

## The Impact of Human Resources Flexibility on Organisational Brilliance: An Empirical Study of the Opinions of a Sample of the Employees in Duhok Sport Clubs

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تأثير مرونة الموارد البشرية على التآلق التنظيمي: دراسة استطلاعية لآراء عينة من الكوادر الوظيفية في أندية محافظة دهوك.

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### الملخص

هدفت الدراسة إلى تحليل تأثير مرونة الموارد البشرية بأبعادها الثلاثة (مرونة المهارات، مرونة السلوكيات، مرونة الممارسات الوظيفية) على التآلق التنظيمي في الأندية الرياضية بإقليم كردستان العراق، من وجهة نظر عينة من الكوادر الوظيفية، مع التركيز على أندية محافظة دهوك. تبرز أهمية الدراسة في تقديم إطار نظري وتطبيقي يوضح العلاقة بين مرونة الموارد البشرية والتآلق التنظيمي. اعتمدت الدراسة المنهج الوصفي التحليلي، واستخدمت استمارة استبيان كاداة لجمع البيانات العملية. شملت عينة الدراسة توزيع (١٤٥) استمارة استبيان على الكوادر الوظيفية في الأندية الرياضية بمحافظة دهوك، وتم استرجاع (١٢٤) استمارة، منها (١١٣) صالحة للتحليل. أظهرت النتائج أن الأندية الرياضية تتمتع بمستوى عالٍ من مرونة الموارد البشرية، ووجود علاقة ارتباط وتأثير معنوي بين معظم أبعاد مرونة الموارد البشرية والتآلق التنظيمي. وكان لبُعد مرونة الممارسات الوظيفية التأثير الأكبر، مما يدل على أهمية هذا البعد في تحقيق التآلق التنظيمي. أما بُعد مرونة المهارات، فقد جاء في المرتبة الثانية من حيث التأثير، في المقابل، لم يكن لبُعد مرونة السلوكيات تأثير معنوي احصائياً على التآلق التنظيمي، حيث بلغت نسبة تأثيره (٠.٠٦٨) ومستوى معنوية (٠.٤٤٢) مع قيمة t المحسوبة (٠.٧٧٢) وهي أقل من القيم الجدولية. بناءً على النتائج، أوصت الدراسة بتعزيز مرونة الموارد البشرية في الأندية الرياضية، خاصة من خلال تطوير الممارسات الوظيفية وبرامج التدريب المستمر، لما لها من دور محوري في تحقيق التآلق التنظيمي. الكلمات الأساسية مرونة الموارد البشرية، التآلق التنظيمي، مرونة المهارات، مرونة السلوكيات، مرونة الممارسات الوظيفية، الأندية الرياضية.

## Abstract

This study aims to investigate the effect of the human resource flexibility, and its dimensions namely (skills, behaviour, and practices flexibility) on organisational brilliance in sport clubs in Kurdistan Region of Iraq, from the perspective of a sample of employees, focusing on sport clubs of the Duhok Governorate. The study provides both theoretical and practical framework explaining the relationship between the human resources flexibility and its dimensions and organisational brilliance. This study adopted the qualitative methodology and utilised questionnaires for data collection. The study sample included 145 questionnaire circulated on the employees of sport clubs in the Duhok governorate, out of which 124 questionnaire was returned, and only 113 questionnaire were valid for analysis. The results indicated that sport clubs exhibit a high level of human resources flexibility, and a significant impact was found between most dimensions of human resource flexibility and organisational brilliance. Among these dimensions, practices flexibility had the strongest impact, which indicates its importance for achieving organisational brilliance. Skills flexibility ranked second, while behaviour flexibility show non-significant statistical impact on organisational brilliance, with an influence coefficient of (0.068), and a T-value of (0.772), which is below the recommended threshold. In the light of the results, the study recommends enhancing of human resources flexibility in sport clubs, especially through developing employment practices, and continuous training programmes since it has a pivotal role in fulfilling organisational brilliance. **Keywords:** Human Resource Flexibility, Skills Flexibility, Behavioral Flexibility, Practices Flexibility And Organisational Brilliance.

## 1.Introduction

Nowadays organisations work in environments characterized by unprecedented and unexpected events resulting from various factors such as technological advances and market globalisation. These changes compelled executives to adopt radical transformations in the way they deal with managing and guiding their organisations (Marzouq & Al-Bardhan, 2020). Similarly, Hussein (2023) points out that amidst the fast-moving changes and technological and IT advancements, organisations maybe inclined to respond rapidly to these changes to preserve their competitive status. Sport clubs in Iraq in general, especially in Kurdistan Region, witness growing challenges due to the rapid transformations in the organisational and sport environment of these clubs. Such transformations require the clubs not only to be able to have sport competition but also to be able to adapt with the internal and external changes actively. In this context, the human resources flexibility plays a significant role in upholding the organisational performances and achieving excellence in a competitive environment (Hussein 2023; Rahal & Al-Kasasbeh, 2021; Hussein, 2023). (Al-Motawri (2022) argues that the nature of modern work requires more capabilities, and multiple talents and specialized skills in order to survive and succeed and overcoming the challenges encountering businesses. Due to the advancements in sport domain and its complexity, Sports clubs require flexible human resources that can adapt to evolving conditions and rising pressures. Moreover, human resources flexibility is a critical factor for achieving organisational brilliance, as it enhances the ability of organisations to deal with the various challenges whether they are related to the internal nature such as Strategic modifications, or external such as changes in this sports environment, or regulating laws (Alkshali and Alshaer, 2020; Marzouq and Al-Bardhan, 2020). The current study contributes to enriching the current knowledge in many ways. First, many previous studies (Al-Ghalbi and Mazaal, 2021; Rahal and Al-Kasasbeh, 2021) have primarily focused on the human resource flexibility in industrial, productive and service providing environments like hospitals and pharmaceuticals. Therefore, sports environments also need some more profound studies on surveys, which is one of the aims of the current study. Second, although most previous literature Moharib, 2019 focused on productional an service providing sectors, only a few of the studies have addressed with the human resources flexibility in sport clubs, and there are only rare studies that dealt with sport contexts even at the global scale. Third, Beltrán-Martín *et al.* (2008) clarified that employment flexibility alone is not enough to ensure competitive advantages, other aspects, such as behavioral flexibility, also impact employment performance. Fourth, (Bhattacharya, Gibson and Doty (2005) argued that the human resources flexibility creates a competitive advantage in institutions, but this issue has not been analysed in depth in the sport context whether competitiveness is realised on other levels. Fifth, in the studies of Al-Abadi, (2017); Kumar and Rai (2017); Alkshali and Alshaer, (2020); Hazim *et al.*, (2022); Ali and Laftah (2023); Hamid and Fahad ( 2023); Aldiabat and Alzoubi (2024), questionnaire (indicators) were utilised to measure the human resources flexibility and organisational brilliance in varies areas, such as manufacturing firms, banks, universities and hospital. However, there are no specialised measures for both variables in sport clubs, making the current study important in this regard. For all these reasons, this study aims to fill the existing gap in this

regard by surveying the opinions of a sample of employees in sport clubs. The aim is to understand the implications of the flexibility of human resources on organisational brilliance, and also to evaluate the effect of the flexibility of skills, behaviour and employment in human resources on strengthening organisational brilliance of sport clubs in Kurdistan Region of Iraq, and more specifically the sport clubs in Duhok governorate.

