

Adaptive Human Resources Management: The Key to Achieving Organizational Sustainability - An Analytical Study of the Opinions of a Sample of Employees Working in Communication Companies in the Holy Najaf Governorate

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Abstract:

This study examines the nature of the relationship between organizational sustainability and adaptive human resource management. It does this by examining a sample of workers from telecommunications companies in the Governorate of Najaf. Because the study problem was formulated as follows: "The level of adaptive human resource management is directly affected by organizational sustainability in the organizations under study, there aren't many studies that have attempted to clarify the nature of the relationship between the variables under study." This highlights the study's significance.

The study employed a descriptive exploratory approach to gather data and fulfill its requirements. A total of 110 questionnaires were distributed to the target community, which was represented by Najaf Education Directorate employees. Of these, 88 questionnaires were deemed valid for statistical analysis, indicating an 80% response rate. Theoretically, the pertinent literature indicated that there is still much to learn about the nature of the relationship between the variables under investigation in this study—adaptive human resource management and organizational sustainability—in the study sample organization. Practically speaking, however, the conclusions reached indicated that there is a significant relationship between the organizational sustainability and adaptive human resource management variables.

Key terms: adaptive human resource management, organizational sustainability, telecommunications companies.

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The first section: the methodological framework of the study

Firstly: Study Problem

Today's organizations must be flexible and adaptable in order to overcome the many obstacles they face and achieve long-term success. Adaptive human resource management, which adopts sustainable recruitment and retention practices that help strike a balance between administrative, social, cultural, environmental, and economic goals, is crucial to accomplishing these goals. Organizations today face significant challenges in trying to achieve organizational sustainability and avoid deteriorating due to the rapid and increasing changes in the business environment. To meet these challenges, organizations must be able to adapt and respond flexibly to changes in the environment.

At this point, the study's main issue comes into focus: How can adaptive HRM improve the sustainability of commercial organizations? With the help of the aforementioned, the current study aims to address the following research topics through its experimental and cognitive components:

1. Outlining the scope of the organization's (researched) interest in flexible HRM among staff members.
2. How highly are the personnel in the research sample organization regarded for organizational sustainability?
3. In the study sample organization, what is the connection between organizational sustainability and adaptive human resource management?
4. What are the effects of adaptive HRM and organizational sustainability on the study sample organization?

Secondly: the significance of the research

Organizations are paying a lot of attention to adaptive human resources management because of its influence on the organization's performance and the ensuing effects on society at large. This management seeks to assist the company in recognizing its operating environment, the first possibilities that present themselves, as well as the challenges and obstacles that business organizations face in light of advancing technology and attaining organizational sustainability. Consequently, the following highlights the significance of the study:

1. There are few field studies that address the connection between organizational sustainability and adaptive HRM, hence this is the first effort to examine this link and draw conclusions from it in the Iraqi and Arab environments.
2. Outlining the concepts of scholars in the field to provide a theoretical foundation for the study's topic (adaptive human resource management and organizational sustainability).
3. Calculating the degree to which the organization under investigation has succeeded in achieving organizational sustainability and adaptable human resource management.

Third: Study goals

The primary aim of the research is to determine the significance of embracing the subject of adaptive human resource management and its influence on the sustainability of organizations. The ensuing sub-objectives flow from this goal:

1. Determine the extent to which the organization under investigation has embraced the idea of adaptable human resource management.
2. Verify the degree of organizational sustainability awareness among research participants in the organization.
3. Describe how well the organization under investigation possesses the fundamentals of adaptive human resource management.

Fourth: The hypothetical plan

Based on the intellectual framework and relevant literature on adaptive human resource management and organizational sustainability, and in light of the current study problem and its objectives, the researcher synthesized a hypothetical plan for the study that expresses the relationships between the study variables as follows:

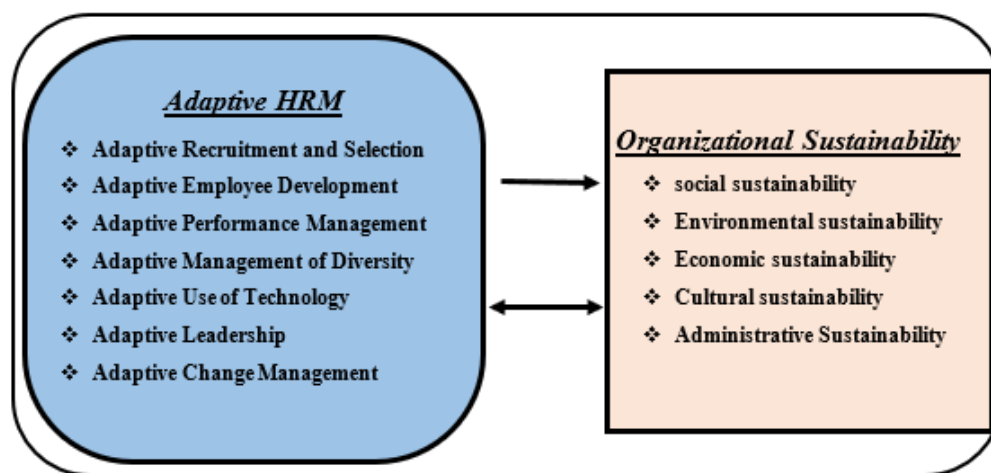


Figure (1) Hypothetical diagram

Source: Prepared by the researchers

In light of the aforementioned, the current study postulates the following effect:

H1: The dimension of adaptive recruitment and selection has a substantial impact on organizational sustainability.

