

# The Impact of Human Resource Flexibility on Organizational Excellence at Jordanian Pharmaceutical Industry Companies

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## Abstract

The study aimed to determine the relative importance and impact of human resources flexibility in its dimensions (skills flexibility, behavior flexibility, practice flexibility) on organizational excellence in its dimensions (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence) in Jordanian pharmaceutical manufacturing companies. Through the descriptive analytical approach, and using a questionnaire, data was collected from (206) individuals from senior and middle management in Jordanian pharmaceutical manufacturing companies. The most important results reached by the study were that the relative importance of human resources flexibility in its dimensions was high, as were the dimensions of excellence. regulators with high relative importance. The results also showed that there is a positive, statistically significant effect of human resources flexibility in all its dimensions on organizational excellence in all its dimensions combined. The study recommended: Adopting innovative methods to measure and evaluate the level of organizational excellence in Jordanian pharmaceutical manufacturing companies, which enables them to identify points of strength and weakness, direct development efforts more effectively, and enhance the interaction between human resources flexibility and organizational excellence.

**Keywords:** Human Resource Flexibility, Organizational Excellence, Jordanian Pharmaceutical Industry Companies

## Introduction

Competition in today's world is considered a basic concept that determines the rules of the game in the world of business and organizations. This phenomenon reflects the dynamic environment and the continuous changes that occur in markets and industries around the world. It represents the ability to adapt and thrive in the face of challenges and opportunities, and it is the key to survival and success for organizations in this era. From this standpoint, achieving competitiveness becomes an emphasis on the necessity of flexibility in the field of human resources.

The rapidly changing phenomena that the world is experiencing today, and the multiple obstacles to organizations in light of competition and globalization and their various repercussions, and the increase in the size of the rapidly growing knowledge, information and technological revolution, and the shift towards the knowledge economy, have contributed to organizations moving towards the aspiration for excellence, and creativity is not limited to Currently, it is limited to products, services, or technologies only, but has expanded to include the individual, team, group, organization, and technology, and the use of individual and collective intelligence, cultures, behaviors, structures, information, and plans. Hence, most business organizations have begun to reconsider the human, intellectual, and social factor, and give it priority and a distinct role (Al-Enezi, 2014, 17).

Therefore, it is necessary for organizations to rely on outstanding performance programs to achieve organizational excellence for stakeholders, including employees, others, and society as a whole, which is achieved through leadership that formulates and directs policies, strategies, and human resources, invests in relationships, and manages various operations in the organization (Najm, 2021, 21).

### **Research Problem**

There is great interest in the flexibility of human resources, given that it represents the ability to interact and respond to changes in the work environment where Its components help in developing job performance. The issue of organizational excellence within organizations in light of a dynamic, rapidly changing environment and how to maintain competitive advantage in the event of uncertainty is an important issue currently due to the tendency of organizations to enter into regional and global classifications.

The problem of the study is organizational excellence in its dimensions (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence) in Jordanian pharmaceutical manufacturing companies. The idea of the study came due to the impact of globalization and the openness of global markets, which led to an increase in the intensity of competition, especially in the field of Industry, including the pharmaceutical industry sector, and the challenges of pharmaceutical manufacturers have increased significantly and have become a huge pressure in light of modern developments, and this has led to the emergence of many concepts resulting from the developments of the current era..

Some studies have recommended, such as Study (2021)Sanchez et al., working on conducting further research to address important administrative issues, and the LUU study (2021), which recommended conducting studies that examine how the employee's position can affect the flexibility of human resources in innovative work, and the Al-Fatafta and Al-Khashali study (2020), which recommended conducting More research on the study population (pharmaceutical industry companies).

From this standpoint, the study will examine the impact of human resources flexibility in its dimensions (skills flexibility, behavior flexibility, practices flexibility) on organizational excellence in its dimensions (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence).

By answering the following questions:

1. What is the level of relative importance of human resources flexibility in its dimensions (skills flexibility, behavior flexibility, practices flexibility) in Jordanian pharmaceutical manufacturing companies?

2. What is the level of relative importance of organizational excellence in its dimensions (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence) in Jordanian pharmaceutical companies?
3. What is the impact of skills flexibility on organizational excellence in Jordanian pharmaceutical companies?
4. What is the impact of behavioral flexibility on organizational excellence in Jordanian pharmaceutical companies?
5. What is the impact of flexibility of practices on organizational excellence in Jordanian pharmaceutical companies?

### **The Importance of Studying**

The importance of the study stems from shedding light on the impact of human resources flexibility on organizational excellence in Jordanian pharmaceutical manufacturing companies. The importance of the study from both scientific and practical aspects is as follows:

#### **Scientific Importance**

The importance of the study stems from the importance of the variables it addressed, as the concept of human resources flexibility is considered With its dimensions (flexibility of skills, flexibility of behavior, flexibility of practices),Of concepts the mission Which has become obligatory for all different organizations to use it, due to the increasing competitiveness in the world's economies and the importance of its role in supporting organizational excellence. With its dimensions(Leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence Product differentiation),Business environments and their stability in local and global markets, and the impact of this in Organizational excellence of Jordanian pharmaceutical companies locally, And regionally, And globally! The importance of taking its natural role in competitive markets and expanding its customer base, And from that This study sought, Find out everything that is new and of interest to researchers in this field, It was presented within this study.

Therefore, it is hoped that this study will benefit in enriching knowledge in the field Effect Human resources flexibility in organizational excellence in Jordanian pharmaceutical manufacturing companies To contribute to supporting scientific libraries in the field of research study.

#### **Practical Importance**

The practical importance of this study lies The importance of the researched sector, Given the vital role that pharmaceutical manufacturing companies play in the Jordanian national economy and the health sector in general.

It is hoped that the results will be expected From this study Of scientific and academic benefit through its presentation For decision makers And open the field Until development In pharmaceutical industry companies to prepare training programs regarding the subject of human resources flexibility in organizational excellence for Jordanian pharmaceutical industry companies, and methods of practicing it for senior and middle management and for their subordinates to enhance understanding of their role in improving and distinguishing performance in them and achieving the desired results from them.

## Theoretical Literature

### Human Resources Flexibility

Organizations nowadays face complex and unpredictable environments as a result of the advancement of technology and economic globalization. These rapid transformations force managers to make radical changes in the way they direct their organizations. In these changing environments, new principles for managing organizations have emerged, as managers must make strategic decisions more quickly (Martín, 2013).

Male Millimant et al (1991) stated that human resource flexibility refers to the ability of human resources management to facilitate the organization's ability to adapt effectively and in a timely manner, to changes or transformations of the requirements of the organization's internal or external environment. Human resources flexibility represents an essential element in the success of organizations and achieving sustainable development for employees. The great importance of human resources flexibility is demonstrated in several aspects. It enables human resources flexibility to enhance basic employee skills and abilities, such as knowledge, motivation, and relationships. These skills positively enhance employees' creativity and contribute to developing... New ideas and creative solutions (Bal & De Lange, 2014). Sanchez (1995, 138) defined human resource flexibility as a company's ability to respond to diverse requirements from competitive environments in business environments.

Andto focusWright and Snell (1998) define human resource flexibility as an inherent characteristic that organizations need to survive and excel in highly volatile environments. Flexibility is ensured when the organization continues to achieve alignment with the ever-changing external environment, and can be addressed through employee skills, behavior, and human resource practices.

