

EXAMINING THE RELATIONSHIP BETWEEN SOCIAL CAPITAL AND HUMAN RESOURCE RESILIENCE

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Abstract: *The current research aims to identify the role of social capital in its dimensions (structural capital, relational capital, cognitive capital) in the flexibility of human resources in its dimensions (resource flexibility, coordination flexibility), as the research attempted to answer several questions, including: What is the extent of capital's influence? Social in enhancing the flexibility of human resources, and to answer this central question and other sub-questions, the research relied on two main hypotheses: to measure correlation and influence relationships, using a set of statistical tools for processing and obtaining results through the statistical package program (SPSS v.26), For the data obtained through the questionnaire form distributed to the research sample consisting of (76) employees working in the administrative departments at the Faculty of Management and Economics - University of Kufa, who were identified according to the equation (Steven K. Thompson, 2002: 10), where it was distributed (80) Questionnaire and retrieval (77) Questionnaire with a retrieval rate of (96%). The research includes four sections: the first section is the scientific methodology of the study, the second section is the theoretical aspect, the third section is the applied aspect, and finally, the fourth section comes with conclusions and recommendations.*

Key terms: *social capital, human resource flexibility, Faculty of Management and Economics.*

INTRODUCTION

It seems that the idea of social capital has become widely accepted in the social sciences. Fundamentally, social capital explains the development of norms, the function of networks, and connections based on reciprocity, trust, and exchange. For both democratic and mechanical reasons, it is relevant to civil society and collective action, and it aims to explain the various spatial patterns of community interaction. It makes sense that social capital would be alluring given its claims and potential for integration (Adger, 2003:389).

Investing in social relationships with the hope of future advantages is known as social capital. It is the acquisition and application of resources found in social structures for specific goals. It possesses the characteristics of capital, in which a portion of interest is forfeited now in order to earn more interest later on. Utilizing capital as an input to change it into another good or service is another feature of capital (Fitzpatrick & Akgungor, 2020:4).

While the idea of social capital was first applied to the way resources that a person acquired through tight social ties and networked behaviors affected his or her behavior, it has since been expanded to include organizations (micro-macro link). Through a variety of social, cultural, and commercial ties with their constituents, an organization's top managers can build social capital that can be leveraged for the organization's advantage. These include the social and personal ties that managers have with vendors, clients, rival businesses, trade associations, workers, political institutions, government bureaucracy, and community organizations. Through the relational embeddedness function, these relationships can be developed as avenues for the exchange of knowledge, opportunities, and resources that can be advantageous to the business (Acquaa, 2007:5).

THE FIRST SECTION: RESEARCH METHODOLOGY

First: The research problem:

Human resources flexibility is an internal attribute or characteristic of the organization that can be addressed through three conceptual components: employee skills, employee behavior, and human resources practices (Esfahani, 2017:199). Numerous studies have demonstrated the significance of human resources flexibility, although flexibility has recently been examined in According to (Luu, 2019: 3), human resources is a crucial contextual resource that aids in the development of employee abilities, particularly behavioral flexibility. Employees can use this resource to formulate job descriptions and provide customer service. In order to be compatible with changing functions brought about by a change in the nature of demand, production method, technology, or any emergency or sudden circumstances, the organization must also be able to adapt and grow employees' skills in a wide variety of jobs (Veise, 2016: 3). Social capital is a multifaceted term that encompasses relationships, structure, and mental processes. Moreover, social capital can be separated into external and internal relationships based on the links that members of the group have with outside resources (Lee, 2016:6). So, the following formulation of the research problem can be used:

The more social capital that the company can incorporate, the more it will improve the adaptability of its people resources. The research's primary issue stems from the following set of related questions:

1. How interested is the College of Management and Economics in social capital and flexibility in human resources?
2. How much do the characteristics of social capital and the adaptability of human resources correlate with one another?
3. How much do the components of social capital impact the adaptability of human resources?

Second: The importance of research:

The resources that people and groups have access to through networks of social ties, trust, and cooperation are referred to as social capital because they help to foster innovation, productivity, and teamwork inside enterprises. Flexibility in human resources refers to their capacity to adjust to obstacles and changes in the workplace. It also entails picking things up quickly, growing, and adapting to new needs. As a result, social capital can improve human resource resilience through fostering employee cooperation and trust, enabling information sharing, and promoting organizational learning and creativity. However, by creating a favorable atmosphere for social interactions, fostering cooperation and adaptation, and bolstering organizational commitment and loyalty, human resource flexibility can also improve social capital.

Third: Objectives:

Following the development of the primary research problem and its supporting questions, the study seeks to accomplish the following outcomes upon completion:

1. Determine the extent of the investigated organization's interest in human resource flexibility and social capital.
2. Determine the relationship between the characteristics of social capital and the adaptability of human resources.
3. Outlining the dimensions and magnitude of social capital's influence on the adaptability of human resources.
4. Determining how social capital affects the flexibility of human resources.

