

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECT OF HUMAN RESOURCE FLEXIBILITY ON JOB
SATISFACTION AND THEIR EFFECT ON EMPLOYEE PERFORMANCE
A CASE STUDY IN IRAQ**

MASTER'S THESIS

Khitam Yousif Olewi AL-SAEEDI

Business Administration Department

Business Administration Master in English Program

JULY 2022

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Thesis Advisor: Assist. Prof. Dr. Ahmet ERKASAP

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T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

I, Khitam Yousif Oleiwi Al-Saeedi as a result of this declare that this thesis title (The Effect of Human Resource Flexibility on Job Satisfaction and Their Effect on Employee Performance A Case Study in Iraq) is original work i did for the award of the masters degree in the faculty of business management . I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (...../...../2022)

Khitam Yousif Oleiwi AL-SAEEDI



DEDICATION

To the master of creation, the greatest messenger Muhammad (peace be upon him) and to my parents, who worked hard for me, and all those who helped me in my academic career including family and friends, I dedicate this work.



PREFACE

I would thank my supervisor Dr. Ahmet Erkasap for all support and guidance Throughout my research work. Thanks also to all of the staff in Istanbul GEDIK University and I wish them good luck.

July 2022

Khitam AL-SAEEDI



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**THE EFFECT OF HUMAN RESOURCE FLEXIBILITY ON JOB
SATISFACTION AND THEIR EFFECT ON EMPLOYEE PERFORMANCE
A CASE STUDY IN IRAQ**

ABSTRACT

Purpose: The primary objective of this research is to examine the effect of human resource flexibility on job satisfaction and employee performance in the Iraqi city of Wasit's municipal directorate. The study's particular goal is to examine the connections between HR flexibility and employee performance, as well as between HR flexibility and job satisfaction and the connection between job satisfaction and employee performance.

Methodology: The research collected data from 210 respondents from the municipalities directorate of Wasit city in Iraq using a random sample and a quantitative technique. To achieve the goal, the research employed descriptive, correlation, and regression analysis.

Findings: According to the research result HR flexibility has positive and significantly effect on employee performance. This implies HR flexibility can lead to better employee performance by enabling teams to perform better and meet higher quality standards in the workplace. It is crucial for the HR department to drive employee-centric activities and encourage teams by strategically driving different functions.

The study result indicate that HR flexibility has a favorable influence on job satisfaction. This means the flexible working hours raise employee performance and increase the profitability of businesses and employers that allow workers to work a flexible schedule see an increase in productivity, a decrease in absenteeism and organizational overtime expenses, and an increase in employee happiness. Employees' well-being and loyalty to the company may both benefit from flexible working arrangements. Employers and workers alike can be able to customize their working circumstances by allowing them certain leeway in the workplace.

According to the research findings, there is a positive relationship between job satisfaction and employee performance. This suggests that the effort of an employee is a crucial aspect in determining an individual's performance, to achieve better results on the workplace, an individual must be happy with his or her work and have a positive attitude about it. After it, the company's overall performance improves and employee will be more likely to stay on the job. This decreases employee absenteeism, and it also helps to reduce turnover.

Keywords: *Human Resource Flexibility, Employee performance, Job satisfaction*

İNSAN KAYNAKLARI ESNEKLİĞİNİN İŞ MEMNUNİYETİ VE ÇALIŞAN PERFORMANSINA ETKİSİ İRAK'TA BİR ÖRNEĞİN İNCELENMESİ

ÖZET

Amaç: Bu araştırmanın temel amacı, Irak'ın Wasit şehri belediye müdürlüğünde insan kaynakları esnekliğinin iş tatmini ve çalışan performansı üzerindeki etkisini incelemektir. Çalışmanın özel amacı, İK esnekliği ile çalışan performansı arasındaki, İK esnekliği ile iş tatmini arasındaki ve iş tatmini ile çalışan performansı arasındaki bağlantıyı incelemektir.

Metodoloji: Araştırma, Irak'taki Wasit şehrinin belediye müdürlüğünden 210 katılımcıdan rastgele bir örneklem ve nicel bir teknik kullanarak veri topladı. Amaca ulaşmak için araştırma, tanımlayıcı, korelasyon ve regresyon analizini kullandı.

Bulgular: Araştırma sonucuna göre İK esnekliği çalışan performansı üzerinde pozitif ve anlamlı bir etkiye sahiptir. Bu, İK esnekliğinin, ekiplerin işyerinde daha iyi performans göstermesini ve daha yüksek kalite standartlarını karşılamasını sağlayarak daha iyi çalışan performansına yol açabileceği anlamına gelir. İK departmanının çalışan odaklı faaliyetleri yürütmesi ve stratejik olarak farklı işlevleri yürüterek ekipleri teşvik etmesi çok önemlidir.

Çalışma sonucu, İK esnekliğinin iş tatmini üzerinde olumlu bir etkisi olduğunu göstermektedir. Bu, esnek çalışma saatlerinin çalışan performansını artırdığı ve çalışanların esnek bir programda çalışmasına izin veren işletmelerin ve işverenlerin karlılığını artırdığı anlamına gelir; verimlilikte artış, devamsızlıkta ve organizasyonel fazla mesai harcamalarında azalma ve çalışan mutluluğunda artış görülür. Hem çalışanların refahı hem de şirkete olan bağlılığı esnek çalışma düzenlemelerinden yararlanabilir. Hem işverenler hem de işçiler, işyerinde kendilerine belirli bir serbestlik sağlayarak çalışma koşullarını özelleştirebilirler.

Araştırma bulgularına göre iş tatmini ile çalışan performansı arasında pozitif bir ilişki vardır. Bu durum, bireyin performansının belirlenmesinde çalışanın çabasının çok önemli olduğunu, işyerinde daha iyi sonuçlar elde etmek için bireyin yaptığı işten mutlu olması ve ona karşı olumlu bir tutum içinde olması gerektiğini göstermektedir. Bundan sonra, şirketin genel performansı iyileşir ve çalışanın işte kalma olasılığı daha yüksek olur. Bu, çalışan devamsızlığını azaltır ve ayrıca ciroyu azaltmaya yardımcı olur.

Anahtar Kelimeler: *İnsan Kaynakları Esnekliği, Çalışan performansı, İş tatmini*

1. INTRODUCTION

Companies now need to make their management systems more adaptive due to social and economic transformations over the past three decades. Since the environment was stable and the competition was passive in the past, firms could use non-dynamic techniques. As a result of the rapid development of management and process domains in the last few years, clients have become more demanding technological advancements (Suarez, 2013), globalization, internationalization, etc. In order to succeed in this climate, organizations must make additional adjustments to their organizational structure, production, and human resources. Many people believe that in order to compete in the quickly evolving and brutally competitive global marketplace of today, organizations and the workforce must also be flexible. (Peiró et al, 2002)

According to Peiró et al., the ability of a corporation to respond to market changes or changes in its ability to adapt through the use of personnel indicates that it has human resource flexibility (2002). Some authors define "human resources flexibility" as the flexibility for employers to hire people whenever and for however long they want without having to pay fees or take into account any particular circumstances, making it easier for the company to modify its workforce in response to shifting needs (quantitative dimension). Others interpret it as implying that workers can react to evolving skill requirements by getting training throughout their careers (qualitative dimension) (Michie and Sheehan-Quinn, 2001).

A sample from Municipality Directorate Wasit will be used to conduct a statistical analysis on the link between job satisfaction and the flexibility of human resources with flexibility, for this reason. Flexibility in terms of time and flexibility (as well as in terms of contracts) will be the flexibility of our investigation.

The wide range of hours that existing employees work throughout a given week is referred to as internal quantitative flexibility. (Part-time contracts, for instance)

The term "numerical flexibility" (also known as "contractual flexibility") refers to the ability to change the number of employees employed (e.g. temporary contracts)

We have found some publications that study this correlation indirectly through other characteristics including employee devotion, employee capabilities, and employment instability. Human resource flexibility and job satisfaction have been the subject of numerous studies. All of these studies contain a variety of writers' points of view. While some people have an optimistic and favorable perspective of organizational flexibility, Others worry about the impact it will have on job markets, company performance, and job satisfaction. As described by Sheing in 1978, the psychological contract is "a system of unwritten reciprocal expectations between an individual employee and the business." Guest (2004) also included the "contract of choice," which is linked to greater job stability and safety. According to some (Brewster et al., 1997), flexible Guest (2004), who also investigated how flexible contracts affect workers, added two more variables to his analysis.

We place a great deal of emphasis on employee satisfaction due to the fact that it influences their performance, productivity, and consequently, the results of businesses. Employee loyalty to the organization will suffer if they are not satisfied with their jobs. According to Williams and Hazer (1986), It has been demonstrated that involvement, authority, teamwork, professionalism, and performance are all positively connected with job satisfaction, and other factors, and is a precursor to organizational commitment. In order to find out which types of quantitatively adaptable human resources strategies are helpful in achieving employee satisfaction and which ones are not, this research is essential since it will have an effect on the organization.

A component of organizational flexibility is the flexibility of human resources. Consequently, it is an organization's ability to respond effectively and in a timely manner to competitive and dynamic settings, situations, or experiences relevant to the management of its staff (Dreyer and Gronhaug, 2004).

Managing and enhancing the effectiveness of a company's human resources is known as human resource flexibility. Changes in demand and the structure of the labor force need an organization to be able to adapt its use of the labor factor (in terms of volume, qualification, and timing) (Blyton and Morris, 1992).

The human resources industry has a variety of flexible rules and procedures in place that help human resource personnel be more flexible (Kalleberg, 2001). They could be considered as work-life benefits because of this (also known as family-friendly policies) (also termed family friendly policies) (also called family friendly policies). The flexibility to manage employee behavior at the individual, group, and organizational levels provides a basis for outstanding business performance in a changing environment. (Raisch and Birkinshaw, 2008). Employees are aware of their employer's concern for them and their needs thanks to these policies and procedures (Lewis, 2003). A positive opinion of the organization is enhanced by this feeling of support, which encourages innovation, involvement, and a sense of obligation to put in extra effort in exchange for such benefits, according to theories like the Theory of Perceived Organizational Support and the Social Exchange Theory (Lambert, 2000). Because it benefits both individuals and the business, human resources flexibility can be considered as a tool for maintaining the work-family balance. According to recent research by McNall et al. (2010), employee performance may benefit from perceptions of job satisfaction enrichment combined with organizational flexibility (such as human resource flexibility).

Working in organizations and studying them both have a keen interest in the topic of job satisfaction. Many aspects of a job's culture have been linked to employee satisfaction, including motivation, performance, leadership, attitude, conflict, and morale, to name just a few. Numerous components of job satisfaction have been identified, evaluated for relative importance, and their effects on productivity have been investigated by researchers. Job satisfaction is defined by Spector (1997) in terms of how people feel about their work and other job-related factors. Ellickson and Logsdon (2002), who define job satisfaction as the degree to which people like their employment, reaffirm this point of view. Schermerhorn (1993) defined job satisfaction as the affective or emotional reaction a person has to several facets of their career. Job satisfaction is described as "the emotion that a worker feels about his or her job or a general attitude toward work or a job" by C.R. Reilly (1991), and it is influenced by a person's perception of that job. J.P. Wanous and E.E. Lawler (1972) defined job satisfaction as a sense of satisfaction with one's whole job life. There are five levels of human desires, according to Abraham Maslow's hierarchy of needs, which he put forth in 1954: physiological, safety, belonging/love, esteem, and,

eventually, self-actualization. Some academics have researched job satisfaction from the perspective of need fulfillment using Maslow's theory as a foundation.