## 2. Literature review

**2.1 Organisational brilliance** Organizational brilliance may be defined as a state of excellence and distinguishing achieved by the organisation through managing its human, knowledge, and material resources in such a way that cannot be easily imitated. Organisational brilliance is characterized by the ability to provide high-quality services and products at low cost, continuously enhancing the organization's competitive capacity (Dosh, 2021; Al-Fahdawi, Muhammad, 2022; Al-Bukhati and Salman, 2024) . Organisational brilliance may also be defined as a mixture of emotions, skills, capacities and knowledge owned by the staff of an organisation leading them to achieve the highest levels of well-being, innovation, and excellence in their products and service which consequently distinguishes the organisation from the competitors in the long term (Dawood, Saud and Hadi, 2023) Organisational brilliance may also be defined as the success achieved by the organisation through managing high efficiency talents, enabling them to carry out their tasks in such a way that exceeds expectations and reinforce organisational sustainability (Odeish, 2022) In terms of operational definition, Ali and Laftah (2023) define organisational brilliance as a set of activities and services provided by the organisations for their customers and stakeholders in a distinguished and sustainable manner reinforcing its capacity to encounter environmental challenges and to achieve organisational sustainability and serving the community. Organisational brilliance differs from Organisational excellence as the former focuses on managing unique resources and capacities that are difficult to imitate to achieve the organization's objectives, while the latter emphasizes improving internal processes and transactions (Dosh, 2021). Through organisational brilliance, organisations attempt to achieve a high level of well-being and innovation and to reinforce its competitive potential through investing the unique skills and capacities of their staff (Dawood, Saud and Hadi, 2023) Organisational brilliance is considered important since it enables the organisation to continuously innovate and provide innovative solutions for the organisational issues, distinguishing them from their market competitors. It also contributes in improving the performance of the organisation in a sustainable way and enables it to provide high quality products and services with a competitive prices (Al-Fahdawi, Muhammad, 2022). In addition to managing resources, effective leadership and talent management play a crucial role in achieving organizational brilliance. Leaders must be well aware of both the weaknesses within their organization and the challenges in the market. This understanding enables them to guide the organization towards success and foster sustainable innovation (Dosh, 2021; Khalaf and Aboud, 2023). As outlined above, the researchers define the organizational brilliance as the state in which an organization achieves excellence and innovation through effective and integrated management of its human, knowledge, and material resources in a way that is difficult to be imitating, evolving its sustainability and long-term competitiveness.

## 2.2 Dimensions of Organisational Brilliance

### - Leadership Brilliance

Leadership brilliance refers to the exceptional qualities that enable leaders to identify shortcomings and challenges across all areas of an organization. This ability enhances their adaptability to the rapid advancements and transformations of today's knowledge-driven era (Dosh, 2021). Leadership is one of the crucial pillars for an organization's success, particularly in a fast-evolving business environment (Alsayed and Alsayed, 2021). Leaders with a strong capacity for diagnosing issues and inefficiencies in diverse situations are more likely to enhance their organization's competitive advantage and sustain organisational brilliance (Dawood et al., 2023). Leadership is considered among the essential elements of modern management requiring excellent managerial capacities to be able to cope with the continuous advancements and changes in knowledge era (Odeish, 2022). Brilliant leadership plays a vital role in identifying and addressing organizational challenges, which strengthens the opportunities for competitiveness and success. Leaders with high analytical and innovative capabilities can actively tackle obstacles, drive sustainable growth, and ultimately achieve organizational brilliance (Al-Bukhati and Salman, 2024). According to what mentioned a above, the researchers view leadership brilliance as the exceptional capabilities possessed by the leaders, that enable them to diagnose problems and challenges across various areas of the organization, make innovative strategic decisions, effectively lead teams, and adapt to dynamic changes, thereby enhancing organizational excellence and contributing to achieving a sustainable competitive advantage.

- **Knowledge Brilliance** Knowledge brilliance refers to a situation where an organization acquires a unique set of qualifications and knowledge that distinguish it from other organizations. This type of knowledge may be intangible and difficult to measure, but it greatly contributes to the organization's distinction due to its significant impact on its activities (Dosh, 2021). Understanding in this context pertains to individuals who significantly influence the organization's activities. Knowledge brilliance refers to an organization's ability to effectively utilize its knowledge resources. Unlike other resources, knowledge is intangible, which makes it challenging to measure. However, using knowledge optimally can have a positive impact on the organization, the services it provides, and its staff (Alsayed and Alsayed, 2021). Knowledge is also considered a resource that can be used for prolonged periods, enabling the organisation to achieve its goals in a changing environment (Odeish, 2022). Knowledge is often described by scholars as intangible and elusive; however, it can be applied across various domains. Universities, for example, are among the most important institutions that uphold the principles of knowledge management, as their knowledge is considered vital and highly influential (Alsayed and Alsayed, 2021). Therefore, exchanging knowledge and information among co-workers is essential to improve product quality, resolve issues, and achieve the desired performance by presenting innovative ideas (Khalaf and Aboud, 2023). Drawing from the previous points, the researchers define the knowledge brilliance as an organization's possession of a unique set of knowledge and capabilities that distinguish an organization from others and enable it to directly influence its activities and performance.

