



THE ROLE OF HUMAN RESOURCES FLEXIBILITY IN ACHIEVING ORGANIZATIONAL COMMITMENT

Assistant Lect. Murtaza Khachi Hayyawi

E-mail: murtadha.k@uomisan.edu.iq

<https://orcid.org/0009-0004-6395-8993>

Department Business of Administration, College of Administration and Economics, University of Misan, Amarah, 62001, Misan, Iraq.

Article history:		Abstract:
Received:	26 th June 2024	The research sought to shed light on the role of human resources flexibility in achieving organizational commitment by measuring the independent variable human resource flexibility in three dimensions (flexibility of skill, flexibility of behavior, flexibility of motivation), as well as measuring the variable organizational commitment as a dependent variable through three dimensions (emotional commitment, Continuing Commitment, Normative Commitment). A sample of the employees of the Southern Technical University of Architecture was selected, as the number of the sample was (82) employees, and the questionnaire was used to collect sample data, in addition to using a set of statistical tools and programs such as the program SPSS, EXCEL, AMOS, Cronbach alpha test and Pearson correlation coefficient to know the validity of research hypotheses. The research delegation reached a set of conclusions, the most important of which was; The research sample company is interested in selecting and attracting people with experience, skills, capabilities and capabilities, and assigning them to work according to their specializations, and this indicates the ability of human resources flexibility to affect the extent of organizational commitment of workers. as well as a set of recommendations, the most important of which are: The necessity of creating bridges of trust among employees and enhancing the spirit of belonging to the organization within them through behavior and a culture that is cultivated through understanding and knowing the requirements of employees and meeting them.
Accepted:	20 th July 2024	

Keywords: human resources flexibility, organizational commitment.

THE INTRODUCTION

Based on the challenges faced by business organizations and the development taking place in the market environment, these organizations try to achieve the highest required performance. By enhancing the reality of the organization's organizational commitment, this requires a set of factors and motivating elements. It would enhance organizational commitment among employees, as well as the ongoing technological, technical and cognitive challenges facing organizations that put these organizations in a difficult situation. It forces it to reconsider its human resource, manage it, modernize it, and train it. In order to be able to catch up with the competition and obtain a significant market share that would enhance the organization's position in the markets. It achieves its goals at all levels, whether it is to survive, grow and continue. Therefore, these organizations work to achieve organizational commitment. By investing in the flexibility of human resources, a set of existing practices, organizational behavior and internal skills, with the aim of achieving organizational commitment that rises to the level of competition.

CHAPTER ONE RESEARCH METHODOLOGY

Firstly : Research problem

The current research problem focuses on highlighting the inherent ability of the flexibility of human resources in achieving an organizational commitment to the organization, through the effect of the dimensions of the independent variable represented by human resources flexibility, which includes (skill flexibility, behavioral flexibility, and practice flexibility), on the dependent variable represented by organizational commitment, which includes (emotional commitment, continuing commitment, and normative commitment). Also, if the organization is able to create organizational commitment, the current research will reveal the extent to which the role of organizational commitment is beneficial in changing the organization's competitive reality and its ability to obtain the target market share and its positive impact on the general situation of the organization. From the above, a set of questions emerge that will be answered in the field aspect of the research:

- 1- Does the research sample organization possess the dimensions of human resource flexibility?
- 2- Does the researched organization have the desire to achieve an organizational commitment?
- 3- What is the extent of application of human resources flexibility in the research sample organization?

Secondly : Research Aims

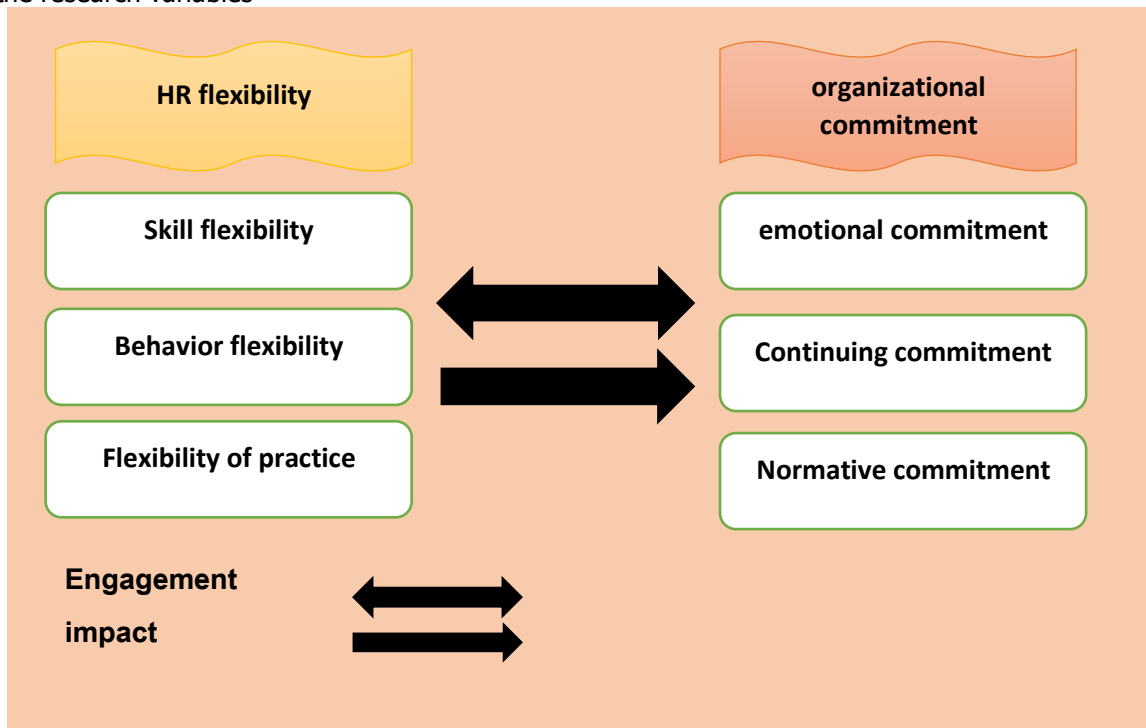
- 1- Standing on the fact that the organization owns the research sample dimensions of human resource flexibility.
- 2- Verifying the desire of the research sample organization to achieve organizational commitment.
- 3- Ensure the degree of application of human resource flexibility in the research sample organization.

