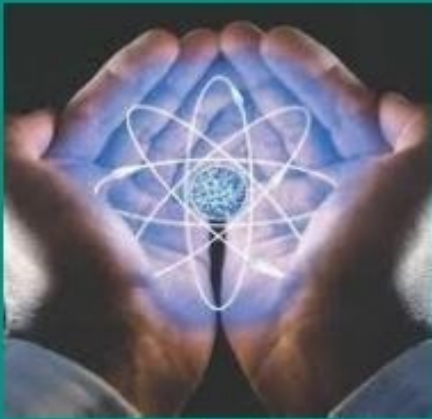

Academia Open



By Universitas Muhammadiyah Sidoarjo

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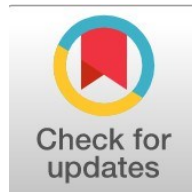
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Human Resources Management Flexibility as a Driver of Job Satisfaction

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Abstract

General Background: Contemporary educational institutions operate in rapidly changing environments that demand adaptable human resource systems. Specific Background: Although flexibility in human resource management is increasingly recognized as a foundation for strengthened organizational performance, its role in shaping job satisfaction within university settings remains insufficiently examined. Knowledge Gap: Prior studies have not fully clarified how different dimensions of HR flexibility—practices, skills, behavior, and psychological resilience—collectively contribute to employee satisfaction in higher-education institutions. Aims: This study analyzes the extent to which flexible HRM practices at the University of Kufa influence job satisfaction across various academic and administrative units. Results: Structural equation modeling shows a significant positive relationship between overall HR flexibility and job satisfaction ($\beta = 0.75, p < 0.001$), with notable contributions from skill flexibility, behavioral flexibility, psychological resilience, and flexible administrative practices. Novelty: The study offers an integrated empirical model that connects multidimensional HR flexibility with job satisfaction in a Middle Eastern higher-education context, supported by a comprehensive measurement approach adapted to the Iraqi environment. Implications: Findings highlight the necessity of adopting dynamic HR systems, expanding flexible work arrangements, and strengthening employee development mechanisms to enhance satisfaction and sustain institutional effectiveness.

Highlight :

- Flexible HR practices are shown to strengthen job satisfaction among employees in educational institutions.
- Skill and behavioral flexibility provide employees with broader capabilities that enhance their sense of value and contribution.
- Adaptable work arrangements support employee well-being and reinforce commitment to organizational goals..

Keywords : Flexibility of Human Resources Management, Job Satisfaction, Skill Flexibility, Behavioral Flexibility, University of Kufa

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Introduction

The success of twenty-first century organizations depends primarily on building the flexibility of human resources that enables them to achieve a competitive advantage, by improving and developing their performance. There is no doubt that the flexibility of human resources represents one of the contemporary intellectual developments in the philosophy of modern management, and one of its most effective practices with the rapid changes in the business environment, since traditional administrative activities can deviate from their specified path very quickly [1].

Thus, flexible human resources management provides employees with satisfaction with their performance, which helps them increase their productivity at work through greater flexibility in balancing work obligations and non-work-related obligations. On the one hand, the availability of employee flexibility supports the state of satisfaction among employees, as this availability indicates their ability to use flexibility when needed, which allows them greater control over their work requirements and thus, they are able to invest in their work and achieve desired results [2].

Therefore, job satisfaction plays a role in the level of happiness that employees feel about their work, which affects their performance. Various studies have shown that dissatisfaction with the job may lead to an increase in cases of worker turnover, absence from work, non-punctuality, and complaints [3].

Research Methodology

A. Problem statement

Educational institutions currently operate in environments witnessing unprecedented and unexpected events, resulting from multiple factors, such as technological progress or globalization. These circumstances have forced managers to make paradigm shifts in directing their institutions, and new principles have emerged for managing these institutions, as time frames differ in making decisions, as this calls for the presence of an equal work team of individuals with flexibility and efficiency [4].

To contribute to the desired development, Iraqi universities must provide society with qualified workforce in various scientific disciplines and professions and seek to develop society and address its problems by providing society with highly qualified cadres to lead and bear responsibility for its construction and development[5].