- **Service Brilliance and Innovation** Service brilliant said innovation may be defined as the advancement of services and products with unique characteristics that are difficult to imitate, reinforcing the capacity of the organisation to meet the needs of internal and external stakeholders efficiently (Dosh, 2021). This involves enhancing service quality and fostering continuous innovation, as understanding customers and assessing their satisfaction levels with all provided services are essential tools for measuring performance (Dawood et al., 2023). Enhancing service and fostering innovation are both crucial in achieving organisational excellence. This can be achieved by offering exceptional services and consistently engaging in innovative activities. Such efforts help identify diverse customer needs and improve products, ultimately leading to greater success and brilliance (Khalaf & Aboud, 2023). Furthermore, developing distinctive characteristics provides the organization an opportunity to set unique prices and helps retain customers, especially during rising input costs (Odeish, 2022). Ultimately, the ongoing challenges and service improvements serve as a foundation for achieving excellence in services and innovation, providing organizations with the opportunity to deliver unique features at exceptional prices (Al-Bukhati & Salman, 2024; Al-Fahdawi, Muhammad, 2022; Alsayed & Alsayed, 2021).

**2.3 Human Resource Flexibility** Human resource flexibility is a modern concept that refers to an organization's ability to adapt quickly to rapid and unexpected changes in both internal and external environments. It encompasses a range of skills, behaviors, and practices that employees possess, enabling them to effectively respond to challenges and seize opportunities as they arise. By fostering human resources flexibility, organizations can enhance their capacity to overcome unstable conditions, innovate new solutions, and gain a competitive edge. This flexibility plays a crucial role in promoting business sustainability by improving organizational performance and cultivating the adaptability needed to meet the demands of the modern era. The concept of human resource flexibility is refers to the dynamic capacity owned by organisations to cope with the changes and unstable environmental conditions, enabling them able to improve their basic performance and ensure their sustainability (Al-Obaidi and Alshalma, 2023). Human resource flexibility is regarded as an integrated system consisting of skills, knowledge, practises and procedures used by the organisations to overcome a wide range of environmental challenges (Mohammed, 2016). This kind of flexibility gives the opportunity for organisations to acquire diverse skills and practises that help them to cope with the changes an internal and external environment (BU-tarha and Youb, 2016). Human resources flexibility can be defined as the dynamic capability of the workforce that enables an organization to respond effectively to environmental changes, providing strategic alternatives to address crises and dilemmas swiftly (Al Kinany, 2024). Moreover, it refers to the extent to which the human resources management can identify, modify, develop and implement necessary practises rapidly to achieve the maximum level of adaptation with internal and external changes, enhancing the quick response towards the changes in market requirements (Alkshali and Alshaer, 2020). In this study human resource flexibility is defined as an organization's dynamic ability to quickly and effectively adapt its skills, knowledge, and practices of its employees in response to rapid and sudden changes in its internal and

external environments, enabling it to improve performance, innovate, and achieve a competitive advantage. Many studies suggest that human resource flexibility consists of various activities, such as Selecting, training, and managing staff performance. These activities, when implemented effectively, influence the skills and practices of employees within flexible organizational structures (AL-Khazraji, 2022). This type of flexibility enables the firms to have multiple options helping them to overcome environmental challenges, and, it is considered a key element that enhances the system's capacity to generate new and innovative value (Moharib, 2019) Human resource flexibility refers to the integration of various human resources management practices, such as headhunting, training, recruitment, and assessment. It involves aligning these practices with the efforts, skills, and qualifications of the staff to ensure they can adapt to changes in the environment (Assia, 2017). This kind of flexibility if properly exploited, will give an opportunity for firms to freely select among the various options to overcome environmental challenges, making it a main parameter for the capacity of the whole system to create new innovative value (Al-khafaji and Al-sakri, 2023) Human resources flexibility is an important aspect for companies as it involves adapting the skills, knowledge, and practices of their staff to meet changing environmental conditions. This adaptability contributes to improved performance and enhances the strategic response of organizations (Al-Motawri, 2022). Additionally, this flexibility positively influences the innovative behavior of employees, enabling them to generate creative ideas by utilizing their full potential (Radhi and Jabbar, 2022) Organizations that embrace flexibility in their human resource practices can develop unique capabilities that are difficult for others to replicate. This flexibility allows them to effectively respond to changing needs in a consistent manner, benefiting both the organization and its employees. These characteristics can serve as a foundation for establishing a sustainable competitive advantage (AL-Khazraji, 2022). Thus, human resources flexibility is a basic strategy for the success answer sustainability of companies after overcoming the fast moving changes and new requirements of the market, which eventually leads to achieving organisational efficiency and competitive excellence (Rahal and Al-Kasasbeh, 2021). This also enhances an organization's ability to achieve higher levels of innovation and improve overall performance (Moharib, 2019)

**2.4 Dimensions of Flexibility in Human Resources** Flexibility is one the most important factors that enable organisations to adapt with the changing environment and actively respond to diverse challenges. There are disagreements among scholars regarding the identification of the dimensions of human resource flexibility. For example, (Al-Obaidi and Alshalma, 2023; Alkinany and Shlaka, 2024; Buriro, Shah and Ghumro, 2024) indicated that there are three main dimensions; which are skill flexibility, behavioural flexibility and human resources practices flexibility. These dimensions have been adopted as subsidiary dimensions of the independent valuable in this study since they serve the ends of this study. Each dimension plays a vital role in enhancing the ability of the organisation to adapt and advance rapidly. Skill flexibility is mainly related to the ability of individuals to acquire and implement new skills quickly and effectively. Human resource practice flexibility refers to an organization's ability to adapt its activities and procedures to align with changing conditions. By understanding and implementing these dimensions, organizations can enhance their performance and gain a sustainable competitive advantage in dynamic business environments (Alkshali and Alshaer, 2020; Marzouq and Al-Bardhan, 2020; Al-Obaidi and Alshalma, 2023).

- **Skills Flexibility** Skills flexibility refers to the extent to which staff possess the skills necessary for their tasks and how applicable these skills are across various job activities. Additionally, it encompasses the staff's capacity to quickly acquire and implement new skills, enabling them to successfully engage in a wide range of activities (Alkshali & Alshaer, 2020). Skills flexibility involves the ability of employees in organizations to adapt and adjust to external conditions and unforeseen factors. This type of flexibility includes knowledge and innovative potentials acquired by individuals that enable them to achieve success for organisations (Al Kinany, 2024). Skills flexibility encompasses a diverse skill set that includes both soft and non-technical skills, such as interpersonal skills, teamwork, problem-solving, social support, and ethical values. In addition, it includes hard technical skills, which consist of education, work experience, practical knowledge, written and verbal communication abilities, IT literacy, social networking, and effective presentation skills. These skills complement one another and vary among individuals based on their level of education (AL-Khazraji, 2022). Furthermore, Mohammed (2016) identified three basic types of skills: a) Variation: the extent to which staff possess skills applicable to multiple contexts; b) Speed: how quickly organizations can develop the skills needed to transfer staff; c) Consistency: the ability to derive benefits from using diverse skills in a changing demand environment The importance of skill flexibility lies in its ability to maximize the potential of an organization's staff. This type of flexibility has two key aspects: resource flexibility and the variety of alternative ways to utilize employees'



skills. Skill flexibility can lead to a competitive advantage because it holds significant value and is challenging for competitors to replicate (Al-Obaidi & Alshalma, 2023). In line with the earlier explanation, the researchers define skill flexibility as the employees' ability to quickly and effectively acquire and implement new skills in different job contexts, enabling them to adapt to job changes and evolving work demands.