Third : Research Assumes

1- The first main hypothesis There is a statistically significant correlation between a variable HR flexibility fOrganizational commitmentjin the research sample company.

2- The second main hypothesis There is a statistical and significant effect of a variable Flexibility in human resourcesOrganizational commitmentjin the research sample company.

Hypothetical outline of the research: The hypothesis chart below shows the correlation and effect relationship between the research variables



Hypothesis research plan (1Prepared by the researcher based on a group of previous studies

Chapter II

The theoretical side

Firstly: The concept of human resources flexibility

It is defined as the capability that enables an organization to respond to changes in market demands, adapt and operate successfully in a dynamic environment(Do et al, 2016: 4). The nature of their personality domains, such as what they experience, act upon and teach them, indicates the ability to develop (redevelop), organize (reshape) and stabilize HR systems in the organizational context of HR management as an environment-based environment. A complete competitive system responds and innovates, such that companies with a flexible HR system can easily adapt to changing environmental conditions (Pradhan et al, 2017: 284). Human resources flexibility is also defined as "the ability of human resources to facilitate the organization's ability to adapt effectively and in a timely manner to changing or diverse needs, whether from the environment or within the organization. In this sense, human resources flexibility constitutes a valuable ability, a unique resource that is difficult to imitate, and can generate... Sustained competitive advantages and improves performance." Organizational perspective. Others focus on distinguishing between two major sources of flexibility internal and external and thus include both employees. Internal and external approaches are most relevant to our research because of their impact on knowledge management and innovation within and outside organizations. Others focus on distinguishing between two main sources of flexibility – internal and external – and thus include both employees. Internal and external approaches are more relevant to our research because of their impact on knowledge management and innovation inside and outside organizations.(Martinez et al, 2020:5) HR adaptability also refers to "the ability of human resources management to facilitate an organization's ability to adapt effectively and in a timely manner to changing or diverse demands either from its environment or from within the same region" (Bature et al, 2022:146).

Secondly : Dimensions of human resource flexibility

HR flexibility is a dynamic capability at the organizational level, which includes employees with multiple behavioral skills and references, as well as the ability to effectively use HR practices to respond to changes in market demand and adapt to changes in the market. And Succeed in dynamic environments (Way et al, 2015: 1101). Therefore, the flexibility of human resources can be measured through three dimensions: Flexibility of skills, behavioral flexibility, and resilience Practices (Pradhan et al, 2017) (Úbeda et al, 2017) (Way et al, 2015).

1- Flexibility of skills

Skill flexibility is related to the degree to which workers possess skills necessary to perform jobs, and the ability to quickly acquire new skills, which helps them perform a variety of new jobs successfully, and helps organizations expand the range of products and services they offer and meet changing needs for customers (Way et al, 2015: 1103). They also indicated the number of possible alternative uses to which workers' skills could be applied, and the rate at which individuals with different skills could be reallocated (Esfahani et al, 2017: 199).

2- Behavior flexibility

Behavioral flexibility is defined as the ability of workers to adapt to changing circumstances, which gives them a broad behavioral script, allowing them to follow non-standard procedures to deal with changing circumstances in different environments. (Do et al, 2016: 660). Behavioral flexibility also refers to the degree to which workers are able to use different procedures in different ways when faced with new or emergency situations, rather than using rigid behaviors, and cope with adapting to new situations by applying a series of procedures to deal with recurring situations in the same order and situation, which has enhanced their response to improvising in previously unknown circumstances rather than following predetermined patterns, and their willingness to undertake a variety of new work activities (Úbeda et al, 2017: 1318). Behavioral flexibility and the ability to adapt to new situations, move away from routine behaviors, be prepared to use new behaviors, and adapt to the requirements of each situation (Pradhan et al, 2017: 292). As a result, employees need continuous training and anticipating the organization's future skill needs. Employees must have the enthusiasm to learn new approaches to existing and new tasks, so that every event that occurs within the organization is seen as a way to learn something important for the future (Úbeda et al, 2017: 1321).

3- Flexibility of practices

Modifying the HR performance appraisal system and reward system can enhance the adaptive or proactive behavior of employees etc (Way et al, 2015: 1103). Which makes flexible HR practices beneficial for organizations to develop by building professional, motivated and productive work teams. The advantage of a human resource foundation that enables an organization to integrate and reconfigure it in response to environmental change (Bamel & Stock, 2016: 1). It is defined as the degree to which the human resource management function can adapt to environmental change. Human Resources The administrative function of the organization can be the extent to which modifications and applications are made in different contexts or through the different locations of the organization or its units, and the speed with which these modifications and applications are made (Esfahani, 2017: 199). This requires changes in the HR practices followed by the organization's standard. And this continually increases workers' knowledge and skills to proactively respond to the dynamics of the environment, which also empowers workers and increases their ability to proactively transcend their roles or adapt to new roles (Tuan, 2016: 2). Flexibility of human resource management practices expresses the degree of system change, development, rejection and retention, and strives to motivate employees from different environmental backgrounds and different units within the organization, creating an environment in which employees can fully work. They are qualified to do more enthusiastic work. In changing circumstances, this enables them to work in stress-free conditions, thus increasing their efficiency, commitment, and satisfaction: (Pradhan et al. 2017 : 292).