H2: There is a strong correlation between organizational sustainability and the adaptable personnel development factor.

H3: The adaptive performance management dimension and organizational sustainability have a substantial impact on each other.

H4: The adaptive diversity management factor and organizational sustainability have a substantial impact on each other.

H5: There is a significant influence relationship between the dimension of adaptive technology use and organizational sustainability.

H6: There is a significant influence relationship between the dimension of adaptive leadership and organizational sustainability.

H7: There is a significant influence relationship between the dimension of adaptive change management and organizational sustainability.

Fifth: Study Scale

The current study adopted the five-point Likert scale to measure the level of respondents' responses, as the researcher used the scale (strongly disagree, strongly agree, disagree, agree, neutral) To evaluate the elements of the present research. For the purpose of measuring adaptive human resource management, seven dimensions were relied upon, namely (adaptive recruitment, adaptive selection, adaptive employee development, adaptive performance management, adaptive diversity management, Adaptive Use of Technology, adaptive leadership, adaptive change management) by adopting the scales (Sadikin et al., 2023).

For the purpose of measuring organizational sustainability in its five dimensions (social sustainability, environmental sustainability, economic sustainability, cultural sustainability, administrative sustainability), the scale (SEZEN-GÜLTEKİN & ARGON, 2020) was adopted.

Sixth: The research community and its sample

A sample of employees working in the private sector (telecommunications companies) was selected, numbering (110) employees. The researcher used the basic random sample to

fairly and free from bias represent the target group with great precision and used the statistical table for determining the sample size (Krejcie and Morgan, 1970:608). According to it, the sample size is (88) employees.

Section Two: The Study's Theoretical Framework

First: Adaptive Human Resource Management

Any organization's ability to succeed depends heavily on its human resource management department. However, in the modern workplace, organizations are becoming more dynamic and complex, and managing human resources is becoming more and more difficult (Sadikin et al., 2023:1761). Adaptive human resource management is crucial for organizations to maintain a competitive and effective workforce while being able to respond quickly to unanticipated changes in the business environment.

On the other hand, according to (Mahapatro, 2022:67), adaptive human resource management entails the organization's capacity to foresee, address, and successfully manage change. This is accomplished by recognizing patterns and shifts that could take place in the unstable external environment, such as advancements in technology or changes in the population. According to (Sutrisno et al., 2023:55), businesses must assess the requirements and expectations of their personnel and recognize their part in accomplishing company objectives. Adaptive human resource management can create suitable ways to deal with these changes and disruptions by getting an understanding of these elements.

In the meantime, (Amalia, 2024:8) noted that in light of these adjustments and challenges, organizational management can discover opportunities for growth and innovation through strategic problem-solving in order to overcome technological integration, cultural shift, and resource constraints, as well as organizational transformations toward more sustainable and adaptable human resources management in the modern era.

According to the researchers, adaptive human resource management is an administrative strategy that places an emphasis on modifying human resource procedures and practices in response to sudden changes in the organization's internal and external environments. The goal of this strategy is to attain great flexibility in handling the opportunities and difficulties that face business organizations, enabling them to flourish in a business environment that is changing quickly.

Secondly: The significance of adaptive human resources management

Developing and improving employee competencies is a fundamental component of adaptive human resources management, as businesses must offer ongoing training and development opportunities to enable staff members to acquire the skills required by the organization and to adjust to the rapidly changing landscape of technology (Salim et al., 2023: 552).

Additionally, managing multicultural and multigenerational workforces is a key component of adaptive HRM, therefore businesses need to foster an inclusive and diverse workplace by learning about the cultural differences, beliefs, and preferences of their workforce (Hecklau et al., 2017:165). Adaptive HRM encompasses not only employee development but also effective performance management. This is because sophisticated firms have transparent and unambiguous performance measuring systems that make it easy to pinpoint employees' strengths and flaws. As a result, businesses can use suitable techniques for handling employee performance, like giving constructive criticism, giving suitable incentives, or, if needed, providing more training. All of these actions improve both individual and corporate performance.

Third: Dimensions of adaptive human resources management

Adaptive human resource management requires the adaptation of human resource policies and practices to rapid changes in the external environment, based on the study (Sadikin et al., 2023:1763) in identifying the dimensions of adaptive human resource management to be able to face the challenges and continuous changes in the work environment.

1. Adaptive Recruitment and Selection

Adaptive recruitment strategies are employed by businesses that successfully manage change through adaptive HRM (Shehu & Saeed, 2016:119). To make sure that potential employees can adjust to various organizational cultures and changes that arise, they seek out talent with a high degree of skill, draw in workers with skills pertinent to the evolving business environment, and employ a thorough selection process (Asana et al., 2020:99).

2. Adaptive Employee Development

According to (Sadikin et al., 2023:1763), the organization invests in ongoing training to develop employee skills, offers leadership development programs to help employees gain the leadership abilities needed to deal with change, and offers career development opportunities to help employees advance their competencies and remain relevant in the ever-evolving business environment. Adaptive employee development practices are crucial to adaptive human resource management.

3. Adaptive Performance Management

Generally speaking, adaptive performance is the capacity of an individual to adjust to changing work environments (Charbonnier-Voirin & Roussel, 2012:281). When workers are able to effectively adjust to uncertain and unpredictable work environments, such as those brought on by organizational reorganization, shifting goals, or a reduction in resource availability, they are demonstrating successful adaptive performance. Employees must be able to adjust and make decisions in the face of ambiguity and inherent uncertainty with speed and ease.