Therefore, the research attempts to test the influence relationship between human resources management flexibility and job satisfaction, and therefore the research problem can be formulated as follows:

(Whenever an educational institution is able to create flexible human resources management, this contributes to achieving job satisfaction). The main problem of the research branches out from a group of sub-questions, which are as follows:

1. What is the level of impact of human resources management flexibility on job satisfaction?
2. To what extent do the dimensions of human resources flexibility affect achieving job satisfaction?

B. The importance of research

The importance of the research is summarized by a number of points:

1. The research contributes to determining the relationship between the flexibility of human resources management (such as: adaptation to changes, flexibility of working hours, and customized training) and job satisfaction in the context of educational institutions. This represents a theoretical addition to the Arab library and a practical guide for decision-makers at the University of Kufa to improve their administrative policies based on solid results.
2. High job satisfaction leads to multiple positive results, the most important of which are improving the quality of performance of academic and administrative employees, reducing turnover rates, and increasing institutional loyalty. Thus, providing a flexible and attractive work environment supports the achievement of the strategic objectives of the University of Kufa as a leading institution in higher education.
3. The research provides an accurate diagnosis of the current reality of the flexibility of human resources management at the University of Kufa from the perspective of the employees themselves. The results will help suggest practical and tangible development mechanisms that enable the university to keep pace with rapid changes in the work environment, which will reflect positively on the competitive advantage and academic reputation of the institution

C. Research objectives

The research objectives are summarized by a number of points:

1. Detecting the extent to which flexible human resources management practices (such as flexibility in working hours, training, rewards, and organizational structures) are applied at the University of Kufa through a survey of employees' opinions.
2. Determine the level of job satisfaction prevailing among employees of the University of Kufa, and examine the dimensions that most and least influence their satisfaction.
3. Analyze the impact of human resources management flexibility on enhancing job satisfaction for employees at the University of Kufa, and provide recommendations on how to exploit this flexibility to improve the work environment and achieve higher levels of satisfaction.

D. Research framework

The hypothetical outline of the research was built by adopting a set of assumptions that lead to clear interpretations of the research variables (flexibility of human resources management and job satisfaction). Fig. 1. Show model of the study.

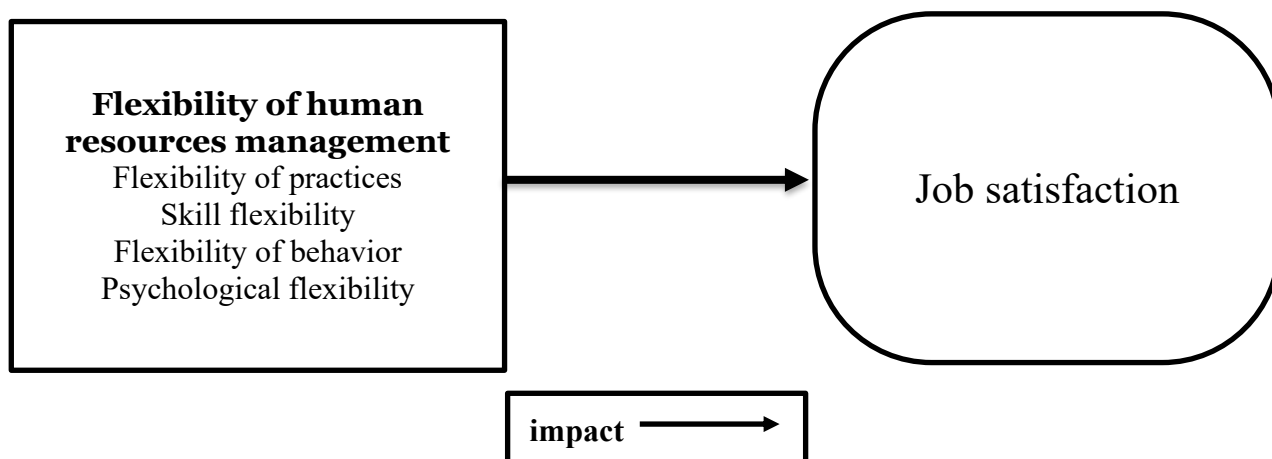


Fig. 1. model of the study

E. Research hypotheses

- I. The first main hypothesis: There is a significant and positive influence relationship between the flexibility of human resources management on job satisfaction at the overall level, and the following sub-hypotheses emerge from it:
 1. There is a significant and positive relationship of flexibility of practices on job satisfaction at the university level.
 2. There is a significant and positive relationship of skill flexibility on job satisfaction at the university's overall level.
 3. There is a significant and positive influence relationship of behavioral flexibility on job satisfaction at the overall university level.
 4. There is a significant and positive influence relationship for psychological flexibility on job satisfaction at the overall university level.