Third: The concept of organizational commitment

It is the relationship between the employee and the organization, which falls under the control of the psychological state and the decisions he takes related to his membership in it, as well as his continuation of work in it (Azeem, 2010: 295). It is the employee's attachment to the organization and his involvement in it in a way that achieves compatibility between the values and beliefs of each of them (Ismail, 2012: 24). It is the level of the psychological state that establishes the bond between the individual and the organization (Matin, et. al., 2010, 389). It is the commitment of the individual that stems from among his feelings in the organization and his desire to define his identity in it and his interaction with others in it (Nagar, 2012: 47). It is the desire of the individual to define his membership in the organization and the extent to which his goals correspond to those of (Stephen & Timothy, 2015: 102). It is the extent of the individual's attraction to the organization in which he works. In it and thus achieving its goals and objectives (Anttila, 2015: 4-5). It is also the employee's dedication to performing the tasks entrusted to him and the transformation of his work concept into an incentive so that his behavior is directed towards achieving his goals and the goals of the organization (Hafiz AZ, 2017: 2). It is also a positive bond with which individuals are associated with their organization and which cultivate the positive self at work (Kırkıç & Balcı, 2021: 209).

Fourthly: Dimensions of organizational commitment

The dimensions of organizational commitment were adopted according to the opinions of a group of researchers, as follows (Wahyudi et al, 2022: 139), (Fosuaa & Junior, 2021: 19), and (Odoh, 2021: 26).

1- Emotional commitment

Is the positive interaction between individuals and the organization in which they work out of the desire to work in this organization and it depicts the true character of commitment, as their values are similar (Ismail, 2012: 27). It is also represented by the psychological factor of individuals and the extent of pride they feel in seeing their organization

achieve the desired success (Nagar, 2012: 47). There is also a set of factors represented by (job satisfaction, period of time at work, marital status, age) which directly affect emotional commitment (Jena, 2015:60) (Khan & Jan, 2015:18). It is also the emotional connection between employees and the organization in which they work, as well as their willingness to make efforts in order to achieve its goals, that is, adapting and agreeing on the values and goals of both parties and staying in and continuing in the organization (Ahmed, 2021:36).

2- Commitment continuous

It is expressed as “controlling the individual’s degree of commitment to the organization in which he works, that is, the investment value that he can achieve if he continues to work with the organization versus what he will lose if he decides to join other entities” (2007:5,Mcmahon). So is “awareness of the costs associated with leaving the organization” (Jena, 2015:60). From another point of view, it is the extent of the benefit from the individual’s stay in the organization, which is obtained from his individual skills and potential on the one hand, and the extent of the costs incurred when the individual leaves the organization and the loss of such existing competencies (Chiu & Chen, 2014: 7). It is the decision taken by the individual to stay in the organization instead of leaving it on the grounds that leaving the organization will lose the individual by obtaining a similar job (Jena, 2015:61)

3- Normative commitment

It is the extent of the individual’s desire to continue working in the same organization, and this is motivated by his opinion that continuing to work in it is better than leaving it (Chiu&chen,2014:7). Thus, the organization has the ability to create normative commitment among individuals through methods including motivating them with advance wages or bearing the costs of study or training fees... etc. (Khan & Jan 2015:18). It is the feeling of individuals wanting to stay in the organization stemming from the real commitment of management to support them (Curtis & Taylor, 2018: 214). It is the extent of the benefit estimated by the individual and obtained if he continues to work in the organization (Zhou et al. 2014: 218).

**Chapter III
practical side**

Firstly : Describe the coding variables and dimensions of the search

In this paragraph, the variables and dimensions of the research are coded in order to facilitate analysis and reading of the statistics that are conducted to reach the required results, as they have been coded according to the first letters of their scientific terms, and according to the following table:

Table (1) shows the statistical symbols for the variables and dimensions of the research

variants the boss	Dimensions sub	The Code Statistician	Number of paragraphs
HR flexibility HR F	Skill flexibility	SF	6
	Behavior flexibility	BF	10
	Flexibility of practices	PF	5
Organizational commitment O.C	emotional commitment	EC	5
	Continuing commitment	CC	4
	Normative commitment	NC	5

Secondly : the normal distribution of the data

Table (2) and Figures (2) and (3) show the data that indicate the statistical value of the research variables and whether they are normally distributed or not, as their statistical values reached (.200*) for the independent variable represented by human resources flexibility, and the value of the independent variable represented by organizational commitment was (.200*), and this indicates that they are non-significant values, as they exceeded the standard values of (5%), which is an indication that the data is subject to a normal distribution based on the answers of the members of the target sample.