In addition, organizations that have effective human flexibility systems achieve better performance in a competitive environment. Investing in strengthening and developing employees contributes to possessing valuable intellectual assets that give the organization a competitive advantage. It also enables the organization to adapt to changes and transformations in the environment. It enables employees to take various actions and deal effectively. With changing situations, it also enables them to achieve a balance between work requirements and their personal lives. This improves their satisfaction and commitment, and allows them to exploit new opportunities and deal with them effectively, which gives the organization the ability to exploit growth and development opportunities (Bhattacharya et al 2005; Dwikat, 2023).

It is the most important Dimensions Human resources flexibility, skills flexibility, which basically explains how employees modify and use different skills, abilities, value, and qualities in different circumstances in a simple, fast, and efficient manner as much as possible. The importance of the individual in the organization stems from the role he is assigned to and the tasks he performs. The management of... Individuals employ these latent energies in order to direct them within the framework of the service, interest and productivity of the organization to reach the desired final goals (Al-Kalalda, 2011, 9).

Flexibility of behavior, according to a studyWright and Snell (1998) Behavioral flexibility represents individuals' adaptation to new circumstances that differ from usual routines. And I meant also indicates the extent to which employees have behavioral skills that can be adapted according to the specific demands of each emergency situation. It is important to know the extent to which employees have behavioral skills that can be adapted and modified and the extent to which they are prepared to apply these skills in different situations. This behavioral flexibility enables employees to deal effectively with organizational pressures. And

changing situations rather than adhering to routine operation. Besides, the behavior of employees resembles scripts on which they rely in performing their jobs. When they adhere to the same pattern or fixed procedures in dealing with diverse situations, their behavior becomes rigid and unadoptable. But when they adopt a new series of procedures To face new circumstances based on preparation and improvisation, their behaviors become flexible and adaptable.

Flexibility of practices is one of the basic aspects of organizational flexibility that contributes to adapting knowledge, skills, and behaviors to changing environmental conditions, meaning that they are procedures and policies that aim to manage and develop human resources in organizations. These practices include a wide range of activities aimed at improving employees' performance, enhancing their satisfaction, and developing their abilities to During, human resources planning, selection and recruitment, training and development, performance appraisal, motivation and encouragement and change management (Alibakhshi & Mahmoudi, 2016).

Abu Al-Dahab's study (2022) showed that the importance of human resources was high in adjusting relationships, and had an impact on job inclusion. And study Yaghoubi et al (2022), which showed the importance of designing customized programs to enhance human resources flexibility skills, in addition to focusing on continuous encouragement and evaluation and integrating flexibility concepts into the organization's culture. The study of Rahhal and Al-Kasasbeh (2021), which showed that the high role of human resources flexibility in organizational success, and the study of Hamed (2021), which showed that as a result of continuous investments in the field of human resources flexibility in companies, it had High impactIn the dimensions of high-performance work systems.

A study showed (2023) Yüksel and Bayraktar found a moderate positive relationship between human resources flexibility and job performance, and it is considered an effective factor in work engagement, and itaSah Ali (2022), which showed that the relationship between job security and human resources flexibility was moderate, and skills flexibility was the most important, followed by behavior flexibility, and finally practices flexibility. The study also showed that there is an inverse relationship between qualitative job security and the flexibility of human resources in the dimensions of skills and behavior, and a direct relationship with the dimension of flexibility of practices.. And the LUU study (2021), which showed that there is a moderate positive relationship between human resources flexibility and innovative practical behavior.

### **Organizational Excellence**

Organizational excellence is a comprehensive, comprehensive and indivisible concept, which means that no part of the organization can excel in a particular field and performance decline in other areas. Here, balance and interconnection appear as two essential features for achieving excellence in all sectors of the organization, and this aspect highlights the importance of stability and symmetry in All departments of the organization to achieve comprehensive excellence (Al-Sioufi, 2019, 75). Excellence represents importance for administrative development and improving the performance of organizations, explained Darabi et al (2016, 166) stated that by developing the leaders and members of the organization and providing them with the necessary skills, the organization can overcome obstacles and achieve its goals effectively and with distinction in achieving success characterized by increased productivity and superior performance.

Organizational excellence has become increasingly clear, especially with the escalation of the intensity of competition at the global and local levels, as organizations compete with all dedication to control market segments and attract the largest number of customers and consumers, reflecting their unique capabilities and essence. As a result of this accelerating competition, many aspects of excellence appear. Clearly, each organization strives to highlight its competitive advantages and provide a unique value that distinguishes it from its competitors. In addition, organizational excellence ensures compatibility and coordination between all organizational systems.(Darmaki & Noor, 2021).

It is one of the most important dimensions of organizational excellence

### **Leadership Excellence**

Leadership excellence is one of the most important factors that lead to success in modern management. The contemporary leader requires superior abilities to adapt to the developments of the era and the changes imposed by knowledge and technology. In addition, leaders who have a high sense of sensing shortcomings and problems in various contexts can achieve a competitive advantage by Researching and writing in their field, this deep understanding of shortcomings allows them to develop effective strategies to achieve excellence (Al Shobaki & Naser, 2016).

### **Employee Excellence**

Humans remain the ruling element in the decision-making and innovation process in organizations despite the use of modern technologies. The human team in the organization plays a crucial role in producing goods and services and ensuring the effective performance of the organization by providing a variety of skills and competencies. The role of individuals is not limited to providing manpower, but rather This goes beyond providing vision, creativity, inspiration, and motivation that maintain the organization's vitality and sustainability, and investing in individuals' knowledge and capabilities is an essential factor to ensure organizational excellence and success (Salim, 2020).

### **Strategic Excellence**

Strategic planning refers to the process of matching and matching the capabilities and resources of the organization's internal resources with the results that result from evaluating the external environment, through controlling and controlling the organization's weaknesses and investing in its strengths, reducing environmental risks and taking advantage of available opportunities. This standard tests the organization's ability to adopt the scientific method. By developing strategic plans and modifying them to be compatible with the general objectives of the beneficiaries(Al-Zobaidy & Al-Joufi, 2022).

### **Organizational Culture Excellence**

Organizational culture affects the level of performance and achievement of groups and subordinates, which greatly determines the success and distinction of the organization as a whole. An organization that has a weak or negative culture will face failure in the long run, regardless of the quality and attractiveness of the activity it undertakes. On the other hand, a distinguished organizational culture includes: Shared values, beliefs, and principles among organizational members make the communication process easier, result in a better level of cooperation and commitment, and simplify the decision-making process, which pushes subordinates towards achieving the organization's goals and following the standards for

achieving organizational excellence. Culture excellence is defined as “the framework that governs, directs, and interprets the behavior of individuals in The organization, through a set of values, beliefs, basic assumptions, organizational standards and norms in which the members of the organization participate, which directly and indirectly affect the behaviors of employees and how they perform their work, and arise under the influence of the values and beliefs held by leaders and officials” (Al-Ammar, 2020, 108).

