



The Role of Sustainable Human Resources Management on the Effectiveness of the Organization an Analytical Study at the University of Anbar

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Abstract:

This research aims to examine the influence that sustainable human resource management (HRM) has on organizational effectiveness at the university level. In view of that, the research debates sustainable HRM practices, such as selection, participation, and empowerment, which have a stake in the success of the institution by harmonizing employee development with the long-term goals of the organization. This study used a quantitative survey method to collect data from 169 university employees and analysis through the use of statistical techniques using SPSS.

The outcome suggests that sustainable HRM positively and directly affects organizational effectiveness. The evidence supports employee empowerment as the most significant component, followed by participation and selection. Employees being involved in making decisions, developing their careers, and nurturing a sustainable work culture contribute to improved institutional performance. More importantly, the study pointed out that universities should create HR policies supportive of continuous development, environmental sustainability, and strategic workforce management.

The research recommends that policies be enhanced for recruiting, training, and employee engagement so that university efficiency could become more long-term. Further, it highlights that universities should incorporate sustainable (HRM) practices to remain competitive, resilient, and in line with contemporary educational and environmental requirements. The research presents an important direction for academic institutions intending to have their performance improved through sustainable human capital strategies.

Keywords: Sustainable human resources management, Organizational effectiveness, Employee Empowerment, Workforce Sustainability University of Anbar

1. Introduction:

Sustainable human resource management plays a positive role in achieving an organization's organizational, financial, and social objectives. Sustainable HR also plays a vital role in identifying and addressing organizational failures that an organization may face by positively correcting the process and ensuring excellent results that meet all expectations. In order to know the type of relationship, the research was applied to the community represented in the management of human resources of these colleges, as human resource management is considered one of the basic pillars that contribute to achieving the strategic goals of any organization, whether in the private or public sector. Among these organizations, universities gain special importance as educational institutions seeking to achieve academic and administrative excellence to ensure the provision of distinguished educational service in light of the increasing challenges facing educational institutions, including the need to improve the quality of education, adapt to technological changes, and ensure environmental and social sustainability, sustainable human resource management becomes one of the basic factors for achieving organizational effectiveness. It is based on a concept that goes beyond mere management of individuals to adopting strategies aimed at developing and motivating employees in ways that support institutional and environmental sustainability. The work environment has become full of many challenges that require the organization to rely heavily on its various resource capabilities, especially human resources, and to work on directing them according to foundations and controls that ensure that it deals with these challenges effectively and increases the role of human resources management in improving the performance of the organization as a whole. Sustainable human resources management is not just a traditional administrative process but a comprehensive concept that includes developing strategies to balance managing individuals' economic, social, and environmental dimensions. This model requires universities to focus on improving the quality of work, enhancing employee well-being, and ensuring environmental sustainability. Sustainable HRM is flexible and innovative, helping universities adapt to rapid changes in the educational and academic environment. In this context, the main roles of sustainable HRM are to contribute to the development of economically, environmentally, and socially sustainable organizations and to make HRM systems themselves more sustainable. Despite the increasing number of publications on sustainable HRM and corporate sustainability reports, most have been conceptual and exploratory. They have neglected the quantitative applied examination of sustainability and its focus on HRM. Among these practices are recruiting and developing employees, which focus on attracting highly qualified talent and providing training programs to develop their skills per the organization's sustainable goals. The term "sustainable HRM practice" provides a two-pronged relationship between sustainability practices and HRM. In general, HRM practices stimulate the sustainability of organizational performance in the long term (Manzoor et al., 2019). (Randev & Jha, 2019) defined sustainable HRM as the adaptation of HRM strategies and practices that enable the achievement of financial, social, and environmental objectives, with impact inside and outside the organization and over a long-term time horizon, while controlling unintended side effects and negative feedback. The concept of effectiveness is one of the most complex concepts in organizational theory due to the complexity of organizations, which has led to many differences in defining its concept, approaches, dimensions, and measurement. Perhaps all of this is due to the difficulty defining the phenomena surrounding its effectiveness. (Daft, 2015) defined it as the degree to which the organization can achieve its goals.