Fourth: Hypothetical plan

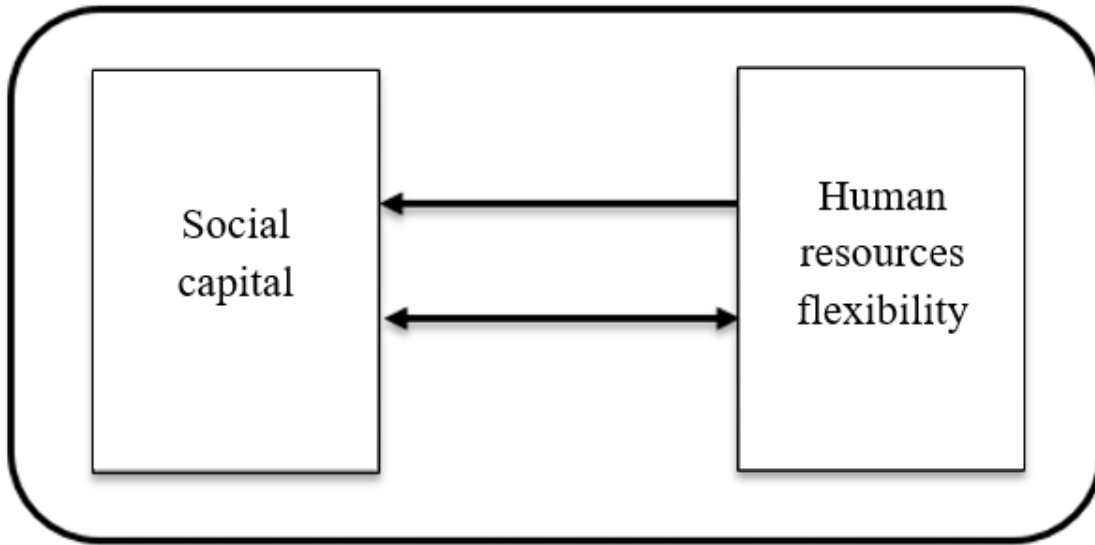


Figure (1) Hypothetic research chart

Source: Prepared by researchers

Fifth: Research hypotheses

1. Research hypotheses: The initial main hypothesis Overall, social capital and the adaptability of human resources have a strong and direct relationship, which gives rise to three sub-hypotheses:

- A. clear and substantial relationship exists between the flexibility of human resources and structural capital.
- B. Relational capital and human resource flexibility have a strong and beneficial relationship.
- C. Knowledge capital and human resource flexibility have a strong and direct relationship.

2. Three sub-hypotheses: flow from the second main premise, which states that there is a substantial and positive relationship between HRM practices and the workplace experience:

- A. notable and affirmative correlation exists between the impact of structural capital and the adaptability of human resources.
- B. The flexibility of human resources and relational capital have a strong and favorable correlation.
- C. The impact of knowledge capital and the adaptability of human resources are significantly and favorably correlated.

Sixth: The research population and sample

Employees at the College of Administration and Economics/University of Kufa who work in the administrative departments make up the study population (94). A random sample was selected from this group and was determined using the following equation (Thompson, 2002: 10):

$$n = \frac{N \times p(1-p)}{\left[\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

Equation above allowed for the determination of the sample size ($n \geq 75$). As a result, the sample was selected at random, and 80 questionnaires were delivered. Following the recovery of (77) questionnaires, (76) questionnaires with a 96% retrieval rate were deemed adequate for analysis, and the sample size of ($n=76$) was determined to be appropriate for the required number.

The second section: The theoretical aspect

First: the concept of social capital

Social capital is empirical data at the level of society. In order to explain societal variations in the efficacy of collective action, the idea of social capital emerged in the fields of political science and sociology (Glass et al., 2004: 97). Below is a list of these concepts:

One way to think about a community's health or strength is via the lens of social capital. When people use their social connections to cooperate for mutual gain in civic engagement behaviors, communities become stronger and perform better (Littau, 2009:19).

According to (Gargiulo & Benassi, 2014: 185), social capital is the whole of a person's or group's physical or digital assets that are a part of a continuous network of mutually recognized and acquainted interactions that are more or less institutionalized.

(Van, 2014:4) claims that social capital is a single value made up of four additional values that are generated from the relationships that individual members of social networks have with one another as well as three factors that are derived from those relationships: the reciprocity, trustworthiness, and cooperation norms.

Second: The benefits of social capital

1. Among the many advantages of social capital is its ability to lower transaction costs.
2. It helps to achieve economies of scale.
3. Encouraging linkages both ahead and backward.
4. Offering a conduit for fresh data and business prospects.
5. Fostering reciprocity and trust.
6. Encouraging collaboration.
7. Introducing fresh institutional guidelines.
8. It increases access to information, which creates new opportunities.
9. Developing the skills of those involved in management and production while inspiring society (Fitzpatrick & Akgungor, 2020:5).

Reducing transaction costs, promoting reciprocity and backward links, opening up a conduit for new information and economic opportunities, building trust and reciprocity, enabling group action, and fostering the establishment of new institutions (norms/rules) in marketing and production are a few of these. The investigation of networks that offer access to financial opportunities and information (Granovetter 1992).