Table (2) to test the normal distribution of the research variables

Tests of normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
HRF	.063	82	.200*	.984	82	.413
O.C	.074	82	.200*	.987	82	.581

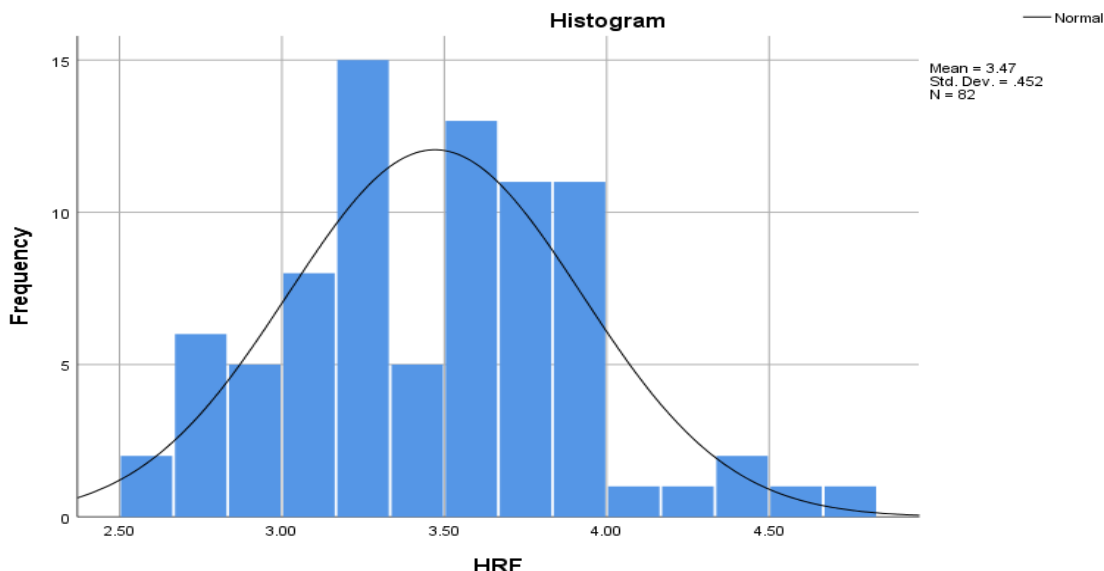


Figure (2) the curve of the normal distribution of the human resource flexibility variable

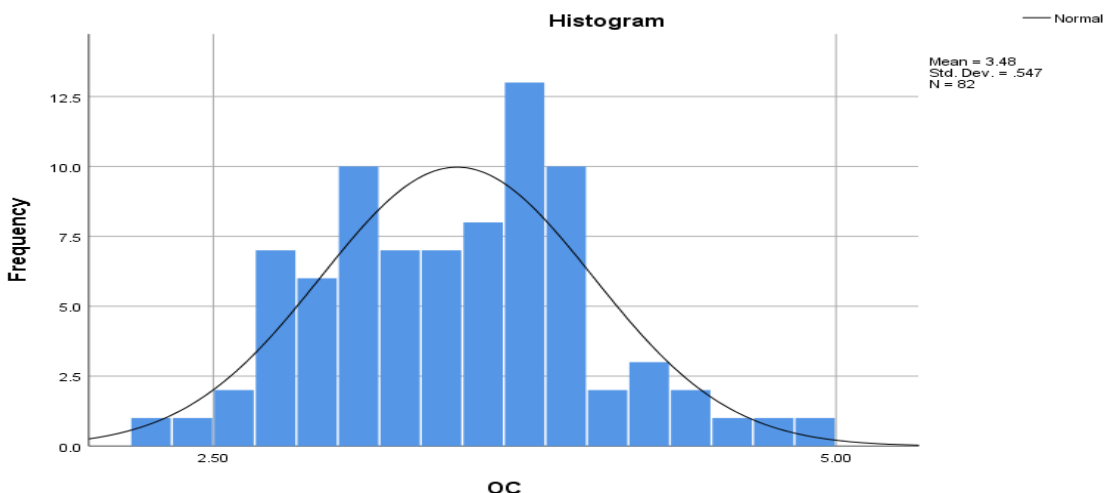


Figure (3) the curve of the normal distribution of the organizational commitment variable

THIRD: TEST THE RELIABILITY OF THE RESEARCH SCALE

The Cronbach Alpha test, which has a standard of (70%), was adopted to be an indication of the stability of the research scale, as it is considered one of the most indicative tests of the accuracy, credibility and stability of the research scale and the possibility of generalizing the research results according to the agreement of most researchers. We note from Table (3) that the Cronbach alpha test showed the results of the research variables, as their values reached (9230.) And (8770.) respectively, which is greater than the approved value (70%), which is also an indication of the accuracy and realism of the data.

Table (3) Cronbach alpha test

T	Search variables	Cronbach alpha value
1	HR flexibility	9230.
2	organizational commitment	8770.

FOURTHLY : STRUCTURAL VALIDITY TEST: CONFIRMATORY FACTOR ANALYSIS

Confirmatory factor analysis was used with the aim of verifying the structural validity of the research variables, as it is one of the most important types of analyzes adopted in structural equation modeling, which shows the extent of compatibility of the data obtained from the research community and the structural validity of the research variables. Two basic standards will be relied upon in order to confirm the assumed structural model. Based on the results of confirmatory factor analysis, they are as follows:

1. Standard estimates: These mean the paths of correlation values between latent variables and unobserved variables. These values are taken into account when they exceed (40%) in order for them to be accepted and effective.
2. Pointers Model suitability : sets the table (4) most important pointers the Structural model used in confirmatory factor analysis.