(Al-Anzi et al., 2009) defined effectiveness as representing the organization's ability to invest in its environmental opportunities to obtain rare and valuable resources. SHRM helps organizations balance economic, environmental, and social goals. It supports growth through recruitment and employee development, attracts talent, provides training aligned with sustainability goals, motivates employees through a supportive work environment, and promotes a culture of sustainability. This study focuses on the role of SHRM in the University of Anbar and its impact on organizational effectiveness. Aimed at addressing environmental, social, and economic challenges while strengthening business development, Organizations today strive for excellence, efficiency, and adaptability in a dynamic context, adopting SHRM as a modern approach to flexibility and continuous change. The main research hassle lies in figuring out the position of sustainable human resources management at the University of Anbar regarding organizational effectiveness. Several key questions need to be considered: To what extent does consistent use of human resources contribute to organizational effectiveness in the learning community? How prevalent are sustainable human resources in educational organizations in the study? Are measures of consistent human resources and organizational effectiveness fit in the model? Is there a relationship between sustainable human resources and organizational effectiveness? In addition, how does human resource consistency affect organizational effectiveness? The study aims to achieve several objectives: to define sustainable human resource management's role in organizational dynamics, evaluate the degree of organizational effectiveness in the studied organizations, and investigate the relationship between sustainable human resource management and organizational effectiveness. Additionally, it seeks to explore the factors affecting this relationship, such as structure, organizational culture, and leadership. It assesses the importance of sustainable human resource management for learning communities, particularly in Iraqi education.

2. Literature Review and Hypothesis Development:

2.1. The concept of sustainable human resources management:

(Wikhamn, 2019) defined sustainability in HRM as a set of tangible systematic activities and methods that achieve long-term results, as well as procedures aimed at recruitment, selection, and recruitment collectively and cost-effectively, as well as time. (Dvorakova, 2020) sees sustainable HRM as an extension of strategic HRM and a new approach to managing individuals, focusing on long-term human resource development and renewal. He focused on the latest developments in sustainable HRM in four categories. It appears to describe its strategy, which is: (Sustainable leadership, the relationship between human resource management, environmental sustainability, and organizational performance, tensions and paradoxes between human resource management practices and sustainability, the relationship between human resource management and the social dimension of sustainability) as (Hronová & Špaček, 2021) see that the concept of sustainable human resources is management to meet the optimal needs of the organization and society today without compromising the ability to meet the needs of the sustainable future with the characteristics (respect: restoring respect and consideration for internal stakeholders in the organization, i.e., employees, openness: environmental awareness and the perspective of human resource management from the outside, and stability: a long-term approach to economic and social aspects and about the possibility of employing the individual. The researcher sees that sustainable human resource management is a set of concepts and practices focusing on sustainable human resources, which helps organizations gain a long-term competitive advantage.

2.2. Dimensions of sustainable human resources management:

It is the process carried out by the organization to filter and select the best candidates for the job, which is choosing the person who meets the conditions of appointment and the qualifications and requirements of the job vacancy more than others. This selection is based on the selection criteria applied by the organization. It is also known as the one who helps in employing the best to formulate the strategy and employ the most effective in the organization (Wikhamn, 2019). Therefore, the organization must adopt selection as a dimension of sustainable human resources for organizational effectiveness and long-term economic benefits, ethical reasons, and responsible leadership (Ketola, 2010). (Pandey et al., 2016) They also showed in their study that applying the sustainable selection process in organizations shows results for employees and profits and serves as a competitive distinction in the employee market. (Johnson, 2000) reviewed the selection of qualified and senior employees in organizations as an effective way to achieve organizational goals and suggested that the correct selection process helps increase the sales and outputs of the organization. Participation is a process by which all employees of an organization participate and have authority and influence over decisions regarding development activities that will affect them. (De Prins et al., 2014) define participation as the conscious and deliberate effort made by individuals at higher levels to provide clear roles or expanded opportunities for individuals or groups at lower levels and provide a more significant say in organizational sustainability. (Guerci et al., 2019), see participation as a multidimensional construct, considering that participation includes different forms in which individuals or groups believe in their interests or contribute to the selection process. The multidimensional nature indicates that the intensity, the form of participation, and the issues to be resolved are of great importance. (Jerome, 2013) also indicated that employee participation creates the conditions for a fruitful social dialogue between the employer, employees, trade unions, or other collective bodies. Employee participation has also been mentioned implicitly or explicitly when describing sustainable human resource management, which treats participation as a fundamental goal of sustainable human resource management (Jeronimo et al., 2020). Empowerment means encouraging and motivating employees to make decisions with the organization's top management, where employee empowerment is defined as providing the power and authority for employees to make decisions for the organization (Karman, 2020). (Keegan et al., 2019) stated that the practice of empowerment has a positive impact on productivity, service quality, and performance in Australian banks. Similarly, more empowered organizations were found to be more proactive and productive and enjoyed job satisfaction; the level of customer service was higher, as well as team commitment and organizational commitment, than those with lower levels of empowerment. Also, (Kim, 2004) found that empowerment affects employee behavior and situational nature (i.e., self-efficacy, role conflict, adaptability, organizational commitment, and job satisfaction). (Macke & Genari, 2019) They demonstrated that employee empowerment has a significant impact on job performance. They also indicated that employee job satisfaction has a positive relationship with employee performance. They also expressed in the study that there is a statistically significant relationship between empowerment, job satisfaction, and job performance. Empowerment provides sustainable opportunities for employees according to their aspirations and talents to acquire knowledge and skills and apply them in a suitable work environment to achieve individual and organizational performance.