F. Coding search variables

The research relied on precise standards to measure its main and subsidiary variables, after most of its items were adapted to suit the nature of the Iraqi environment. Table (1) shows the items of the scale and the sources that were adopted in determining it

Table (1) Research variables

Study variables	Dimension symbol	items	ref
Flexibility of human resources management HRF	Flexibility of Practices (FP)	FP1–FP5	[6]
	Skill Flexibility (SF)	SF1–SF5	
	Behavioral flexibility (BF)	BF1–BF5	
	Psychological Flexibility (YF)	YF1–YF5	
Job satisfaction JS	Salaries and Wages (SW)	SW1–SW5	[7]
	Upgrade (TS)	TS1–TS5	
	Work Relations (WR)	WR1–WR5	

G. Research population and sample

The research population consisted of employees of the University of Kufa for a number of colleges for the academic year 2025-2026. The paper questionnaire was used to collect the responses of the respondents, relying on the simple random sampling method. Drawing the research sample. Table (2) below shows the details of the sample

Table (2): Research sample

Colleges	No of questionnaires distributed	No of questionnaires suitable for statistical analysis
Faculty of Medicine	25	23
Faculty of Pharmacy	25	25

College of Engineering	25	24
College of Computer Science and Mathematics	25	24
College of Jurisprudence	25	24
Total	125	120

Literature Review

A. The concept of human resources flexibility

An organization requires an effective human resource management system that is supported by sound human resource practices, which consist of a set of activities directed at managing the human resource group and ensuring that human resources are used to achieve organizational objectives. Therefore, state that flexibility of HR practices is “the extent to which an organization's HR practices can be adapted and applied across a variety of situations or across different units of the organization and the speed with which these modifications and applications are made” [8].

flexibility of human resource practices from a resource perspective as “the extent to which resources can be adapted and applied to alternative uses,” and from a coordination perspective it refers to “the extent to which those practices can be reconfigured, reconfigured, and redistributed.” Therefore, this type of flexibility not only enhances responsiveness to the environment and achieves strategic consistency across different units, but also contributes to building a capability that is difficult to imitate and non-substitutable [9],[10].

The flexibility of human resources practices from a resource perspective includes flexibility of skill and flexibility of behavior, and from a coordination perspective, it is referred to administrative capabilities [11].

human resources systems are packages of practices and human resources policies, and that human resources policies are the declared or official intentions of the unit regarding human resources programs, processes, and technologies, while human resources practices are the effective programs, processes, and technologies that are implemented within the business unit [12].

flexibility represents one aspect of organizational flexibility and represents the specific ability of the organization to deal appropriately and in a timely manner with the environments and situations associated with managing the people who work in the organization [13].

human resources flexibility as “the organization's ability to proactively engage with its environment and make changes in order to be successful” [14].

defined individual flexibility as “the extent to which individual employees possess the skills and behavioral repertoire that can provide the organization with options to pursue strategic alternatives” [15].

HR flexibility as “the set of human resource management practices that enable an organization to acquire and develop human resources for a wide range of alternative uses” [16].

a capability that human resources management systems must adapt to in a timely manner according to changes and new requirements inside and outside the organization [17].

The concept of human resources flexibility (HR Flexibility) is also defined as the ability of human resources management to facilitate effective and timely adaptation to changing organizational and environmental requirements [18].