Table (4) The values of the model conformity indicators

Match quality rule	Indicators	T
CMIN/DF < 5	The ratio between Valuable x2 and degrees of freedom df	1
CFI > 0.90	Comparative conformity index (CFI) Comparative Fit Index	2
IFI > 0.90	Increased conformity index (IFI) The Incremental Fit Index	3
TLI > 0.90	Tucker and Lewis index (TLI) The Tucker-Lewis Index	4
RMSEA < 0.08	An approximate root mean square error index (RMSEA) Root Mean Square Error of Approximation	5

Source: Afthanorhan, WA (2013) "A Comparison Of Partial Least Square Structural Equation Modeling (PLS-SEM) And Covariance Based Structural Equation Modeling (CB-SEM) For Confirmatory Factor Analysis" *International Journal Of Engineering Science And Innovative Technology (IJESIT) Vol 2, Iss 5, p. 199*

1- Confirmative Factor Analysis Of The Human Resource Flexibility Variable

Through what is shown in Figure (4) and Table (5), the independent variable, which is the flexibility of human resources, was measured with (23) paragraphs distributed on (3) dimensions sub-It is skill flexibility (6) items, behavior flexibility (10) items, motivation flexibility (7) items, and At mCoupler regression weight values brightest Oh my God we find that All of them may transcend T Ratio (0.40) These are significant ratios. Also, all critical ratios were greater than the value of (2.56). This indicates that the value of the standard regression weights is significant at a ratio of (0.01). On the other hand, the model suitability indicators are within the limits of acceptance and conformity, and their values are clear in Table (5). From this standpoint, the structural model has gained a high level of suitability. Based on the above, it has been confirmed that the independent variable, human resources flexibility, is measured by (23). dimensions.

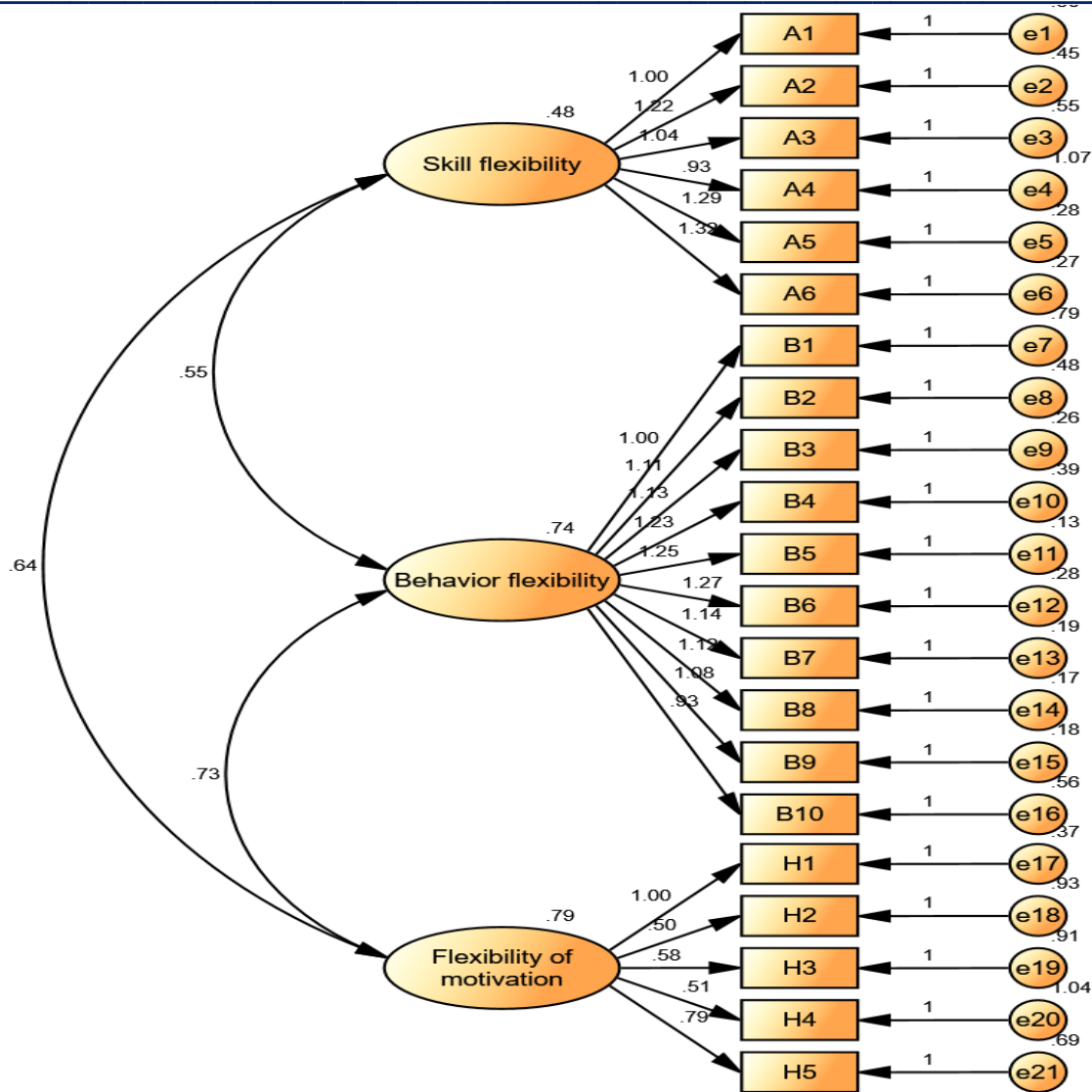


Figure (4) Confirmatory factor analysis of the independent variable human resources flexibility
Table (5) Paths and parameters of the confirmatory construct validity of the human resources flexibility variable