2.3. The concept of organization's effectiveness:

(Al-Jerba, 2011) defined it as "the degree to which the organization can achieve its goals, as effectiveness can be defined as the organization's ability to survive, adapt, and grow regardless of the goals it achieves. This concept focuses on the environment. The more the organization adapts to its internal and external conditions, the more effective it remains.

According to (Yankey & McClellan, 2003), organizational effectiveness is "the degree to which the organization has achieved its declared goals and objectives, in addition to the degree to which it performs in this process, as found by (Lin et al., 2022). Empowering employees to take responsibility for their new environment while enhancing a strong sense of self-worth is essential for the organization's effectiveness. The researcher defines organizational effectiveness as the organization's ability to achieve its goals and adapt to its environment, ensuring its survival and continuity and its ability to grow, develop, and sustain.

2.4. Dimensions of organizational effectiveness:

This dimension is characterized by the organization's ability to predict the internal and external problems it will face and find solutions and ways to ensure control over them as much as possible. Adapting to the environment helps to align the organization's resources and ability to adapt to the nature of the environment's work to achieve the best performance (Al-Gharibawi & Abbas, 2021). Adapting to the environment surrounding the organization is one of the most important factors affecting its effectiveness. Adaptation is an essential criterion that determines the levels of productivity, efficiency, and satisfaction that can be achieved in the organization (Manzoor et al., 2019). The organization is effective when it satisfies the demands of the environment to a minimum, and the opposite may happen. The organization can be considered adequate despite paying attention to the beneficiaries of its services (Wei et al., 2014). The benefit of this dimension emerges when studying the effectiveness of nonprofit organizations such as health and educational systems, which depend on their stability, operations, and survival on the degree of their interaction with the environment and their satisfaction of the needs of the beneficiaries of their services (Choi & Lee, 2019). Despite the breadth of this dimension, although it includes the organizational environment, its focus on the internal environment (employees, management) and the external environment (customers, other institutions) made it neglect other organizational aspects such as input operations. It is one of the aspects of effectiveness, and it is also necessary to address the factors affecting the organization's effectiveness, especially workers, to achieve overall effectiveness (Akhtar et al., 2018). Productivity means efficiency and effectiveness. Efficiency is the comparison of expected resources (inputs) with the result obtained (outputs), and effectiveness assesses the degree to which the chosen course of action leads to achieving the results it was designed to achieve (Obi & Oparanma, 2018). Productivity as an image of organizational effectiveness is a matter related to social organization and its cultural dimension or administrative organization and can be resolved by coordinating individual efforts in a way that achieves positive synergy and based on designing an incentive system for workers, cooperation, and harmony are achieved in the long term, (Al-Mujahid & Al-Sudai, 2021). The concept of productivity is often mixed with other concepts, such as efficiency and effectiveness, which are concepts that can be easily understood in establishments with economic and commercial activity more than nonprofit establishments, which are difficult to understand without taking into account the social and economic impacts resulting from the activity of institutions, meaning addressing them in a comprehensive manner and not in a partial manner, taking into account that the concept of productivity is complex and intertwined, and the determinants interact with each other and are of an interactive nature (Al Khalifa, 2021). Goals are characterized by adaptation and change with changes in the environment. Goals in organizations with a strategic and active orientation are distributed into strategic, tactical, and operational goals (Masri & Suliman, 2019).