### *Product Differentiation*

In the field of economics and marketing, the term product differentiation refers to the process of making a product unique or different from other products, with the aim of making it more attractive to a specific market segment. This includes highlighting the differences between your product and competing products, as well as the offerings of competing companies. Edward Chamberlain is the one who introduced this The concept in his theory of monopolistic competition, which he launched in 1933 for the first time (Edwards, 1933, 83)

Among the studies that investigated excellence and organizers is a study Abdel Maqsoud (2023), which showed a direct positive moral effect of organizational agility on organizational excellence, through mediating knowledge management processes. The results also showed that excellence in organizational structure came first, then excellence in strategy, excellence of subordinates, excellence in organizational culture, and finally excellence in leadership..

And study Aljarrah et al (2023), which showed that the relative importance of business intelligence in achieving organizational excellence was high, and that organizational citizenship behavior plays a mediating role in the impact of business intelligence on organizational excellence.

And the study of Al-Rubawi and Al-Douri (2022), which showed that market knowledge has a direct impact on organizational excellence, especially when private colleges have strong, loyal customers who are able to absorb knowledge. It has also been shown that organizational excellence is greatly influenced by factors such as excellence in leadership and financial aspects. Saleem’s study (2020) showed that organizational excellence is considered high, especially in the areas of leadership excellence and service delivery excellence. However, technological excellence was rated at an average level. This means that modern human resources management practices play an important role in enhancing organizational excellence, and can contribute to enhancing leadership excellence and improving the quality of service provided.

The model is shown above Al-Ruwaili’s study (2023) showed that the level of relative importance of organizational excellence was high in leadership excellence and medium in subordinate excellence and organizational culture excellence. There is a strong relationship with regard to the dimensions of strategic intelligence and the dimensions of organizational excellence. This indicates that the practice of strategic intelligence among heads of academic departments is significantly and positively related to achieving organizational excellence. The study noted that there were statistically significant differences in determining the level of organizational excellence due to variables such as gender and academic qualification, which were in favor of females and those with a secondary qualification..

The study of Al-Athari (2023) showed the results that the level of relative importance of the availability of knowledge management processes in achieving organizational excellence was moderate, and there was a positive correlation between knowledge management and organizational performance excellence. Considering the dimensions of organizational excellence, the dimension of strategic planning ranked first, leadership second, information

and its analysis third, process quality management fourth, human resources development fifth, quality results sixth, and customer satisfaction last.. The study showed that there were no significant differences regarding knowledge management processes and their relationship to excellence in organizational performance, and the study attributed this to personal and organizational factors.

And study Altarawneh (2023) The results showed that the relative importance of strategic vigilance on organizational excellence in Jordanian commercial banks was moderate, and that there was a strong impact of strategic vigilance on organizational excellence through strategic foresight..

### **Study Methodology**

This study aimed to identify the role that human resources flexibility plays in influencing organizational excellence in Jordanian pharmaceutical manufacturing companies. And it hasThis study relied on the use of the descriptive analytical approach, as it is considered applied in terms of its nature and in terms of its purpose. It is illustrative because of its reliance on the causal relationship between the variables: human resources flexibility (the independent variable) and organizational excellence (the dependent variable).

### **Strategies used in the Study**

In implementing the current study, the researcher relied on the use of a sampling strategy, in order to find out the variables that caused the presence of the phenomenon to reach the result and impact, and to study the current facts related to the nature of the phenomenon, where a proportional stratified random sample was drawn representing the study population, in order to find out the variables that caused the presence of the phenomenon to reach the results. The result and impact, and to study the current facts related to the nature of the phenomenon (Al-Najjar et al., 2020, 61-62).

### **Study Population and Sample**

The population of this study consisted of all managers of senior and middle departments in Jordanian pharmaceutical manufacturing companies, which numbered (24) companies. Accordingly, the size of the study sample was (488) managers, as the researcher adopted the random sampling method, and on this basis, the size of the study sample was (215) managers. Of the occupants of senior and middle administrative positions in Jordanian pharmaceutical manufacturing companies, and for the purpose of obtaining a sample size representative of the study population, the actual sample size was increased to (240) questionnaires, in anticipation of not completing the data of the returned questionnaires, so that the allowable margin of error is (5%) ( Al-Najjar et al., 2020, 108-109),

The researcher used the electronic questionnaire to collect data from the study sample, and after distribution, (206) questionnaires were retrieved, representing 85.83% of the sample size. All of them were suitable for statistical analysis, which is a number close to the size of the representative sample (240).

### **Study Tool**

The questionnaire was relied upon as a basic tool in collecting data from occupants of senior and middle management positions in Jordanian pharmaceutical manufacturing companies. The questionnaire consisted of:It consists of three parts, the first part of which consists of the personal characteristics of the study sample, the second part of which consists



of paragraphs related to the flexibility of human resources (flexibility of skills, flexibility of behavior, flexibility of practices), and the third part of which consists of paragraphs that measure organizational excellence in its dimensions (leadership excellence, subordinate excellence). Strategy excellence, organizational culture excellence, product excellence) through a five-point Likert scale ranging from 1 “to a very great degree” to 5 “to a very low degree.” The validity of the study tool was confirmed through Seeking the assistance of a group of academics specialized in the field in a number of Jordanian universities in order to ensure the apparent validity of the study tool in terms of the content of the questions, its suitability to the topic under investigation, and its comprehensiveness and coverage of all aspects. Their number reached (21) arbitrators to express their opinions and suggestions regarding it. And it was taken With appropriate modifications and making them, to reach the final version approved for distribution, which was later distributed to the target study sample.

And The study worked to verify the stability of its tool according to its variables and according to the answers of the members of the target sample by calculating the internal consistency coefficient and Cronbach’s Alpha consistency. The study variables were related to the flexibility of human resources as an independent variable, and organizational excellence as a dependent variable, in order to measure the internal consistency of the paragraphs and ensure their quality, which reflects the strength of cohesion. Between the scale items, as shown in the table(1) and (2) below

### Schedule(1)

*Values of the Cronbach alpha coefficient for the dimensions of human resources flexibility*

<b>Crombach value</b>	<b>alpha</b>	<b>Number of paragraphs</b>	<b>Dimensions of variable</b>
0.90		5	Flexibility of skills
0.87		5	Flexibility of <b>Human resources flexibility</b> behavior
0.86		5	Flexibility of practices
0.92		15	<b>The variable as a whole</b>

The table showed (1The reliability and internal consistency coefficient for the dimensions of the study, whose alpha values ranged between (0.86) as the lowest value for the practice flexibility dimension, and (0.90) as the highest value for the skills flexibility dimension.

**Schedule2***Values of the Cronbach alpha coefficient for the dimensions of organizational excellence*

<b>Crombach value</b>	<b>alpha</b>	<b>Number of paragraphs</b>	<b>Dimensions of variable</b>
0.84		5	Leadership excellence
0.87		5	Excellence of subordinates <b>Organizational excellence</b>
0.88		5	Strategy excellence
0.85		5	Distinguishing organizational culture
0.90		5	Product differentiation
<b>0.92</b>		<b>15</b>	<b>The variable as a whole</b>

The table showed (2) The reliability and internal consistency coefficient for the dimensions of the study, in which the alpha values ranged between (0.84) as the lowest value for the leadership excellence dimension, and (0.90) as the highest value for the product excellence dimension.