These modifications lower transaction costs, promote collaboration, aid in scale economies, and encourage backward and forward links. A common understanding of rules and values that promote reciprocity and trust serves as the foundation for cognitive social capital, which is a supplement to structural social capital. A safety net's foundation is frequently this. Being able to access people and resources through a network is one way to observe structural capital. By improving participants' production and management skills, expanding information availability, and encouraging the formation of new local businesses, it is creating new opportunities.

Third: Levels of social capital

Social capital can be distinguished at the group level and the individual level:

1. Social capital at the group level: According to some academics, social capital is a common resource that is openly accessible to group members. Putnam describes it as "social organization features that facilitate coordination and cooperation for mutual benefit, such as social networks, norms, and trust." Social capital, for instance, is correlated with regional success determinants and can be assessed by participation in social clubs or groups. His social capital measurements are strongly associated with culture, civic participation, effective government, and health and educational outcomes. There is already a favorable correlation between active member activity and, in particular, regional economic growth.

2. Social capital on an individual basis: The majority of academics stress how social capital is individualized. As a result, they are typically described as unique resources that may be accessed through a social network of

contacts, both direct and indirect. This view's central tenet is that social capital is assigned to the unit rather than being a shared resource of the pool. The primary advantage of social capital is its ability to make information more easily accessible. Consequently, social capital—especially for startups—is a crucial source of competitive advantage. Resources and structural position are the two primary components of social capital that are distinguishable at the individual level, as demonstrated by the preceding definition (Boshuizen, 2008 :185).

Social Resources' Direct Effects The foundation of social capital theory is the idea that members of a network gain value from each other by having access to embedded social resources. Originally formulated by sociologists to elucidate the function of families in the development of neighborhoods, the idea has been extended to account for a range of outcomes, such as the emergence of industry, the expansion of businesses, and professional achievement. We came to the conclusion that the social capital theory is very helpful in defining project success. The idea is composed on two concepts: Granovetter's weak linkage concept, which states that having numerous well-defined links is advantageous, and Burt's concept of structural holes, which suggests that connecting a unit to other unconnected units can be helpful (Florin & associates, 2003; 376–379). According to structural hole theory, the advantages of social capital come from the variety of information and chances for brokerage that arise from the absence of connections between distinct groups within a social network. Participants in mediation roles between these groups benefit from comparative advantages in negotiation interactions and improved information access, which enables them to discover more possibilities and negotiate better terms for the ones they decide to pursue. An actor who is tightly connected to his contacts, on the other hand, lacks much agency in negotiating his role in relation to his contacts.

Burt notes that although the main focus of structural holes' theory is on sources of competitive advantage, managers with communication network rich in structural holes "monitor information more effectively than it can be bureaucratically monitored." He also views players' autonomy as a crucial tool for fostering effective coordination in organizations. Podolny and Baron have attempted to reconcile these divergent perspectives on the role that network structure plays in social capital creation. They note that networks rich in structural holes can be advantageous for information and resource transfer, but they also highlight the positive effects of cohesive relationships on managerial performance. They support structural holes' theory and argue that cohesive networks convey a distinct normative order that allows for individual performance improvement. On the other hand, people in a diversified, disjointed network are exposed to opposing interests and allegiances. It is difficult to get better within them. It was demonstrated through the use of data from the ego networks of managers in a high-tech business that job performance, employee well-being, and mobility are negatively impacted by the structural gaps between persons that managers must foster in order to successfully pursue their projects. These supervisors. The authors speculate that the nature of player exchanges within a network, or the content of the links, may influence the benefits of network structure based on these findings. Networks having lots of structural gaps could give the manager up-to-date information regarding fresh prospects. Nonetheless, the manager's performance also depends on the players' strong bonds, as their cooperation is crucial for him to take advantage of those opportunities (Gargiulo & Benassi, 2014; 184-185).

Fourth: Social capital channels

Social capital has been heavily utilized in management research in the last several years. Nahapiet and Ghoshal define social capital as a complex concept that includes relationships, structure, and cognition. Oh et al. state that the two types of social capital that exist at the group level are social capital channels and resources. Mutual trust, emotional support, political resources, and resource access are just a few of the social capital resources that are enhanced via effective social capital channels. Additionally, they discuss how successful group members' internal and external communication is, which raises the group's efficacy. Social capital can also be separated into internal and external relationships, which can be further subdivided to include the perspective of bonding and bridging. A group's bonding social capital comes from within the group, but its bridging social capital comes from connections between its members and external resources, according to (Lee, 2016: 6).