- **Behaviour Flexibility** Behavioral flexibility refers to the ability of staff to adapt to various business environments by using a wide range of appropriate procedures rather than strictly following traditional operational methods (Al-Obaidi & Alshalma, 2023). It serves as an indicator of how well employees can effectively apply different behavioral scenarios in challenging conditions instead of relying solely on standard operational procedures (Marzouq & Al-Bardhan, 2020). Additionally, behavioral flexibility is connected to the extent to which staff members possess a broad knowledge of written behavioral programs that can be effectively applied in various situations, indicating their ability to adjust to diverse business challenges (Mohammed, 2016). From an operational perspective, behavioral flexibility can be defined as an individual's capacity to modify their behavior and adapt to the requirements of each situation. This approach aims to accommodate mutual goals in response to occupational and psychological pressures while adhering to ethical standards (AL-Khazraji, 2022). It is also defined by (Alkshali & Alshaer, 2020) as the extent to which the staff can handle and adapt with the new situations through different means and procedures based on the situation and conditions because they possess a big set of behaviours which are adaptable with the requirements of each situation. Behavioral flexibility in an organization refers to its ability to adjust attitudes and responses to changes, which ultimately enhances its competitive capacity (Al-Obaidi & Alshalma, 2023). This type of flexibility can vary significantly; for instance, staff may possess the necessary skills but lack the motivation or behavioral drive to initiate change. Conversely, employees might be very enthusiastic but lack the skills or knowledge required to make informed decisions about change (Marzouq & Al-Bardhan, 2020). Behavioral flexibility not only has positive implications but also fosters innovation in psychosocial behavior, reflected in family dynamics, workplace interactions, and relationships with coworkers (Al-Khazraji, 2022). It empowers staff to respond to unprecedented conditions with spontaneous attitudes rather than rigidly adhering to predefined routines (Alkshali & Alshaer, 2020). This flexibility assists organizations in adapting to changing circumstances and responding effectively, which ultimately maximizes their competitiveness (Marzouq & Al-Bardhan, 2020). Moreover, behavioral flexibility embodies how individuals react to various changes and situations (Bu-tarha & Youb, 2016). Based on what has been mentioned earlier, this study defines behavioral flexibility as the ability of staff to adjust their behavior and responses according to the changing situations and conditions in the workplace. It involves actively managing occupational and psychological pressures, which contributes to improving adaptability and competitiveness in the face of continuous changes in the business environment.

- **Practice Flexibility (Occupational Flexibility)**

Practicing flexibility refers to the potential ability of individual employees to transition into different positions or departments based on the skills they have acquired through training, development, and their career paths (Hussein, 2023). The flexibility of human resource practices can be defined as the ability of an organization's human resource management to quickly adjust their activities and strategies in response to internal and external environmental changes. This adaptability enhances the knowledge, skills, and practices of their staff and contributes to improving their ability to adapt (Alkshali & Alshaer, 2020). This type of flexibility also reflects the employees' readiness to change tasks within the organization. It is associated with their willingness to accept and perform additional roles and responsibilities. An employee who is capable of fulfilling other missions or tasks should be prepared to undertake them (Talib et al., 2020). Furthermore, this flexibility includes aspects such as autonomy, initiative, innovation, and responsibility. When an employee independently carries out their job, they are accountable for the quality of their work (Rahal & Al-Kasasbeh, 2021). Flexibility in human resource practices provides organizations with the opportunity to maintain consistent policies across different departments while allowing for adaptations that address local concerns. This enables the reallocation and reformulation of staff skills within the organization (Bhattacharya et al., 2005; Marzouq & Al-Bardhan, 2020). Such flexibility is crucial as it significantly impacts organizational performance by fostering the development of more effective strategies to achieve desired goals. Additionally, it serves as a valuable knowledge asset necessary for gaining a competitive advantage (Mohammed, 2016). Moreover, flexible human resource practices equip employees with the knowledge and skills needed to adapt to new roles in ever-changing environments. This includes aspects such as employment, training, and development, which stimulate employees to perform their tasks effectively (BU-tarha & Youb, 2016). Consequently, scholars suggest that

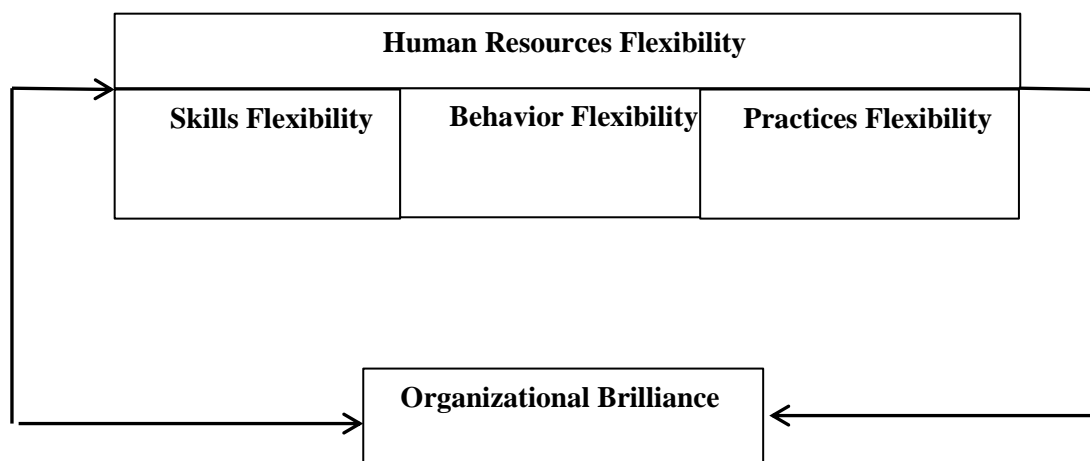
effective occupational practices demonstrate an organization's capability to swiftly adjust and adapt its human resource management strategies and activities in response to internal and external fluctuations. This enhances employee performance, enabling them to cope with new roles and tasks, ultimately aiding the organization in achieving its strategic objectives.