4. Adaptive Management of Diversity

Workforce diversity is valued and utilized by adaptive firms. In order to foster an inclusive workplace where workers from a range of cultural backgrounds, experiences, and viewpoints can participate to the fullest extent possible, they apply adaptive diversity management techniques. They embrace policies that promote inclusivity and respect for difference, and they foster cooperation and knowledge exchange among staff members from all backgrounds.

5. Adaptive Use of Technology

Adaptive HRM enables organizations to manage human resource information more efficiently and make more accurate and timely decisions. Through leadership and a digital culture that permeates the entire company, adaptive HRM is dynamic in handling difficult work conditions and coming up with fresh ideas to fulfill their jobs to the fullest (JIMOH & ADENEKAN, 2024:10). Workers will gain knowledge of new procedures and standards, exhibit creative problem-solving, digital conduct, teamwork proficiency, active engagement in online communication, and dedication to digital skills. [Sadikin and others, 2023:1764] Organizations can handle information about their human resources more effectively and make decisions that are more precise and timely when they employ technology adaptably.

6. Adaptive Leadership

Adaptive leaders work to quickly mobilize knowledge, address contextual needs, and enable their colleagues to take action—even in the face of uncertainty and maybe chaos on the trip. Thus, an adaptable organization can react swiftly to opportunities and demands

that change quickly as they arise, and in the end, they can effectively respond to learning needs in a setting that is always changing (Dunn, 2020: 33). Adaptive HRM relies heavily on strong and flexible leadership, In addition to being flexible and visionary, adaptive leaders can also adjust to change and inspire their team members to deal with it, They establish solid bonds with staff members.

7. Adaptive Change Management

An essential component of adaptive human resource management is adaptive change management. Successful organizations handle external disruptions by implementing a proactive and strategic approach to change management, They include staff members in the process of change, communicate well, offer assistance to help staff members adjust, and have a backup plan in place to handle difficulties and roadblocks that might come up throughout the transition.

Fourth: The concept of organizational sustainability

The Brundtland report defines sustainable development broadly as development that satisfies current demands without jeopardizing the ability of future generations to satisfy their own needs (Demastus & Landrum, 2024:706). Organizational sustainability is the word used to describe the use of the sustainable development strategy at the institutional level. According to (SEZEN-GÜLTEKİN & ARGON, 2020:508), organizational sustainability stresses organizing environmental, economic, and social sustainability in accordance with long-term fundamental values and behaviors based on universal principles. The term "organizational sustainability" refers to an endeavor to work in a balanced manner and create a future by bringing the logic of sustainability to the external environment that the organization is a part of, rather than just the continuation of organizations in their existence for profit (Wals & Schwarzin, 2012:22).

(Wang and Lin, 2007:1070) The goal of organizational sustainability is to create jobs by converting the social and environmental constraints that naturally exist and guide an organization's operations over the course of its goods and services. This is done in a way that aligns with the principles of sustainable prosperity. According to (Bilderback, 2023: 101) organizational sustainability is a multifaceted phenomenon that centers on improving output, creating knowledge, preserving capacities, and building connections with business and production partners in terms of labor, output, and efficiency. In order to apply this phenomenon, the social, environmental, and economic facets must be balanced.

The researchers clarified that, in general, organizational sustainability refers to an organization's capacity to meet its objectives and carry on expanding and changing over time by striking a balance among several aspects, including administrative, social, environmental, and economic. This notion is a component of a larger interpretation that aims to advance sustainable development, which is described as satisfying current demands without endangering the capacity of future generations to satisfy their own needs.

Fifth: Organizational sustainability theories

After reviewing the relevant literature, it became clear that there are theories that explain organizational sustainability, such as (Zouin and Montadher: 2021), (Demastus & Landrum, 2024), and (Jamil et al., 2023), which are as follows:

1. Strong sustainability theory

From discussions of sustainable development in macroeconomics, strong sustainability theory—a normative theory—was born. It investigates how sustainability's environmental and economic facets interact. Using opposing viewpoints known as weak sustainability and strong sustainability, strong sustainability theory seeks to comprehend the boundaries of humankind's impact on the environment (Demastus & Landrum, 2024:706).

2. Resource-based view theory

The notion of resource reliance in strategic management emphasizes the importance of an organization's internal resources and competencies as the foundation of its competitive edge. According to the theory, a corporation can succeed greatly in the long run and preserve a competitive advantage by utilizing its diverse resources and capabilities, which include expertise, valuable assets, intellectual property, and organizational culture (Zouin and Montadher, 2021: 108). Resource dependence theory, according to (Jamil et al., 2023: 5), can be applied to comprehend how an organization's environmental sustainability practices and initiatives can behave as valuable resources that draw and hold on to competent workers. Any organization can set itself apart from rivals and improve its reputation as an employer that cares about the environment and society by incorporating sustainable practices into its basic operations.

Sixth: Dimensions of organizational sustainability

After reviewing the literature and studies that dealt with the topic of organizational sustainability, it became clear that there are different dimensions through which organizational sustainability is measured. Based on the above, the researcher adopted the dimensions that suit the organization under study, based on the study (SEZEN-GÜLTEKİN & ARGON, 2020:510), which are as follows:

1. social sustainability

The concept of social sustainability has gained prominence as a multifarious, intricate, and demanding idea that possesses the ability to improve worker satisfaction, nurture growth, augment organizational efficiency, ease creativity, and collectively mold the course of organizations (Nogueira et al., 2024:2). A company's pursuit of competitive advantages to improve organizational performance is reflected in its strategy when it incorporates sustainability (Kulkarni et al., 2024:34). According to (Thafer & Jaaron, 2022–306), social sustainability improves an organization's standing with the public and encourages purchases, both of which lead to increased organizational performance.