This concept basically refers to the extent to which an organization's workforce has:

1. Flexibility of skills and behavioral repertoire: Employees possess a wide range of skills and behaviors (behavioral scripts) that can be quickly applied and adapted to implement different strategic alternatives.
2. Dynamic ability to adapt: Human resource flexibility represents the organization's dynamic ability that focuses on adapting individuals' attributes (such as knowledge, skills, and behaviors) to changing environmental conditions [8].
3. Competitive advantage: It is the dynamic capability that enables an organization to take immediate action or respond to changes in the competitive environment, with the aim of developing or maintaining a competitive advantage [10].
4. In general, resilience is a characteristic that can be developed and sustained through interaction and physical programs [19], and it is considered a vital dynamic force that helps the organization quickly adapt to any environmental emergency.

B. Dimensions of human resources flexibility

Understanding and achieving HR resilience requires a careful analysis of its key dimensions. These dimensions are the axes that determine the readiness of HR management and the workforce as a whole to adapt and innovate. Therefore, this research will analyze and in-depth analyze these fundamental dimensions, highlighting how they work together to enable the organization to achieve the maximum degree of organizational agility and maintain its competitive advantage.

2.1 Flexibility of human resources practices

An organization requires an effective human resource management system that is supported by sound human resource practices which consist of a set of activities directed at managing the human resource group and ensuring that human resources are used to achieve organizational objectives.

The flexibility of HR practices is “the extent to which an organization's HR practices can be adapted and applied across a variety of situations or across different units of the organization and the speed with which these modifications and applications are made” [8],[20].

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human resources systems are packages of practices and human resources policies, and that human resources policies are the declared or official intentions of the unit regarding human resources programs, processes, and technologies, while human resources practices are the effective programs, processes, and technologies that are implemented within the business unit [12].

2.2 Flexibility of skill

Skill flexibility refers to an individual's ability to possess a wide range of diverse capabilities and skills, and his speed in transferring and applying these skills to perform different job duties according to work need and demand Skill flexibility has been defined in multiple ways [21]:

1. Effectiveness in solving problems: It is defined as “the effectiveness and speed of an individual’s solution to problems and the ability to deal with multiple types of tasks”
2. Basic performance pillar: Skill flexibility is one of the main pillars for achieving better performance, and it reflects the educational and cultural level of the employee and his ability to accomplish the duties assigned to him. These skills are developed either through training or through experience gained on the job.
3. Ability to adapt and organize: It is also known as “the extent to which workers possess the skills necessary for their jobs, the ability to apply them to various work activities, and their ability to absorb new skills and apply them quickly,” in addition to the organization’s ability to reorganize the skills of its employees in a way that suits the circumstances to ensure success in performing new work activities.
4. Ease of development: “How easily and quickly individuals develop the dynamic skills and abilities required to perform new tasks”

2.3 Behavioral flexibility

Behavioral flexibility is a central concept in modern human resources management, as it refers to the extent to which an employee is able to adapt his responses and behavioral patterns to the demands of a dynamic work environment.

The concept can be developed based on academic theses as follows:

1. Adaptation and demonstration of behavioral repertoire: This dimension focuses on individuals having a wide and diverse range of behavioral responses (behavioral repertoire) and effectively using the most appropriate behavior in non-routine or variable situations [8].
2. Conditional application of behavioral scripts: Behavioral flexibility includes the ability of individuals to adapt “behavioral scripts” (the available behavioral range) to the specificity of each situation, which entails speed in selecting and applying appropriate behavior under specific work conditions [22].
3. Based on the above, behavioral flexibility represents a crucial element in enhancing employee efficiency by enabling him to maintain performance compatible with environmental and organizational fluctuations [8].

2.4 Psychological flexibility

Psychological flexibility is a latent power that God Almighty created in humans, and it cannot be transformed into an advantage unless individuals activate it through the situations they direct in various aspects of life.

People who are psychologically flexible look at things from different perspectives and acknowledge the existence of different points of view instead of just one point of view. They are able to transform anger into patience and helplessness and negativity into initiative, activity and self-responsibility [23].