**2.5. Underlying Theories.** This study is grounded on both the dynamic capabilities theory and the resource-based perspective (RBV) theory. It is in line with the dynamic capabilities theory introduced by Teece, Gary Pisano and Shuen (1997), which focuses on an organization's ability to detect opportunities and threats, take action, and continually reconfigure its resources to maintain a competitive advantage. In this context, human resource flexibility plays a key role in enhancing dynamic capabilities, as it contributes to adaptation, innovation, and sustainable and high performance, which enhances organizational excellence. Moreover, human resource flexibility is in line with the principles of dynamic capabilities theory by enabling organizations to sense and respond to environmental changes through adaptive workforce strategies, as shown by Bhattacharya et al. (2005). Researchers such as Beltrán-Martín *et al.* (2008) suggested that an organizations with high flexibility workforce can effectively restructure their human capital, leading to improved performance. Therefore, human resource flexibility is a key driver of dynamic capabilities, ensuring long-term competitiveness in volatile markets (Al-Kassali and Al-Shaer, 2020). Human resource flexibility is consistent with the resource-based view theory, which asserts that organizations achieve sustainable competitive advantage by leveraging valuable, rare, unique, and non-substitutable resources (Barney, 1991). Human resource flexibility matches this framework because it can enhance an organization's ability to develop and use human capital strategically. It also enhances efficiency, innovation, and adaptability, fostering organizations to respond effectively to environmental changes and maintain long-term performance (Wright et al., 2001). In addition, human resource flexibility provides unique human capital, reducing reliance on external recruitment while enhancing internal capabilities (Beltran-Martin et al., 2008).

### 3. Research design and hypotheses

**3.1 Research design** This study aims to develop a practical framework to test its hypotheses. The design is constructed to clarify the logical relationship between the main and subsidiary variables. In this context, human resource flexibility is considered the independent variable, while organizational brilliance is the dependent variable. Figure 1 illustrates the design of this study.

Figure 1: Research design



Source: Developed by Researchers

### 3.2 Relationship between Human Resources Flexibility and Organisational Brilliance

human resources are among the important resource is owned by an institution as individuals have unique attributes like knowledge, skills and expertise that contributes realize the strategy of the organization and elevate its performance (Al-Ghalbi and Mazaal, 2021). Studies indicate that there is a positive relationship between human resources flexibility and organisational brilliance, as it is shown that human resources flexibility (including the dimensions of skills flexibility, behaviour flexibility, and practices flexibility) actively contribute achieve organisational success through enhancing the organisational performance Anne main outputs (Rahal & Al-Kasasbeh, 2021). Working in modern business environments made human resource flexibility necessary for organizational success because efficiency and performing given tasks are no longer enough to ensure a

competitive advantage. Human resource flexibility includes the ability to perform multiple tasks quickly and effectively which is difficult for competitors to imitate. Therefore, it is regarded as a significant tool for strengthening the strategic consistency within an organization enabling it to have a swift response to environmental alterations (Marzouq & Al-Bardhan, 2020. Marzouq & Al-Bardhan, 2020). Furthermore, having human resource flexibility in an organization does not only creates strategic values and enhances its response to environmental alterations, but it also builds the capacity that is not easily imitated or replicated, which eventually leads to obtaining a sustainable competitive advantage (Marzouq & Al-Bardhan, 2020). Moreover, human resources flexibility is among the elements that are not easily attained as they rely on accumulative innovations and expertise in addition to development and training (Hussein, 2023) Recent literature indicates that human resource flexibility comprises an integrated set of practices aiming at maximizing the flexibility of skills and practises within an organization, which paves the way for attaining a sustainable competitive advantage and overcoming fluctuating environmental conditions (Radhi & Jabbar, 2022). Studies also emphasize that human resource flexibility positively affects the organisational performance, as it enables organization to respond effectively to the fast-moving changes in the business environment, add it also strengthens the adaptability to changing conditions in a flexible and efficient way (Al-khafaji & Al-sakri, 2023b; Mohammed, 2013) In the context of globalization and the knowledge economy, the role of human resource flexibility is regarded as crucial for the existence and sustainable development of organizations. This flexibility helps organizations to look for strategic alternatives to boost their competitive advantage, leading to a higher performance level and higher satisfaction level of the staff (Al Kinany, 2024). Moreover, human resource flexibility is viewed as a decisive factor in achieving organizational brilliance. It contributes to improved performance and facilitates adaptation to changes, making it a significant tool for building a successful and sustainable organization (AL-Khazraji, 2022; Bu-Tarha & Youb, 2016) Therefore, in order to complement the requirements of the study and deal with questions raised in the problem statement, the following hypotheses have been developed: **Hypothesis 1:** there is a significant correlation between human resource flexibility on the macro level and the subsidiary dimensions level (skill flexibility, behavior flexibility, and practices flexibility) and the organizational brilliance of a sample of the staff in sports clubs in Duhok Governorate. **Hypothesis 2:** There is a significant effect of macro-level human resources flexibility and its subsidiary dimensions (skills flexibility, behavior flexibility, and practices flexibility) on organizational excellence among staff at sports clubs in Duhok Governorate. **Hypothesis 3:** There is a variation in the effect of the dimensions of human resources flexibility (skills flexibility, behavior flexibility, and practices flexibility) on organizational excellence for a sample of staff from sports clubs in Duhok Governorate.

#### 4. Research Methodology and Findings

##### 4.1 Research Methodology and Data Collection

The current study employed a qualitative analytical methodology to examine the study variables and their dimensions, ensuring an objective and reasonable interpretation in line with the stated problem. This methodology was deemed most appropriate for addressing the research questions, achieving the study's objectives, and assessing the statistical hypotheses To gather the necessary data and information for fulfilling these objectives, the study utilized a variety of tools and techniques. In the theoretical section, the researchers benefited from previous literature contributions, which included various books, journals, research articles, as well as master's and doctoral theses written in both Arabic and foreign languages. Additionally, the World Wide Web also provided a valuable resource for relevant literature. In the practical part, the researchers relied on a questionnaire as a main tool for collecting data and information related to the study variables. The questionnaire was circulated directly by the researchers on a sample of respondents. The questionnaire is made-up of two main sections: **Section One:** This section includes general personal information about respondents like sex, social status, age, education level, overall service duration, the number of years served in the sports club, and occupational information about respondents. **Section Two:** this section includes some questions about the variables of the study. It includes 42 statements distributed on main and subsidiary variables, based on two themes: **Theme One:** related to the variable of human resources flexibility (22 statements). **Theme Two:** related to the variable of organisational brilliance (20 statements).