**Testing for linear interaction between the dimensions of the independent variable**

After reviewing the data and performing the required analyses, the variance inflation factor was calculated Variance Factor Inflation of the dimensions of the independent variable (flexibility of skills, flexibility of behavior, and flexibility of practices), in order to ensure that the degree of correlation and linear interaction between the independent variables is not too high, as is evident from Table (5-4) below, in which the results are presented as follows: the next:

**Schedule3***Variance inflation factor test results and allowable variance*

<b>Allowable variance</b>	<b>Tolerance</b>	<b>Contrast inflation factor</b>	<b>VIF</b>	<b>Dimensions of the independent variable</b>
.560		1.785		<b>Flexibility of skills</b>
.420		2.381		<b>Flexibility of behavior</b>
.512		1.951		<b>Flexibility of practices</b>

The results are shown in the table (3) indicates that all values are for the variance inflation factor The VIF was greater than (1) and less than (10), and all Tolerance values appear greater than (0.1), which indicates that there is no linear correlation between the dimensions of the independent variable (Sekaran & Bougie, 2016, 351).

**Data normality test (normal distribution)**

The table shows (4) Values of the skewness coefficient for the study variables

**Schedule4**

*Results of the normal distribution test for the study data*

<b>Normal distribution coefficient Kolmogorov-Smirnov</b>	<b>Kurtosis kurtosis</b>	<b>Torsion coefficientskewness</b>	<b>Dimensions of the study</b>	<b>Variables</b>
.272	.913	-.186	<b>Flexibility of skills</b>	<b>Human resources</b>
.122	-.806	-.394	<b>Flexibility of behavior</b>	<b>flexibility</b>
.119	.303	-.598	<b>Flexibility of practices</b>	
.211	1.470	-.432	<b>Leadership excellence</b>	<b>Organizational excellence</b>
.226	2.386	-1.280	<b>Excellence of subordinates</b>	
.180	.447	-.688	<b>Strategy excellence</b>	
.171	-.023	-.504	<b>Distinctiveness of organizational culture</b>	
.172	.418	-.735	<b>Product differentiation</b>	

Table 4 indicates)The extent to which the study data is regular and that its curves fall within the normal permissible range. The normal distribution of the study dimensions was confirmed by conducting a test .And Skewness Kurtosis and the One-Sample Kolmogorov-Smirnov Test, where the skewness coefficient and the kurtosis coefficient were calculated. Table (6-4) shows the results of the skewness and kurtosis test, where the skewness coefficients range for all dimensions of the study (-1.28 up to -0.186). Thus All skewness coefficients fall within the acceptable range (-3 to +3), which means that the assumption of a normal distribution of the data is met, and since the skewness values are concentrated at the smallest values, the normal distribution curve becomes positively skewed to the right. ,The kurtosis coefficients range from (2.386 to 0.806), and thus all values are less than (3), which indicates that the distribution curve is flat (Al-Fail, p. 172, 2022). Which means that the dimensions of the study follow a normal distribution. The table also shows the values of the normal distribution coefficient test Kolmogorov-Smirnov, where all values of the test significance level appear greater than (0.05), which indicates acceptance of the null hypothesis of the test, which is that there are no differences between the data distribution and the normal distribution.

### Interconnections

#### Matrix of intercorrelations between the dimensions of the independent variable, human resource flexibility

Pearson correlation was used Pearson Correlation to find the extent of autocorrelation between the dimensions of the independent variable human resource flexibility.

#### Schedule5

*Pearson correlation coefficients matrix for the dimensions of the independent variable, human resource flexibility*

Human resources flexibility	Flexibility of practices	Flexibility of behavior	Flexibility of skills			
.793**	.543**	.650**	1	Correlation coefficient	Flexibility of skills	
.000	.000	.000	-	Significance level		
.925**	.686**	1	.650**	Correlation coefficient	Flexibility of behavior	
.000	.000	-	.000	Significance level		
.870**	1	.686**	.543**	Correlation coefficient	Flexibility of practices	
.000	-	.000	.000	Significance level		
1	.870**	.925**	.793**	Correlation coefficient	Human resources flexibility	
-	.000	.000	.000	Significance level		

\*\*Statistically significant at a significance level of 0.01

The table shows (5) Pearson correlation coefficients matrix between the sub-independent variables, showing that all of them are statistically significant at a significance level of 0.01, where the correlation values between flexibility of skills and flexibility of behavior (0.650), flexibility of skills and flexibility of practices (0.543), flexibility of behavior and flexibility of practices (0.686) indicate a correlation coefficient. Average, good and significant relationship, while the correlation values between flexibility of practices and flexibility of human resources (0.870) and flexibility of skills and flexibility of human resources (0.793) indicate a high correlation coefficient and a strong relationship, and finally the correlation values between flexibility of behavior and flexibility of human resources (0.925) indicate a coefficient Very high correlation and almost perfect relationship (Al-Fail, p. 176, 2022).

#### Matrix of intercorrelations between the dimensions of the dependent variable, organizational excellence

Pearson correlation was used Pearson Correlation to find the extent of autocorrelation between the dimensions of the dependent variable organizational excellence. The table shows (6)The values of the Pearson correlation coefficient between the dimensions of the dependent variable, organizational excellence, are statistically significant at a significance level of 0.01, as the correlation values between subordinate excellence and product excellence (0.259), product excellence and strategy excellence (0.364), product excellence and organizational culture excellence (0.319) indicate a coefficient Weak correlation and weak relationship, while the correlation indicates between leadership excellence and subordinate excellence (0.423), leadership excellence and strategy excellence (0.533), leadership excellence and product excellence (0.451), leadership excellence and organizational culture

excellence (0.500), subordinate excellence and organizational excellence (0.688), subordinate excellence and strategy excellence (0.490), strategy excellence, organizational culture excellence (0.645), organizational excellence, and product excellence (0.680) show a medium correlation coefficient and a good and significant relationship. Finally, the correlation between leadership excellence and organizational excellence (0.780), strategy excellence and organizational excellence (0.803), and organizational culture excellence and organizational excellence indicates (0.765) to a high correlation coefficient and a strong relationship (Al-Fail, p. 176, 2022).

### Schedule5

*Pearson correlation between the dimensions of the dependent variable organizational excellence*

Organizational excellence	Product differentiation	Distinguishing organizational culture	Strategy excellence	Excellence of subordinates	Leadership excellence		
.780**	.451**	.500**	.533**	.423**	1	Correlation coefficient	Leadership excellence
.000	.000	.000	.000	.000	-	Significance level	excellence
.688**	.259**	.436**	.490**	1	.423**	Correlation coefficient	Excellence of subordinates
.000	.000	.000	.000	-	.000	Significance level	ates
.803**	.364**	.645**	1	.490**	.533**	Correlation coefficient	Strategy excellence
.000	.000	.000	-	.000	.000	Significance level	e
.765**	.319**	1	.645**	.436**	.500**	Correlation coefficient	Distinguishing organizational culture
.000	.000	-	.000	.000	.000	Significance level	Product differentiation
.680**	1	.319**	.364**	.259**	.451**	Correlation coefficient	Product differentiation
.000	-	.000	.000	.000	.000	Significance level	ation
1	.680**	.765**	.803**	.688**	.780**	Correlation coefficient	Organizational excellence
-	.000	.000	.000	.000	.000	Significance level	e

\*\*Statistically significant at a significance level of 0.01

## Analysis of the Results

### Description of the characteristics of the study sample

The researcher presented the demographic and functional characteristics of the target group, represented by gender, age group, educational qualification, and number of years of experience.