2. Environmental sustainability

Practicing environmental sustainability means making wise decisions that will lessen the negative effects that an organization has on the environment. Businesses that respect environmental sustainability don't emit radiation into the atmosphere at a pace that exceeds the ability of systems to naturally absorb such emissions (Jamil et al., 2023:9). An effective strategy for competing that enhances the capacity to bring about long-lasting change is organizational sustainability. To preserve environmental development and encourage environmental sustainability, organizations may choose to implement a variety of projects and techniques. These include taking care of internal issues like human behavior and the function of humans as well as taking part in outside-the-organization environmental development projects.

3. Economic sustainability

In order to build long-term justified values through optimal use, recovery, and feedback, an organization must use, protect, and sustain a variety of resources, including people and material resources (Xu et al., 2024:335). This is known as economic sustainability. However, (Slorach et al., 2020:739) noted that economic sustainability made sure that the company's revenues were unaffected by its usage of investments in diverse social activities of organizations. Moreover, waste control and material prices are critical to the financial viability of small and medium-sized businesses, Sustainable economic growth can be aided by effective waste management.

4. Cultural sustainability

The preservation of cultural heritage is the main objective of cultural sustainability, which is a fundamental task that is shaped as the fourth pillar of sustainability, alongside social, economic, and environmental issues (Macagnan & Seibert, 2022:57). Cultural sustainability is related to the ability to sustain or continue cultural beliefs and practices. Based on the aforementioned, (Assoratgoon & Kantabutra, 2022:412) established that cultural sustainability is crucial because it has the power to sway people's opinions. Since society's decisions are shaped by its beliefs, cultural sustainability is essential to sustainable development.

5. Administrative Sustainability

Since it relies on incorporating sustainability concepts into organizational choices and administrative procedures, the idea of administrative sustainability is crucial to attaining sustainability in corporate organizations. Achieving equilibrium among economic, environmental, and social objectives is necessary to guarantee the organization's long-term viability. In order to improve environmental and social responsibility and achieve organizational sustainability, (Trondal, 2021:406) defined administrative sustainability as the process of incorporating environmental, social, and economic values and practices into administrative decision-making processes. However, (SEZEN-GÜLTEKİN & ARGON, 2020:510) described it as incorporating the application of policies and processes meant to lessen the institution's impact on the environment, improve social responsibility, and accomplish long-term economic objectives through efficient resource management. Therefore, by implementing sustainable management methods and encouraging innovation and social responsibility, the researcher continues, administrative sustainability involves striking a balance between financial, environmental, and social performance.

The third section: the practical aspect of the study

First: The stability of the questionnaire and the coding of the study variables and paragraphs

The Cronbach's alpha test was used to confirm the stability of the questionnaire. Whereas the general reliability of the independent factor was (.914), the other variable's, organisational sustainability, was (.914), adaptive human resource management, was (.858), according to the results in the table below. The correlation between the research variables—adaptive human resource management, an independent variable with seven dimensions—is explained and its nature is ascertained by these results, which also demonstrate a high stability rate. (Adaptive recruitment and selection, adaptive employee development, adaptive performance management, adaptive diversity management, adaptive use technology, adaptive leadership, adaptive change management). Organizational sustainability as a dependent variable consists of five dimensions: (social sustainability, environmental sustainability, economic sustainability, cultural sustainability, administrative sustainability). In order to achieve simplicity and ease in statistical analysis, simple symbols were placed for all variables, dimensions and research scale, which will be explained in the table below.

"TABIE 1," Coding of the variables and dimensions of the research scale, the number of its paragraphs, and the reliability of the questionnaire						
Variable	Variable Code	Dimension	Dimension Code	Number of Paragraphs	Cronbach's Alpha Dimensions	Cronbach's Alpha Variables
Adaptive Human Resource Management	AHRM	Adaptive recruitment and selection	ARS	4	.893	.858
		Adaptive employee development	AED	3	.886	

		Adaptive performance management	APM	3	.888	
		Adaptive diversity management	AMD	4	.864	
		Adaptive use technology	AUT	3	.879	
		Adaptive leadership	SAL	3	.895	
		Adaptive change management	AOCM	3	.874	
Organizational sustainability	OS	social sustainability	SS	3	.937	.914
		environmental sustainability	ESY	4	.936	
		economic sustainability	ES	4	.928	
		cultural sustainability	CS	3	.929	
		administrative sustainability	AS	3	.946	

Source: Prepared by researchers based on SPSS V.26.

Second: Confirmatory Factor Validity

The researchers verified the availability of confirmatory construct validity by conducting confirmatory factor analysis, which is one of the most important applications of the structural modeling equation. This analysis aims to identify the nature of the hypothetical model, which consists of latent variables that represent the assumed dimensions of the scale, through which the arrows are directed to the measured variables or dependent variables.

Sequence	Indicators	Conformance Quality Rule
1)Comparative Fit Index (CFI	Greater than or equal to 0.90
2	Normed Fit Index (NFI)	Greater than or equal to 0.90
3	(GFI) Goodness of Fit Index	Greater than or equal to 0.90
4	Root Mean Square Error of Approximation)RMSEA(Less than or equal to 0.08

Source: Hair, J., Hult., Ringle, C. & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM. Los Angeles: Sage.

1. Confirmatory factor analysis of the independent variable adaptive human resource management

The figure below shows the results associated with the confirmatory factor analysis of this variable.