C. The concept of job satisfaction

Selecting and appointing competent and new individuals in the organization and placing them in jobs that suit their ambitions and specifications is one of the most important successful management activities in any organization. Preserving them in order to achieve what the organization aspires to. The process of preserving them is not one-dimensional and limited to achieving the organization’s goals only, but rather has two dimensions. The first is the goals of the organization and the second is the goals of its employees, which are embodied in their needs and desires. Since the beginning of the second quarter of the twentieth century, researchers’ interest in the issue of job satisfaction for workers in official formations began when the Human Relations Movement called for The importance of morale and improving working conditions for workers in these organizations, so job satisfaction is one of the most important topics that has received great importance for specialists and researchers in management and organizational behavior because of its connection to the human element [24].

Satisfaction is one of the most ambiguous topics in management science, because it is an emotional state. This has led to the emergence of many studies and research on the topic. There are those who consider satisfaction as an independent variable that affects work turnover, and workers’ behavior such as performance, communication, and absenteeism, and sometimes as a dependent variable that is affected by salaries, wages, bonuses, the grant system, and the decision-making system [25].

It may be difficult to find a comprehensive definition of job satisfaction because it is a psychological phenomenon surrounded by a lot of ambiguity, which made determining an agreed-upon definition extremely hostile to the concept’s connection to people’s feelings, which are difficult to interpret.

Successful management aims to select and appoint competent employees and place them in jobs that match their ambitions and qualifications. Retaining these employees is critical to achieving the organization’s goals.

The process of retaining employees is based on two basic dimensions: The first is to achieve the organization’s goals, and the second is to meet the needs and desires of its employees.

Since the second half of the twentieth century, researchers began to focus on the concept of job satisfaction after the human relations movement emphasized the importance of morale and improving working conditions. For this reason, job satisfaction has become a vital topic for researchers and specialists in management and organizational behavior due to its direct connection to the human element [24].

In contrast, Taylor's scientific management theory viewed the worker as an "economic man" who could be motivated and led only by material incentives to achieve management goals.

Job satisfaction is one of the most ambiguous concepts in management science, as it is a psychological/emotional state. This ambiguity has led to the emergence of numerous studies dealing with the subject. Some consider job satisfaction to be an independent variable that affects factors such as turnover, performance, absenteeism, and communication. While others see it as a dependent variable affected by salaries, rewards, and decision-making systems [25].

Due to its complex and ambiguous psychological nature, it is difficult to find a comprehensive and agreed upon definition of job satisfaction, as this concept is directly related to personal feelings and sensations that are difficult to explain.

D. Dimensions of job satisfaction

By reviewing many previous studies on the dimensions of job satisfaction, it was noted that there is no agreement between writers and researchers on a single division. However, the researcher will rely on the study [7] as a measure of the dimensions of the current research, which are (salaries and wages, promotion, work relations, and working conditions)

4.1 Salaries and wages

Salaries and wages are the main financial compensation provided to employees for performing their tasks. This salary is usually disbursed monthly, taking into account factors such as the employee's seniority and competence when determining its value [26].

Salaries have an important motivational role; It is not only limited to meeting material needs, but also contributes to satisfying employees' moral and social desires, which prompts them to provide the best of their skills [27].

However, salaries and wages are a dual tool in an organization:

- a. Positive aspect: a means to achieve satisfaction and satisfy employees' requirements.
- b. Negative aspect: A means used by management to impose disciplinary penalties, such as deducting part of the salary in the event of violating regulations or unjustified absence [28].

4.2 Upgrade

The way an employee moves from his current position to a higher position in terms of responsibilities, duties and rights. It is often accompanied by an increase in salary or wages. Promotion has reasons and justifications, the most important of which are:

- a. Raising morale, achieving ambitions, and eliminating disorder and anxiety factors.
- b. Rewarding working individuals for carrying out their duties and assuming their responsibilities throughout their service in the organization.
- c. Achieving the business interest because promotions reduce the costs of training new individuals and reduce the rate of leaving work [29].

There are three promotion systems: (promotion by seniority and promotion by merit, and there is a third type, which is promotion by seniority and merit), and we will provide a simple clarification of each one as follows:

A. Promotion by seniority: That is, the worker who has the most service in the job is the one who deserves to be promoted to the vacant position, regardless of his abilities [13].

for. Promotion by merit or competence: The most qualified worker gets promoted to the vacant position without regard to his seniority in the organization.