1. Closing channels: The relationships that hold the group together

The two primary mechanisms through which social capital flows—closing relationships and bridging relationships—are proposed by social capital research. Within the collective, enclosure equates to total interdependence. Each member is connected to all other members. Group members with solid relationships profit from the compact and dense networks within their closed group through the closure mechanism. We would anticipate more solidarity, stricter reciprocity norms, increased trust, and sanctions against the self in a group where members are close to one another and have linked to one another outside of the workplace. In organizations without those critical ties, behaviors have a greater impact than we might think. In a setting where freedom of movement is restricted and standards are strictly enforced, mutual trust grows. Because group members are more inclined to help one another knowing that their favors would eventually be returned by another group member, this atmosphere allows "credit risk" to be stretched even farther. As a result, social capital in these groupings lowers transaction costs, lowers the possibility of opportunism, and benefits all group members. Because of the close-knit network of strong relationships inside the group, group social capital that flows through closure channels ensures that members are willing to accommodate individual needs rather than the interests of the group as a whole. Socialization ties also seem to provide benefits in addition to these. Emotional support is a frequently overlooked source of healing that occurs through social ties. Typically, a loss of focus results from an unforeseen catastrophe or a setback that depletes morale. We think that the ability to access emotional support in trying circumstances is a crucial component of group social capital that can determine a group's relative effectiveness, even though emotional support is typically disregarded in social capital studies. Despite the fact that the group's dissolution has several advantages (Oh et al.,2004:864).

2. Bridging channels: cross-border relations

The aforementioned closure perspective is predicated on the idea that every member of the group is the same. Members of a group, however, may differ in terms of where they are within the formal and informal organizational systems. The boundaries that define relationships both within and between groups, as well as those that exist between individuals in different functional areas and vertically between leaders and followers, are the sources of this heterogeneity in groups and organizations. The bridging mechanism, in contrast to the closure mechanism, highlights the significance of the connections that unite individuals from diverse backgrounds. Because they have access to a variety of heterogeneous information flows, workers who interact with individuals who are separated quickly obtain a diversified range of information. These bridge links—horizontal bridging relationships across groups—can cross multiple borders within an organization. Group boundary-spanning activities are crucial factors that determine a group's social capital resources and, ultimately, its success because groups are a part of the larger social structure of organizations. Groups that interact with members of other outgroups on a regular basis have easier access to external resources. Because the connections its members engage in are ones of trust, groups whose members interact outside of the workplace with members of various other groups inside the company will become aware of developments in the organization sooner. Because members of these groups interact with a wider range of people outside of the workplace, there is a greater chance that members of other groups within the organization will be encouraged to share their knowledge and skills with group members, increasing the likelihood that these groups will acquire important tacit knowledge. Through its links with other organizations in the organization, a group is more likely to be able to tap a wide base of political and emotional support in the event of a setback. Therefore, a group with diverse connections is more likely (compared to a group with less diverse connections) to come up with creative decisions and have the necessary influence to put those decisions into action. Better performance results for a group with diverse connections. This is because members of the diverse group have quick access to timely information, diverse ideas, and crucial instrumental, political, and emotional resources. Organizations that have more diverse social contacts with other organizations will function better than those that have less external linkages. Group relationships are bridged vertically. It's important to have a variety of external connections, but perhaps even more important is making external ties with individuals who have the power to impact the group. Every organization has a dominating coalition of influential players, and relationships to that coalition let members influence higher up and quickly obtain resources needed to complete tasks. This holds true for each

member of the group individually as well. The group needs to be able to reach the majority coalition within its organization through its members. Through these group boundary management exercises, the group is better equipped to withstand outside political pressure, defend itself against outside threats, coordinate and engage in negotiations with other parties, and eventually achieve greater success (Oh et al., 2004:864).

Sixth: Dimensions of social capital

The review shows that social capital research is focused on **three basic dimensions**: structural, relational, and cognitive. We will explain these dimensions as follows (Lee, 2009: 256, 257):

1. **Structural social capital:** What matters to structural social capital is the variety of business actors' social networks. A social network, above all, explains how the organization of social interaction creates access to particular resources. Social interaction is the process of creating and forming relationships as well as the propensity to do so. commercial is the primary factor in measuring commercial partnerships that aid in connecting and bridging networks. Evaluating strong links is the foundation of bridging networks, as it fosters emotional resemblance and flexible incentive in trade. In contrast, bridge networks are predicated on evaluating weak ties and frequently entail asymmetric goals, with powerful individuals (brokers) more likely to act in their own best interests in order to advance within organizations. A growing body of work in business and management has attempted to categorize the patterns of composition, or structural embeddedness, impacted by various degrees of network interaction. To measure structural embeddedness, for instance, one must take into account the players' network restrictions, centrality, and size. A network's size, or the total number of ties inside it, is determined by adding together all of the individual actors' links. The degree of structural flaws is referred to as restrictions, while centrality represents the network's cohesiveness or integrity.

2. **Relational social capital:** Business actors are encouraged to share "best practices" with one another thanks to relational social capital. Trust, dedication, expectations, and identity norms are to blame for this. Norms are seen as a relational value system that specify what behavior is acceptable, inappropriate, and so on. Conventions of behavior make "charity accessible to individuals or groups... Their impact is derived from the knowledge, clout, and unity they offer. Social capital standards allow for the exchange of knowledge, cut down on the amount of time needed to collect it, lower the volume of transactions, and—above all—they allow for the emergence of informality by permitting exchanges without formal contracts. Relational rules facilitate positive contact, while those who abuse them only for personal gain are passive. The most studied norm, trust is frequently linked to making it easier for the information and resources needed for excellent performance to be shared. It requires explanation. Perceived credibility of the actor's fairness and consistency of behavior to promote an open environment is essential to trust. It has frequently been discovered that trust increases a company's loyalty and trust as well as boosts performance in unpredictable markets. Evidence that increased resource sharing is correlated with higher levels of trust is shown by Tsai and Ghoshal. Stated differently, the trust perspective on social capital maintains that "a popular exchange partner is more likely to be a trustworthy actor." Numerous studies have also looked into trust and how it helps form alliances. They make the assumption that strategic partnerships built on strong communication and reliability have higher levels of competence. managerial.