Employee performance is characterized as answers in the form of behaviors that reflect what the individual has learnt or the type of training they have gotten; it also includes the consequence of the employee's mental and psychological talents (Faiza and Nazir, 2015). Employee performance is gaining prominence among management science academics since it is crucial to both the individual and the organization. The effectiveness and efficiency of an organization's procedures are directly correlated to the performance of its employees (Abualoush et al., 2018). Employee contribution to the organization is established by how well they fulfill their jobs and activities, which is measured by employee performance. The level of productivity, the regularity of attendance, and the staff's friendliness are all relevant variables (Abualoush et al., 2018). Employee performance also indicates an individual's financial or non-financial repercussions that are intimately tied to the efficacy and profitability of the firm (Anitha, 2014). There are numerous methods for calculating performance (Faiza and Nazir, 2015). Deeds and omissions are both included in a worker's performance evaluation. In contrast to the preset and specified level of labor, objectives, or standards, it refers to the total production or success of a worker within certain duty hours (Abualoush et al., 2018; Pawirosumarto et al., 2017). Performance is the outcome of a worker's capacity multiplied by their commitment and effort. As a result, the absence of one factor will cause performance to worsen. (Pawirosumaro et al., 2017).

1.1 Study Background

Human resource flexibility is defined as an organizational capability and competency derived from individual skills and behaviors and applied by human resource practices (Bhattacharya et al., 2005). Wright and Snell (1998) created a paradigm of human resource flexibility consisting of three dimensions: flexibility of skills, flexibility of behavior, and flexibility of HR procedures. Skill flexibility refers to two characteristics: the quantity of alternate uses to which an employee's skills may be put and the speed with which persons with diverse skills can be redeployed. This concept is comparable to that of functional flexibility, which entails that employees are able to work on a variety of jobs and under various conditions. (van den Berg and

van der Velde, 2005). The term 'behavioral flexibility' refers to the availability of a diverse array of behavioral scripts among personnel. It enables them to adjust to the situational needs while retaining similar responses among members who perceive things in the same way. According to Wright and Snell (1998), The degree to which HR practices may be altered and applied to various contexts, as well as the rate at which they can be reassembled, reconfigured, and redeployed, all define the practices' flexibility. In conclusion, the current study takes into account the concepts of skill flexibility, behavior flexibility, and HR practice flexibility. Barney (1991) also proposed that a firm's resources or capabilities may provide a durable competitive advantage if they possess characteristics such as value, scarcity, imitation, and non-substitution. The flexibility of its human resources is one capacity that a business can cultivate and integrate with other areas in order to enhance its overall performance.

Job satisfaction measures how much a person values their job (Spector 1997). As a result, job satisfaction is a crucial labor issue because it has been shown to be a reliable indicator of either productivity or efficiency (Rosser 2004). According to Lane et al. (2010), studies on employee satisfaction allow businesses to gather data that can help them discover the true motivators that propel workers to attain their full potential. Then, a complete knowledge of employee job satisfaction can assist organization administrators in identifying and increasing the variables that contribute to increased levels of satisfaction (Xu 2008).

The degree to which a person values their work is known as job satisfaction, and it affects both the employee's life satisfaction and personal well-being (Spector, 1997). Spector (2007). According to Desselle and Conklin (2010), management techniques for creating an academic department or institution climate that is favorable to employee satisfaction, dedication, and retention must be grounded in data. As a result, the study of employee satisfaction and its components is a requirement for organizations to experience positive change. These authors claim that the evidence shows job satisfaction to be an important moderator of organizational commitment, staff retention, and productivity. Job satisfaction can have an impact on a person's organizational loyalty (Kovach, 1977).

According to Mangkunegara (2016), a person's performance is the consequence of the quality and quantity of work completed in accordance with his assigned obligations. According to Simamora (2015), an employee's performance is the extent to which he or she has met the job requirements. In addition, Sedarmayanti (2017) in Alfiyah and Riyanto (2019) highlighted that an increase in employee performance could be observed through an increase in organizational performance, which could be measured by set organizational goals. According to Fuad (2004) and Sudirno (2017), there are five characteristics that are frequently used to evaluate the performance of an individual employee: quality, quantity, timeliness, effectiveness, and job dedication.

1.2 Research Importance

Research derives its importance from the impact that institutions make through their performance, as the effectiveness and efficiency of this performance plays an important role in providing services that can meet the needs and desires of customers, and thus contribute to achieving the goals of the institution. For this purpose, the institution adopts a flexible approach in human resource management that contributes to achieving employee satisfaction and thus improving the performance of employees through the policies and procedures followed by the institution, as each procedure has a role and objective that affects the performance of the organization. the importance of the current research also lies in providing a theoretical and applied scientific contribution to the reality of service institutions in Iraq.

2. LITERATURE REVIEW

2.1 Introduction

Social and economic changes over the last three decades have enhanced the necessity for organizations to expand the flexibility of their management systems. There wasn't a lot of stress in the environment, and their competence were non-aggressive. corporations in the past could function with static strategy. However, as a result of rapid advancements in management and process, technological advancements (Suarez, 2013), globalization, and internationalization, say that the current environment is turbulent, which means it is unknown, dynamic, and complex. Competence has grown, and clients are often more demanding. Organizational structure, production, and human resources all need to be more flexible in this environment if businesses are to thrive. In today's fast-paced world of expanding global competitiveness, it is usual to regard flexibility as a crucial prerequisite for labor markets and organizations (Peiró et al., 2002).

In this study, we'll talk about how an organization's ability to respond to market changes by adjusting the quality and number of personnel is described as "human resource flexibility. (Peiró et al, 2002)

Human resource flexibility is described variously by different authors; for some, it indicates that businesses can hire workers as needed and for as long as they desire, without paying charges or confronting any particular cause, allowing the organization to more quickly adapt its workforce, to shifting demands, (quantitative dimension). Others perceive it as people being able to adapt to changing skill needs via on-the-job training (qualitative component) (Michie and Sheehan-Quinn, 2001).

Because quantitative flexibility is crucial, this study will use a quantitative study of a random sample of employees from the Municipality Directorate Wasit to discover if there is a link between quantitative human resource flexibility, and job satisfaction. Flexibility in terms of numbers (both contractual and time-based) will be examined from both an external and an internal perspective.

When it comes to existing employees' hours, "time or temporal flexibility" (internal quantitative flexibility) means that they can work different amounts of time. (For example, contractual arrangements for part-time work)

To describe the ability to hire and fire an unlimited number of people, the term "numerical or contractual flexibility" is used. (e.g. temporary contracts)

Although numerous research have been conducted on the link between HR flexibility and job satisfaction we discovered some writings that examined this association indirectly via other criteria such as dedication, employee skills, and job insecurity.

Throughout these research, a variety of authors have offered a wide range of perspectives. "While some have an optimistic and supportive view of organizational flexibility Others The "psychological contract," Brewster et Guest (2004), who also examined the effects of flexible contracts on employees, included two additional variables in his analysis: the level of employee commitment to the company, which Sheing defined in 1978 as "a set of unwritten reciprocal expectations between an individual employee and the employer." Others believe it has a detrimental effect on the labor markets, firm success, and job satisfaction. We value employee satisfaction highly because it has an effect on their performance, productivity...and so on the success of businesses. Currently, firms must earn their employees' dedication, and if they are dissatisfied with their jobs, they will leave the company. According to Williams and Hazer (1986), job satisfaction has been shown to positively connect with involvement, power, teamwork, professionalism, and performance and is a requirement for organizational commitment. As a result, it is critical to conduct this study in order to determine which quantitative flexible human resource strategies are effective at increasing employee satisfaction and which are not, as this will have an effect on the organization.

2.2 Human Resource Management

The industrial revolution was the first time HRM techniques were applied. HRM has been around for quite some time, in fact. People in previous cultures did the same thing that modern employees do. They split up their jobs. There has been a separation of work since the beginning of time. It was based on talents like being

able to collect food or plants, keep an eye on animals or cooking. (Price, 2007). The industrial revolution in the 1800s made a huge effect in the development of human resource management systems.

The objectives of human resource management can change depending on the author. This is due to the fact that different people's interpretations of the word "human resource management" will vary. Armstrong claims that "the primary objective of HR management is to ensure that the success of the firm is realized through its people." (2009, p.8) It was also stated that "HRM strategies" aim to assist firms in being more efficient by applying policies such as knowledge management, talent administration and creating a "wonderful working environment."

HR described as "the employees employed by a business to undertake a variety of vocations, jobs, obligations and responsibilities in exchange for income and, other advantages. (DeNisi et al,2005)

Among the responsibilities of those in human resource management is hiring and training new personnel as well as assessing and rewarding their performance. Their "labor relations, health and safety and justice issues" must also be taken into consideration (Dessler 2013, P.3).

As a job title, "Human Resources Management" has grown in popularity in recent years. Since the mid-1970s, it's been used as the title of lecturer roles in seminar programs, university and college business publications (Huselid, 1995). Research indicates that HR policies and procedures help a company be more competitive in the market since they are difficult to copy or trade, which makes human resource management (HRM) a strategic advantage.

Batti (2014) argues that human resources management (HRM) is a critical component of its operation. It offers the most conducive conditions for a company's growth and development. Recruiting, hiring, and training new personnel is a function of human resources management (HRM).

Management of human resources Universities and colleges have been using it as a professional expression since the 1970s. The title "lecturer" has also been used for lecturers in the past. (Huselid, 1995). A company's competitive edge in the

marketplace comes in large part from its inability to trade or replicate its human resource policies and procedures, which have been identified as a strategic asset.

Managing human resources is critical to the success of any organization, regardless of what it does, according to the author (Batti, 2014). It lays the foundation for an organization's success. Hiring, training, and retaining staff are all aspects of human resource management.

This technique of hiring and training new employees is known as human resource management (HRM). HCM can be seen as a philosophy of how people are managed, supported by several theories of human and organizational behavior. Ethical dimensions are also taken into consideration, such as how individuals should be treated in accordance with a set of ethical ideals. (Armstrong & Taylor,2004).

It is a "management job in firms that deals with people and their work connections," says Vincent & Joseph (2013). Managing the workforce or human resources, as O'Brien puts it, is what HRM is all about. As a result, it is in charge of ensuring that all labor and employment regulations are being obeyed, as well as regulating the leadership and culture of the organization.