			Estimate	S.E.	C.R.	P
A1	<---	F1	1.000			
A2	<---	F1	1.221	.179	6.804	***
A3	<---	F1	1.038	.171	6.083	***
A4	<---	F1	.927	.200	4.625	***
A5	<---	F1	1.285	.172	7.472	***
A6	<---	F1	1.316	.174	7.544	***
B1	<---	F2	1.000			
B2	<---	F2	1.112	.158	7.049	***
B3	<---	F2	1.130	.147	7.667	***
B4	<---	F2	1.225	.164	7.469	***
B5	<---	F2	1.254	.153	8.188	***
B6	<---	F2	1.271	.164	7.775	***
B7	<---	F2	1.139	.145	7.880	***
B8	<---	F2	1.116	.141	7.926	***
B9	<---	F2	1.080	.138	7.845	***
B10	<---	F2	.930	.146	6.369	***
H1	<---	F3	1.000			
H2	<---	F3	.498	.125	3.978	***
H3	<---	F3	.580	.126	4.607	***

H4	<---	F3	.514	.132	3.885	***
H5	<---	F3	.794	.119	6.669	***

2- Affirmative factor analysis of the organizational commitment variable

As shown in Figure (4) and Table (5), the dependent variable, which is organizational commitment, was measured with (14) paragraphs Distributed on (3) dimensions sub-It is emotional commitment (5) paragraphs, continuance commitment (4) paragraphs, and normative commitment (5) paragraphs, and At m Coupler regression weight values brightest Oh my God we find that All of them may transcend T Ratio (0.40)These are significant ratios. Also, all critical ratios were greater than the value of (2.56). This indicates that the value of the standard regression weights is significant at a ratio of (0.01). On the other hand, the model suitability indicators are within the limits of acceptance and conformity, and their values are clear in Table (5). From this standpoint, the structural model has gained a high level of suitability. Based on the above, it has been confirmed that the independent variable, human resources flexibility, is measured by (17). after .

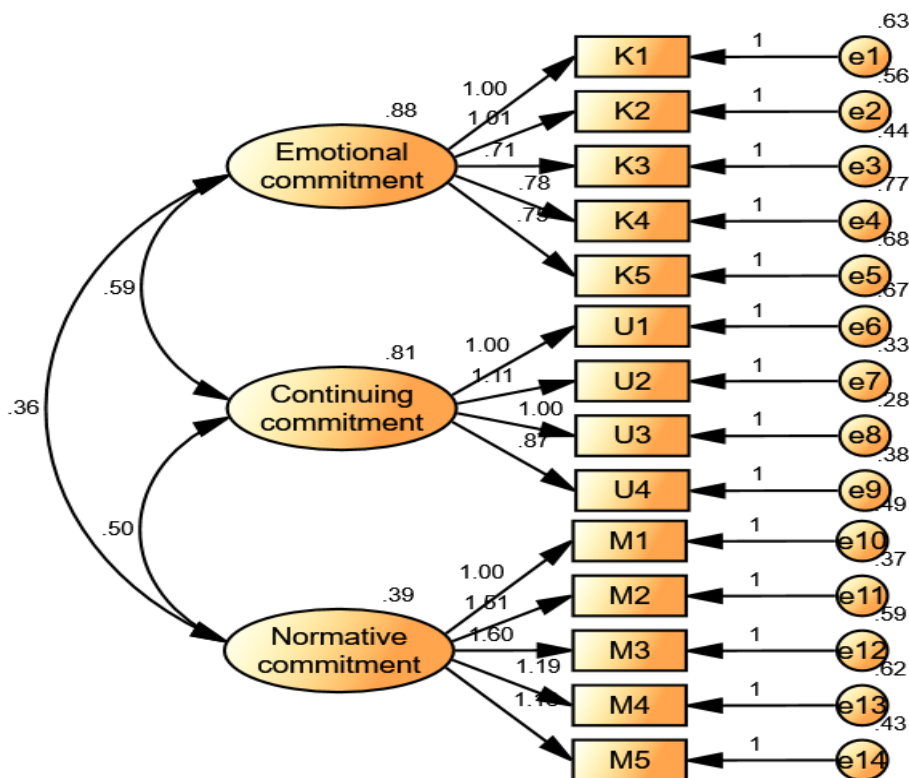


Figure (5) confirmatory factor analysis of the dependent variable organizational commitment

Table (6) paths and parameters of the constructive assertiveness of the organizational commitment variable

			Estimate	S.E.	C.R.	P
K1	<---	F1	1.000			
K2	<---	F1	1.015	.149	6.832	***
K3	<---	F1	.709	.116	6.134	***
K4	<---	F1	.784	.141	5.541	***
K5	<---	F1	.753	.134	5.632	***
U1	<---	F2	1.000			
U2	<---	F2	1.109	.141	7.879	***
U3	<---	F2	.999	.128	7.819	***
U4	<---	F2	.869	.122	7.092	***
M1	<---	F3	1.000			
M2	<---	F3	1.506	.231	6.524	***
M3	<---	F3	1.599	.256	6.239	***
M4	<---	F3	1.191	.216	5.525	***
M5	<---	F3	1.176	.198	5.933	***

Fifth :Correlation between research variables

In this section, the Pearson correlation coefficient was used Pearson to determine the strength of the relationship between the research variables represented by human resources flexibility and organizational commitment. The relationship index rate reached (.714**). This indicates the validity of the first hypothesis of the research hypotheses, which states: "ToFind a statistically significant correlation between a variableHR flexibility fororganizational commitmentin the research sample company.