3. **Cognitive, social capital:** Social capital's relational and structural components are essential for fostering the sharing of resources and knowledge that leads to the growth of intellectual capacity. It is believed that the degree of "meaningful communication" that promotes mutual understanding amongst social actors has an impact on sustainable social interactions. A group also benefits from solidarity and social and psychological support when there is shared significance. As a result, social actors who communicate meaningfully work together to create synergy. Such synergy is produced when social actors use cooperative language, symbols, and narratives effectively. Social actors are better able to "evaluate" and perceive the advantages of any discourse thanks to the relative role of communicative language. Brett and co. It provides a useful differentiation for language use in difficult actor-to-actor talks. Negotiations should therefore include submissive discourse in order to prevent contentious disputes from "spiraling" out of control. Task-based language is essential for project teams to record and share knowledge, information, and learning opportunities, as demonstrated by Newell's findings. Predictable

language, in the opinion of Walther and Bunz, encourages reciprocal exchanges contingent on job accomplishment. Additionally, regular and common language combined with casual interactions during workdays foster a broad sense of togetherness. The motivated spirit of individual actors is intimately associated with the development of practical language skills. Effective speech exchanges can also be replicated by individual social actors who share the values of enforcing norms of conduct and attitudinal similarities. These language types create frames of reference and cognitive codes. Put differently, a shared language facilitates the development of norms of behavior that lead to proper dialogue. To highlight the need of using clear, formal language, Kumar and Worm, for instance, describe how Chinese and Danish corporate negotiators establish a code of conduct for when to raise concerns during a negotiation. Additionally, narratives enhance the effectiveness of communication and have an impact on an actor's openness to interaction. Actors can communicate with one other more easily when they have shared narratives, or story worlds. An approachable and readily available aspect of social relationships can be fostered by stories. According to Youndt, the removal of status markers and the telling of informal narratives contribute to the development of a recurrent discourse pattern that is easier to follow during bonding. For groups of social actors, the employment of metaphors, myths, and stories facilitates important communication.

Seventh: The concept of human resources flexibility

According to (Veise, 2016: 3), human resources flexibility refers to an organization's capacity to adapt and enhance workers' competencies in a variety of areas so that they can adapt to shifting roles as a result of shifts in demand, production methods, technology, or unanticipated events. Human resource flexibility is now seen as a crucial contextual resource since it fosters employee skill development, particularly behavioral flexibility, which is thought to be pertinent and appropriate for staff members in creating their roles and serving clients (Luu, 2019: 3). As an internal quality or characteristic of a company that may be addressed through three conceptual components—employee skills, employee behavior, and HR practices—many research studies have demonstrated the significance of HR flexibility. The flexibility of employee skills refers to how many diverse applications they can be put to and how rapidly people with different skills may be put to different uses. Employee behavior that is flexible is an indication of adaptability as opposed to habitual behavior. It is the degree to which staff members possess a wide range of behavioral scripts that they may modify to meet the unique demands of every given circumstance. The degree to which HR procedures can be modified is known as their flexibility. The organization's human resources and how they can be used in a range of contexts, across various locations or organizational units; also, how quickly these resources can be modified and put to use; and the potential for these resources to become more flexible so that people are inspired and able to dedicate their time to both exploratory and exploitative endeavors (Esfahani, 2017:199).

Eighth: Human resources flexibility and its relationship to sustainability and innovation

The resilience of human resources should be taken into consideration by the organization management while managing psychological capital and enhancing positive emotions, adaptability, hope, and self-efforts to attain a more sustainable aim. This implies that improvements in adjustment will occur more quickly and successfully. In order to thrive in an unpredictable climate, innovative firms must prioritize sustainability. A few years ago, corporations experienced a disturbance due to the concept of sustainability. This disruption happened in creative, knowledge-based firms that depend on knowledge powers for long-term human resource sustainability. Organizational managers who effectively manage psychological capital—hope, adaptability, and optimism—can enhance the durability of human resources. In terms of behavioral and functional skills, responsible employees will be very flexible and adaptive in the ever-changing workplace. Its workers cultivate a strong potential for responsibility and employability while striking a balance between their personal and professional lives. More than ever, employees are likely to be sustainable and resilient. Since innovation aids in the development of new goods for a market that is constantly changing, identifying and examining the sustainability of human resources in innovative firms offers some indicators regarding the sustainable management of human resources, particularly innovation in leading organizations. It became evident that all businesses that depend on the notion that human resource learning and development is connected to knowledge and development must prioritize

innovation. Employees are more inclined to participate in sustainable development activities like experimentation and difficult initiatives in companies that offer less formal or traditional business methods. Furthermore, several phases of the innovation cycle may be impacted by human resources management, either directly or indirectly. As a result, in order to stay up with sustainability and innovations that set businesses apart from one another, human resources must be flexible (Esfahani, 2017: 211).