Managing people's efforts, knowledge, skills, and commitments as part of a human enterprise that is authoritatively organized is an important aspect of HRM as part of an employment exchange (or a shorter-term contract). (Watson,2010)

Approaches to human resource management are organizational procedures that try to organize the pool of human resources and ensure that those resources are utilized to fulfill organizational goals (Tiwari & Saxena, 2012, p. 671). Human resources management can be done in a variety of methods, according to (While & Ling, 2012). Recruitment, selection, training and development, motivation and employee retention are just a few of the responsibilities involved. The fact that all managers have to interview, select, and train employees makes them human resource managers in a way.

Nonetheless, the vast majority of organizations have their own human resource departments, which are overseen by top executives (Dessler,2013).“A corporation can adopt a range of human resource methods. Recruiting, selection, training, development, and performance evaluation are all human resource strategies that

contribute to an organization's bottom line and should be consistent, integrated, and strategically oriented. As a result, firms create long-term agreements in order to retain their personnel” (Choudhary & Lamba,2013).

It's a term coined by HRM scholars to underscore their belief that effective HRM is human to an organization's success. People who have a say in corporate choices and work closely with their line supervisors have the best chance of success. Researchers in the field of human resource management all agree on the underlying assumption of "strategic human resource management".

Learning about how to effectively manage people in the workplace as an integrated system may be a rewarding and eye-opening experience for anyone interested in studying strategic HRM. Even if the meaning of strategic HRM has varied through time, across cultures, and since strategic human resource management experts have different disciplinary identities (Bratton & Gold,2012 p. 50). According to a number of studies, various human resource strategies, whether employed alone or in combination, can have a significant impact on both the individual and collective outcomes of an organization. (Becker & Gerhart, 1996 and Jiang et al., 2013).

Many studies have examined the link between human resource practices and both workplace effectiveness as well as job satisfaction (Becker & Huselid, 1998, Delaney & Huselid, 1996 and Huselid, 1995). According to a number of studies, human resource strategy can positively affect a company's performance by influencing employee behavior.

These workers are more productive, happier, and more enthusiastic, all of which contribute to increased individual and/or collective production (Becker & Huselid, 1998 and Guest, D. E., 2011). Even though some studies (Guest et al., 2003) have not fully confirmed these positive relationships, their findings are consistent with the central idea that HR practices influence employee behavior and, consequently, have a positive impact on individual performance, as well as on the performance level of the enterprise (Jackson et al., 2014).

A more appropriate definition of strategic human resource management is "a comprehensive collection of managerial activities and duties associated to the growth and maintenance of a qualified workforce." It is via this workforce that the

company's strategic goals can be achieved. Strategic management of human resources occurs in dynamic and complex organizations. Increasingly, human resources managers are taking a more strategic approach to their work, and they're identifying important connections between organizational and human resource objectives (Fottle and colleagues, 2010).

It has been said that if "HRM procedures aim towards high performance work," then employees are more inclined to do and think things that help them and their firm succeed" (selective staffing, extensive training, active employee participation, comprehensive performance appraisal, and performance-based incentive systems).

2.3 The Significance of Human Resource Flexibility in Modern Businesses

As the world and markets have evolved considerably over the years, flexibility has become increasingly vital. The working environment for businesses has changed considerably, as previously stated. Customers' expectations are rising, new technologies are emerging at a breakneck pace, and it is difficult to predict what the next trend will be, the consequences of globalization and internationalization, and so on. "Organizations today must deal with complex and dynamic environments where efficiency increases." A business' ability to adapt or respond to change involves all of this, and this requires a willingness to change. Businesses must be nimble in order to keep up with the rapid changes and intense pressure of hyper-competitive environments; they also need to be flexible to meet new customer demands faster "and better than their competence; new technologies also require businesses to maintain their knowledge base, which they achieve through skill nimbly and ultimately, new technologies require organizations to keep their knowledge basis, which they achieve through skill flexibility; and finally, new technologies require organizations to maintain their knowledge base, which they achieve through skill flexibility. In an ever-changing environment, businesses are unable to plan their activities in advance, and the more uncertain the situation, the more flexibility the company needs (Eppink, 1978; Medina, 2010). Being able to quickly adapt to changing situations or unpredictability in the environment is made possible by having a high degree of flexibility. Global competition necessitates an impact on labor markets and organizations as a necessary reaction.

Changes in the volume and character of the organization's activity." Manufacturing flexibility is the ability of a corporation to adjust its production capacity and product emphasis in response to market demand. " Employers can choose how many people they recruit, how many hours they work, and what kind of jobs they execute, which is referred to as a market with "human resource flexibility."

HR flexibility Companies are increasingly implementing it, and it has had an impact on both the labor market and the structure and performance of firms. As a result of task flexibility, the labor market structure has changed. In Europe, for example, vocations were generally determined by stringent work descriptions and certification criteria, making individuals apprehensive of altering their activities on the job without remuneration. Personal flexibility, on the other hand, is becoming increasingly prized these days. Sparrow (1998), for example, points out that organizations aim to increase their flexibility through boosting the adaptability of their personnel. Many researchers have published on this topic. Employees, according to Cascio, must be adaptive to changing conditions and ready to pursue a variety of vocations. As a result, it appears that polyvalence and flexibility are two crucial attributes for the twenty-first-century workforce.

2.4 Job Satisfaction

Understanding job satisfaction, is an essential for management to build the organization's overall success (Putman, 2002). Job satisfaction has been characterized by a variety of academics. Below you'll find a selection of the most frequently used terms.

Robert Hoppock made a substantial contribution to its formulation and provided vital professional support to colleagues at a time when the study of job satisfaction was in its infancy (Cucina & Bowling, 2015). According to Aziri, "Hoppock was one of the first to establish the term "job satisfaction" (2011). He defined job satisfaction as "any combination of psychological, physiological, and environmental factors that permits an individual to honestly declare that I am content with my job."

"A cheerful or excellent emotional state emerging from an evaluation of one's employment and job experiences," is how Locke (1976) defined "job satisfaction." The "ultimate phase of feeling" is, according to (Saiyadain,2009), gaining

occupational satisfaction. Feelings may be favorable or bad, depending on whether or not needs are addressed.

Having "a favorable attitude toward one's job as the consequences of satisfaction and assessment of its attributes" is essential to feeling content in one's day job (Robbins & Judge, 2013). Those who have a positive attitude toward their work express high levels of job satisfaction, whereas those who have a negative attitude express low levels of job fulfillment (Robbins & Judge, 2013). Robbins and Judge (2013) provide an overview of the literature. A measure of job fulfillment is "individuals' attitudes and sentiments about their jobs," which Armstrong et al. (2014) define as "job satisfaction." People's happiness at work is mostly determined by their attitude toward it; if they have positive feelings and thoughts about their work, they are content; the opposite is also true.

Every firm must recognize and appreciate the importance of the human factor. Quality and productivity gains are usually the primary sources of success for a successful company. Rather than relying solely on capital expenditures, these firms place a greater emphasis on the development of their employees (Gupta et al, 2012).

Any organization's human side must be understood and acknowledged. As a general rule, a successful company sees its employees as the primary source of quality and productivity improvements. As a strategy of propelling forward advancement, these companies prioritize human training over capital investments (Gupta, et al 2012).

Without a positive outlook, it is hard to be both successful and happy at the same time. The importance of job satisfaction becomes abundantly evident when you consider all of the detrimental effects of job dissatisfaction, including diminished loyalty, increased absenteeism, and an increase in the frequency of accidents (Aziri, 2011).

Customer satisfaction and financial performance are directly linked to employee satisfaction. This results in the company's success and competitiveness (Saari & Judge, 2004).

For example, Spector outlines three primary reasons why it is necessary to measure job satisfaction (1997). Starting with a human perspective on the need of treating others with fairness and courtesy is the best way to get started. Employees' conduct

can be significantly influenced by their level of job satisfaction or discontent, which in turn influences business operations and activities. As a result, happy employees exhibit good behavior, whereas unhappy ones exhibit negative behavior. Third, a company's actions can be gauged by its employees' level of job satisfaction. Employee satisfaction surveys conducted across the corporation could lead to a number of performance-improving changes at various organizational units (Spector, 1997).

Numerous things influence a person's job satisfaction. There are numerous elements that influence workplace satisfaction. according to Spector (1997), including monetary compensation and perks, interpersonal connections among coworkers, and the work itself, as well as the corporate culture. Workplace satisfaction is affected by a variety of elements, including the work itself, pay, career possibilities, supervisory influence, work teams, and working environment (Aziri 2011).

More than a dozen studies have studied Herzberg's two-factor motivation and hygiene hypothesis, which identifies intrinsic and extrinsic job satisfaction variables as two aspects that determine job satisfaction. or elements that prevent unhappiness. Task-specific variables include those relating to the task's success, accomplishment, acknowledgement and accountability, as well as the nature of the activity itself and its progress. Even if their absence was not always felt, they may serve as a driving force when they were there. External factors like management, working circumstances and conditions of coworkers, pay and regulations are considered hygienic considerations; nevertheless, internal factors like job security, status and personal life are also taken into account. Even when they fail to do so, we may feel a void because of it (Aziri, 2011; Fugar, 2007).

First, the inherent characteristics of the job content, specifically the five job dimensions or job characteristics model: skill diversity, task identity, task importance, autonomy, and feedback. Armstrong et al. (2014) stated. Supervision also plays a major role in gauging the attitudes of workers. Third, whether you succeed or fail: Success often results in joy, while defeat almost always does not. It is possible for a person's feelings to increase and fall depending on how hard they try to show themselves and others they are capable, successful and have the potential to be great (Armstrong & Taylor, 2014).

Job satisfaction is determined by four main elements, according to Gupta et al. (2012): first, individual traits; second, social factors; and third, cultural factors. The interaction between the organization and its environment should also be taken into account.

In addition, job contentment is determined by a feeling of agency in the workplace. Employee empowerment is defined as the extent to which employees are encouraged to assume personal responsibility and make their own decisions within the context of an organization (Michailova, 2002). Another potential source of workplace pleasure is the availability of flexible work schedules (FWA). Control over one's work schedule, location, and hours worked is a key component of the Flexible Work Arrangement (FWA), (Chen, 2015).

Scholars from a variety of fields have recently focused their attention on the topic of job happiness. The association between job happiness and employee behavior is part of the reason for the interest in the topic. More pleased workers tend to stay put and have a lower rate of absenteeism," according to a study (Clegg 1983).

An employee's attitude toward their work may be used as a gauge of their job satisfaction. Among other things, factors including remuneration, working conditions, supervisory authority, career advancement, social connections, and a person's talent determine how satisfied an employee feels about his or her employment, according to researchers (Blum and Naylor, 1986). The sensations and thoughts about one's current job that one has when one is "satisfied" at work. The degree of contentment with one's job might range from ecstatic to downright miserable.

More likely to stay with the organization are employees who are happy with their jobs. which in turn helps the company grow (Nabi et al., 2016). Nabi and colleagues (2016). High productivity, low staff turnover, and low absenteeism are all linked to employee happiness at work (Hackman and Oldham, 1975). Good job satisfaction attracts highly skilled individuals, which in turn contributes positively to an organization's overall profitability. Employees who are pleased are more productive for the company as a whole than those who are dissatisfied, and this is well-known. Many elements, such as salary, working environment, contacts with management, and possibilities for growth and development, contribute to job satisfaction.