B. Promotion by seniority and merit: It combines the two previous types [25].

4.3 Work relations

Employment relations are a critical factor that directly and vitally affects employee behavior and job satisfaction. The employee, while performing his duties, enters into continuous interactions with his superiors and subordinates, influencing them and being influenced by them, which is a continuous reciprocal process [7].

The work process becomes easier and more effective when team members agree on clear methods for completing their tasks. This understanding depends on several elements to organize behavioral interaction within the team, including:

1. Shared non-verbal signals: which contribute to implicit understanding.
2. Clear standards: for cooperation, mutual assistance, and distribution of benefits and incentives.

The presence of cohesive employees in the organization enhances their feelings of satisfaction and support as a result of being together, which strengthens the organization as a whole and increases the level of job satisfaction among employees[12].

Results and Discussion

A. Testing the validity and reliability of the measurement tool for the human resources management flexibility variable

Through the use of the SPSS V.27 program, the stability of the items will be measured, as well as the stability of the dimensions and variables. Obtaining the results of testing the human resources flexibility variable, which are presented in Table (3) below

Table (3): Validity and reliability of a questionnaire for the independent variable, flexibility of human resources management

Cronbach's Alpha of Variable	Cronbach's Alpha of Dimensional	indicator	items	Dimensions	Variable
0.697	0.767	0.644	FP1	FP	HRF

		0.673	FP2		
		0.763	FP3		
		0.732	FP4		
		0.635	FP5		
	0.708	0.684	SF1	SF	
		0.591	SF2		
		0.729	SF3		
		0.724	SF4		
		0.498	SF5		
	0.605	0.742	BF1	BF	
		0.751	BF2		
		0.773	BF3		
		0.731	BF4		
		0.670	BF5		
	0.690	0.589	YF1	YF	
		0.698	YF2		
		0.693	YF3		
		0.639	YF4		
		0.664	YF5		

Table (2) for Indicator Reliability refers to the Outer Loading box. There are three procedures for dealing with item load values, as follows [30]:

1. Loading greater than or equal to (0.7): In this case, the item is retained.
2. Loading between (0.4) and (0.7): In this case, the researcher can examine the effect of deleting the item on the remaining criteria for evaluating the measurement model. If this leads to an improvement in the values of the remaining criteria, it is deleted. However, if deleting it negatively affects the remaining criteria, then the item should be retained.
3. Loading less than (0.4): In this case, the item is deleted.

Therefore, the researchers decided to retain all items and not delete any items from the scale.

B. Testing the validity and reliability of the measurement instrument for the job satisfaction variable

Using SPSS V.27, the reliability of the items and the reliability of the dimensions and variables will be measured to obtain the results of the job satisfaction variable test, which are presented in Table (4) below.

Table (4) Validity and reliability of the job satisfaction questionnaire for the dependent variable

Cronbach's Alpha of Variable	Cronbach's Alpha of Dimensional	indicator	items	Dimensions	Variable
0.588	0.616	0.574	SW1	SW	JS
		0.523	SW2		
		0.503	SW3		
		0.628	SW4		
		0.544	SW5		

	0.574	0.564	TS1	TS	
		0.598	TS2		
		0.514	TS3		
		0.658	TS4		
		0.582	TS5		
	0.740	0.552	WR1	WR	
		0.527	WR2		
		0.725	WR3		
		0.542	WR4		
		0.540	WR5		

Table (4) for Indicator Reliability refers to the Outer Loading box. There are three procedures for dealing with item load values, as follows [30]:

I. Loading greater than or equal to (0.7): In this case, the item is retained.

ii. Loading between (0.4) and (0.7): In this case, the researcher can examine the effect of deleting the item on the remaining criteria for evaluating the measurement model. If this leads to an improvement in the values of the remaining criteria, it is deleted. However, if deleting it negatively affects the remaining criteria, then the item should be retained.

iii. Loading less than (0.4): In this case, the item is deleted.

Therefore, the researchers decided to retain all items and not delete any items from the scale.