##### 4.2 Population , Sampling and study Time Horizon

The process of data collection requires identifying a study population, calculating the relevant sample size, and choosing the sampling method to be used in the study. The study covers all the sports clubs within the Premier League across Iraq and the Kurdistan Region of Iraq, specifically the Duhok, Zakho, and Akre clubs in the



Duhok Governorate. These clubs actively participate in various sports and have a strong presence at the local and regional levels. These clubs enjoy a large fan base, providing them an edge at both national and regional levels. As for the sampling procedure, a technique based on random sampling was used. The population comprised a sample of (240) staff working in these clubs as permanent and temporary members, and administrative and technical staff. The sample was set at 144 respondents as suggested by (Sekaran and Bougie, 2016). (144) questionnaires were distributed and one hundred and twenty-six (126) were retrieved, out of which one hundred and thirteen (113) were deemed acceptable for statistical usage after analysis. Concerning the study's timeframe, a cross-sectional survey was used with data collected at one point in time. This method was appropriate for this study because it sought information from a wide variety of people within a short period, thus making a cross-sectional approach the most appropriate one. In this context, data collection took place from early September 2024 to early November 2024.

#### 4.3. Validation and Stability of Research Tool Utilized in the Study

In order to collect data, the researchers used the five-point Likert scale to measure the study variables, and it ranges from "totally disagree" to "totally agree". The measurement of human resource flexibility is selected for its validity and credibility in many previous studies, which makes it suitable to be implemented in the Iraqi environment. While the scale of organizational brilliance was selected due to the fact that it includes dimensions that make it possible to have accurate and relevant data. To verify the validity of the questionnaire in terms of language and content, the researchers relied on Cronbach's Alpha test, with values ranging from 0.702 to 0.867 for the scale items. All dimensions related to human resource flexibility and organizational brilliance demonstrated acceptable saturation ratios, with a P value of less than 0.05, indicating that the scale effectively reflects the intended objectives of the study. Regarding the reliability of the scale, all dimensions exceeded the acceptable values of Cronbach's alpha coefficient, with values higher than 70%, reflecting a high level of stability. Table 1 presents the details of the stability outcomes for the research items. Table (1) presents the details of stability outcomes of research items. Table (1): testing the stability of research scale

Variables	Items N	Cronbach Alp	Adopted scale
Skills flexibility	7	0.709	(Aldiabat & Alzoubi, 2024; Alksh Alshaer, 2020; Kumar & Rai, 2017)
Behavior flexibility	7	0.743	
Occupational flexibility	8	0.702	
Human resources flexib	22	0.862	(Al-Abadi, 2017; Hazim <i>et al.</i> , 2022; A Laftah, 2023)
Organizational brillianc	20	0.867	

#### 4.4 Descriptions of research community and research variables

order to test research sample and its hypotheses, the variables of the study should be described and identified through utilising the arithmetic means and standard deviations of questionnaire questions. Therefore, this subsection includes the following:

##### 4.4.1 Identification of researched individuals based on their individual characteristics

1) **Sex:** Table (2) indicates that males represented the majority (97.3 %) and females constituted (2.7 %) of the study sample.

2) **Social Status:** Table (2) points out that most of the study sample was married (73.5 %), and non-married were (26.5%).

3) **Age:** Table (2) illustrates that age of most of study sample ranged between (40-49 years) (53.1%) followed by (30-39 years) (31.9 %), and the percentage of ( $\geq 50$  years) was (11.5 %), and the percentage of ( $\leq 30$  years) was (3.5%).

4) **Education:** Table (2) indicates that the majority of the respondents were diploma holders (38.1%), followed by bachelor holders (26.5%), followed by Master's degree holders (25.7%), and doctorate degrees (9.7%).

5) **Overall Service Duration:** Table (2) makes clear that (31%) of the sample had (11-15 years), (26.5%) had (16-20 years), (0.16.8 %) had ( $\leq 5$  years), (14.2%) had ( $\geq 21$  years), and (11.5%) had (6-10 years).

6) **Service Duration in the Sport Club:** Table (2) indicated that (66.4%) of the study sample served ( $\geq 7$  years), followed by (24.8 %) who served (1-3 years), (5.3%) served (4-6 years), and (3.5%) served only less than a year.

7) **Occupational knowledge:** Table (2) indicates that (48.7%) of the sample were working in the football sector, followed by (38.9%) working in other games, while (10.6%) were working with basketball, and only (1.8% ) were working on volleyball. **Table (2) Identification of study sample according to the individual characteristics**

#	Characteristics	Categories	No	%
1	Sex	Male	١١٠	%97.3
		Female	٣	% 2.7
		Total	١١٣	% ١00
2	Social status	Married	٨٣	% 73.5
		No-married	٣٠	% 26.5
		Total	١١٣	% ١00
3	Age	≤ 30 years	٤	% 3.5
		30 – 39 years	٣٦	%31.9
		40 – 49 years	٦٠	% 53.1
		≥ 50 years	١٣	% 11.5
		Total	١١٣	% ١00
4	Education	Diploma	٢٩	%25.7
		Bachelor	٣٠	% 26.5
		Master's	٤٣	% 38.1
		Beyond Master's	١١	% 9.7
		Total	١١٣	% ١00
5	Overall Service Duration	≤ 5 years	١٩	0.16.8
		6-10 years	١٣	0.11.5
		11 – 15 years	٣٥	0.31
		16 – 20 years	٣٠	0.26.5
		≥ 21 years	١٦	0.14.2
		Total	١١٣	%
6	Years served in the sport club	< 1 year	٤	% 3.5
		1 -3 years	٢٨	% 24.8
		4-6 years	٦	% 5.3
		≥ 7 years	٧٥	% 66.4
		Total	١١٣	% ١00
7	Occupational knowledge	Football	٥٥	% 48.7
		Basketball	١٢	% 10.6
		Volleyball	٢	% 1.8
		Other	٤٤	% 38.9
		Total		% ١00