Dissatisfied workers are more inclined to leave their jobs. According to his findings, employees who are dissatisfied at work are less likely to put forth an effort or produce as much as they could. When employees are dissatisfied with their jobs, they tend to wait until they find a new one before resigning, which results in an increase in the number of resignations. The problem with excessive employee turnover is that it results in a loss of training and development funds for the company (Wong, 1989).

2.5 Relationships between HR Flexibility and Job Satisfaction

In the following section, we'll speak about how adaptable human resources are and the tactics that we're going to talk about. However, the phrase "joyful or good emotional state" has been employed many different ways in organizational study, not just by those working in the field (Locke, 1976). Job satisfaction comprises a wide range of psychological reactions to one's work, according to Hulin and Judge in 2003, and this is what makes it so gratifying, Locke noted in 1976. To study worker satisfaction, it's tough because it has a lot of cognitive, emotional, and behavioral components. In order for a person to do their job effectively and efficiently, they must have a high level of job satisfaction.

Starting with the psychological contract ('the parameters of an exchange relationship between a particular employee and an organization, molded by the organization') is the first step to understanding how employee pleasure rises in the work connection. This is the work of Beardwell (1994). To put it another way, employees provide the company with their time, skills, and loyalty in exchange for a set of obligations such as monetary compensation, benefits, and job security.

Personal characteristics, company culture, and human resources policy all influence this psychological contract. Work satisfaction rises when the psychological contract is favorable, which has a positive impact on performance. It has a negative impact on performance when it is broken. In terms of the psychological contract, the social exchange theory can assist us better understand it. An exchange process with the goal of increasing profits while decreasing expenses results in social behavior, according to this theory". This is why a psychological contract is so crucial in the exchange process since workers' behavior toward the organization is determined by their psychological needs. According to this idea, people evaluate the worth of a social link by weighing the positive and negative aspects of the relationship. Consequently,

the degree to which an employee enjoys their employment will be influenced by his or her perceptions of the trade.

Human resource policy should take into account the psychological contract between an employer and employee satisfaction that may be altered by flexible methods, as was previously stated.

According to Guest (2004), "the contract of choice" is a crucial issue when studying the relationship between job satisfaction and HRM, which is why certain human resource practices fluctuate depending on whether or not the contract is chosen on one's own initiative.

2.6 Theories of Job Satisfaction

The concept of job satisfaction is as old as human resource management itself, and it's also one of the most contentious. Worker well-being and productivity have been the ultimate management objectives since Fredrick Taylor's "Scientific Management" era. (Blake & Mouton, 1964 in Klingncr, 1983).

Every theory of motivation relies on the concept of job satisfaction. in order to determine whether or not a goal or condition has been achieved (Thierry & Ko opman-Iwema, 1984: 153). No one can say with certainty what constitutes "work satisfaction" in light of all of the different studies that have been carried out. In order to understand the true nature of job satisfaction, each study must first conduct a conceptual analysis. Various incentive theories have given job satisfaction a particular meaning, according to Locke (1976). Maslow's (1954) concepts determine whether a higher level demand in the hierarchy will elicit activity, despite Herzberg et al. (1959) affirming the two independent impacts that they are projected to cause: satisfiers and dissatisfiers. ' Smith et al. 1969 describe it as a person's feelings about their work. An individual may feel this way when they see a discrepancy between their expectations of a fair or acceptable return, and what they receive instead, based on the available choices in their particular scenario

It is possible to describe job contentment as "the pleasant emotional state that results from the perception of one's employment as rewarding or aiding the fulfillment of one's core job values, provided that these values are compatible with one's needs" (1976: 1342). There is a tacit agreement among the majority of industrial

psychologists with this definition. "Operational definitions" are extremely common in practice. This review was done by Evans (1969) as well as Wanous and Lawler (1969). According to Evans, overall job satisfaction, job satisfaction, and job performance are all interwoven (1969).

When it comes to attainment, relevance, and level of achievement, Wanous and Lawler (1972) looked into nine different operational definitions. Overall job satisfaction (JS), job facet satisfaction (JFS), and some combination of the first two types of criteria were found to be the most widely used by the researchers. A person's level of job satisfaction is influenced by a variety of factors, including the work itself, corporate policies, supervisors, and coworkers.

Robert Hoppock's contributions to the definition of job happiness at a period when job satisfaction research was just getting started can't be overstated, for sure (Cucina & Bowling, 2015). Among the first to adopt the term "work satisfaction," Hoppock is credited by Aziri (2011). "Any mix of psychological, physiological, and environmental factors that permits an individual to honestly state that I am content with my job," he said of job satisfaction. "He said." Closed (1976) "A cheerful or excellent emotional state coming from an evaluation of one's work and professional experiences" is how some define job satisfaction. According to Saiyadain (2009), "the final step of feeling" is job satisfaction. Whether or not a person has happy or bad emotions depends on whether or not their needs are addressed (Saiyadain, 2009).

Having "a favorable attitude toward one's job as the consequences of satisfaction and assessment of its attributes" is essential to feeling content in one's day job (Robbins & Judge, 2013). People who have a positive attitude toward their occupations say they are happy in their jobs, whereas those who have a negative attitude toward their jobs say they are unhappy in their jobs (Robbins & Judge, 2013). Robbins and Judge (2013) provide an overview of the literature. Armstrong et al. (2014) have defined job satisfaction as "Individuals' sentiments and thoughts about their occupations." A person's attitude about his or her employment depends on how satisfied he or she feels about it, according to him. If the person is unhappy, he or she will have a negative attitude. Any company's human side must be understood and appreciated. Quality and productivity gains are usually the primary sources of success for a successful company. As a result, these companies place a greater emphasis on

employee training than on capital expenditures (Gupta, Kaur, Gupta , Jain , & Sharma, 2012).

The wellbeing of a firm's employees is often thought to be intimately related to the profitability and consumer satisfaction of that organization. Due to modern business and management methods, it is crucial for businesses to comprehend the demands and goals of their employees on both a personal and professional level. A satisfied consumer is a happy service member. The importance of job satisfaction becomes abundantly evident when you consider all of the detrimental effects of job dissatisfaction, including diminished loyalty, increased absenteeism, and an increase in the frequency of accidents (Aziri, 2011).

First, there are the intrinsic motivational aspects associated with job content, specifically the five job dimensions or job characteristics model: skill diversity, task identity, task importance, independence, and feedback. Second, there are the extrinsic motivational aspects associated with job structure. "The most crucial indicator of an organization's attitude toward its employees is the quality of its supervision." Success or failure is almost always followed by either joy or sorrow, depending on one's perspective on the situation. When someone works hard and to the best of his or her ability to demonstrate to others and to oneself that he or she is capable, successful, and capable, feelings of self-worth and contentment are boosted. It is possible for someone else to cause you to be unhappy if they consistently fail to do their duties (Armstrong & Taylor, 2014). There are four factors that contribute to job satisfaction according to Gupta et al. (2012). Individual features come first, followed by social factors and then considerations of a cultural kind. Another factor to consider is how the organization and its environment interact (Gupta, Kaur, Gupta, Jain , & Sharma, 2012).

2.7 Employee Performance

Understanding each employee's performance is vital because, critical management decisions are made on the basis of individual performance, resulting in organizational success (Sonnentag, Volmer, & Spychala, 2008). In business, "performance" is defined as "activity that yields results" (Armstrong & Taylor, 2014). When it comes to individual job performance, "the things that people truly accomplish, and the activities they do that contribute to organizational goals" are

referred to as "individual performance" (Campbell & Wiernik, 2015). Performance behaviors are sometimes defined as "the complete collection of work-related behaviors that firms desire an employee to demonstrate." According to (Griffin, 2005). Individual work success has been studied by several experts in terms of two basic axes. In addition to one's job obligations, there is also performance in the context of an organization's citizenship behaviors (Kappageda et al., 2012). The new sorts of job performance discovered by multiple researchers, on the other hand, will be tested in the next years.

According to Robbins et al. (2013), there are three distinct types of work performance. You need to know how to do the basics, like performing the duties necessary to create a product or service, as well as administrative responsibilities. As for citizenship, it's defined as "activities that add to the psychological climate of a firm, including showing respect for coworkers, supporting corporate objectives, and lending a hand when it's not needed. Counter-productivity, on the other hand, is described as "poor practices" that "actively destroy the organization." There are several ways to engage in this type of behavior: stealing from the company and harming company property are two examples (Robbins & Judge, 2013).

In addition to task and context performance, Sonnentag et al. (2008) introduced the term "adaptive performance," which refers to the level of performance and flexibility required to effectively integrate new learning experiences into existing cognitive processes (Sonnentag, Volmer, & Sychala, 2008).

An individual's "outcome" (success) is a component of their "performance" (Armstrong & Taylor, 2014). There are two types of outcomes: behavior and outcome. Behavior refers to what people do on the job, while outcome refers to what they accomplish. (Sonnentag, Volmer, & Sychala, 2008; Volmer et al., 2009) To distinguish between various aspects of work performance, numerous studies have been conducted, according to Sonnentag et al (2008) and Campbell & Wiernik (2015). To put it another way, "job performance has been widened to include both performance attributes" (Armstrong & Taylor, 2014).

All businesses in the economy depend on the happiness and productivity of their employees (Kappagoda, 2012). In today's dynamic and ever-changing environment, it is more important than ever to work diligently to achieve business goals and objectives (Maulabakhsh, 2015).

The organization's success depends on the performance at all levels. Kappagoda's research in the banking business focused on job happiness and how it affects task and context performance (2012). Customer happiness and "the possibility to acquire continuous great performance" are directly related to bank workers' job satisfaction and task performance, he found. Customers are more likely to be satisfied with a company whose employees interact with them on a frequent basis and who have full authority over the entire operation, according to Paul (2016). Contextual performance improves the company by creating a favorable work environment that motivates employees to achieve their technical objectives (Kappagoda, 2012).

It is critical for employees to function well in a stressful work environment, such as a hospital. This is because it has a direct impact on the organization's efficiency, quality, knowledge management, financial stability, and progress (Platis, Reklitis, & Zimeras, 2015).

A stronger individual performance will have a ripple effect throughout the organization and community. Cohesive, moral and harmonious groups of people can be created by fostering pleasant feelings in chain members or individuals (Moccia, 2016).

Organizational justice and interpersonal interactions views, stress, and work attitudes, notably job satisfaction, are defined as major predictors (determinants) of job performance by the University of Minnesota Libraries Publishing (2015). A person's ability to work well depends heavily on their knowledge, competence, and decision-making abilities linked to their job. When it comes to human aspects and work features as well as economic elements and organizational context, Folami et al. (2005) created a model for the job context.