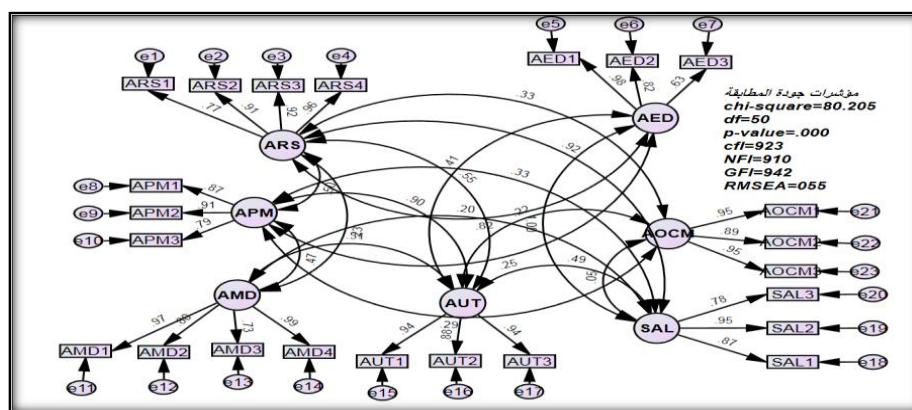


Figure (2) Confirmatory factor analysis of the adaptive HRM variable

Source: AMOS v.24

Adaptive human resource management's factor saturations across the board exceed the minimum acceptability limits, as illustrated in Figure 2. Table 3's findings demonstrate that the information for this variable is appropriate for further statistical examinations. Every item's factor saturation was more than or equal to (≥ 0.5). They were eliminated from the analysis if they showed up less frequently than that. For every item, the critical ratio was greater than (1.96) and the significance level was less than (0.001) (Hair et al. 2017).

"TABLE 3," Factor saturations of the adaptive human resource management variable

Paragraphs	S.R.W	S.E	C.R	P
ARS1	.772	.100	11.882	***
ARS2	.913	.099	9.571	***
ARS3	.922	.093	11.682	***
ARS4	.960	.112	8.711	***
AED1	.981	.125	11.719	***
AED2	.822	.130	12.239	***
AED3	.635	.073	8.183	***
APM1	.874	.044	10.600	***
APM2	.914	.027	9.474	***
APM3	.793	.022	9.077	***
AMD1	.970	.015	7.119	***
AMD2	.804	.010	3.286	***
AMD3	.735	.043	10.802	***
AMD4	.990	.051	11.003	***
AUT1	.940	.015	7.149	***
AUT2	.882	.033	9.404	***
AUT3	.944	.015	7.190	***
SAL1	.874	.044	5.332	***
SAL2	.955	.077	10.951	***
SAL3	.783	.030	10.844	***
AOCM1	.950	.011	6.220	***
AOCM2	.892	.056	10.014	***
AOCM3	.953	.041	7.948	***

Source: AMOS v.24

2. Confirmatory factor analysis of the dependent variable organizational sustainability

The figure below shows the results associated with the confirmatory factor analysis of this variable.

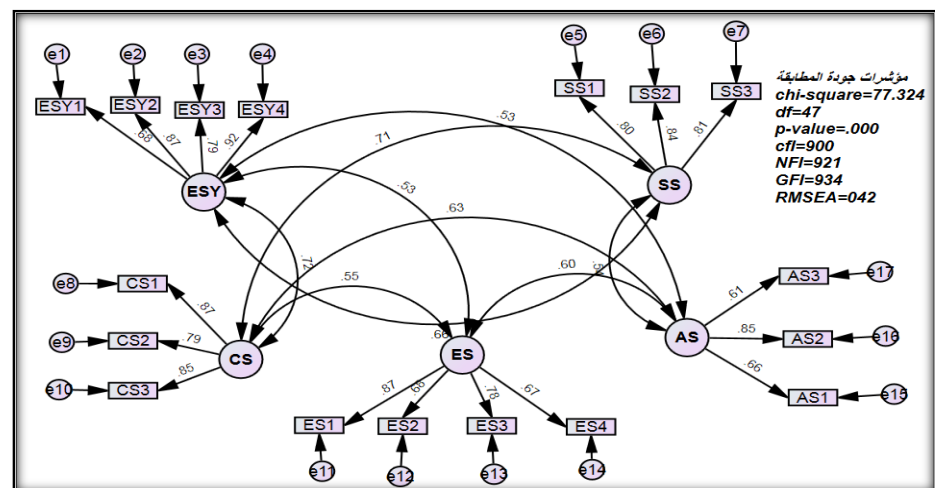


Figure (3) Confirmatory factor analysis of the organizational sustainability variable

Source: AMOS v.24

Figure (3) shows that all factor saturations of the paragraphs of the independent variable scale of organizational sustainability are greater than the minimum acceptance limits. The results of Table (4) Standardized Regression Weights (SRW) show that the data for this variable are suitable for subsequent statistical analyses. All factor saturations of the paragraphs were greater than or equal to (≥ 50). If they appear less than that, they are deleted from the analysis. The significance level was less than (0.001) for all paragraphs, and the critical ratio was higher than (1.96) for all paragraphs (Hair et al. 2017).