The process of achieving goals is by changing something from one state to a better state, identifying the cause of weakness, and trying to find ways to treat it. The process of achieving goals determines good performance. The process of achieving goals is based on improving and developing the capabilities of working individuals by focusing on developing their professional skills and providing them with everything new in their field of work (Alkhwaldah et al., 2021).

Goals are considered the accurate indicator of measuring the organization's effectiveness, as the proper function of organizations is to achieve goals (outputs). The extent of progress in achieving goals is evidence of the organization's effectiveness, and the profit maximization and efficiency models fall under the goal achievement dimensions. The profit maximization model assumes that judging the organization's effectiveness depends on maximizing profits. At the same time, the efficiency model depends on the relationship between inputs and outputs as a basis for judging organizational effectiveness (Najar, 2020).

Here is the reordered list of the previous studies from the most recent to the oldest, with the sentences remaining connected:

(Al-Dhabhawi, 2023) The reality of the relationship between two main variables, namely sustainable human resources management through its sub-dimensions and the variable of job attrition, was diagnosed at the level of a sample of workers consisting of 125 individuals working in the Great Mosque of Kufa and its affiliated shrines, by adopting the descriptive analytical approach using a questionnaire form. Among the most important results is the keenness of the leaders in the organization under study to manage human resources in a way that ensures their sustainability according to its future orientations and aspirations and the necessity of adopting the principle of sustainability as a basic criterion in the functional work environment, which contributes significantly to preserving the human resource from attrition and leaving the work environment, through leaders developing training and development programs for workers, to increase development and innovation. The study by (Ali & Omar, 2022) aimed to know the effect of strategic intelligence, the independent variable, with its sub-dimensions represented by (future vision, motivation, and creativity) in enhancing organizational effectiveness, the dependent variable, with its dimensions represented by (goal achievement, resource conservation, human relations) on a selected sample of doctors in Tikrit city hospitals, with several (40) doctors using the questionnaire form. The results of the statistical analysis of the measurement tool data showed the relationship of influence between the dimensions of strategic intelligence and enhancing the effectiveness of the organization under study. Among the most important results is a significant relationship of influence that came in succession (future vision, creativity, motivation). (Salman & Hussein, 2022) This study aimed to know the impact of strategic flexibility on the effectiveness of the organization through the mediating role of organizational creativity by studying the impact of the dimensions of strategic flexibility (capacity flexibility, resource flexibility, information flexibility, coordination flexibility) on the dimensions of organizational effectiveness (adaptation to the environment, productivity, achieving goals) and by mediating organizational creativity with its dimensions (fluency, originality, sensitivity to problems, risk), and the research method is analytical research. The main result is that there is a role for the mediating variable organizational creativity in increasing the impact of strategic flexibility on the organization's effectiveness. (Saleh & Zainal, 2021) The study aimed to analyze and crystallize the conceptual framework of green leadership and its role in sustainable human resource management for business organizations by aligning these practices with green leadership and the dimensions of sustainable human resource management in the organizational environment. This was done by adopting the descriptive analytical approach using a questionnaire form. One of the most important results is that green leadership plays an important role in university management, ensuring the sustainability of its human resources and the ability to achieve its future orientations and aspirations, and the necessity for university administration to adopt training and development programs for green leadership, to increase development and innovation.

This contributes to the acquisition of cumulative knowledge and experiences among leaders. (Ismail, 2021) The study aimed to reveal the impact of emotional intelligence elements represented in (emotional knowledge, emotion management, empathy, and social communication) in improving the effectiveness of organizations.

This was done by adopting the descriptive analytical approach using a questionnaire form for several College of Administration and Economics / University of Iraq employees with a sample of (95) individuals. Among the most important results are correlation and a positive impact of emotional intelligence in improving the organization's effectiveness for the college. (Abbas, 2021) The study aimed to test the impact of sustainable human resource management practices (sustainable planning, sustainable recruitment, sustainable training, performance evaluation, and sustainable compensation) on the organizational performance of organizations in the Egyptian hotel sector by adopting the descriptive analytical approach using a questionnaire form. One of the most important results is that hotel organizations in Egypt are highly interested in sustainable human resource management practices in light of global environmental conditions and the spread of the Corona pandemic (19-COVID). It also became clear that sustainable human resource management practices significantly positively affect Egyptian hotels' economic (total), social and environmental (partial) performance. (Arman, 2017) The research aimed to determine and evaluate how different tools of sustainable human resource management affect organizational performance in different organizations operating in Bangladesh using quantitative analysis; the research concluded that recruitment and selection of human resources, marketing of human resources, and layoff have a positive impact on organizational performance in Bangladesh. (Mohammad Ghasemi, 2015) The study aimed to investigate the relationship between organizational agility and organizational forgetfulness with organizational effectiveness among employees of the Education Department in Zahedan city in Iran by adopting the descriptive analytical approach using a questionnaire form. The study sample included a group of (645) employees of the Education Department of Zahedan who served in the academic year 2013-2014 AD. The most important results are a positive relationship between agility and organizational effectiveness and a positive relationship with statistical significance between organizational forgetfulness and organizational effectiveness.