"Performance is a dynamic term that evolves over time and between individuals," say Sonnentag et al. Consequently, managers in the company must conduct regular performance appraisals of their employees. Many methods exist for assessing a person's productivity at work, however "there is no definitive criterion or even a single optimal methodology" (Campbell & Wiernik, 2015). Using technology to assist with rating, sampling, modeling, and assessment are just a few examples. Numerous measurement approaches demonstrate the critical need of accurately capturing the amount and kind of employee performance (Campbell & Wiernik, 2015).

2.8 Employees Satisfaction

There is still disagreement over what constitutes employee satisfaction despite the fact that it is widely used in social sciences research and daily life. In truth, there is no consensus on what employee satisfaction entails. Various authors define employee satisfaction differently. The next section will outline several of the most regularly used definitions.

As a notion, employee satisfaction refers to whether or not employees are comfortable, satisfied, and able to meet the needs they have at work. It's been shown in numerous studies that a positive work environment is essential for keeping employees motivated, achieving their goals, and feeling good about themselves at work. In other words, it measures how happy employees are with their work and the environment in which they do it. A wide range of factors that affect employee satisfaction were evaluated in this study: job security, work tasks, remuneration policies, employee dedication, and perks, as well as opportunities to increase employee contentment, such as promotions and career progression. " The authors of this study discuss a range of ways in which employee satisfaction might be enhanced.

An employee's feelings and thoughts about their current job are included in their definition of contentment at work. From ecstatic to dissatisfied, employees' feelings toward their employers might vary widely. Aside from that, their views far outweighed their actual jobs. In addition, employees may have opinions regarding a variety of work-related topics, such as the tasks they perform, their coworkers, supervisors, and subordinates, as well as the compensation they receive (George et al., 2008).

A measure of how satisfied employees are with their jobs is defined as employee satisfaction, according to the authors (Sempene et al., 2002). Employees who report high levels of job satisfaction also seem to like their work more as a whole (McCormick & Ilgen, 1980). Consequently, they treasure it and are upbeat about its future. A person's attitude toward their work might be either favorable or negative, according on their definition of "employee satisfaction," which they include in their definition.

Global knowledge management methods will always include the creation and application of human resource practices (geared toward high-performance systems), which deal with issues including selective hiring, in-depth training, active engagement, evaluation, and incentive-based compensation, according to (Liao, 2011). Knowledge management can improve a company's success by assisting it in maintaining its competitive advantage (Chuang et al., 2013; Smith & Meso, 2000);

Knowledge management and an organization's performance go hand in hand, which is why human resource policies exist in the first place. A company's performance is positively correlated with its employees' level of satisfaction, according to research. Another study found a connection between employee happiness and a number of important aspects of work life, including interest in and devotion to one's career, as well as personal enjoyment and well-being, as well as stress and withdrawal from the office environment (Halbesleben, 2010; Van Dick et al., 2012).

When it comes to employee happiness, we're talking about a person's sense of belonging and affiliation with the company. For the most part, employers are seeking workers with this mindset. Employees who are satisfied with their jobs are more likely to stay in the same company for a long time than those who are dissatisfied. (Wright, 2013)

Employees who are happy with their jobs are more motivated and diligent, according to Mahmood (2013). According to him, happy employees will contribute to the company's success. Workers who are satisfied with their occupations are more likely to exhibit a sense of pride in their efforts. The same way, (Zairi, 2000) asserts that a company's ability to produce high-quality work is a function of its employees' willingness to work together and efficiently toward common goals. For firms, it is essential to impact the motivation of their employees so that they are more likely to look for ways to enhance their performance (Kallimullah et al., 2010). Due to the fact that a contented employee is far more receptive to the company's aims and objectives, researchers have been working relentlessly to learn how HR policies effect employee satisfaction. A study by (Lowery et al., 2002) found that blue-collar workers in the United States place a larger importance on the quality of their coworkers, supervisors, and salary than on the quality of their work and their devotion to their employer.

2.9 The Link between Job Satisfaction and Employee Performance

Investigations into the relationship between job satisfaction and productivity have been conducted countless times. Nearly everyone agreed that job satisfaction has an effect on employee performance because it has a major impact on motivation, and motivation affects productivity and hence performance (Aziri, 2011). Task performance and conceptual performance enhancement are both influenced by job happiness, according to Kappagoda (2012).

Execution and conceptual thinking skills are also improving. Workers' happiness and productivity are tightly linked to one another, according to Indermun and Bayat (2013). They contend that job contentment can be influenced by both the psychological and physical aspects of compensation. They firmly thought that encouraging and rewarding employees to be happy in their work would have a significant positive impact on their productivity and effectiveness, and as a result, better overall results (Indermun&Bayat, 2013).

Workplace satisfaction can be improved by empowering employees and fostering a positive atmosphere at the office. As a result, giving employees more say in business choices and providing a more pleasant work environment makes them happy. As a result, he will be more effective in his work (Javed, Balouch, & Hassan, 2014). When it comes to compensation, security and reward systems Awan et al. (2014) say work happiness and performance are linked. Employees are more likely to give their best work when they are happy with their compensation and confident in their job responsibilities (Awan &Asghar, 2014).

The quality of an organization's output is strongly influenced by its employees' levels of job satisfaction. In contrast to dissatisfied employees, who can be seen as liabilities to a business, satisfied employees are assets since they are more productive and contribute more to its overall success (Shmailan, 2016).

However, some recent research reveals that happiness does not always translate into better performance, particularly in volunteer work (Aziri, 2011; Pugno & Depedri, 2009).

Employees' levels of job satisfaction are regarded to be closely related to their performance. Researchers have found that high levels of performance are associated with positive emotions such as self-efficacy and mastery, according to Sonnentag et

al. A person's level of job satisfaction is influenced by both his or her personality and the environment in which he or she works (Pugno & Depedri, 2009). A variety of factors influence employee performance, including work happiness, according to Platis et al. (2015).

Several studies have found that employee satisfaction is not correlated to how well they work. When it comes to the relationship between job performance and job happiness, Pugno et al. (2009) analyze the impact of monetary incentives like remuneration and advancements. The slope from his work output to his contentment at work was downhill for him (Pugno & Depedri, 2009). Job happiness and performance can be combined in some research. A study by Funmilola et al. found that both the interplay of these variables and their individual effects on work performance was significant (2013). Performance and job happiness can be traced back to the same root reasons, according to Folami et al. (2005), who looked at a job context model.

3. RESEARCH METHODOLOGY

In the research, quantitative methodology was applied, and the descriptive design was based on the study's purpose. This study used a random sample and a questionnaire to collect data. The study was used a random sample to draw generalizations about the population because of its simplicity and absence of bias, and its basic decision model was used to estimate the target population in this study (Krejcie & Morgan, 1970). The target population of this study was 250 workers from wasit municipality in Iraq.

In this study and within the framework of relying on the hypothetical - deductive method, a theoretical explanation of the variables of the study, Human resource flexibility, job satisfaction and their effect on employee performance. The study was original scale items of the variables of the study in questionnaire. on the practical side, the quantitative approach was relied upon, as quantitative research allows the researcher to define and integrate himself within the problem or concept under study, and in this approach the focus is on the real and causal behaviors, and the information was in a digital form where it can be classified and summarized, and the data will be analyzed accordingly. on mathematical operations, then the final results are presented in a statistical form, and in this study the questionnaire will be relied upon and in the process of data collection, the questionnaire will be conducted through google form, then it will be coded in quantitative form and statistically analyzed using the SPSS program.

3.1 Research Problem

The problem of this research which is the extent to which job satisfaction contributes to improving the flexibility of human resources performance on the performance of workers in the Wasit Municipality Directorate, where the municipal sector is one of the most important sectors. The sectors that must be developed and improved to enhance services in the city of Wasit. Therefore, human resources in Wasit municipalities represent an important resource that must be focused on to achieve the

desired goals. Because of the weakness of human resource management strategies in the service sector, there was a need to identify the nature of these strategies and identify their strengths and weaknesses, and what is the result of the impact of these strategies on the performance of workers in this sector. The research problem is mentioned in the following question:

- Does the flexibility of human resources effect on job satisfaction and both of them if they have an effect on employee performance?

3.2 Research Objective

The aim of our research is to propose an empirical model to estimate the level of the relationship between employee satisfaction in the Wasit Municipalities Directorate by identifying the extent to which it is affected by the practices of human resource flexibility in the directorate and then knowing the extent of the impact of both human resource flexibility and job satisfaction on employee performance. we can have summarized the objectives as follows:

- To examine the effect of human resource flexibility on job satisfaction
- To examine the impact of human resource flexibility in its dimensions on the performance of employees
- To examine the effect of job satisfaction on the performance of employees

3.3 Sample Procedure

The study random sample and questionnaire with structured questions as means of data collection through google form and the study target is to reach 250 employees who works the municipality of Wasit in Iraq. After quite time the 210 questionnaire has been fill out and where 40 questionnaires did not fill out by the respondents because lack of interest, lack of time and even the respondents are not quite satisfied to fill out the questionnaire because of confidentiality even the research grantee their information will used only as academic purpose. The reason that researcher used random sample is to give equal chance to the participants of the study and questionnaire was used because the study was based quantitative method and descriptive design.

3.4 Data

The study was used primary data as a source of data and the research was gather primary data from workers of Wasit municipalities in Iraq, as well as a close-ended questionnaire as a means of data collecting. The purpose of this research is to study the effect of human resource flexibility on job satisfaction and their effect on employee performance. The data will be collected from some workers of Wasit municipalities in Iraq.

3.5 Conceptual Framework of the Study

The study has two independent variables which are employee performance and job satisfaction, also the study used human resource flexibility as dependent variables of the study. So the figure below will be drawn the variables and the hypotheses of the study.

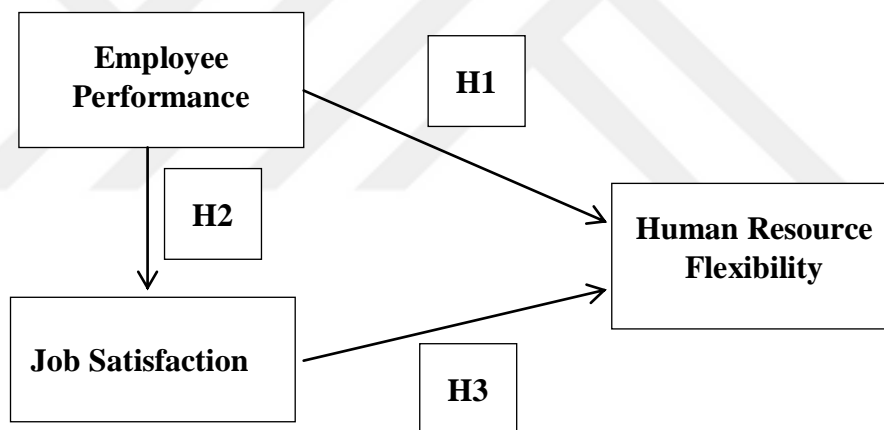


Figure 3.1: Variables and Hypotheses of the Study

3.6 Hypotheses of the Study

The hypotheses of the study are constructed the variables of the study and will be the following statements

- H1: Human resource flexibility has a positive effect on employee performance in Wasit municipality in Iraq
- H2: Human resource flexibility has a positive effect on Job satisfaction in Wasit municipality in Iraq

- H3: Employee performance has a positive effect on Job Satisfaction Wasit municipality in Iraq

3.7 Research Instruments

This research employed a questionnaire to gather data and the questions in the survey were based on the study's scale variable, and their original items. The study variables which are employee performance scale was developed by Gathee, (2018), with six items by rating them on a 5-point Likert scale, Job satisfaction was measured by Spector's (1985) three-item scale and participant responses were assessed with a 5-point Likert scale. The flexibility of human resources was developed by Aibaghi-Esfahani et al. (2017) employed a five-point Likert scale to evaluate, with the scale including 16 questions and ranging from 1 (strongly disagree) to 5 (strongly agree) as dependent variables of the study.