"Table 4," Factor saturations of the organizational sustainability variable

Paragraphs	S.R.W	S.E	C.R	P
SS1	.802	.076	6.339	***
SS2	.840	.165	5.936	***
SS3	.811	.094	6.622	***
ESY1	.982	.065	7.003	***
ESY2	.873	.084	4.562	***
ESY3	.795	.068	6.010	***
ESY4	.923	.032	4.687	***
ES1	.870	.060	5.590	***
ES2	.685	.023	3.548	***
ES3	.784	.057	5.160	***
ES4	.672	.088	4.775	***
CS1	.875	.062	5.075	***
CS2	.794	.041	5.679	***
CS3	.854	.078	3.082	***
AS1	.665	.088	5.435	***
AS2	.851	.038	5.831	***
AS3	.612	.057	5.293	***

Source: AMOS v.24

Third: Descriptive statistics

Using the SPSS.26 program, the arithmetic mean and standard deviation are extracted to give the descriptive analysis results in this paragraph. Two axes separate this paragraph. The first axis is related to the independent variable adaptive human resource management, which has seven dimensions: adaptive hiring and selection; adaptive employee development; adaptive performance management; adaptive diversity management; adaptive use of technology; adaptive leadership; and adaptive change management. The second axis is related to the dependent variable organizational sustainability, which has four dimensions as well: social, environmental, economic, cultural, and administrative sustainability.

1. Descriptive analysis of the adaptive human resource management variable

"In the following paragraph, a series of descriptive analysis experiments will be implemented in relation to the variable of adaptive human resources management and its dimensions, as implemented in the current study.

The responses of the cohort members regarding the variable of adaptive human resource management (AHRM) were indicated in Table 5. This variable exhibited a standard deviation of (0.511) and an arithmetic mean of (3.905). This suggests that the sample members concur that this variable is a critical factor that must be present in the telecommunications companies under investigation. The hypothetical mean of (3) is lower than the arithmetic mean of this variable. The dimension of adaptive employee development (AED) was one of the most significant contributors to this variable. The arithmetic mean of this dimension was 4.131, with a standard deviation of 0.746. The results of this study demonstrate the sample members' perspective on this dimension and suggest that a high level of this dimension is present within the scope of this variable.

While the dimension of (adaptive diversity management) attained the lowest arithmetic mean and standard deviation of (3.652) and (0.815), which indicates a low level of this dimension within the scope of this variable from the perspective of the working individuals".

"TABIE 5," Descriptive analysis of adaptive human resource management"		
Coding	Arithmetic mean	Standard deviation
ARS1	3.630	0.788
ARS2	3.760	0.738
ARS3	3.820	0.714
ARS4	3.820	0.838
ARS	3.758	0.478
AED1	4.180	0.747
AED2	4.150	0.843
AED3	4.060	0.986
AED	4.131	0.746
APM1	3.940	0.750
APM2	3.750	0.980
APM3	4.040	0.630
APM	3.910	0.602
AMD1	3.690	1.108
AMD2	3.670	0.974
AMD3	3.510	1.047
AMD4	3.740	0.983
AMD	3.652	0.815
AUT1	4.000	0.892
AUT2	4.170	0.889
AUT3	4.110	1.053
AUT	4.093	0.750
SAL1	4.000	0.892
SAL2	4.060	0.841
SAL3	4.060	0.883
SAL	4.040	0.677
AOCM1	3.850	0.799
AOCM2	3.750	0.758
AOCM3	3.670	0.998
AOCM	3.757	0.741
AHRM	3.905	0.511

Source: SPSS V.26.

2. Descriptive evaluation of the organisational sustainability variable

"The following paragraph will employ a series of descriptive analysis tests to examine the variable of organisational sustainability and its dimensions in the context of the current study.

The responses of the sample members regarding the organisational sustainability (OS) variable were indicated in Table (6). This variable had a standard deviation of (0.687) and an arithmetic mean of (3.886). This suggests that the sample members concur that this variable is a critical factor in the work environment. The hypothetical mean of (3) is lower than the arithmetic mean of this variable. The dimension of Economic Sustainability (ES) was one of the most significant contributors to this variable. This dimension had a standard deviation of (0.721) and an arithmetic mean of (3.985). The results of this study demonstrate the sample members' perspective on this dimension and suggest that a high level of this dimension is present within the scope of this variable. While the dimension of Environmental Sustainability attained the lowest arithmetic mean and standard deviation

of (3.795) and (0.880), which indicates a low level of this dimension within the scope of this variable from the perspective of the working individuals".

"TABLE 6," Descriptive analysis of organizational sustainability		
Coding	Arithmetic mean	Standard deviation
SS1	3.820	0.838
SS2	3.870	1.027
SS3	3.990	0.885
SS	3.893	0.782
ESY1	3.730	0.974
ESY2	3.800	0.967
ESY3	3.830	1.085
ESY4	3.820	0.880
ESY	3.795	0.880
ES1	4.060	0.797
ES2	3.860	0.959
ES3	3.950	0.968
ES4	4.070	0.673
ES	3.985	0.721
CS1	3.750	1.016
CS2	3.830	0.876
CS3	3.860	0.959
CS	3.814	0.874
AS1	3.850	0.963
AS2	3.920	0.947
AS3	4.070	0.636
AS	3.944	0.705
OS	3.886	0.687

Source: SPSS V.26.

Fourth: Testing the influence relationships

This subject pertains to the examination of the influence interactions among the research elements and the sub-dimensions of the research. The primary hypotheses were developed for the research elements, which represent **(the independent variable, adaptive human resource management, and the dependent variable, organizational sustainability)**. The initial primary hypothesis pertains to the influence that links the independent factor and the dependent variable, organisational sustainability. This hypothesis generates seven sub-hypotheses. The AMOS v.24 program was employed to test these hypotheses in the following manner:

1. Testing the Hypothesis of the Impact between Adaptive Human Resource Management and Organizational Sustainability

According to this hypothesis, workers in the telecommunications firms in the Governorate of Najaf see a favorable and noteworthy influence of adaptive human resources on organizational sustainability. As seen in Figure (4), the researchers created a structural equations model specifically for this test.

