing the value of the Empowerment strategy variable by one unit will result in a change of (0.677) in Flexibility of human resources and a change of (0.648) in the value of the coefficient of determination (R²). The value of the coefficient B, which represents the value of the slope of the regression line (0.677), is interpreted as the amount of change in the value of the responsive variable when there is a change of one unit in the value of the independent variable. This indicates that the Empowerment strategy that was included in the regression model accounts for 58.2% of the variation in Flexibility of human resources. accepts the second key premise of the study, which states that Empowerment strategy has a significant and statistically significant impact on Flexibility of human resources. And now comes an examination of the sub-effects of Empowerment strategy, with their respective dimensions, on Flexibility of human resources at the level of the sub-hypotheses.

Table 8: Variance analysis of an equation for the Empowerment strategy in Flexibility of human resources

Table (8) displays the results of the F-test for cognitive capital in Flexibility of human resources, which came to (40.188) and at the level of significance of Sig. (2-tailed) (0.001). This indicates that there is a significant effect of Possessing knowledge on Flexibility of human resources at a confidence level greater than 99%, and the constant value is 2.126. This indicates that even if regulatory adherence is zero, there is Possessing knowledge in the amount of (2.126). Additionally, the coefficient of has a value of 0.365, meaning that a one-unit rise in the value of Possessing knowledge will result in a 0.365-change in Flexibility of human resources.

Variables		F- test	Indication level *Sig. (2-tailed)	Regression coefficient	Fixed limit	The coefficient of determination R2 % Interpretation ratio
Independent	Subordinate					
Possessing knowledge	Flexibility of human resources	40.188	(0.001) >	0.365	2.126	30.6%
Share information	Flexibility of human resources	15.438	(0.001) >	0.266	2.529	14.5%
Independence and freedom of action	Flexibility of human resources	50.950	(0.001) >	0.352	2.291	35.9%
Work team	Flexibility of human resources	59.094	(0.001) >	0.431	1.967	39.4%
Rewards	Flexibility of human resources	222.291	(0.001) >	0.720	0.966	71%
Empowerment strategy	Flexibility of human resources	126.935	> (0.00)	0.677	1.115	58.2 %

Additionally, the value of the coefficient of determination (R2) of 0.306 is shown, indicating that the effect of the Possessing knowledge that was included in the model accounts for 30.6% of the variance in Flexibility of human resources. The second primary hypothesis of the research, that there is a significant and statistically significant effect of Possessing knowledge on Flexibility of human resources, thereby accepts the first sub-hypothesis inside it. The values of the F-test for Share information in Flexibility of human resources are shown in Table (8). The value of 15.438 and the level of significance of Sig. (2-tailed) (0.001) indicate that there is a significant effect of Share information in Flexibility of human resources at a confidence level greater than 99%. The constant has a value of 2.529, meaning that even if Flexibility of human resources is equal to zero, there will still be 2.529 worth of Share information, and the coefficient has a value of 0.266. In other words, a change in Flexibility of human resources of (0.266) will result from an increase in the value of Share information of one unit, and the value of the coefficient of determination (R2) of (0.145) is shown. In other words, it means that the Share information included in the model accounts for 14.5% of the variation in Flexibility of human resources. The second sub-hypothesis inside the second primary study hypothesis, that there is a significant and statistically significant effect of Share information on Flexibility of human resources, is therefore accepted. Table (8) lists the results of the F-test for Flexibility of human resources's Independence and freedom of action, which came to 50.950, and the significance level of Sig. (2-tailed) (0.001). The constant value is 2.291, which indicates that Independence and freedom of action has an amount of (2.291) even if Flexibility of human resources is equal to zero, and the coefficient value is 0.352, which indicates that there is a significant effect of Independence and freedom of action on Flexibility of human resources at a confidence level greater than 99%. In other words, a change in Flexibility of human resources of (0.352) will result from an increase in the value of Independence and freedom of action of one unit, and the value of the coefficient of determination (R2), which is (0.359), is stated. This suggests that the Independence and freedom of action included in the

model accounts for 35.9% of the variation in Flexibility of human resources. The second main premise of the study, that Independence and freedom of action has a significant and statistically significant impact on Flexibility of human resources, hence accepts the third sub-hypothesis inside it Table (8) displays the F-test results for Work team in Flexibility of human resources, which came to (59,094), with a significance level of Sig. (2-tailed) (0.001), indicating that there is a significant effect of Work team in Flexibility of human resources at a confidence level greater than 99%. The value of the constant is 1.967, indicating that there is an amount of (1.967) for Work team. even if the coefficient is 0.431 and Flexibility of human resources is zero. That is, a change of (0.431) in Flexibility of human resources and a change of (0.394) in the value of the coefficient of determination (R²) will result from an increase of one unit in the value of Work team . Additionally, it implies that the Work team that were included in the model account for 39.4% of the variance in Flexibility of human resources. The second primary premise of the study, that there is a statistically significant relationship between Work team and Flexibility of human resources, hence accepts the fourth sub-hypothesis inside it. The values of the F-test for Rewards in Flexibility of human resources, which totalled (222,291), and the significance level of Sig. (2-tailed) (0.001) are presented in Table 8. This indicates that the Rewards has a significant effect on Flexibility of human resources with a confidence level greater than 99%, and the value of the constant is 0.966, indicating that the Rewards has an effect size of (0.966). Even if Flexibility of human resources is zero and the coefficient value is 0.720, a one-unit increase in Rewards will result in a 0.720 change in Flexibility of human resources. In addition, the value of the coefficient of determination (R²) is 0.710, which indicates that Rewards explains 71% of the variance in Flexibility of human resources. Consequently, the fifth sub-hypothesis is approved within the second main hypothesis of the study, namely that there is a statistically significant effect of Rewards on Flexibility of human resources.

4. Conclusion

The focus of the present research on Empowerment strategy is on its capacity to develop original solutions to issues faced by pertinent organisations. In other words, the current study looks at how Empowerment strategy and Flexibility of human resources relate to one another. Some important points can be drawn down below:

1. There is a clear weakness in the sample's awareness and awareness of adopting an empowerment strategy to enhance the flexibility of human resources and direct them to diagnose needs, implement tasks, and enhance the company's ability to respond to changing environmental conditions.
2. Weak independence of individuals in decision-making and their confinement to implementing orders. This in turn leads to the loss of many opportunities and delay in achievement as a result of referring to the senior leadership for every decision taken.
3. The company determines responsibilities on the basis of job position and not to its human resources as partners in decision-making and decision-making.
4. Variation in the relationship and effect of the sub-variables of the empowerment strategy on human resources flexibility. This reflects the company's ability to translate its philosophy, ideas, and vision and create a positive work climate to enhance human resources flexibility.

Finally, we recommend clarifying some points, such as that the concerned organization take into account the basic requirements with the aim of strengthening the empowerment strategy, and for the purpose of achieving flexibility in its human resources. There must also be great interest on the part of the organization concerned with strengthening the social and psychological framework of employees by adopting an organizational culture that encourages the flexibility of human resources.

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