3.8 Data Analysis

The data analysis of the study was used an IBM statistical analysis program, SPSS 25.0. To arrive at the anticipated conclusion based on the investigation's findings, this is necessary. According to the employment of proper statistical processes, some findings have been made available to us. There was an online survey used to obtain the responses and each respondent was asked to score their opinions on many factors. In certain cases, component analysis was used to identify scale variables that may be used. Based on the findings of a reliability evaluation, it was determined whether the scales and variables collected may be used in future study. It's possible to achieve a high degree of adaptability since there are so many factors to consider. As a result, correlation and regression analyses were performed, as well as effect value computations. Identifying how and to what degree the variables interacted with one another was necessary before attempting to prove the hypothesis. An in-depth analysis of the theory's findings is performed.

When describing a sample of data, descriptive coefficients may be used to determine whether the sample is representative of the whole population or just a portion of it. The mean and standard deviation are two of the most often used descriptive statistics. Explanatory factor analysis was utilized in the study because it allows researchers to

concentrate on a small number of sub-dimensions rather than a large number of variables. Kaiser-Meyer-Olkin (KMO) was used to assess sample adequacy and variable consistency for each Bartlett scale. It was also shown that the sphericity test was statistically significant.

A scale's reliability is defined as its capacity to consistently display the item being measured properly. Analysis of a variable's reliability was used to determine how reliable it was on its own. Cronbach's measure is often used in the dependability research. Correlation analysis was also utilized to look at the relationship between many variables.

To make sure the regression results were accurate, the team ran a multicollinearity study. When analyzing the data, keep an eye out for any signs of multicollinearity. Additionally, the study included outlier and influencer analysis. A statistical outlier is a data point with a substantially greater aftereffect than expected. Significant time intervals have an enormous influence on regression outcomes.

It is a complex statistical approach that evaluates the relationship between two or more variables using regression analysis. If you've ever wondered how one or more independent variables affect a dependent variable, you've probably used regression analysis. In order to make predictions, the researchers used linear regression analysis, which evaluates data with two or more variables.

4. RESEARCH FINDINGS

4.1 Demographic Analysis

The background information of the respondents / general information in the study that were considered relevant included gender of the respondents, level of education, age and education. Results obtained about each of them together with their relevance to the study are presented henceforth.

Table 4.1: Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	141	67.1	67.1	67.1
	Female	69	32.9	32.9	100.0
	Total	210	100.0	100.0	

The table 4.1 show the gender respondents of the study and the result reveals that 141 people are male which is equal to (67.1) of total number of respondents, and also the table provide 69 people are female which (32.9) of whole population of the study, the participants of the study are 210 people from the municipalities directorate of Wasit city in Iraq.

Table 4.2: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 year or under	30	14.3	14.3	14.3
	26 year to 40 year	122	58.1	58.1	72.4
	41 year to 55 year	54	25.7	25.7	98.1
	55 year or Older	4	1.9	1.9	100.0
	Total	210	100.0	100.0	

The table 4.2 located above shows the age of participants of the study and the result indicate that 122 people of the participants are aged between (26 years to 40 years) which is equal to 58.1% of total respondents, and table also reveals that 54 people of the respondents are aged between (41 year to 55 years) which is the second high group of the participants their which is equal to (25.7%), while 30 people of the

respondents are aged between (25 years or under) which is equal to (14.3%) of whole population of the study, and last group age of the study are shown 4 people that aged between (55 years or older) which is equal to (1.9%) of the whole target population of the study.

Table 4.3: Education level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Did not complete High School	7	3.3	3.3	3.3
	High school Diploma or equivalent	25	11.9	11.9	15.2
	Some College or an Associate's Degree	63	30.0	30.0	45.2
	Bachelor's Degree or Higher	115	54.8	54.8	100.0
	Total	210	100.0	100.0	

The table 4.3 shows the level education of the respondents of the study and the result reveal that 7 people of the participants did not complete high school which is equal to (3.3%) of whole population study, while 115 people of respondents had bachelor degree which is equal to (54.8%) of total respondents and it majority group of the respondents. The table also show 25 people of the participants had high school education which is (11.9%) of population and also the table showed that 63 people of the participants had associate degree which is equal to (30%) of total population of the study.

Table 4.4: Working Experience of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	14	6.7	6.7	6.7
	1 years to 2 years	31	14.8	14.8	21.4
	3 years to 5 years	38	18.1	18.1	39.5
	more than 5 years	127	60.5	60.5	100.0
	Total	210	100.0	100.0	

The table 4,4 shows the working experience of the respondents and the result indicate that 127 people had more than years of working experience which is equal to (60.5%) of whole population, while 38 people of the participants had between 3 years to 5 years of working experience which is equal to (18.1%) of total

respondents. The table also shows that 14 people of the participants of the study had less than 1 year of working experience which is the minority group of the respondents that is equal to (6.7%) of total population, while 31 people of the respondents had between 1 year to 2 years of working experience which is equal to (14.8%) of total population of the study.

4.2 Descriptive Statistics

Descriptive coefficients are used to characterize a sample of data that may be representative of the whole population or a specific subset of the population. Descriptive statistics include measurements of mean and standard deviation. The descriptive statistics may be divided down as follows. The mean, median, and mode provide information about the central tendency, whereas the standard deviation, difference, minimum and maximum variables, kurtosis, and skewness provide information about the variance of the dataset

Table 4.5: Descriptive Analysis

		Human Resource Flexibility	Job Satisfaction	Employee Performance
N	Valid	210	210	210
	Missing	0	0	0
Mean		54.5940	8.0794	18.2635
Median		56.2500	8.3333	19.1667
Mode		61.25	9.33	20.67
Std. Deviation		9.86719	2.01906	4.06168
Variance		97.361	4.077	16.497
Skewness		-.999	-.572	-.464
Std. Error of Skewness		.168	.168	.168
Kurtosis		1.183	-.039	-.386
Std. Error of Kurtosis		.334	.334	.334
Minimum		17.19	2.33	8.17
Maximum		75.31	11.67	25.83

Table 4.5 shows descriptive analysis the highest mean of the data 54.5940 which is having human resource flexibility variable with high (SD= 9.86719). The lowest mean of data shows is 8.0794 which having one of the independent variables of the study called job satisfaction with low (SD= 2.01906), and the of this scale between

2.33 to 11.67. The table also reveals that employee performance is second highest mean variable of the study with value of 18.2635 and (SD=4.06168). The result shows that 210 respondents have been participated in this study and there is no missing value of the study. The study also provides skewness and kurtosis that show where the data tail is, so according the result that we have above table shows that there is a negative skewness of data which means the tail of the left side of the distribution is longer or fatter than the tail on the right side. The mean and median is less than the mode. The data also show that there is a positive kurtosis which means Positive values of kurtosis indicate that a distribution is peaked and possess thick tails.

Skewness cares for measuring how symmetrical variable's distribution is. Once the variable has distribution of answers, then it is said to be skewed when it stretches toward the distribution of either right or left tail. Kurtosis is a metric for determining whether a certain distribution is overly skewed (a very narrow distribution with most of the central responses).

When the skewness and kurtosis of the series of replies are both zero, the sequence of responses is referred to as a normal distribution (a circumstance that researchers are very unlikely to ever observe). " If the number is more than 1 or less than -1, this indicates that the distribution is considerably skewed, according to a widely used rule of thumb for skewness. The usual rule for kurtosis is that if it is more than one, the distribution is considered to be peaked. In a similar vein, a kurtosis smaller than -1 implies a distribution that is repeatedly small. Non-normal distributions exceed these features in terms of skewness and/or kurtosis, and they outperform these traits in terms of variance.

Table 4.6: Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Human Resource Flexibility	.143	210	.000	.930	210	.000
Job Satisfaction	.147	210	.000	.951	210	.000
Employee Performance	.138	210	.000	.946	210	.000
a. Lilliefors Significance Correction						

The results of the Kolmogorov-Smirnov and Shapiro-Wilk tests are shown in Table 4.6. The KS test reveals the largest difference between the two cumulative

distributions and determines the value of P from these data points. The p-values for the two samples in the table are identical since they were taken from the same distribution. No matter how it's reworked, the Shapiro-Wilk test outperforms this improved version.

The Kolmogorov-Smirnov test may be used when the chi-square test cannot be carried out. Cases with a modest sample volume may also be handled. The results of the normality test show that the data were evenly spread out. The "Shapiro-Wilk" normality table was also tested. Scale. Here is a Shapiro-Wilk signature. Data was deemed to be regularly distributed if its values were larger than 0.00.

4.3 Explanatory Factor Analysis (EFA)

EFA is a statistical technique for determining the underlying structure of a large number of variables. The primary purpose of EFA, a method within factor analysis, is to find the underlying correlations between variables assessed. Scale development is a frequent practice for researchers, and it helps to find a group of latent constructs that underlie a battery of measured data. This technique is often employed by researchers. A priori hypotheses concerning causes or patterns in measurable variables should not be applied in this case (Fabrigar, et al 1999). One of the many characteristics that may be seen and measured is a measurable variable. Most of the time, researchers will have a big number of measured variables and think that they are connected to a smaller number of "unobserved" variables. The quantity of variables to include in the study must be carefully considered by researchers. Finch, on the other hand, as well as West (1997) EFA techniques are more accurate when each component is represented by numerous measured variables. The sample adequacy and consistency of variables are assessed using the Kaiser-Meyer-Olkin (KMO) method, which is used for each scale bartlett. Another major finding concerned the sphericity of the data. This means that the sample size for the explanatory factor analysis is enough, and the method of factor analysis is also suitable. In order to identify the structure of the factors, data compliance used the factor retention technique in conjunction with testing. in the form of the "varimax rotation technique" and the "principal component analysis method" Explanatory factor analysis resulted in the scales being rescaled to their original size. Factorization has been demonstrated.