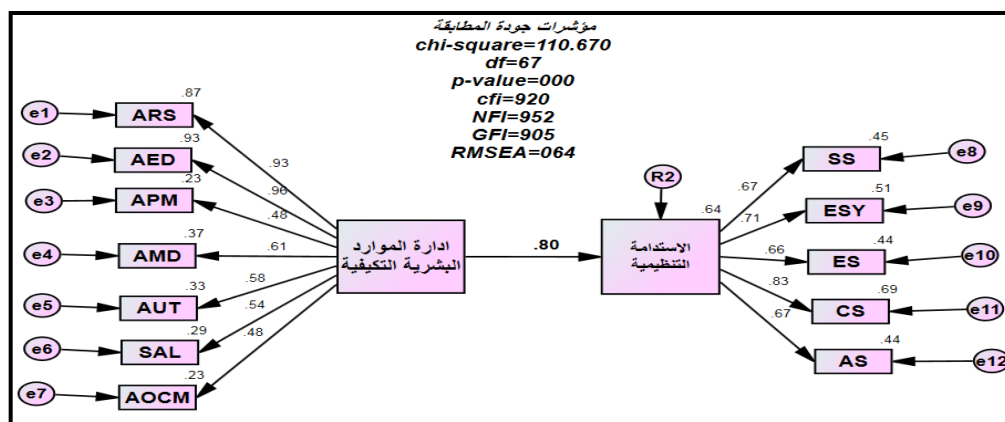


Figure (4) Testing the Hypothesis of the Impact between Adaptive Human Resource Management and Organizational Sustainability

Source: AMOS v.24

The fit quality indicators obtained for this model, specifically: CFI exceeding 90, GFI exceeding 90, NFI exceeding 90, and RMSEA below 80, demonstrate that the model shown in Figure (4) is statistically acceptable. The model can be used to evaluate the hypothesis that adaptive human resource management has a significant impact on organizational sustainability based on these metrics. The two variables' impact coefficient had a value of (.804). The significance level was (0.001), as the table below demonstrates, indicating that this hypothesis was accepted. Moreover, the independent variable (adaptive human resource management) explained (0.64) of the factors influencing the dependent variable (organizational sustainability) according to the coefficient of determination R^2 , with the remaining percentage denoting other factors not covered by the study.

"TABLE 7," Impact factor between adaptive human resource management and organizational sustainability							
The path		S.R.W	S.E	C.R	R ²	P	
Adaptive Human Resource Management	----->	Organizational Sustainability	.804	.075	10.801	0.64	0.001

Source: AMOS v.24

Based on the aforementioned, researchers deduce that an increase in adaptable HRM practices corresponds with an increase in organizational sustainability among telecom workers. Using the information above as a guide, the following seven sub-hypotheses of this hypothesis were investigated by creating a structural equation model:

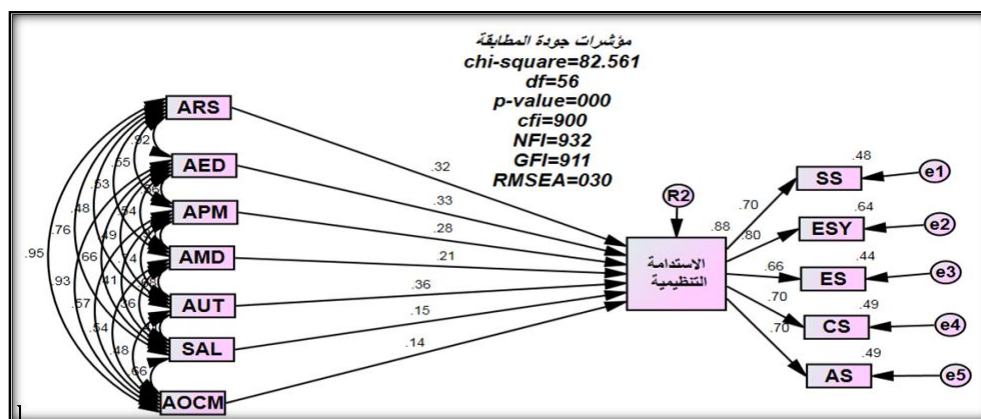


Figure (5) Structural equation model to test the sub-hypotheses of the impact of the dimensions of adaptive human resource management on organizational sustainability.

Source: AMOS v.24

The quality of fit indicators that were extracted for the model depicted in Figure (5) indicate that the model is statistically acceptable. These indicators included the following: the CFI, GFI, and NFI values were all greater than 90, and the RMSEA value was less than 80., The model can be used to assess the influence hypotheses derived from the hypothesis regarding the impact of adaptive human resource management dimensions on organizational sustainability, based on these indicators. Additionally, the adaptive human resource management variable's dimensions explained (0.88) of the factors that explain the organizational sustainability variable, according to the coefficient of determination R² of 0.88. The remaining percentage of 0.12 represents factors that were not covered by the study. The values of the influence coefficients between the dimensions of the independent and dependent variables are displayed in the table below.