#### 1. Sex

##### Schedule7

*Managers according to gender*

percentage %	Repetition	Category	variable
65	134	male	Sex
35	72	feminine	
<b>100</b>	<b>206</b>		<b>the total</b>

The table data relates to (7)By distributing the study's respondent group according to the gender variable, which reflected a high participation rate for males compared to females, as it is clear from the table that the number of male participants reached (134), with a percentage of 65%, while the number of females was (55), with a percentage of (35%). Total sample.

The involvement of males at a higher percentage than females in the sample may reflect the presence of a larger percentage of males in the field of the Jordanian pharmaceutical industry, whether in senior or middle management. The researcher believes that the percentage of males is higher than that of females due to the long nature of work hours and the shift and shift work system, which is not suitable for many people. Females.

#### 2. Age group

##### Schedule8

*Directors according to age group*

percentage %	Repetition	Category	variable
2.9	6	Less than 30 years old	Age group
48.1	99	30- less than 40 years old	
37.9	78	40- less than 50 years old	
11.2	23	50 years and older	
<b>100%</b>	<b>206</b>	<b>General average</b>	

The information in the table indicates (8)To the age group of the respondents, the age group (30 - less than 40 years) ranked first with a number of (99) and a percentage of (48.1%). This may reflect the tendencies of the Jordanian pharmaceutical industry companies to appoint and promote promising youth, which reflects an interest in renewal and innovation, while The age group (40 - less than 50 years) was in second place with a number of (78) and a percentage of (37.9%). This may reflect that the Jordanian pharmaceutical manufacturing companies do not underestimate the importance of this age group and benefit from their experience and expertise in the field of work. The third was the age group (50 years and over) with a number of (23) and a percentage of (11.2%), and finally the age group, and finally the age group (less

than 30 years) with a number of (6) and a percentage of (2.9%) individuals out of the total sample.

### Qualification

#### Schedule9

*Managers according to academic qualification*

percentage %	Repetition	Category	variable
47.6	98	Bachelor's	<b>Qualification</b>
10.7	22	Higher Diploma	
31.1	64	Master's	
10.7	22	Ph.D	
<b>100%</b>	<b>206</b>	<b>General average</b>	

The data in the table (9) with academic qualifications, as the results showed that the study recruited (98) of those who held a bachelor's degree, at a rate of (47.6%), which is the highest percentage among the respondents. This may reflect the tendency of the Jordanian pharmaceutical industry companies towards attracting basic scientific competencies and enabling them to assume administrative responsibilities. As for The second place was the category of master's holders, with a number of (64) and a rate of (31.1%), followed by higher diploma and doctorate holders with an equal number of (22) for each, and a rate of (10.7%) for each. The reason can be attributed to the fact that Jordanian pharmaceutical companies pay attention to attracting graduates. Those with bachelor's degrees are more likely than others, because they receive lower salaries than those with higher degrees.

### 3. Years of Experience

#### Schedule10

*Managers according to number of years of experience*

percentage %	Repetition	Category	variable
1.9	4	<b>Less than 5 years</b>	<b>Years of Experience</b>
23.8	49	<b>5- Less than 10 years</b>	
34	70	<b>10- Less than 15 years old</b>	
40.3	83	<b>15 years and over</b>	
<b>100%</b>	<b>206</b>	<b>General average</b>	

. When looking at the table above (10)The results indicate that the study sample of those with 15 years of experience or more came in first place with a number of (83) and a percentage of (40.3%). This may be attributed to the interest of the Jordanian pharmaceutical industry companies in hiring and promoting competencies with extensive experience, and they tend to focus on hiring and developing workers with long experience in In the field of the pharmaceutical industry, those with 10 - less than 15 years of experience came in second place, with a number of (70) and a percentage of (34%). This may be due to the companies benefiting from the average experience of workers to better achieve their goals, followed by 5 - less than 10 years of experience. (49) and (23.8%), and finally those with less than 5 years of experience (4) and (1.9%).

### Answering the Study Questions

The researcher worked to answer the questionnaire items by extracting the arithmetic means and standard deviations, in addition to knowing the rank of each item and mentioning its relative importance. The results of the answers to the aforementioned items were as shown below, and as they appear in the following tables:

#### **First: Flexibility of human resources: What is the level of relative importance of human resources flexibility in its dimensions (skills flexibility, behavior flexibility, practices flexibility) in Jordanian pharmaceutical manufacturing companies?**

To answer this question, the arithmetic mean and standard deviation of the responses of the study sample members to the items related to the dimensions of the variable human resource flexibility (flexibility of skills, flexibility of behavior, flexibility of practices) were used, as shown below:

#### **Flexibility of Skills**

Related to the table(11)Displaying the results of the paragraphs of the skills flexibility dimension, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

#### **Schedule11**

*Arithmetic means, standard deviations, and relative importance level for skills flexibility items*

<b>Relative importance</b>	<b>Rank</b>	<b>standard deviation</b>	<b>SMA</b>	<b>Paragraphs</b>	<b>the number</b>
High	1	.51009	4.3010	The company attracts individuals with multiple skills.	1
High	5	.57324	4.2573	The company's employees have the ability to understand problems.	2
High	2	.53951	4.2816	The company's employees have the ability to adapt according to business requirements.	3
High	4	.60018	4.2621	The company is keen to constantly develop the skills of its employees.	4
High	3	.57266	4.2767	The company's management follows a periodic evaluation process to improve employees' skills.	5
<b>High</b>	<b>-</b>	<b>.47585</b>	<b>4.2757</b>	<b>General average</b>	

The table shows(11)Which reflects five of the paragraphs that explain the level of relative importance of the skills flexibility dimension, that the respondents' answers came in at a high degree, as the arithmetic mean values ranged between (4.3010 -4.2573) with a high percentage for all answers reaching (4.2757), where the first paragraph "The company attracts individuals with multiple skills" came in first place with a mean of (4.3010) and a standard deviation of (.51009). The second paragraph, "The company's employees are distinguished by their ability to understand problems," ranked last with an arithmetic mean (4.2573) and standard deviation (.573240).



### 1. Flexibility of Behavior

relates to the table (12) Displaying the results of the paragraphs of the behavior flexibility dimension, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

#### Schedule12

*Arithmetic means, standard deviations, and relative importance level for behavior flexibility items*

Class	Rank	standard deviation	SMA	Paragraph	Paragraph number
High	1	.92023	4.0825	The company gives employees great respect for their privacy.	1
High	4	1.05829	3.9175	The company's employees are willing to work overtime outside official working hours.	2
High	3	1.10080	3.9466	The company allows its employees to change the way they perform their jobs in the work environment.	3
Medium	5	1.23207	3.5388	The company prepares employees to adapt to changing business requirements within a short period.	4
High	2	.94720	3.9806	The company's employees adapt Slocum to deal with challenges at work.	5
<b>High</b>	<b>-</b>	<b>.86009</b>	<b>3.8932</b>	<b>The general average of the second dimension</b>	

It is clear from the table (12) (which reflects five of the items that explain the dimension of behavior flexibility, that the respondents' answers came in at a high degree, if the arithmetic mean values ranged between (4.0825-3.5388), with a high percentage for all answers reaching (3.8932), where the first paragraph, "The company gives employees great respect for their privacy," came in first place with a mean of (4.0825) and a standard deviation of (.92023). The fourth paragraph, "The company prepares employees to adapt to changing work requirements within a short period," ranked last with a mean (3.5388) and standard deviation (1.23207).