To achieve the research requirements and to answer the questions raised by the research question and test its hypotheses, this study relied on the following hypothesis: The main hypothesis and sub-hypotheses regarding the effect between sustainable human resource management and organizational effectiveness can be stated as follows:

Main Hypothesis: There is a statistically significant effect between sustainable human resource management in its dimensions and organizational effectiveness.

Sub-Hypotheses:

- There is a statistically significant effect of selection on organizational effectiveness.
- There is a statistically significant effect of participation on organizational effectiveness.
- There is a statistically significant effect of empowerment on organizational effectiveness.

2.5 Methodology:

2.5.1 Sample:

Samples were drawn from the research group represented by the employees in the Human Resources Department at the University of Anbar (College of Administration and Economics, College of Agriculture, College of Sharia) using the random sampling method. The scientific research was conducted, and it was found that their number was (300) and their random sample was drawn from (169) individuals.

2.5. Reliability Test:

The reliability coefficient is a statistical tool used to estimate the stability of study data. The reliability test is a way to estimate data stability without re-collecting it from the same sample. The reliability threshold is usually considered to be 0.70. The higher the reliability coefficient values extracted using SPSS, the more stable and suitable the data is for analysis, and vice versa.

Table (1) shows the reliability coefficient values (Cronbach's alpha)

variable	items	reliability coefficient
Sustainable Human Resource Management	15-1	0.887
Organizational Effectiveness Measure	30-16	0.883
	30-1	0.884

The previous Table shows the values of Cronbach's alpha coefficient for the variable Sustainable Human Resources Management, which amounted to (0.887), for the variable Organizational Effectiveness, which amounted to (0.883), and for the scale with all its items (0.884). These values exceeded the cut-off limit (0.70), indicating the study data's stability and consistency.

2.6. Model of the Study:

To understand the link between sustainable human resources management and the organization's effectiveness, the researchers used descriptive analysis methods that most researchers typically use to understand various social phenomena. The method allows for realistic analysis of phenomena, using collected data and information to understand facts, extract results, and identify factors affecting phenomena to find solutions. The hypothetical diagram below illustrates the correlation between the variable (sustainable human resources management) and the variable (effectiveness of the organization) as follows:

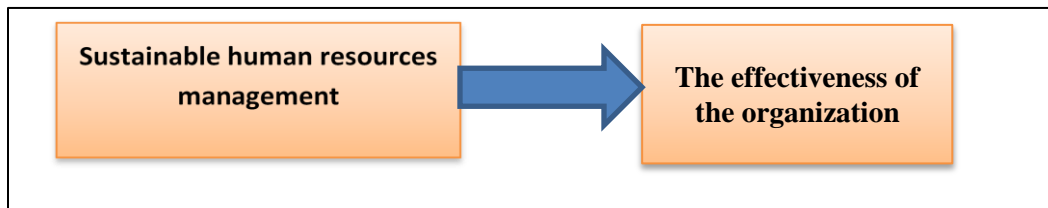


Figure 1: The hypothetical framework of the research

3. Results:

3.1. Analysis of the sustainable human resources management variable:

Table (2) shows the statistical analysis through (arithmetical means, coefficients of variation, and standard deviations, as well as the arrangement based on the coefficients of difference) to the sustainable human resources management variable, with its three dimensions as follows:

Table (2): Analysis of the sustainable human resources management variable

dimensions	mean	Standard deviation	coefficient of difference	arrangement
Choice	3.634	0.778	21.40	2
Participation	3.829	0.880	22.97	3
Empowerment	4.026	0.536	13.32	1
sustainable HRM	3.830	0.654	17.09	1