Table (7) The correlation between the research variables

variable	the independent	HR flexibility
dependent variable		
organizational commitment		.714**

*:P≤0.05
N=82

Sixthly : The influence relationship of research variables

The figure shows (6) the effect amount for a variableHR flexibilityas an independent variable inorganizational commitmentAs a dependent variable at the level of the research sample answers, as it was found that there is a significant effectFor the flexibility of human resourcesinorganizational commitment ,It turns out that the standard effect ratio was (0.86) This indicates that HR flexibility affects a variable organizational commitment by (86%)at the work level of aFor a companyThe research sample . and this isexplainsthatthechangeby how muchone deflection unitHR flexibilityinCompanyThe research sample will lead to a change inorganizational commitmentby (86%). This value is significant because the critical ratio (CR.) and according to the table (8) has reached (9,169) is of high spirits. As shown in the figure (6) that the amount of interpretation represented by the coefficient of determination (²R) has reached (0.14) are the changes brought about by the independent variableHR flexibilityin the dependent variableorganizational commitmentAccording to the sample answers on the levelCompanyresearch sample, while the complementary percentage (86%), which indicates the presence of other factors contributing to changes in Quality of work lifeIt was not included in the current study.

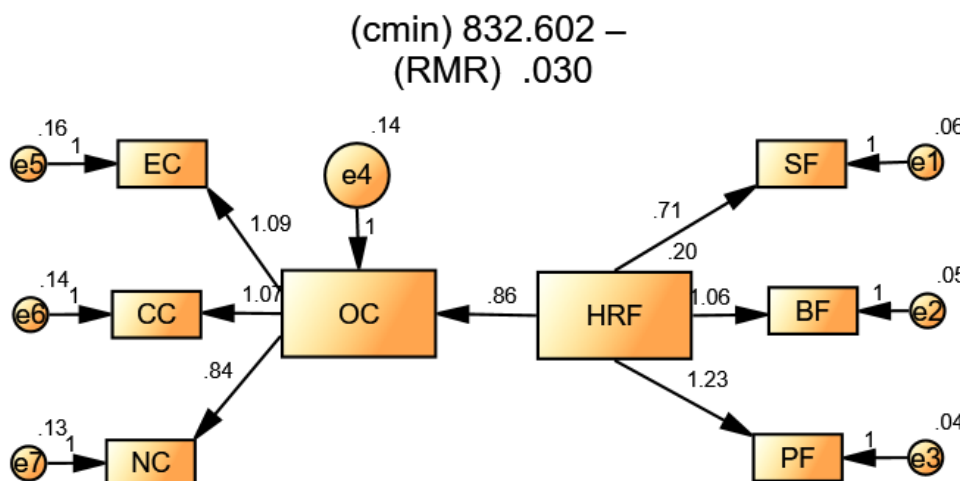


Figure (6) The impact of human resource flexibility on organizational commitment

Table (8) pathways and parameters of the impact of human resource flexibility on organizational commitment

			Estimate	SE	CR	P
O.C	<---	HRF	.863	.094	9,169	***
SF	<---	HRF	.706	.063	11.213	***
BF	<---	HRF	1,064	.055	19,196	***

PF	<---	HRF	1,230	.051	23.968	***
EC	<---	O.C	1.095	.082	13.409	***
CC	<---	O.C	1.070	.075	14.212	***
NC	<---	O.C	.835	.074	11.346	***

CONCLUSIONS

1. The research sample company is interested in selecting and attracting those with experience, skills, abilities, and capabilities and assigning them work according to their specializations. This indicates the ability of human resources flexibility to influence the extent of employees’ organizational commitment.
2. The researched company is working to attract specific skills that will increase its production reality, as well as developing these skills in a way that is compatible with work requirements.
3. The research sample company is trying to create a shared work behavior and culture among employees to enable them to perform their tasks as required, as well as their ability to deal with emergency situations and variables facing the work.
4. The research sample company is interested in identifying the practices required to enable employees to respond in proactive ways that achieve adaptation to the extent of the changes the company faces and new methods imposed on its environment.

RECOMMENDATIONS

- 1- The necessity of creating bridges of trust among employees and enhancing the spirit of belonging to the organization within them through behavior and culture that is implanted through understanding and knowing the employees’ requirements and meeting them.
- 2- Activating the interactive role between the organization and workers and the necessity of rewarding them when achieving any level of planned success.
- 3- It is necessary to know the needs and requirements of workers and meet them in order to invest their efforts in a way that achieves the best investment value from their presence at work.
- 4- necessityCreating normative commitment among individuals through methods including motivating them with advance wages or bearing the costs of study or training fees...etc