C. Testing the main and sub-hypotheses of the research

The researchers formulated a main research hypothesis that examines the impact of human resource flexibility on job satisfaction. This research hypothesis was tested using AMOS V.27 software, as follows:

1. Testing the main hypothesis: This hypothesis states that there is a significant and positive relationship between the flexibility of human resource management and job satisfaction. This hypothesis indicates a significant effect between the flexibility of human resource management and job satisfaction from the perspective of university employees. The researchers designed a structural equation model to determine the effect between the variables mentioned above, as shown in Figure (2). This test is illustrated as follows:

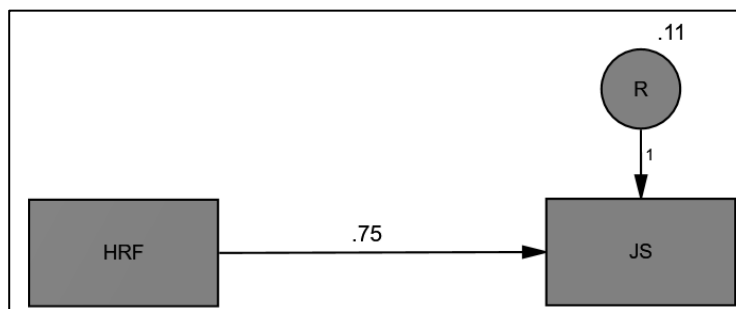


Figure (2) Testing the first main hypothesis

Figure (2) was acceptable according to the conformity quality indicators for this model. According to the conformity indicators, the model is suitable for testing the effect of human resource management flexibility on the job satisfaction of university employees. The effect value between the research variables was (0.75), and the table below shows this. The significance was (0.000), and this indicates acceptance of the hypothesis. The value of the explanation coefficient (R^2) was (0.11), and this shows that the human resource management flexibility variable explains (11%) of the factors that explained the job satisfaction variable. As for the rest of the percentage, it is related to factors that were not identified in the current research.

Table (5) Coefficient of the impact of human resource management flexibility on job satisfaction

decision	P	R^2	C.R	S. E	S.R. W	PATH		
Accept	***	0.11	6.156	0.122	0.75	JS	←	HRF

Table (7) and the results of the statistical analysis clearly show a strong, positive, and significant effect of human resource management flexibility on job satisfaction among employees of the University of Kufa. This effect is found at a significance level of (0.000), which means that this

hypothesis is accepted.

Having completed the testing of the main hypothesis regarding the effect between the human resource flexibility variable and job satisfaction, we now move on to testing the sub-hypotheses derived from it, as shown in Figure (2) and Table (2), as follows:

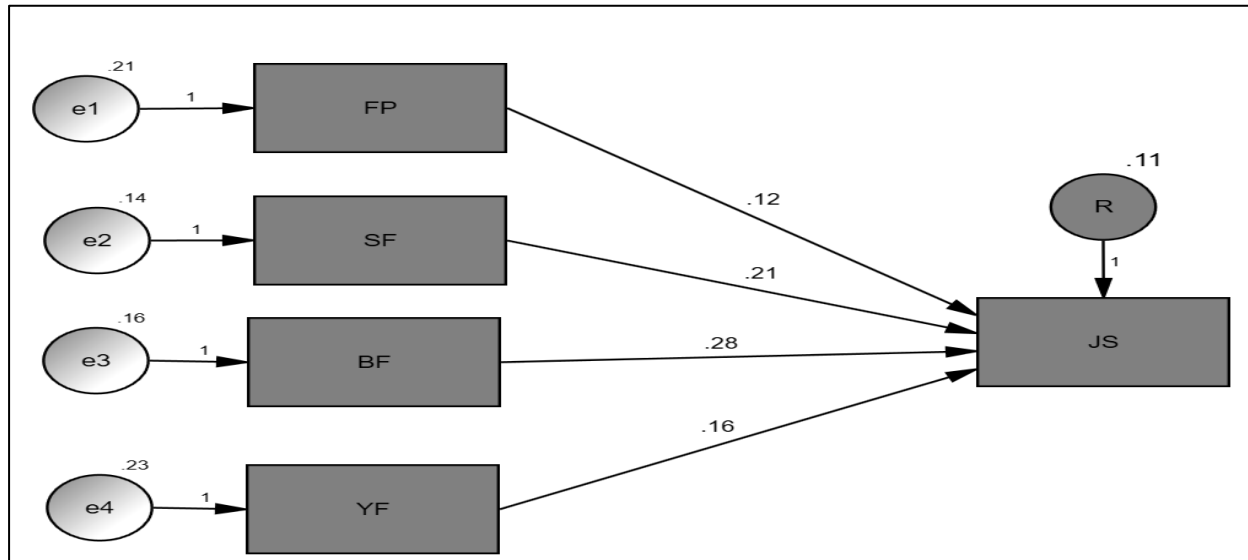


Figure (3) Testing the research sub-hypotheses

Table (3) Testing the research sub-hypotheses

decisi on	P	C.R	S. E	S.R. W	PATH		
Accept	** *	1.808	.0640	.1160	JS	←	FP
Accept	** *	2.668	.0800	.2130	JS	←	SF
Accept	** *	3.659	.0750	.2760	JS	←	BF
Accept	** *	2.553	.0620	.1580	JS	←	YF

A. First Sub-Hypothesis: This hypothesis states that there is a significant and positive relationship between the flexibility of practices and job satisfaction. After reviewing Figure (3) and Table (3), it appears that there is a positive effect of (0.116). Since the achieved value of the critical ratio (CR) is (1.808), which is less than (± 1.96) at a significance level of (0.00) and less than (0.05), this hypothesis is considered acceptable at the research level. This means that the employees of the University of Kufa possess flexibility in their administrative practices to deal with various changing environments.

B. Second Sub-Hypothesis: This hypothesis states that there is a significant and positive relationship between skill flexibility and job satisfaction. After reviewing Figure (3) and Table (3), it appears that there is a positive effect of (0.213). Since the achieved value of the critical ratio (CR) is (2.668), which is greater than (± 1.96) at a significance level of (0.00) and less than (0.05), this hypothesis is considered acceptable at the research level. This means that the employees of the University of Kufa possess flexibility in skills such as calculator typing skills, simulation skills, and others.

C. Third Sub-Hypothesis: This hypothesis stated that there is a significant and positive relationship between behavioral flexibility and job satisfaction. After reviewing Figure (3) and Table (3), it became clear that there is a positive effect of (0.158). Since the achieved value of the critical ratio (CR) is (2.553), which is greater than (± 1.96) at a significance level of (0.00) and less than (0.05), this hypothesis is considered acceptable at the research level. This means that the employees of the University of Kufa possess behavioral flexibility, as they can deal with different levels of thinking without this negatively affecting their behavior.

D. The fourth sub-hypothesis stated that there is a significant and positive relationship between psychological resilience and job satisfaction. After reviewing Figure (3) and Table (3), it became clear that there is a positive effect of (0.276). Since the achieved value of the critical ratio (CR) is (3.659), which is greater than (± 1.96) at a significance level of (0.00) and less than (0.05), this hypothesis is considered acceptable at the research level. This means that the employees of the University of Kufa possess psychological resilience, enabling them to cope with various work-related pressures

Conclusion and Recommendations

1. The results confirm that implementing flexible HR practices is a key driver of job satisfaction among university employees, indicating that employees value adaptability and change in the work environment.
2. The findings suggest that flexible work programs, such as job rotation, multiscale, and flexible working hours, effectively contribute to improving employee well-being and achieving a better work-life balance, which is directly reflected in job satisfaction.
3. Flexibility in HR, particularly skills and behavioral flexibility, provides employees with diverse opportunities to develop their expertise and skills, increasing their sense of value and empowerment, and consequently raising their organizational satisfaction and commitment.
4. Expanding the application of flexible working hours or the option of partial remote work (where the nature of the academic or administrative role allows) aims to support employee work-life balance.
5. Activating two-way communication channels between HR and employees to gather their suggestions on implementing flexible practices and ensuring that these practices are responsive to their actual needs.
6. Developing an incentive and reward system that links an employee's demonstration of flexible skills and behaviors, such as adaptability and rapid learning, with outstanding performance, thereby promoting a culture that supports flexibility.

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