Ninth: Organizational practices to support human resources flexibility

Abandoning unsuitable work configurations in favor of new organizational concepts is becoming a hallmark of successful organizations. This occurs as a result of the highly dynamic environments that businesses today must handle, which force them to reorganize traditional work models in order to adopt new ones. One example of these is smart working, which uses ICT and HR procedures to boost employee resilience. Office planning: In order to introduce new work forms that are more flexible and can yield higher returns for the organization, managers need to put in more effort to restructure outdated work patterns. It is imperative for managers to consider using adaptable procedures not just to enhance organizational performance but also to yield advantages for individuals. Enhancements to the information and communications technology-represented enterprises' digital spine are among these techniques. The advancement and spread of digital technologies, particularly those that facilitate social network formation, communication, and teamwork, as well as the growing use of potent mobile devices. Its user-friendliness and ease of support for workgroups allow for the seamless interchange of files, information, and ideas among all employees of the company, regardless of their geographical dispersion. This fosters efficient and effective real-time communication. The human resources strategies that allow employees to exercise flexibility are referred to as the second element. Employee behaviors and attitudes toward risk-taking and innovation are particularly influenced by training programs for middle and upper management, end user training, new communication strategies, new management through goal process systems, and cultural change initiatives. The alterations made to the real workplace are discussed in the third aspect (the planning element). The significance of promotion tactics in spatial reconfiguration office layouts to boost worker productivity and enhance work-life balance management has been highlighted in recent research. Rearranging some offices may therefore result in creative teamwork for the human resources division. Departments must therefore concentrate on all three components, implying that multitasking yields greater results. Comprehending the interdependencies among these components is crucial, as effective transformation necessitates including numerous interconnected parts within the system by involving them in a particular manner to incorporate components that can produce synergies between the use of digital tools and HR models. Additionally, physical arrangements (Raguseo, 2016: 12, 14).

Tenth: Dimensions of human resources flexibility

The two elements of resource flexibility and coordination flexibility make up the multidimensional concept known as human resource flexibility.

1. Resource flexibility is the ability to use an organization's resources to various situations and uses. There are two components to resource flexibility:

Resource flexibility in human resources procedures that support and reward this skill and behavioral flexibility; and resource flexibility in employee behaviors and skills that aid in transitioning to new roles.

2. Coordination flexibility: This, on the other hand, describes the organization's capacity to quickly obtain and apply resources in order to meet its strategic goals. Two aspects of coordination flexibility are involved:

- Flexibility in employee skill and behavior coordination (i.e., assigning employees with skill flexibility for changing job positions);

- Flexibility in coordination of HR procedures (i.e., flexibility in adapting HR processes).

The term "job crafting" describes the mental and physical adjustments that workers make to the task or relationship boundaries of their work in order to reinterpret the purpose of the work and have a different experience with it. Workers separately create their work and participate in group task making. Members of the team mobilize and coordinate initiatives and skills to improve relational and structural job resources, raise

demanding job expectations, and lessen work-related obstacles. Rather than the culmination of individual work crafting, collective task crafting describes the proactive manner in which a team engages and functions as a mutual synergy and flexibility-oriented among individuals. An organization that possesses a high level of human resource flexibility can foster proactive or adaptable behaviors, including job crafting. In addition to the degree to which they can identify, this characteristic fosters in workers the flexibility to find new meanings in their work, which enhances the dynamism and flexibility of their team and organization. The expeditious development and implementation of human resource management procedures is crucial in order to optimize the inherent flexibility of those resources. As human resource flexibility depends on the application of information and cognitive resources—acquiring techniques that strengthen employees' ability to adapt and be flexible—knowledge sharing, in particular, functions as a mediating mechanism. HR adaptability also helps employees become more motivated to learn and become more adaptive. As a result, mutual learning typically occurs when knowledge and skills are developed through flexible HR methods. When this occurs, these cognitive resources can be enhanced in each person and combined with one another to generate team-level solutions for tasks (Yang & Gan,2020:3-6).

THE THIRD SECTION: THE ANALYTICAL ASPECT

First: Testing the correlation hypotheses

The association hypotheses between the primary and sub-study variables will be tested:

First primary hypothesis: Of the two variables in the study, there is a substantial overall relationship between the strategic persistence variable and the adaptive marketing tactics variable. Based on this relationship, the following hypotheses were developed:

1. There is a considerable correlation between the human resources flexibility variable and the structural capital component.
2. There is a considerable correlation between the human resources flexibility variable and the relational capital component.
3. There is a substantial correlation between the human resources flexibility variable and the knowledge capital component. These were examined with my agencies and the statistical software SPSS v. 27:

Table (1) Test of correlations

		Structural capital	Relational capital	Cognitive capital	Social capital	Human resources flexibility
Structural capital	Pearson Correlation	1	.545**	.681**	.428**	.367**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	76	76	76	76	76
Relational capital	Pearson Correlation	.545**	1	.569**	.645**	.454**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	76	76	76	76	76
Cognitive capital	Pearson Correlation	.681**	.569**	1	.600**	.457**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	76	76	76	76	76
Social capital	Pearson Correlation	.428**	.645**	.600**	1	.665**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	76	76	76	76	76
Human resources flexibility	Pearson Correlation	.367**	.454**	.457**	.665**	1

	Sig. (2-tailed)	.000	.000	.000	.000	
	N	76	76	76	76	76

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

Source: Prepared by the researcher based on the results of the statistical program SPSS V. 27

The unambiguous findings in Table (1) show that, when considering the two variables of the study as a whole, the independent variable (social capital) and the dependent variable (human resource flexibility) have a positive and significant correlation, with the correlation coefficient between them reaching (0.665) and having a significant significance (0.000). Furthermore, considering Table 1's results, all correlational sub-hypotheses are accepted because their significance level was below 0.05.

Second: Examining the effect theories

The second main hypothesis states that, when considering the two variables in the study together, social capital significantly affects the dependent variable, human resources flexibility. A structural model was constructed to illustrate the path of the influence relationship between the two variables (social capital and human resources flexibility) in order to test this hypothesis. The results were extracted using the statistical program Smart PLS, and they are displayed in Figure (2) and Table (2).

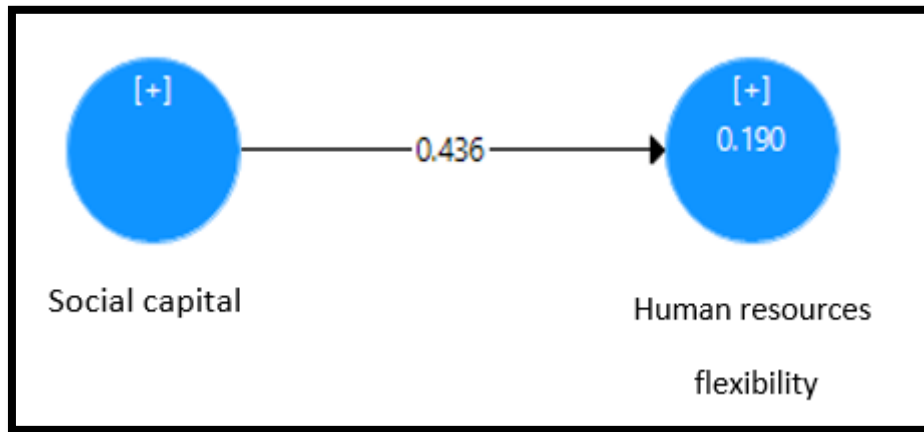


Figure (2) Model for testing the main effect hypothesis

Source: Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2

The results displayed in Figure () and Table () demonstrate that the independent variable social capital has a positive significant effect on the dependent variable human resources flexibility by (0.436) and with significant limits (0.000), indicating an increase in the latter by 43.6%. One unit makes up the social capital variable. The explanation coefficient (0.19 = R2) indicates that the social capital variable also explains (19%) of the variations in the human resources flexibility variable. The primary influence hypothesis, which claims that social capital has a considerable impact on the variable, is accepted when these data are taken into consideration. When looking at the two study variables combined, the flexibility of human resources is accepted.

Table (2) Results of the main effect hypothesis

Hypothesis result	Moral level	value T	standard deviation	value R ²	Impact factorβ	Hypothesis path
Acceptable	0.000	6.208	0.057	0.190	0.436	Social capital -> human resource resilience

Source: Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2
 Regarding the sub-hypotheses arising from the primary influence hypothesis, which posited a noteworthy impact of social capital dimensions (structural, relational, and cognitive capital) on the dependent variable, human resource flexibility, the investigator developed a structural model as illustrated in figure (3):