### Flexibility of Practices

Relates to the table (13) Displaying the results of the paragraphs of the practices flexibility dimension, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

**Schedule13**

*Arithmetic means, standard deviations, and level of relative importance for the practice flexibility items*

<b>Class</b>	<b>Rank</b>	<b>standard deviation</b>	<b>SMA</b>	<b>Paragraph</b>	<b>Paragraph number</b>
High	1	.80403	4.2913	The company is working to modify its human resources systems to keep pace with the changing work environment.	1
High	2	.80733	4.1893	The company's human resources practices are characterized by the ability to quickly adapt to changes in business conditions.	2
Medium	5	1.05124	3.5680	The company makes frequent changes in human resources practices to achieve alignment between the human resources system and labor market requirements.	3
High	3	.80475	3.9660	Managers work to redesign subordinates' work according to changes in the environment.	4
High	4	.90628	3.7524	The company provides ongoing training programs for human resources teams.	5
<b>High</b>	<b>-</b>	<b>.46652</b>	<b>4.4961</b>	<b>The general average of the third dimension</b>	

It is clear from the table (13) which reflects five of the items that explain the dimension of flexibility of practices, indicating that the respondents' answers came in at a high degree, as the arithmetic mean values ranged between (4.2913 - 3.5680) with a high percentage for all answers amounting to (4.4961), where the first paragraph "The company is working on amending its human resources systems to keep pace with the changing work environment" ranked first with a mean of (4.2913) and a standard deviation of (.804030), while the third paragraph came "The company makes frequent changes in human resources practices to achieve alignment between the human resources system and labor market requirements" ranked last with a mean of (3.5680) and a standard deviation of (1.05124).

Relates to the table (14) by presenting the results of the arithmetic averages and standard deviations, as well as the rank and relative importance of each dimension of human resources management flexibility.

**Schedule14**

*Means, standard deviations, rank, and relative importance of dimensions of human resources flexibility*

Relative importance	Rank	standard deviation	SMA	Dimensions of human resources flexibility
High	2	.47585	4.2757	Flexibility of skills
High	3	.86009	3.8932	Flexibility of behavior
High	1	.70632	4.4961	Flexibility of practices
<b>High</b>	-	<b>.59590</b>	<b>4.0408</b>	<b>General average</b>

Upon reviewing the data presented in the table (14) it turns out that all dimensions of human resources flexibility were at high levels of importance, with close values, led by flexibility of practices with an arithmetic average of (4.4961), flexibility of skills ranked second with a arithmetic average of (4.2757), while flexibility of behavior ranked third with an arithmetic average of (3.8932), and with a level of importance. High for all dimensions, with a value of (4.0408).

**Second: Organizational excellence: What is the level of relative importance of organizational excellence in its dimensions (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence) in Jordanian pharmaceutical manufacturing companies?**

To answer this question, the arithmetic mean and standard deviation of the responses of the study sample members to the items related to the dimensions of the organizational excellence variable (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence) were used, as shown below:

**1. Leadership Excellence**

Relates to the table (15) Displaying the results of paragraphs that characterize leadership, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

**Schedule15**

*Arithmetic means, standard deviations, and level of importance for leadership excellence paragraphs*

Class	Rank	standard deviation	SMA	Paragraph	Paragraph number
High	3	.61043	4.1650	The company's senior management is interested in developing employees' knowledge.	1
High	4	.63412	4.1117	The company's senior management promotes a culture of innovation.	2
High	5	.68805	4.0680	The company's senior management prepares employees for any change in work.	3
High	2	.54876	4.3058	The company's senior management contributes to directing employees towards	4

High	1	.56246	4.3204	achieving excellence in performance. The company's senior management has the ability to effectively deal with challenges in the environment efficiently.	5
<b>High</b>	<b>-</b>	<b>.47817</b>	<b>4.1942</b>	<b>General average</b>	

reflects table(15(The answers to five of the paragraphs that explained leadership excellence showed that the respondents' answers came in at a high degree, as the arithmetic average values ranged between (4.3204 - 4.0680), with a high percentage for all answers reaching (4.1942), where the fifth paragraph, "The company's senior management has the ability to deal effectively with challenges in the environment efficiently," ranked first with a mean of (4.3204) and a standard deviation of (0.56246), while The third paragraph, "The company's senior management prepares employees for any change in the work," ranked last with a mean of (4.0680) and a standard deviation of (.688050).

## 2. Excellence of Subordinates

relates to the table (16) Displaying the results of paragraphs that characterize subordinates, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

### Schedule16

*Arithmetic means, standard deviations, and level of importance for paragraphs that characterize subordinates*

Class	Rank	standard deviation	SMA	Paragraph	Paragraph number
High	3	.56271	4.5534	Subordinates in the company show exceptional enthusiasm for achieving organizational goals.	1
High	2	.54882	4.5922	Subordinates are keen to participate actively in solving work problems.	2
High	1	.52368	4.6262	Subordinates in the company take the initiative to present new ideas.	3
High	4	.63821	4.5000	The company is keen to have employees with academic qualifications to achieve its goals.	4
High	5	.59870	4.4903	Subordinates in the company show interest in developing their skills.	5
<b>High</b>	<b>-</b>	<b>.46859</b>	<b>4.5524</b>	<b>General average</b>	

reflects table(16(The answers to five of the items, which explained the superiority of the subordinates, indicated that the respondents' answers came at a high level, if the arithmetic mean values ranged between)4.6262 - 4.4903), with a high percentage of all answers reaching (4.5524), where the third paragraph "subordinates in the company take the initiative to present new ideas" came in first place with an arithmetic mean of (4.6262) and a standard deviation of (.523680), while the fifth paragraph came "subordinates show in The company's

interest in developing their skills" ranked last with an arithmetic mean (4.4903) and a standard deviation (.598700),

### 3. Strategy Excellence

relates to the table (17) Displaying the results of paragraphs that characterize the strategy, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

#### Schedule17

*Arithmetic averages, standard deviations, and level of importance to distinguish the strategy*

Class	Rank	standard deviation	SMA	Paragraph	Paragraph number
High	5	.54616	4.3932	The company draws up its strategy in light of the available capabilities.	1
High	4	.58929	4.4612	The company's strategy is flexible to keep pace with changes.	2
High	3	.59040	4.4854	The company is trying to develop strategic alternatives to confront the risks.	3
High	2	.56316	4.5485	The company seeks to build strategic partnerships with various parties.	4
High	1	.56632	4.5922	The company tries to reconcile long-term plans with the strategic goals it seeks to achieve.	5
<b>High</b>	<b>-</b>	<b>.46652</b>	<b>4.4961</b>	<b>General average</b>	

reflects table(17)(The answers to five of the paragraphs, which explained the distinctiveness of the strategy, indicated that the respondents' answers came at a high level, as the arithmetic average values ranged between (4.5922 - 4.3932), with a high percentage of all answers reaching (4.4961), where the fifth paragraph "The company tries to reconcile long-term plans with the strategic goals that it seeks to achieve" ranked first with a mean of (4.5922) and a standard deviation of (.566320), and the paragraph came in first place with a mean of (4.5922) and a standard deviation of (.566320). The first, "The company draws its strategy in light of the available capabilities," ranked last with an arithmetic mean (4.3932) and a standard deviation (.546160).