It is clear from the above that the dimension (empowerment) came with a mean (4.026), which indicates its high availability in the researched institution, and that the standard deviation reached (0.536), meaning that the sample's visions are close to it. In contrast, the coefficient of variation reached (13.32), meaning that it is of the first degree. The dimension (participation) came with a mean (of 3.829), meaning that it is highly available in the researched institution and that the standard deviation reached (0.880), meaning that the sample's visions are close to it. In contrast, the coefficient of variation reached (22.97), meaning that it is of the third degree. The dimension (choice) came with a mean (3.634), which indicates its high availability in the researched institution and that the standard deviation reached (0.778), meaning that the sample's visions are close to it. In contrast, the coefficient of variation reached (21.40), indicating that it is in the second rank.

3.2. Analyzing the organizational effectiveness variable:

Table (3) shows the statistical analysis through arithmetical means, coefficients of variation, standard deviations, and the arrangement based on the coefficients of difference to the dimensions of the Analyzing the dimensions of organizational effectiveness variable, which relied on three dimensions as follows:

Table (3): The analysis of the dimensions of the organizational effectiveness variable

dimensions	mean	standard deviation	coefficient of difference	arrangement
Adaptation to the environment	3.051	0.839	27.51	3
Productivity	3.371	0.890	26.41	2
Achieving goals	3.196	0.792	24.78	1
Organizational effectiveness	3.206	0.687	21.41	2

It is clear from the above: The dimension (productivity) came with a mean of 3.371, which indicates high availability in the researched institution, and the standard deviation reached 0.890, which means that the sample's visions converged on it, while the coefficient of variation reached 26.41, which indicates that it is in third place. The dimension (achieving goals) came with a mean of 3.196, which indicates high availability in the researched institution, and the standard deviation reached (0.792), which indicates high visions of the sample. In contrast, the coefficient of variation reached 24.78, which indicates that it is in second place. The dimension (adaptation to the environment) came with a mean of 3.051, which indicates high availability in the researched institution, and the standard deviation reached 0.839, which indicates high visions of the sample. In contrast, the coefficient of variation reached 27.51, which indicates that it is in first place.

3.3. Testing the first sub-hypothesis:

There is no statistically significant effect of selection on the organization 's effectiveness. From Table (4), the correlation coefficient ($\alpha= 0.856$) shows a positive value considered a minimum for the organization's effectiveness. The value ($\beta= 0.647$) with a probability value of error (0.000) is less than the level of statistical significance (0.05), which indicates the presence of a direct effect of selection on the effectiveness of the organization. The results of the coefficient of determination show that 54% of the variance of the organization's effectiveness is explained by selection, while the rest (46%) is due to other factors. Since the perceived F value (191.055) is much greater than the table value (3.89), the test is statistically significant, indicating a significant statistical effect of selection on the effectiveness of the organization, as the probability value of error (0.000) is less than the level of statistical significance (0.05). Therefore, the alternative hypothesis is accepted.

Table (4): Impact indicators for selection on the effectiveness of the organization

A	β	t(β)	Sig.(β)	R ²	F	Sig.
0.856	0.647	13.822	0.000	0.537	191.055	0.000

3.4. Testing the second sub-hypothesis:

There is no statistically significant effect of participation on organizational effectiveness. Table (5) shows that the correlation coefficient ($\alpha = 1.033$) shows a positive value considered a minimum for organizational effectiveness. The value ($\beta = 0.568$) with a probability value of error (0.000) is less than the level of statistical significance (0.05), indicating the presence of a direct effect of participation on organizational effectiveness.

The results of the coefficient of determination show that 53% of the variance of organizational effectiveness is explained by participation, while the rest (47%) is due to other factors. The value of the test ($F = 184.979$) is much greater than the table value (3.89); the test is statistically significant, indicating a significant statistical effect of participation on organizational effectiveness, as the probability value of error (0.000) is less than the level of statistical significance (0.05). Consequently, the alternative hypothesis is accepted.