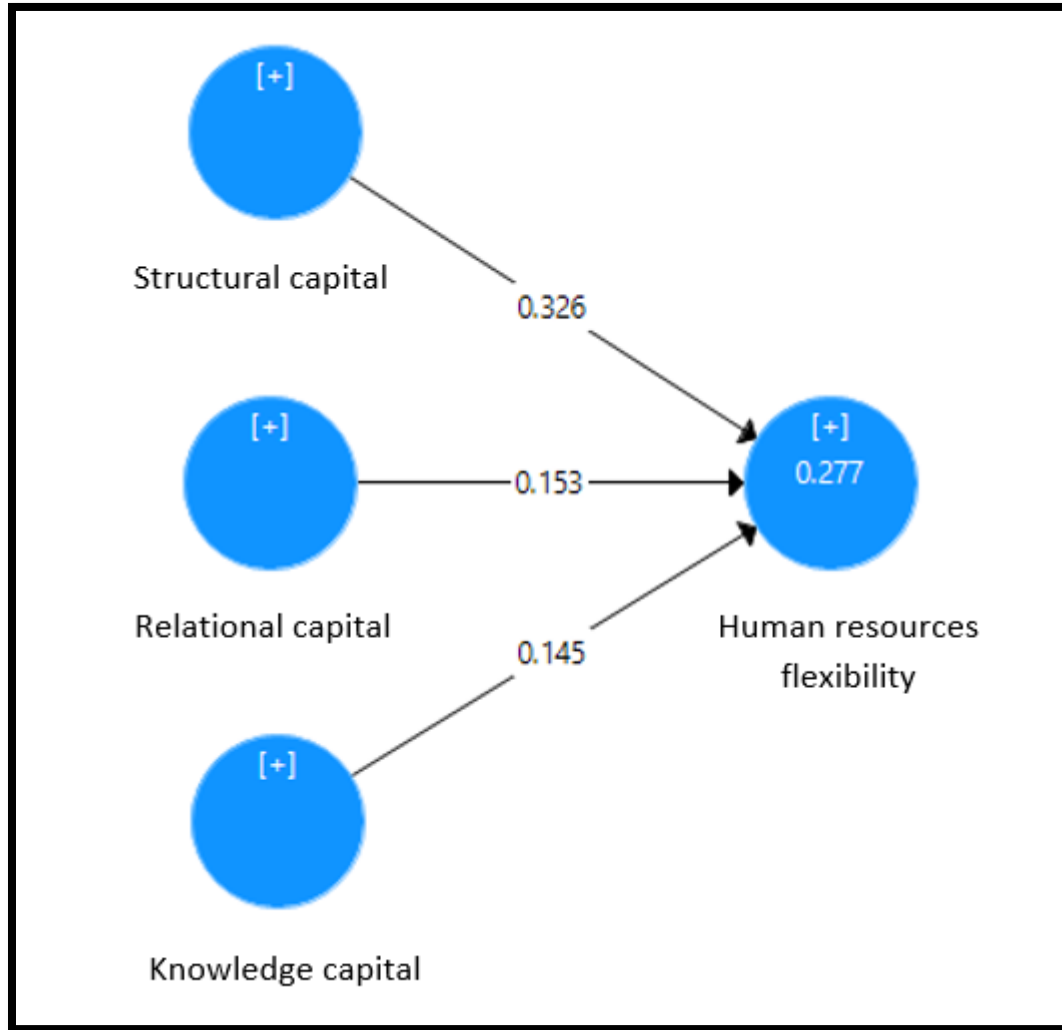


Figure (3) Model for testing the impact of strategic persistence dimensions on adaptive marketing practices
Source: Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2

The results shown in Figure (3) and Table (3) indicate the following:

1. The structural capital dimension was found to have a significant influence on the human resources flexibility variable; this was indicated by the very low value of the influence factor between the two, which was 0.326 at a significance level of 0.000, which is less than the acceptable and specified limits of significance (0.05). This indicates that for every unit increase in the structural capital dimension, the flexibility of human resources at the College of Administration and Economics improves by (33%). Based on these facts, the hypothesis is accepted.
2. The human resources flexibility variable is found to be positively and significantly impacted by the relational capital dimension, as evidenced by the influence factor between the two variables reaching a value of 0.153 at a significance level of 0.012, which is below the acceptable moral limits of 0.05. This implies that human

resources' adaptability Based on these statistics, the hypothesis is accepted that it grows by 15% in the College of Administration and Economics for every unit increase in the relational capital component.

3. It appears that the knowledge capital dimension positively and significantly influences the human resources flexibility variable. The influence factor between the two variables reached a value of 0.145, with a significance level of 0.025, which is less than the permissible moral limits of 0.05. This implies that human resources' adaptability Based on these statistics, the hypothesis is accepted that it increases by 14% in the College of Administration and Economics when the dimension of knowledge capital grows by one unit.

Furthermore, the social capital variable's dimensions collectively account for (27.7%) of the overall changes in the human resources flexibility variable; the remaining percentage is attributable to other variables that the test model for this study did not address.

Table (3) Results of testing the sub-impact hypotheses

Hypothesis result	Moral level	value T	standard deviation	value R ²	Impact factorβ	Hypothesis path
Acceptable	0.000	3.553	0.011	0.277	0.326	Structural capital -> human resource flexibility
Acceptable	0.012	2.496	0.099		0.153	Relational capital -> human resource flexibility
Acceptable	0.025	2.731	0.129		0.145	Cognitive capital -> human resources flexibility

Source: Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2

DISCUSSION OF RESULTS

The findings indicate a strong positive correlation between social capital and the flexibility of human resources. This suggests that the College of Business and Economics is better able to adjust to changes and obstacles when there are robust networks of relationships amongst individuals within the organization, as well as when there is mutual trust and practical cooperation. This can be explained by the fact that social capital not only helps to create a positive work environment that inspires employees to put in more effort and creativity, but it also enables employees to access information and support from their colleagues, which helps them learn new skills and adapt to changes more quickly. The findings highlight the significance of emphasizing the development of social capital inside businesses, which may be done by encouraging a culture of collaboration and communication, fostering positive connections among staff members, and offering chances for social interaction. Furthermore, the findings offer actionable advice for improving human resource resilience in businesses through fostering a culture of change, offering chances for learning and growth, and helping staff members overcome obstacles.

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