Table 4.7: Factor Analysis of Human Resource Flexibility Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.660	47.876	47.876	7.660	47.876	47.876
2	1.411	8.816	56.692	1.411	8.816	56.692
3	1.126	7.040	63.732	1.126	7.040	63.732
4	.929	5.807	69.540			
5	.730	4.562	74.102			
6	.659	4.121	78.224			
7	.540	3.377	81.601			
8	.470	2.938	84.538			
9	.444	2.773	87.312			
10	.378	2.362	89.674			
11	.349	2.179	91.852			
12	.341	2.129	93.982			
13	.290	1.815	95.797			
14	.261	1.630	97.427			
15	.219	1.366	98.793			
16	.193	1.207	100.000			
Extraction Method: Principal Component Analysis.						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.910	
Bartlett's Test of Sphericity				Approx. Chi-Square	1894.009	
				Df	120	
				Sig.	0.000	

*p < 0.01

The table above shows the results factor analysis for the human resource flexibility, where the first item of this variable has most component load of the variable, also the other item of this scale has component load of the variable. The result discovered that none of the variables are reduced and that they explain 47.876% of the variance in the result of the analysis, and the result can be clarified in the above table. The KMO value for the human resource flexibility scale is 0.910, and it means that there is quality for the measurement.

Table 4.8: Factor Analysis of Job Satisfaction Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.050	68.344	68.344	2.050	68.344	68.344
2	.671	22.352	90.696			
3	.279	9.304	100.000			
Extraction Method: Principal Component Analysis.						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					.630	
Bartlett's Test of Sphericity				Approx. Chi-Square	198.418	
				Df	3	
				Sig.	.000	

*p < 0.01

The table above shows the results factor analysis for the job satisfaction, where the all the item of this variable has high component load of the variable. The result discovered that none of the items are reduced and that they explain 68.344% of the variance in the result of the analysis, and the result can be clarified in the above table. The KMO value for the job satisfaction is 0.630, and it means that there is quality for the measurement.

Table 4.9: Factor Analysis of Employee Performance Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.947	65.777	65.777	3.947	65.777	65.777
2	.800	13.327	79.104			
3	.441	7.349	86.453			
4	.383	6.380	92.832			
5	.327	5.443	98.275			
6	.103	1.725	100.000			
Extraction Method: Principal Component Analysis.						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					.832	
Bartlett's Test of Sphericity				Approx. Chi-Square	828.259	
				Df	15	
				Sig.	.000	

*p < 0.01

The table above indicate the result of factor analysis for the employee performance, this scale has six items, where all the items of this scale has high component load of the variable. The result discovered that none of the items in this scale are reduced and that they explain 65.777% of the variance in the result of the analysis, and the result can be clarified in the above table. The KMO value for the employee performance is 0.832, and it means that there is quality for the measurement.

4.4 Reliability Analysis

The process for reliability analysis generates a variety of regularly used measures of scale reliability and also offers information about the correlations between individual items on the scale. As a result, the researcher decided to employ reliability analysis for the study. It is said that the trustworthiness of a scale is determined by its ability to accurately depict the thing that is being measured in a consistent manner (Rackwitz, 2001). It was determined how trustworthy a variable was on its own by doing an analysis of the variable's dependability. The measure developed by Cronbach is often used in reliability investigations. In order to arrive at this conclusion, the correlation coefficients for each split were calculated after each division of the data that was performed. Taking the average of these numbers has an impact that is comparable to that of Cronbach's alpha. For the purpose of determining whether or not there is internal consistency, Cronbach's alpha, which has an alpha range of 0–1, may be used. A reliability level of 0.5 should be deemed acceptable at the very minimum.

Table 4.10: Reliability Analysis

	Cronbach's Alpha	N of Items
Human Resource Flexibility	0.921	16
Job satisfaction	0.858	3
Employee performance	0.895	6

As seen in the study's reliability analysis in the table above, the Cronbach alpha value of (0.921) suggest that human resource flexibility is very reliable. The table also demonstrates that job satisfaction has the value of Cronbach alpha of (0.858), this suggest that this scale is high reliable and there is a strong relationship between the items of the scale. The Cronbach alpha coefficients of employee performance which is (0.895), this implies the scale is high reliable and there is a strong

relationship between the items in the inter-dimensional space. Reliability values of the scales were around 0.80, and the suitability of the calculated Cronbach alpha values was determined.

4.5 Correlation Analysis

Correlation analysis may be used to establish the linear link between two variables and to estimate their relationship. Analyzing how one variable influences another is what correlation analysis is all about (Gogtay, and Thatte, 2017). However, the association between these two factors seems to be weaker than it appears to be strong. Researchers may use correlation analysis in market research to assess quantitative data acquired via methods like surveys and polls in real-time.

A positive correlation is defined as a rise in one variable followed by an increase in the other. A negative correlation, on the other hand, means that when one variable rises, the other falls, and vice versa for the same variable. This is called (Lindley, 1990). If two or more variables are connected, correlation analysis is used. That the correlation coefficient is statistically significant despite its broad range of values is supported by this finding. Very weak is defined as any score between zero and one, while medium is defined as any score between one-hundredth and one-hundred-fifth. There is a "moderate" range of values between 0.50 and 0.69, and a "high" range between 0.70 and 0.89. In the following table will provide the correlation coefficients between each of the various variables.

Table 4.11: Correlation Analysis

	Human Resource Flexibility	Job Satisfaction	Employee Performance
Human Resource Flexibility	1	0.599 ^{**}	0.721 ^{**}
Job Satisfaction	0.599 ^{**}	1	0.932 ^{**}
Employee Performance	0.721 ^{**}	0.932 ^{**}	1
	0.000	0.000	0.000

^{**}. Correlation is significant at the 0.01 level (2-tailed).

The table above shows the calculations of correlation analysis between the variables of the study and the result indicate that human resource flexibility has positive relationship with job satisfaction with coefficient value of (0.599^{**}). There is positive

and strong relationship between human resource flexibility and employee performance with the degree value of (0.721^{**}) and also the table reveals that there is a substantial relationship between job satisfaction and employee performance with value of (.932^{**}). So all the variables of the study have correlated each other and statistically significant.

4.6 Multicollinearity Analysis

Multicollinearity is an issue that must be addressed before the results of a regression can be considered accurate. VIF (Variance Inflation Factor) analysis is used to determine whether the data has this problem. In a regression model, multicollinearity arises when the correlation between two or more independent variables is strong (Farrar, and Glauber, 1967). Regression models allow for the prediction of one independent variable from another independent variable. A "multicollinearity" issue occurs when a model's numerous variables are all interconnected in some way. The VIF may be applied to each independent variable to test for multi-collinearity. The degree of multicollinearity among the variables in a multiple regression analysis is assessed using this metric. VIF is not connected with other variables and the model does not have a multicollinearity issue when VIF is less than or equal to 1. One or more independent variables may be linked to another one or more independent variables through multicollinearity in a multiple regression equation. Multicollinearity is explained in the table below by comparing VIF and tolerance values.

Table 4.12: Multicollinearity Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics			
	B	Std. Error	Beta			Tolerance	VIF		
1	(Constant)	21.570	2.109		10.226	.000			
	Employee Performance	3.009	.310		1.239	9.716	.000	.131	7.645
	Job Satisfaction	-2.715	.623		-.556	-4.358	.000	.131	7.645
a. Dependent Variable: Human Resource Flexibility									

As a result, the proposed tolerance value is more than 1 in the absence of multicollinearity since we can see in the table that the tolerance is within the limit,

and the VIF is also within the limit, we can conclude that the multicollinearity problem does not exist. If the tolerance value is less than 1, this suggests that a multicollinearity issue exists. The problem is referred to be multicollinearity when the value of V is more than 10, however in this situation, if the value of V is lower than 10, then that means there is no problem with multicollinearity.

Table 4.13: Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Employee Performance	Job Satisfaction
1	1	2.962	1.000	.01	.00	.00
	2	.035	9.242	.88	.02	.05
	3	.003	29.106	.11	.98	.95

a. Dependent Variable: Human Resource Flexibility

The table above shows the collinearity diagnostic analysis, and there is a decision rule that implies if the condition index of the variables exceeds 15 then the collinearity is suspected and if the condition index of the variables exceeds 30 then there is a collinearity issue in the model. According to the table above the results of the condition index indicates that employee performance scale greater than 15 and less than 30 at the same, so collinearity is suspected but there is no collinearity issues in our particular instance

4.7 Outlier and Influencer

A data point that has an abnormally large residual impact is what statisticians refer to as an outlier. A crucial point is a moment in time in a regression analysis that has a major role in determining the final conclusion. On the other hand, these names are not interchangeable with one another. It is possible for an outlier to exist without the phenomenon being statistically significant, and vice versa. It is possible for a single point to have a considerable effect, provided that the data are consistent (Aswani, et al 2017). Data points are considered to be outliers when they deviate from the main trend by a significant amount. It is possible for it to have very high values for either X or Y, or both, in comparison to other values. A point that has a significant influence on the slope of the regression line is called an influential point. To determine whether or not an outlier has a significant impact, you must first calculate the regression equation both with and without the outlier (Narassiguin, and Sargent,

2019). If anything can simultaneously be both and neither, then it can also be both and neither. Data points that do not conform to the main trend of a sample are referred to as outliers. As a direct consequence of this, there is a considerable quantity of residue that has been left behind outside. The usefulness of a statistical model is diminished when it contains outliers since these data do not conform to the model's forecast. In order for data points to be deemed important, they need to be included in the data matching for the regression line in which they will have the most influence on how the line will perform. It's possible that the numbers are far off, or they may be spot on. The first step of the impacted point strategy is to eliminate the point that has been identified as having an influence from the dataset. If the offset has a considerable impact on the total length of the line, the point in question is considered to be an important point.

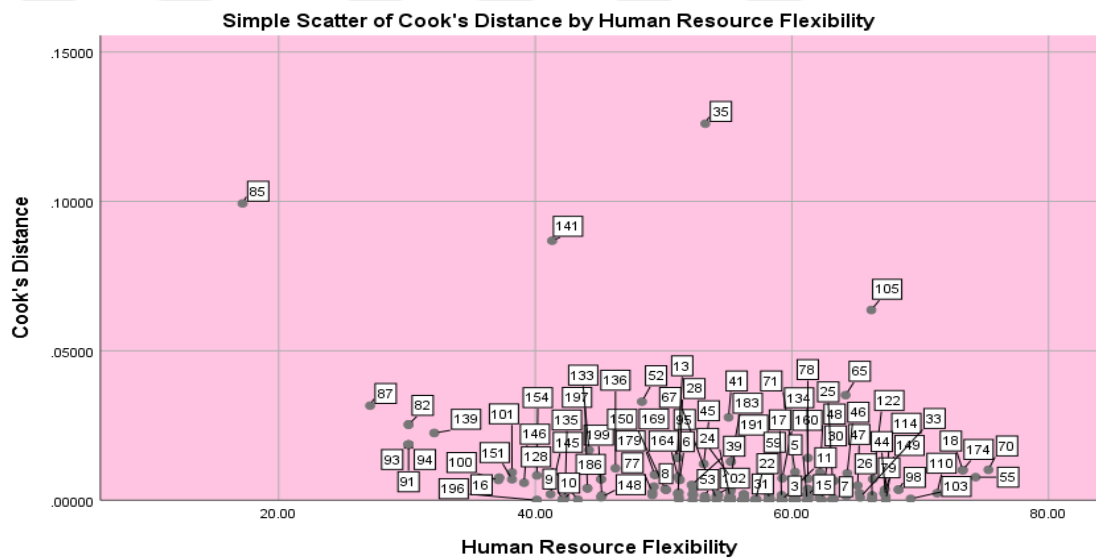


Figure 4.1: Outlier and Influencer

According to the data shown in the graph that is located above, the bulk of the cook's distance values are clustered towards the bottom of the chart, with just a few numbers located slightly higher. As a direct consequence of this, a graph is considered to be an influential outlier if it deviates from the y-axis by a significant amount. The highest number on the chart is 0.15, and although the responder in row 35 and 85 are not a notable outlier on that chart, we do not have an explanation or a reason to delete them. In statistical analysis, it explains how to identify and evaluate multivariate outliers.