REFERENCES

1. AZ, Hafiz, 2017, Relationship between Organizational Commitment and Employee's Performance Evidence from Banking Sector of Lahore. *Arabian Journal of Business and Management Review*, 7(2), 1-7.
2. Kırkıç, KA, & Balcı, TD (2021). Organizational Commitment Levels of Preschool Teachers And Administrators' Leadership Styles. *Problems of Education in the 21st Century*, 79(2), 207.
3. Antila, E. (2015). Components of organizational commitment – A case study consisting of managers from a Finnish industrial company (Master's thesis).
4. Matin, Hassan Zarei, et al. al., (2010), Relationship Between Interpersonal Communication Skills and Organizational Commitment (Case Study: Jahad Keshavarzi and University of Qom, Iran), *Journal of Social Sciences*, Vol. (13), No. (3).
5. Stephen P. Robbins & Timothy A. Judge (2015). *Organizational behavior*, 16th ed., Pearson
6. Azeem, Syed Mohammad (2010), "Job Satisfaction and Organizational Commitment Among Employees in the Sultanate of Oman," *Journal of Science Research*, Vol. 8, N. 2.
7. ISMAIL, NORIZAN (2012), "ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AMONG STAFF OF HIGHER LEARNING EDUCATION INSTITUTIONS IN KELANTAN MASTER", thesis in HUMAN RESOURCE MANAGEMENT, UNIVERSITI UTARA MALAYSIA
8. Nagar, Komal, (2012), "Organizational Commitment and Job Satisfaction among Teachers During Times of Burnout", *Journal of Vikalpa*, vol.37, no.2.
9. Khan, Abdul Sattar & Jan, Farooq, (2015), "The Study of Organization Commitment and Job Satisfaction among Hospital Nurses. A Survey of District Hospitals of Dera Ismail Khan", *Global Journal of Management and Business Research: Administration and Management*, vol. .15, issue .1.
10. Jena,rk (2015), "An ASSESSMENT OF DEMOGRAPHIC FACTORS AFFECTING ORGANIZATIONAL COMMITMENT AMONG SHIFT WORKERS IN INDIA", *Journal of Management*, Vol. 20, no. 1 .
11. McMahon, Brian (2007), "ORGANIZATIONAL COMMITMENT, RELATIONSHIP COMMITMENT AND THEIR ASSOCIATION WITH ATTACHMENT STYLE AND LOCUS OF CONTROL", master thesis, The Academic Faculty, Georgia Institute of Technology.
12. Chiu, ChiaNan & Chen, HueiHuang (2014), "The study of knowledge management capability and organizational effectiveness in Taiwanese public utility: the mediator role of organizational commitment", *journal of Springer open*, vol.5.

13. Odoh, M. E. (2021). The influence of demographic variables on job satisfaction and organizational commitment in Nigerian public universities. Doctoral dissertation, Cardiff Metropolitan University.
14. Fosuaa, AM, & Junior, AIA (2021). The Effect of Transformational Leadership Style on Employee Commitment: The Moderating Role of Leader'S Emotional Intelligence, *Social Values & Society (SVS)*, 3(1), 15-28.
15. Wahyudi, M., Budiyanto, B., Suwitho, S., & Fitrio, T. (2022). The role of organizational commitment in mediating the influence of work environment and spiritual motivation on employee performance. *Management Science Letters*, 12(3), 137-144.
16. Ahmed, M.A., 2021, Organizational Climate and Employee Commitment in Nigerian Deposit Money Banks, *International Journal of Management and Social Sciences*, Vol. 2, No. 1, p. 33-44.
17. Curtis, MB, & Taylor, EZ, 2018, Developmental mentoring, affective organizational commitment, and knowledge sharing in public accounting firms, *Journal of Knowledge Management*, Vol. 22 Issue: 1, pp.142-161, <https://doi.org/10.1108/JKM-03-2017-0097>.
18. Zhou, J., Plaisent, M., Zheng, L., & Bernard, P. (2014). Psychological contract, organizational commitment and work satisfaction: a survey of researchers in Chinese state-owned engineering research institutions. *Open Journal of Social Sciences*, 2(09), 217
19. Bamel, Umesh K. and Stoke, Peter. 2016. Flexible HR Practice. *Global Journal of Flexible Systems Management*, 17 (1): 1-3; doi: 10.1007/s40171-016-0125-5.
20. Bature, SA, Bello, GB, Jauro, AM, & Kassim, SI (2022). Mediating Role of Intrinsic Motivation on the Relationship between Human Resource Flexibility and Organizational Citizenship Behavior: A Conceptual Framework. *International Journal of Intellectual Discourse*, 5(1), 142-154
21. Do, Ben-Roy., Yeh, Pi-Wen., Madsen, J. (2016). Exploring the relationship between human resource flexibility, organizational innovation and adaptability culture, *Chinese Management Studies*, 10(4), 1-26.
22. Esfahani, Saeed, Rezaii, Hamid, Koochmeshki, Niloofar and Parsa, Saeed. 2017. Sustainable and Flexible Human Resource Management for Innovative Organizations. *AD-minister Journal*, 1 (30): 195-215; doi.org/10.17230/ad-minister.30.10.
23. Martinez-Sanchez, A., Vicente-Oliva, S., & Pérez-Pérez, M. (2020). The strategy of human resource flexibility versus absorptive capacity of knowledge: an integrative framework in industrial firms. *European Journal of Innovation Management*
24. Pradhan, RK, Gita Kumari, I. & Kumar, U. (2017). Human resource flexibility and organizational effectiveness: mediating role of organizational citizenship behaviour, *Int. J. Human Resources Development and Management*, 17(3/4), 282–300.
25. Tuan, L. 2016. How HR Flexibility Contributes to Customer Value Co-creation Behavior. *Marketing Intelligence and Planning*, *International Journal of Contemporary Hospitality Management*, 34 (5): 646-670; doi: org/10.1108/MIP-09-2015-0186.
26. Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2017). Human resource flexibility and performance in the hotel industry: The role of organizational ambidexterity. *Personnel Review*
27. Way, SA, Tracey, JB, Fay, CH, Wright, PM, Snell, SA, Chang, S., & Gong, Y. (2015). Validation of a multidimensional HR flexibility measure. *Journal of Management*, 41(4), 1098-1131