### 4. Distinguishing organizational culture

relates to the table (18) Displaying the results of paragraphs that characterize the organizational culture, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

**Schedule18**

*Arithmetic means, standard deviations, and level of importance for distinguishing organizational culture*

<b>Class</b>	<b>Rank</b>	<b>standard deviation</b>	<b>SMA</b>	<b>Paragraph</b>	<b>Paragraph number</b>
High	3	.57979	4.4466	The company has a code of conduct to guide employees.	1
High	1	.54770	4.4951	The company culture consistently supports empowering practices.	2
High	4	.61785	4.4223	The company works to spread a culture of excellence among employees.	3
High	5	.61961	4.3835	The company encourages employees to participate in making decisions.	4
High	2	.53865	4.4903	The company has the ability to encourage employees to work in a team spirit.	5
<b>High</b>	<b>-</b>	<b>.46104</b>	<b>4.4476</b>	<b>General average</b>	

Reflects table(18(The answers to five of the paragraphs, which explained the distinctiveness of the organizational culture, indicated that the respondents' answers came to a high degree, as the arithmetic average values ranged between (4.4951- 4.3835), with a high percentage for all answers reaching (4.4476),The second paragraph, "The company's culture constantly supports empowerment practices," ranked first with an arithmetic mean (4.4951) and a standard deviation of (.547700), while the fourth paragraph, "The company encourages employees to participate in decision-making," ranked last with an arithmetic mean of (4.3835) and a standard deviation of (.619610).

**5. Product Differentiation**

Relates to the table (19) Displaying the results of paragraphs that characterize the product, such as arithmetic averages and standard deviations, as well as the rank and relative importance of each paragraph.

**Schedule19**

*Arithmetic means, standard deviations, and importance level for product differentiation paragraphs*

Class	Rank	standard deviation	SMA	Paragraph	Paragraph number
High	5	.79397	4.2767	The company employs advanced technology to ensure the quality of its pharmaceutical products.	1
High	1	.58096	4.4612	The company adopts an effective control system to improve its pharmaceutical products.	2
High	2	.69305	4.3786	The company invests in research and development continuously.	3
High	4	.72988	4.3252	The company's product has a unique design.	4
High	3	.66674	4.3544	The company adopts an integrated approach with suppliers to ensure continuity of supply.	5
<b>High</b>		<b>.58425</b>	<b>4.3592</b>	<b>General average</b>	

Reflects table(19(The answers to five of the items that explained the product's distinctiveness indicated that the respondents' answers came at a high level, if the arithmetic mean values ranged between (4.4612 - 4.2767), with a high percentage of all answers reaching (4.3592), where the second paragraph "The company adopts an effective control system to improve its pharmaceutical products" ranked first with an arithmetic mean (4.4612) and a standard deviation of (.580960), and the first paragraph came "The company employs advanced technology To ensure the quality of its pharmaceutical products, it ranked last with an arithmetic mean (4.2767) and a standard deviation (.793970).

Relates to the table (20) by displaying the results of the arithmetic averages and standard deviations, as well as the rank and relative importance of each dimension of organizational excellence.

**Schedule20**

*Arithmetic averages and relative importance of dimensions of organizational excellence*

Relative importance	Rank	standard deviation	SMA	Dimensions of organizational excellence
High	5	.47817	4.1942	Leadership excellence
High	1	.46859	4.5524	Excellence of subordinates
High	2	.46652	4.4961	Strategy excellence
High	3	.46104	4.4476	Distinguishing organizational culture
High	4	.58425	4.3592	Product differentiation
<b>High</b>	-	<b>.36392</b>	<b>4.4099</b>	<b>The general average of all dimensions</b>

Upon reviewing the data presented in the table (20)It turns out that all dimensions of organizational excellence were at high levels of importance, with close values, led by the excellence of subordinates with an arithmetic average of (4.5524), strategy excellence came in second place with a arithmetic average of (4.4961), organizational culture excellence in

third place with an arithmetic average of (4.4476), and product excellence in rank. Fourth, with an arithmetic average of (4.3592), while leadership excellence ranked fifth, with a arithmetic average of (4.1942), with a high level of importance for all dimensions, with a arithmetic average of (4.4099).

### Third: What is the impact of skills flexibility on organizational excellence in Jordanian pharmaceutical manufacturing companies?

To answer this question, simple linear regression analysis was used, and the results were as shown in the table (21).

#### Schedule21

*Results of a simple linear regression analysis of the effect of skill flexibility on organizational excellence*

Model summary Model Summary Analysis of Variance ANOVA						
Sig. Significance level	F Calculated	MS Mean squares	DF Degrees of freedom	S of S sum of squares	(R <sup>2</sup> ) Coefficient of determination	(R) Correlation
0.000	128.814	10.508	1 Regression	10.508 Regression	.387	.622
		.082	204 Remnants	16,641 remainder		
			205 total	27,149 total		
Regression coefficient Coefficient						
Sig. Significance level	T Calculated	Standard error Std.	Degree of influence B	First dimension		
.000	11.350	.042	.476	Flexibility of skills		

The table shows (21) Results of testing the impact of skills flexibility on organizational excellence in Jordanian pharmaceutical manufacturing companies. The results show a statistically significant effect of skills flexibility on organizational excellence in Jordanian pharmaceutical manufacturing companies, as the correlation coefficient reached (R) (0.622) at the level ( $\alpha \geq 0.05$ ), which indicates the strength of the relationship between skills flexibility and organizational excellence.

The coefficient of determination (R<sup>2</sup>) reached (0.387), meaning that the value of (0.387), i.e. (38.7%) of the changes in organizational excellence in Jordanian tool manufacturing companies resulted from the change in skills flexibility.

The results of regression coefficient analysis are shown Coefficients showed that the value of the influence factor (B) for skills flexibility reached (.4760) and is significant at the level of ( $\alpha \geq 0.05$ ), and the calculated T result confirms this significance as it reached (11.350).

### Fourthly: What is the impact of behavioral flexibility on organizational excellence in Jordanian pharmaceutical industry companies?



To answer this question, simple linear regression analysis was used, and the results were as shown in the following paragraph (22).

**Schedule22**

*Results of simple linear regression analysis testing the effect of behavioral flexibility on organizational excellence*

Model summary Model Summary Analysis of Variance ANOVA						
Sig. Significance level	F Calculated	MS Mean squares	DF Degrees of freedom	S of S sum of squares	(R2) Coefficient of determination	(R) Correlation
0.000	49.222	10.508	1 Regression	5.277Regression	.194	.441
		.082	204 Remnants	21,872 remaining		
			205 total	27,149 total		
Coefficient Regression coefficient						
Sig. Significance level	T Calculated	Standard error Std.	Degree of influence B	The second dimension		
.000	7.016	.027	.187	Flexibility of behavior		

The table shows (22) Results of testing the impact of behavioral flexibility on organizational excellence in Jordanian tool manufacturing companies. Where the correlation coefficient reached (R) (0.441) at the level ( $\alpha \geq 0.05$ ). The coefficient of determination (R2) was (0.194), meaning (19.4%) of the changes in organizational excellence in Jordanian pharmaceutical manufacturing companies resulted from changes in behavioral flexibility.