**4.4.2 Qualitative Description of study variables** Table (3) Illustrates the Mean and standard deviations of this study's variables and their dimensions, which highlights the direction of the response of the sample towards the existence of human resources flexibility and their dimensions within sports clubs in Duhok Governorate from the perspective of technical and administrative staff, and also towards the level of organizational brilliance and its dimensions in these clubs. **Table (3): a qualitative analysis for study variables**

Variables/dimensions	Mean	Standard devia	Coefficient of vari
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Skills flexibility	4.059	0.792	١٩,٥١٦
Behavior flexibility	3.943	0.771	١٩,٥٥٦
Occupational practices flexib	3.843	0.770	٢٠,٠٤٦
<b>Human resources flexibility</b>	3.949	0.778	١٩,٧٠١
Leadership brilliance	4.044	0.773	١٩,١١١
Knowledge brilliance	4.057	0.679	١٦,٧٢٥
Service and Innovation brillia	3.663	0.814	٢٢,٢٣٦
<b>Organizational brilliance</b>	3.921	0.755	١٩,٢٦١

Table 3 illustrates the presence of human resource flexibility within sports clubs, with clear indicators of its significance. The arithmetic mean of human resource flexibility scored 3.949, and the standard deviation was 0.778, indicating that these clubs are committed to improving their human resource flexibility. The results also show that all dimensions of human resource flexibility are notably present. Among these dimensions, skills flexibility was the highest, with a mean of 4.059 and a standard deviation of 0.792. This was followed by behavioral flexibility, which had a mean of 3.943 and a standard deviation of 0.771, and then practices flexibility, with a mean of 3.843 and a standard deviation of 0.770. Table (3) shows a high level of organizational brilliance within sports clubs under study, (mean = 3.921, standard deviation = 0.755), which reflects that these clubs are keen to have dimensions of organizational brilliance. The results also show the existence of all dimensions of organizational brilliance with considerable levels. The dimensions of knowledge brilliance came first (mean = 4.057, standard deviation = 0.679), followed by leadership brilliance (mean = 4.044, standard deviation = 0.773), and innovation brilliance came last (mean = 3.663, standard deviation = 0.814).

#### 4.5 Testing the nature of correlations and effect between research variables:

##### A. Testing the nature of correlations:

Testing the first main hypothesis: Table (4) illustrates that there is a statistically significant positive relationship between human resources relationships and organizational brilliance at the macro level based on the sample size, as the simple correlation coefficient was (0.706\*\*). This value signifies the existence of a strong positive relationship, which means that the first main hypothesis is accepted.

**Table (4): correlation between human resources flexibility and organizational brilliance on the macro level and dimensions level**

Independent variable / Dependent variable	Skills flexibility	behavioral flex	practices Flexibil	Overall indicator
<b>Organizational brillianc</b>	0.585**	0.516**	0.678**	0..706**

P\* ≤ 0.05

N = 102

overall organizational brilliance is (0.585\*\*), the correlation coefficient between behavioral flexibility and overall organizational brilliance is (0.516\*\*), and the correlation coefficient between practices flexibility and overall organizational brilliance is (0.678\*\*\*), and all of them were significant under significance level of (95%). This indicates that subsidiary hypotheses are realized, indicating that there is a statistically significant relationship between human resources flexibility (skills flexibility, behavioral flexibility, and practices flexibility) and organizational brilliance within the sample level. the results also show that the highest correlation value was recorded for practices flexibility, followed by Skills flexibility, and then followed by behavioral flexibility.

**B. Testing effect relationships between dimensions of independent variable and overall dependent variable:** The results of the analysis of Table (5) indicate the existence of a significant effect of the independent variable (human resources flexibility and its dimensions) on the dependent variable (organizational brilliance), and on the level of overall indicator, as the P-value was (0.000), which is lower than the supposed significance level adopted in the study. This is supported by the fact that the F-value is (110.244) which is greater than the tabular value amounting to (3.920) with a freedom level of (112, 1), referring to the significance of the effect at the significance level of (0.05). Table (5): effect of human resources flexibility on organizational brilliance on the macro level

Organizational brilliance
---------------------------

Dependent variable / independent variable	B <sub>0</sub>	B <sub>1</sub>	F	R <sup>2</sup>
Flexibility human resou	.٠706 t(4.390)	.٠649 t(10.500)	110.244	0.498

P\* ≤ 0.05

N = 113

d.f = (112.1)

Based on this result, it can be concluded that there is a significant effect between the main variables of the study, indicating that sports clubs under question rely on human resources flexibility which contributes to achieving high levels of organizational brilliance (B<sub>0</sub> = 0.706), indicating for the emergence of organizational brilliance through its dimensions with a value of (0.706), when the value of human resources flexibility is equal to zero. Thus, this result may imply that organizational brilliance is dependent on human resources flexibility in its trends, which are adopted by the sport clubs under question. While marginal propensity (B<sub>1</sub>) reached (0.649), indicating that a change value of one in the human resources flexibility will lead the dependency to a change level of (0.649) at the organizational level. This is a significant change that can be relied upon to interpret the effect of the independent variable (human resources flexibility) on the dependent variable (organizational brilliance) at the macro level. While the R<sup>2</sup> value is (0.498), indicating that (49.8%) of the change occurs in organizational brilliance returns to the effect of human resources flexibility. Therefore, the second main hypothesis is accepted, and it is consistent with the results of the study. A detailed description of the dimensions of human resources flexibility and its effect on organizational brilliance is presented in Table (6).

Table (6): Values of the effect of human resources flexibility dimensions on organizational brilliance

Dimensions of h resources flexibility	Dependent varia	Value of fixed	R <sup>2</sup> Limitation	Calculated F	Marginal prop	Calculated T	Sig	Significance
Skills flexibility	Organiza brilliance	11.613	0.534	41.661	0.284	3.280	0.001	Significant
Behavior flexibility					0.068	0.772	0.442	Non-signific
Practices flexibility					0.490	5.997	0.000	Significant

Regarding the dimensions of human resources flexibility, Table (6) illustrates that the fixed limit was (11.613), and limitation coefficient was (0.534). The highest significant effect was for the dimension of practices flexibility, which was (0.490) at a significance level of (0.000), which is less than (0.05). This was also supported by the calculated T-value (5.997), which is higher than the tabular value of (1.658). This was followed by skills flexibility, which had an effect on organizational brilliance of (0.284) at a significance level of (0.001), which is less than the recommended value of (0.05). This was further supported by the calculated T-value (3.280), which is higher than the tabular value of (1.658). These results are reinforced by previous studies (Beltrán-Martín et al., 2008; Bhattacharya et al., 2005) and grounded theories like Dynamic Capabilities Theory and Resource-Based View. These studies showed that practice flexibility is the most important factor in achieving organizational brilliance, followed by skills. Meanwhile the effect of the dimension of behavioral flexibility was non-significant on organizational brilliance. This was indicated by the effect rate of (0.068), and non-significance level of (0.442), which is higher than (0.05). This was supported by the calculated T-value of (0.772), which is lower than the tabular value of (1.658). The lack of a significant impact of behavioral flexibility on organizational brilliance suggests that simply changing employee behavior is not enough to drive performance. Previous studies, including those by Beltran-Martin et al. (2008) and Kang et al. (2007), have shown similar results, reporting that flexible skills and practices play a critical role for enhancing organizational performance.