"TABIE 8," Impact coefficients between dimensions of Adaptive Human Resource Management and Organizational Sustainability							
The path		S.R.W	S.E	C.R	R ²	P	
ARS	----- >	organizational sustainability	.323	.068	3.863	0.88	0.001
AED	----->	organizational sustainability	.330	.049	5.513		0.001
APM	----->	organizational sustainability	.285	.043	5.285		0.001
AMD	----- >	organizational sustainability	.214	.040	4.178		0.001
AUT	----- >	organizational sustainability	.363	.041	11.571		0.001
SAL	----- >	organizational sustainability	.151	.024	4.566		0.001
AOCM	----- >	organizational sustainability	.144	.065	3.748		0.02

Source: AMOS v.24

Based on the information presented above, researchers draw the conclusion that employee commitment to an organization increases with the number of adaptive HRM dimensions (recruitment and selection, adaptive employee development, adaptive performance management, adaptive diversity management, adaptive technology use, adaptive leadership, adaptive change management). The following tests can be conducted based on the above-mentioned sub-hypotheses that stem from the hypothesis on the influence of adaptive HRM characteristics on organizational sustainability:

1. **The first sub-hypothesis:** From the perspective of the workers in the telecom firms under investigation in the Najaf Governorate, this hypothesis demonstrates "the presence of a substantial and meaningful correlation between" the dimensions of employment, adaptive selection, and organizational sustainability. The impact coefficient results between the two variables are displayed in Table (8), where it is evident that the impact coefficient value is (.323) at a significant level of (0.001), " demonstrating the approval of this hypothesis".

2. **The second sub-hypothesis:** From the perspective of the workers in the telecom enterprises under investigation in the Najaf Governorate, this hypothesis demonstrates the presence of a substantial and meaningful correlation between" the dimension of adaptive employee growth and organizational sustainability. The impact coefficient between the two variables is displayed in Table (8), where it is evident that the value of the impact coefficient is (.330) at a significance level of (0.001), demonstrating the approval of this hypothesis.

3. **The third sub-hypothesis:** According to this hypothesis, employees in the telecom enterprises under investigation in the Najaf Governorate perceive a favorable and significant relationship between the organizational sustainability and the adaptive performance management dimension. The findings pertaining to the effect coefficient between the two variables are displayed in Table (8). The impact coefficient's value of (.285) at a significance level of (0.001) makes it evident that this hypothesis is accepted.

4. **The Fourth sub-hypothesis:** According to this hypothesis, employees in the telecom enterprises under investigation in the Najaf Governorate perceive a good and significant

relationship between the organizational sustainability and the adaptive diversity management factor. Table (8) illustrates the impact coefficient between the two variables, which is (.214) at a significance level of (0.001). This indicates that the hypothesis is supported.

5. The Fifth Sub-Hypothesis: From the perspective of the workers in the telecom companies under investigation in the Najaf Governorate, this hypothesis demonstrates that there is a positive and significant relationship between the dimension of using adaptive technology and organizational sustainability. The results of the impact coefficient between the two variables are shown in Table (8), and it is clear that the impact coefficient value is (.363) at a significant level of (0.001), suggesting that this hypothesis is accepted.

6. The sixth sub-hypothesis: This hypothesis shows that there is a positive and substantial association between organisational sustainability and the adaptive leadership component from the viewpoint of the employees in the telecom firms that are the subject of the inquiry in the Najaf Governorate. The results of the impact coefficient between the two variables are shown in Table (8), and it is clear that the impact coefficient value is (.151) at a significant level of (0.001), suggesting that this hypothesis is accepted.

7. The Seven Sub-hypothesis: This hypothesis illustrates the presence of a positive and substantial association between the dimension of adaptive organisational change management and organisational sustainability from the viewpoint of the employees in the telecom firms under consideration in the Najaf Governorate. The results of the impact coefficient between the two variables are shown in Table (8). It is clear that the impact coefficient value is (.144) and at a significant level of (0.02), which suggests that this hypothesis is accepted.

Section Four: Conclusions and Recommendations

First: Conclusions

1. It became evident that the study sample of telecommunications companies had to use adaptive human resources management to adapt to the changing needs of their customers, which necessitates the provision of new services and products. Moreover, adaptive HRM aids in the development of adaptable work teams that can react swiftly to these changes.
2. The telecom firms in the study sample had a strong interest in adaptive employee development, indicating that this is a long-term investment dividends for both individuals and the organization as a whole.
3. The telecom companies in the study sample have embraced technology in a way that improves organizational sustainability by coordinating various functions to use skills where they are most needed, as well as in a way that fosters high capacity and loyalty when offering services.
4. The study sample telecom companies showed that they focus on economic sustainability to enhance organizational sustainability as consumers increasingly prefer to deal with companies that care about the environment and society, which leads to increased brand loyalty.
5. It turns out that telecommunications companies in the holy city of Najaf care about administrative sustainability because it is a crucial element to ensure sustainable growth and long-term success. It goes beyond environmental and economic dimensions to include social aspects and strong corporate governance.

Second: Recommendations

1. The need to improve the response of the study sample telecommunications companies by balancing the desires of stakeholders of various types, listening to their requests and

implementing them decisively, and relying on their ability to formulate organizational plans to adapt to environmental changes.

2. The sample communications companies should have a clear vision of the skills and experiences they need in a new employee, and these requirements should be clearly defined in the job description.

3. It is essential to improve customer experience by providing customized services that meet the needs of each individual customer, and to increase operational efficiency by automating and simplifying processes, which leads to reduced costs and increased productivity.

4. Telecom companies in the study sample should focus on developing innovative solutions that meet customers' evolving needs, such as 5G services, the Internet of Things, and cloud computing.

5. It is necessary for the telecommunications companies in the study sample to work on continuous training and development in training and development programs directed towards developing employees' skills, which in turn enhances administrative sustainability.

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