The results of regression coefficient analysis are shown Coefficients showed that the value of the influence factor (B) for behavioral flexibility reached (0.187) and is significant at the level of ( $\alpha \geq 0.05$ ), and the calculated T result confirms this significance as it reached (7.016).

**Fifth: What is the impact of flexibility of practices on organizational excellence in Jordanian pharmaceutical manufacturing companies?**

To answer this question, simple linear regression analysis was used, and the results were as shown in the following paragraph (23).

**Schedule23**

*Results of simple linear regression analysis testing the effect of flexibility of practices on organizational excellence*

<b>Model summary Model Summary Analysis of Variance ANOVA</b>						
<b>Sig. Significance level</b>	<b>F Calculated</b>	<b>MS Mean squares</b>	<b>DF Degrees of freedom</b>	<b>S of S sum of squares</b>	<b>(R<sup>2</sup>) Coefficient of determination</b>	<b>(R) Correlation</b>
0.000	92.785	8.488	1 Regression	8.488 Regression	.313	.559
		.091	204 Remnants	18,662 remaining		
			205 total	27,149 total		
<b>Coefficient Regression coefficient third dimension</b>						
<b>Sig. Significance level</b>	<b>T Calculated</b>	<b>Standard error Std.</b>	<b>Degree of influence B</b>			
.000	9.633	.030	.288	<b>Flexibility of practices</b>		

The table shows (23) Results of testing the impact of flexibility of practices on organizational excellence in Jordanian pharmaceutical manufacturing companies. The results show a statistically significant effect of the flexibility of practices on organizational excellence in Jordanian pharmaceutical manufacturing companies. This means that changes in the level of flexibility of practices have a tangible impact on the level of organizational excellence.

Where the correlation coefficient reached (R) (0.559) at the level ( $\alpha \geq 0.05$ ). Which indicates that an increase or decrease in one of the two variables will lead, as a result, to an increase or decrease in the other variable, and this indicates the strength of the relationship between flexibility of practices and organizational excellence. As for the coefficient of determination (R<sup>2</sup>), it reached (0.313), meaning that its value is (31.3%). One of the changes in organizational excellence in Jordanian pharmaceutical manufacturing companies results from changes in the flexibility of practices.

The results of regression coefficient analysis are shown Coefficients showed that the value of the impact factor (B) for flexibility of practices reached (0.288) and is significant at the level of ( $\alpha \geq 0.05$ ), and the calculated T result confirms this significance as it reached (9.633).

Based on the above and according to the results shown in the table (23) Improving the flexibility of human resources management practices in Jordanian pharmaceutical manufacturing companies may have a positive impact on the level of organizational excellence.

**Results and Recommendations**

1. The results of the descriptive analysis that were reached to determine the relative importance of the impact of human resources flexibility/the independent variable in its

dimensions (flexibility of skills, flexibility of behavior, flexibility of practices) reflected that all dimensions were of high relative importance, with close values, as the dimension of flexibility of practices came in first place, followed by the flexibility of skills dimension, and the dimension of behavior flexibility came in last place, which reflects the high interest of Jordanian pharmaceutical companies in the flexibility of human resources, and this great interest in the flexibility of human resources reflects the vital role that human resources play in the pharmaceutical industry, as this industry is considered complex and advanced, and requires employees with high skills and knowledge, in addition to the ability to adapt to rapid market transformations and technological developments. These results also show that Jordanian pharmaceutical companies realize the importance of investing in developing the flexibility of their human resources as a strategy for survival, competitiveness, and keeping pace with developments in the market.

Referring to previous studies related to the flexibility of human resources, it is noted that this result agreed with the study of Abu Al-Dahab (2022), and the study Yaghoubi et al (2022), the study of Rahhal and Al-Kasasbeh (2021), the study of Sanchez et al (2021), and the study of Hamed et al (2021), in which the relative importance of human resource flexibility was found to be high.

While the results of the current study differed from what was found in another study Yüksel and Bayraktar (2023); Ali's study (2022); Luu's study (2021) in which the relative importance of human resource flexibility was of moderate degree.

2. The results of the descriptive analysis that were reached to determine the relative importance of organizational excellence/the dependent variable in its dimensions (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence) reflected that all dimensions were of high relative importance, with close values, as it came The excellence of subordinates ranked first in terms of relative importance, which indicates the importance of capacity building and employee development in Jordanian pharmaceutical manufacturing companies, followed in second place by the strategy excellence dimension, and the organizational culture excellence dimension third, which reflects the importance of having effective strategies and an inspiring institutional culture to ensure the achievement of goals. And the long-term vision of companies. The dimension of product excellence ranked fourth, and leadership excellence ranked last, in terms of relative importance. Despite this, they are still considered important factors in achieving competitive superiority for companies and distinction in the market.

Referring to previous studies on organizational excellence, it is noted that this result is consistent with Abdel Maqsood's (2023) study on leadership excellence, and the study Aljarrah et al (2023), the study of Al-Rubawi and Al-Douri (2022), and the study of Saleem (2020), in which the relative importance of organizational excellence was found to be high.

While the results of the current study differed from the findings of Al-Ruwaili's study (2023), Abdul Maqsood's study (2023) regarding the excellence of subordinates and the excellence of organizational culture, the study of Shibli and Mhadhar (2023), the study of Al-Athari (2023), and the study Altarawneh (2023), in which the relative importance of organizational excellence came to a moderate degree.

## Conclusions

The study concluded by answering its questions To identify the impact of human resources flexibility on organizational excellence in Jordanian pharmaceutical manufacturing companies, the study drew the following conclusions:

1. The level of relative importance of human resources flexibility in its dimensions (flexibility of skills, flexibility of behavior, flexibility of practices) in Jordanian pharmaceutical manufacturing companies is high from the point of view of the study sample members, meaning that Jordanian pharmaceutical companies realize the importance of working on and adopting human resources flexibility in its dimensions (skills flexibility, Flexibility of behavior and flexibility of practices) which has positive effects on the success and prosperity of the company.
2. The level of relative importance of organizational excellence in its dimensions (leadership excellence, subordinate excellence, strategy excellence, organizational culture excellence, product excellence) in Jordanian pharmaceutical manufacturing companies is high, which indicates that Jordanian pharmaceutical manufacturing companies care about organizational excellence in its dimensions, which has an impact on the company's reputation. Achieving customer satisfaction, which is reflected in the company's financial revenues, respectively.
3. There is a statistically significant effect of the flexibility of practices on organizational excellence in Jordanian pharmaceutical manufacturing companies. This means that changes in the level of flexibility of practices have a tangible impact on the level of organizational excellence.

## Recommendations

The researcher recommends the following to Jordanian pharmaceutical companies:

1. Developing customized training programs aimed at enhancing the flexibility of its human resources, by developing employees' skills and enhancing their behaviors and practices, to adapt them to market requirements and technological developments.
2. Cooperating with universities and research institutions to develop joint research programs aimed at better understanding industry needs and developing innovative solutions to enhance human resources flexibility.
3. Study the preferences and challenges in achieving organizational excellence, by conducting analytical studies to understand the preferences and challenges facing Jordanian companies in the pharmaceutical industry in achieving organizational excellence in all dimensions, and then developing appropriate strategies to overcome these challenges.
4. Adopting innovative methods to measure and evaluate the level of organizational excellence in Jordanian pharmaceutical manufacturing companies, enabling them to identify points of strength and weakness, and direct development efforts more effectively.

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