## 5. Conclusions and Recommendations

### 5.1 Conclusions

The main conclusions of the current study may be summarized below:

- 1.The practical results of the study indicate that the sport clubs under question enjoy a high level of human resources flexibility (mean = 3.949, standard deviation = 0.778). It is also evident that the dimensions of human resources flexibility, including skills flexibility, behavior and practice flexibility, are highly observed, reflecting the keenness of sport clubs to enhance these dimensions to support the overall performance.
- 2.The results showed that there is a significant positive correlation between various dimensions of human resources flexibility (skills, behavior and practice flexibility ) and organizational brilliance, as the highest correlation coefficient (\*\*0.585) was recorded for the skills flexibility dimension, which supports the study hypothesis arguing that sport clubs adopting flexible practices of human resources enjoy a higher organizational brilliance.
- 3.Regarding testing effect relations, the practical results indicated that human resources flexibility will significantly affect organizational brilliance in sport clubs, as the marginal propensity (B1) was (0.649), indicating that increasing flexibility by one unit will lead to (0.649) improvement in organizational brilliance.
- 4.The results indicated that practice flexibility dimension had the highest effect on organizational brilliance (mean effect = 0.490), followed by skills flexibility (mean effect = 0.284).
- 5.The results also showed that behavior flexibility shows a non-significant effect on organizational brilliance, indicating the importance of focusing on practice flexibility and skills flexibility to achieve better organizational performance.

## 5. 2 Recommendations

In the light of the conclusions reached by the current study, the following recommendations can be set forth to enhance human resources flexibility, and organizational brilliance of sport clubs:

- 1.The current study recommends that sports clubs in Duhok Governorate should tailor their efforts to developing practice flexibility contributing to leverage their performance through providing training courses and developing advanced occupational programs that enable employees to cope with the fast-moving changes in the work environment.
- 2.Sport clubs in Duhok Governorate should provide opportunities for continuous training and develop both technical and managerial skills for their staff to enable them to perform their tasks effectively and to increase their adaptability in dealing with everyday challenges.
- 3.Sport clubs in Duhok Governorate should foster organizational culture enhancing behavior flexibility and encourage employees to adapt with challenges through promoting group work and setting communication channels among the staff.
- 4.The study recommends developing flexible work policies and regulations to be able to cope with the changing requirements of the market and a competitive environment.
- 5.To ensure continuity of organizational brilliance, sport clubs can adopt regulations that rely on flexibility of performance, which encourages staff to achieve optimal performance and innovation in their work.

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**Appendix (1): Questionnaire First: Human resources flexibility**

#		agree		some exten		disagree
١	Staff has the ability to perform a wide range of tasks					
٢	Staff rotate employees for various tasks within the club					
٣	Staff assists the staff to manage demand fluctuations by acquiring various skills					
٤	Staff of the club possesses distinguished human resources that contribute to its athletic outcomes					
٥	Staff of the club are keen to improve their skills and competencies continuously					
٦	Staff enjoy adequate learning skills enabling them to apply their current skills in addition to new learning skills					
٧	Staff are able to expect future skills that enable them to perform their tasks.					
Skills Flexibility						
١	Staff cope with fluctuating job requirements					
٢	Staff help each other to achieve planned goals					
٣	Staff allows his staff to use their individual skills to address unexpected conditions					
٤	Staff provides flexible training programs that enable staff according to their needs and based on their individual needs					
٥	Staff provides flexible training programs that enable staff efficiently even amid uncertain or unclear conditions					
٦	Staff encourages perspective diversification while dealing with issues and challenges during work					
٧	Staff is tolerant to errors with good hopes, and the staff has learning opportunities					
Behavior Flexibility						
١	Management has the authority to redesign staff positions in response to changes in sport environment					

٢	identifies its required staff (quality and quantity) to changes in sport environment					
٣	programs in clubs enable the staff to learn tremendous things meeting the needs of the club					
٤	management processes in the club assists human resources in performing various tasks					
٥	allows to reschedule work hours flexibly to meet the needs of the staff and their individual conditions					
٦	offers benefits and services flexibly to meet the needs of the staff					
٧	manages work hours effectively during high pressure periods such as grand championships					
٨	provide the option of remote work when required					
Practices flexibility (Occupational Flexibility)						

## Second: Organizational Brilliance

#	Item	agree		some extent		disagree
١	Club management develops a strategy that aligns with its vision and mission to create a sustainable competitive advantage					
٢	Club management adopts strategic goals based on the needs and desires of fans and beneficiaries					
٣	Club management awards staff achievements and recognizes their brilliance in their job					
٤	Club management boosts self esteem of the staff and encourages them to propagate brilliance among the staff					
٥	Club management provides a suitable work environment so that the staff can achieve their tasks					
6	Club management provides resources required for innovation and brilliance for their staff					
1. Leadership Brilliance						
١	Club management responds to suggestions and complaints submitted by members and club fans					
٢	Club management conducts continuous surveys to identify various needs of the fans					
٣	Club management is concerned with developments regarding sport services					
٤	Service provision processes in the club undergo continuous improvement					
٥	Service provision processes performed by the staff are fast and seamlessly					
6	Club management adopts advanced technologies for service provision					
٧	Club management fosters ethical dimensions in service provision serving community					
2. Service and Innovation Brilliance						

١	Club Management invests available know and utilizes it in the best way					
٢	Club management uses information technol have innovative know-how solutions					
٣	Club Management establishes partnerships peer clubs for knowledge exchange					
٤	Club management encourages holding disc sessions for its staff to invest intell competencies					
٥	Club management works on developin knowledge assets to cope with the developments					
٦	Club management allocates a suitable bud support knowledge projects					
٧	Club management owns practical knowled the requirements and needs of various nee sport market					
٣. Knowledge Brilliance						