Table (5): Impact indicators for participation on organizational effectiveness

A	β	t(β)	Sig.(β)	R ²	F	Sig.
1.033	0.568	13.601	0.000	0.529	184.979	0.000

3.5. Testing the third sub-hypothesis:

There is no statistically significant effect of empowerment on organizational effectiveness Table (6) shows that the correlation coefficient ($\alpha = 0.639$) shows a positive value considered a minimum for organizational effectiveness. The value ($\beta = 0.955$) with a probability value of error (0.000) is less than the level of statistical significance (0.05), indicating the presence of a direct effect of empowerment on organizational effectiveness. The results of the coefficient of determination show that 56% of the variance of organizational effectiveness is explained by empowerment, while the rest (44%) is due to other factors. The value of the test ($F = 206.696$) is much greater than the table value (3.89); the test is statistically significant, indicating a significant statistical effect of empowerment on organizational effectiveness, as the probability value of error (0.000) is less than the level of statistical significance (0.05). Thus, the alternative hypothesis is accepted.

Table (6): Impact indicators for empowerment on organizational effectiveness

A	β	t(β)	Sig.(β)	R ²	F	Sig.
0.639	0.955	14.377	0.000	0.556	206.696	0.000

4. Results Discussion:

It became clear that applying formal tests for candidates before appointment did not lead to achieving the desired results in the recruitment process, which raises questions about the effectiveness of this process. In addition, the evaluation of candidates through formal tests could be more comprehensive and comprehensive, which negatively affected the ability to discover the actual capabilities of candidates and determine their suitability for the job. It became clear that there needs to be more space for participation and influence in work due to challenges in building a culture that encourages participation and influence among the university's work teams. This led to decreased team spirit and lack of engagement, negatively affecting the group's overall performance. The university staff have high competence and skills that qualify them to perform their assigned tasks effectively. However, there is an urgent need to improve the exploitation and direction of these high capabilities of university employees to achieve its goals more effectively. Although the university staff has high capabilities and skills, some factors may hinder the enhancement of these capabilities and their optimal direction, such as the need for continuous guidance and training, in addition to the lack of resources necessary to support skill development, high work pressure that may limit opportunities for continuous learning, and weak job motivation.

Therefore, the university pays special attention to identifying the training needs of employees and works on developing their skills regularly, reflecting its commitment to improving performance and continuous development. This approach contributed to improving the efficiency and effectiveness of employees and achieving the university's goals better by qualifying them to meet the requirements of developments in the changing work environment. The university's efforts to attract highly experienced employees in their fields of specialization need to be increased. This has led to a lack of efficiency and excellence in performance and productivity and exposes the university to losses in competitiveness and quality of services and education.

It became clear that the selection dimension ranks third, the participation dimension ranks second, and the empowerment dimension ranks first, indicating the university's commitment to empowering its employees and providing the environment and resources that enhance their capabilities and motivate them to achieve institutional goals. The adaptation dimension in the environment ranks third. In contrast, the goal achievement dimension ranks second, and the productivity dimension ranks first, which reflects the university's commitment to enhancing productivity and improving its performance to achieve the specified goals.

5. Conclusions:

The analyses show an influential and positive relationship between sustainable human resource management and organizational effectiveness, which confirms the importance of sustainable human resource strategies in improving institutional performance and practical results. The main hypothesis that assumes a significant impact of sustainable human resource management and organizational effectiveness has been achieved.

The results confirm that the employee selection process is pivotal in enhancing organizational effectiveness, indicating the need to focus on accurate and strategic recruitment processes contributing to achieving institutional goals. The first sub-hypothesis that assumes an impact of employee selection on organizational effectiveness has been achieved.

Participation in decision-making within the organization has positively impacted organizational effectiveness, which calls for promoting an environment that encourages employee involvement in decisions that affect their performance, which enhances team spirit and belonging. The second sub-hypothesis that assumes an impact of participation on organizational effectiveness has been achieved.

Empowering employees is the main factor in improving organizational effectiveness, as it requires enhancing their skills and providing them with opportunities to showcase their capabilities to ensure that institutional goals are achieved effectively. The third sub-hypothesis that assumes an impact of empowerment on organizational effectiveness has been achieved.

The reliability test results indicate a high consistency of the data used, which confirms the reliability of the research tool in analyzing the relationship between sustainable human resource management and organizational effectiveness, which supports the sustainability of the results reached. This enhances confidence in the accuracy of the research results and the continuity of their significance.

The analyses show that productivity is prioritized in enhancing the organization's effectiveness, followed by achieving goals, indicating the importance of adapting to environmental variables to ensure the continuity of outstanding performance and achieving sustainable success.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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