4.8 Regression Analysis

Regression analysis, as a set of statistical approaches, evaluates the relationships between an independent variable and a dependent variable. Regression analysis was used in this study. It is most often used in regression analysis to find the line that best fits data based on a set of mathematical criteria, which is known as linear regression (Freedman, 2009). Regression analysis is a very sophisticated statistical approach used to identify the connection between two or more variables. Diverse types of regression analysis look at the relationship between independent and dependent variables from various perspectives (Lindley, 1990). To make predictions, data is analyzed using regression analysis, especially when there are two or more variables. One of the benefits of regression analysis is the ability to see into the future. Using the regression technique simplifies making future predictions.

Table 4.14: Linear Regression Analysis between Human Resource Flexibility and job Satisfaction

Dependent Variable: Human Resource Flexibility		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.931	2.259		13.694	.000
	Job Satisfaction	2.929	.271	.599	10.797	.000
F= 116.572, Sig. 0.000						
R= 0.599						
R Square = 0.359						

The table above show the linear regression analysis and the result indicates that R square shows a result that 0.359 which is quite a normal effect size, and the model is a good fit so it means that a full of 30% of the variation of the dependent variable is completely by independent variables and R value 0.599 is the correlation between the predicted values and the observed values of Y. The F value of the model is 116.572 with sig. the value of 0.000 <0.01 means that the model parameters are statistically significant. The equation coefficient of the job satisfaction is 0.738, and is positive and statistically significant. This variable has an increasing effect on human resource flexibility. In this case, the H1: hypothesis is accepted.

Table 4.15: Linear Regression Analysis between Human Resource Flexibility and Employee Performance

Dependent Variable: Human Resource Flexibility		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.615	2.184		10.353	.000
	Employee Performance	1.751	.117	.721	14.996	.000
F= 224.876, Sig. 0.000						
R= 0.721						
R square =0.517						

The table above show the linear regression analysis and the result indicates that R square shows a result that 0.517 which is quite a normal effect size, and the model is a good fit so it means that a full of 50% of the variation of the dependent variable is completely by independent variables and R value 0.721 is the correlation between the predicted values and the observed values of Y. The F value of the model is 224.876 with sig. the value of 0.000 <0.01 means that the model parameters are statistically significant. The equation coefficient of the employee performance is 0.721, and is positive and statistically significant. This variable has an increasing effect on human resource flexibility. In this case, the H2: hypothesis is accepted.

Table 4.16: Linear Regression Analysis between Employee Performance and Job Satisfaction

Dependent Variable: Employee Performance		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.111	.420		7.406	.000
	Job Satisfaction	1.875	.050	.932	37.178	.000
F= 1382.214, Sig. 0.000						
R= 0.932						
R square = 0.869						

The table above show the linear regression analysis and the result indicates that R square shows a result that 0.869 which is high effect size, and the model is a good fit so it means more than 80% of the variation of the dependent variable is completely by independent variables and R value 0.932 is the correlation between the predicted values and the observed values of Y. The F value of the model is 1382.214 with sig. the value of 0.000 <0.01 means that the model parameters are statistically significant. The equation coefficient of the job satisfaction is 0.932, and is positive and

statistically significant. This variable has an increasing effect on employee performance. In this case, the H3: hypothesis is accepted.

4.9 Hypotheses Analysis

Table 4.17: Hypotheses Analysis

H1	Human resource flexibility has positively effect on job satisfaction	Accepted
H2	Human resource flexibility has positively effect on employee performance	Accepted
H3	Employee performance has positively effect on job satisfaction	Accepted

5. CONCLUSION AND DISCUSSION

An investigation of the impact of human resource flexibility on job satisfaction and employee performance was undertaken at Iraq's municipalities directorate in Wasit city. In today's highly competitive environment, organizations face a significant amount of hardship. Numerous businesses face an uphill struggle to become successful competitors and achieve their goals and objectives. As a consequence, businesses invest a great deal of time and energy in assessing the degree of employee satisfaction in order to boost their performance and fulfill the organizations' overall objectives.

On the one hand, job satisfaction is seen as a key influence on an organization's efficiency and performance. This is owing to the fact that job satisfaction has a major impact on organizational metrics, such as customer satisfaction and financial indicators. The company's success is largely dependent on its employees' ability to do their jobs effectively (Sonnetag et al., 2008), thus it's critical to know how each one performs. It is important to note that the criteria and reasons for employee success and happiness on the job are distinct from one another. Some examples of these influences are found in people, cultures, societies, businesses, and other organizations.

Human resources flexibility and job satisfaction are major considerations in this study. Improved employee performance may be attributed to human resource flexibility. A company's survival is dependent on its ability to adapt to changing market and environmental conditions. In the sense that great human resource flexibility contributes to improve the performance of employees. This study also found a correlation between job satisfaction and employee performance. Since the deployment of intellectual, emotional, and social skills improves employee performance, senior leaders must provide support for branch heads and staff members' work at the organization. According to the findings, employees' work happiness was able to mitigate some of the impact of their performance on their

colleagues. Some workers' performance may be improved if they are happy with the job they are doing.

According to the research result HR flexibility has positive and significantly effect on employee performance and this was confirmed statistically significant using regression and correlation analysis, hence H1 is accepted. In other words, more HR flexibility may lead to better employee performance by enabling teams to perform better and meet higher quality standards in the workplace. It is crucial for the HR department to drive employee-centric activities and encourage teams by strategically driving different functions. Management practices such as flexible personnel structure, employment mode and training and incentive plans are used to accomplish this. Some researchers have come to the same conclusion as this study, such as (Sabuhari, et al 2020 and Bhattacharya, et al 2005).

According to the study result H2 is accepted, which suggests that HR flexibility has a favorable influence on job satisfaction, and this was confirmed statistically significant using regression and correlation analysis. As a result, flexible working hours raise employee performance and increase the profitability of businesses. Employers that allow workers to work a flexible schedule see an increase in productivity, a decrease in absenteeism and organizational overtime expenses, and an increase in employee happiness. Employees' well-being and loyalty to the company may both benefit from flexible working arrangements. Employers and workers alike will be able to customize their working circumstances by allowing them certain leeway in the workplace. Employees will be better able to maintain a good work-life balance as a result, while businesses will see an increase in production and efficiency. This finding is in accordance with the findings of previous studies (Renau, 2015; and Sabuhari, et al 2020).

According to the research findings, there is a positive relationship between job satisfaction and employee performance. This result was discovered using regression analysis, and the results were statistically significant, indicating that H3 of the study is accepted. This suggests that the effort of an employee is a crucial aspect in determining an individual's performance. To achieve better results on the workplace, an individual must be happy with his or her work and have a positive attitude about it. After it, the company's overall performance improves. employee will be more likely to stay on the job if he feels satisfied with the position. This decreases

employee absenteeism, and it also helps to reduce turnover. Worker tardiness costs the business money and reduces output in the workplace. This is in line with the findings of (Sonnetag et al. 2008; Alromaihi et al. 2020; and Sabuhari, et al. 2020) and the opinion of Robbins and Judge (2015), who state that higher job satisfaction can reflect workers' acceptance of the culture of business practice, whether the practice is traditional or contemporary, and can be done with various breakthroughs. The majority of workers are content with occupations that provide variety, learning opportunities, autonomy, and control over their workdays.

Human resources (HR) flexibility, job satisfaction, and employee performance are all addressed in this study. Research in strategic human resource management shows that flexibility in human resources is a multidimensional characteristic that has been experimentally linked to employee performance. In this study, the endeavor to examine the link between employee performance and job satisfaction shows considerable findings. In other words, the theory of human resource management posits that job satisfaction, which is a multidimensional variable, has the potential to boost performance among employees. It has a substantial impact on employee performance if HR flexibility is implemented. Having great corporate human resources with high human resource flexibility is a practical contribution that helps organizations adapt to new work patterns in line with the rapid advancement of information technology. A company's capacity to compete and satisfy customer needs depends on how successfully it executes HR flexibility. If the firm want to stay competitive in the market and match the needs and preferences of its customers, it must use HR flexibility effectively. High employee performance is affected by the execution of employee performance, particularly the application of intellectual skills. If a corporation is able to utilize employee skills successfully, it may increase employee performance and job satisfaction. In the face of a disruptive period, companies are also able to cope with crises and become stronger. Intellectual competency implementation has an effect on high employee performance so that the organization can confront competition and other external environmental disruptions. Improved implementation of staff capabilities via a positive work environment may also increase the company's success.

5.1 Limitations and Future Research

Research stages were successfully implemented in this study, however there are still some issues that will need to be addressed moving forward. This study's disadvantage is that it only looks at the association between HR flexibility, job satisfaction and employee performance. In particular, this study does not link HR flexibility to training, which is undoubtedly done in an attempt to adapt the job to the wishes of the customer. This research is HR flexibility. The findings of this study cannot be applied to other research objects since they were conducted on multiple research objects with the same variable and assess HR flexibility and competence at the level of firm personnel in branch offices. As the variables in this study are being gauged based on the impressions of the participants, there is the potential for measurement bias and subjectivity. There are a few things that need to be taken into consideration while doing more study on the relationship between an organization's culture and employee performance. Future researchers are urged to broaden their scope so that their findings may be generalized to a broader population. The study may also be applied to the courier service market by incorporating a larger private operator.

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APPENDIX

Questionnaire

I am currently conducting research on examining "the effect of human resource flexibility on job satisfaction and their effect on employee performance" in the municipality directorate of Wasit city in Iraq.

Your participation of 5–10min to fill out this questionnaire will genuinely be appreciated.

All information given in this questionnaire will be kept strictly confidential and used for academic purposes only.

Thanks for Participating

Section A: Demographic Questions

1. What is your Gender?
 - A. Male
 - B. B. Female
2. Please, indicate your education level?
 - A. Did not complete High School
 - B. High school Diploma or equivalent
 - C. Some College or an Associate's Degree
 - D. Bachelor's Degree or Higher
3. What is your Age group?
 - A. 25 years or Under
 - B. B. 26 years to 40 years
 - C. 41 years to 55 years
 - D. 55 years or Older

4. How long have you been working in the municipality directorate of Wasit city in Iraq?
- A. Less than one year
 - B. 1 year to 2 years
 - C. 3 years to 5 years
 - D. More than 5 years

Section B: Human Resource Flexibility

Please pick one of these

1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly agree).



RESUM

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