



The Mediating Role of Human Resource Agility in the Influence of Human Resource Management Practices on Person-Job Fit at Private university in Kuwait.

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ABSTRACT

This study aims to analyze the impact of the human resources management practices on adapting person- job fit, with the existence of human resource agility as a modified variable in Private university in Kuwait, The researcher rely on the descriptive and analytical approach, The study population consist of all employees of the Private university in Kuwait, within the upper and middle administrative levels, whose number is (185) individuals. Due to the study small population number, the researcher adopted the entire study population as a sample for the study and in the comprehensive survey method.

The results showed that human resource management practices has a statistically significant effect on person- job fit, human resource management practices effect at the agility of human resources, and agility of human resources effect at the person - job fit in the Private university in Kuwait. The results showed that human resource agility improves the impact of human resource management practices on person- job fit.

Keyword: Human Resource Management Practices - person Job Fit- Human Resources Agility- Private university - Kuwait

1- Introduction

Human resources are vital in any organization that establishes and influences success, as financial resources, evolving legislation, and advanced technology alone cannot ensure organizational sustainability without competent individuals at various levels who can effectively utilize material and organizational components to achieve goals. The significance of the human element surpasses that of other components, as it facilitates the optimal usage and integration of physical and organizational elements to attain maximum performance (Imam, 2018).

The Human Resources Department specializes in all aspects concerning the human element within organizations, including searching, recruitment, selection, hiring, and training personnel. Business organizations cannot progress or attain their objectives without a workforce that facilitates such endeavors, which can only be realized through employment, encompassing the recruitment and motivation of human resources to serve the organization (Bu Tahra & Abadi, 2018).

Consequently, business organizations in various modern nations are eager to formulate suitable policies, laws, and practices aimed at human resource employment. This includes attracting talent, selecting the appropriate candidates, assigning roles, and fostering an environment conducive to their development. Additionally, organizations focus on training and performance evaluation while offering appropriate benefits to motivate employees to fulfill their roles effectively. Ultimately, this approach enhances performance and productivity, achieves the fundamental goals of business organizations, and ensures the delivery of services and products with high efficiency and effectiveness (Oaya, Ogbu & Remilekun, 2017).

Numerous successful firms recognize the imperative to include human resource practices in performance evaluation, as enhancements in these practices lead to enhanced employee performance. Human resource practices inside an organization can significantly motivate the attainment of objectives established by upper management, while deficiencies in human resource management adversely impact employee performance. (Siddiq, 2018).

Conversely, the subject of person-job fit (PJ) is a prevalent research area utilized to examine trends, behaviors, values, goals, needs, and competencies of individuals within organizations. It refers to the alignment between an employee's capabilities and skills and the demands of their job, as well as the correspondence between their abilities and skills and the rewards they receive (Rahmadani & Sebayang, 2017).

Mathis and Jackson (2016) assert that person-job fit considers the desired individual types based on qualifications, including the suitability of knowledge, skills, abilities, social competencies, interpersonal requirements (individual needs), as well as values, interests, and personality traits (individual attitudes). Convenience yields numerous beneficial outcomes for both individuals and organizations, manifested in elevated employee performance and enhanced organizational success (Eva et al., 2019).

Conversely, human resource agility is a crucial component of the capacity and preparedness of business organizations. It serves as a primary foundation for enhancing and optimizing human resource performance. This agility signifies the readiness to embrace change and make informed decisions that fulfill the organization's objectives while addressing unforeseen alterations through human resources, processes, and technologies. It encompasses the capability of human resources to respond to changes promptly and effectively, as well as the ability to leverage change as a valuable opportunity for investment.

Private university in Kuwait, as business organizations, seek to recruit efficient and effective human cadres, believing in the importance of human resources, and for this they practice many practices and strategies, foremost among which are human resource management practices represented in recruitment, training, evaluation and provision of appropriate compensation, in addition to their attempt to align their employees with jobs they occupy.

2- Objectives of the study

This study seeks to achieving the following objectives:

- Knowing the impact of the human resources management practices at person - job fit in Private university in Kuwait.
- Recognizing the impact of human resource management practices at the agility of human resources in Private university in Kuwait.
- Recognizing the impact of human resource agility at person job fit in Private university in Kuwait.
- Knowing the impact of human resource management practices at person - job fit in the presence of Human resource agility in the Private university in Kuwait.

3- Theoretical framework

3-1 human resource management practices

Human resource management is one of the most important functions of the organization due to its focus on the human element, as human capital is the main resource in organizations and the most influential in their performance. (Miqdadi, Omar and Fayette, 2016, 16). The most successful organizations are those that manage the human capital in the most effective and efficient way through their attractive practices in the field of human resources. Effective management of human resources is the decisive factor for the success of any organization. Human resource management practices such as training and development, teamwork, compensation / incentives, human resource planning, performance appraisal, and employee security all contribute to improving the performance of organizations including employee productivity, product quality, and organization resilience (Tobeery, 2017)

The main task of human resources management is to provide and maintain working staff to achieve the desired goals within a set of laws, standards and policies adopted for managing individuals within organizations (Miqdadi et al., 2016).

Human resource management practices can be defined as "a group of activities that aim to manage a group of human capital to reach the achievement of the organization's goals" (Dahie & Mohamed, 2017).

The current study focused on the following human resource management practices:

- **Employment** :The employment process is one of the basic practices that the Human Resources Department is keen to implement efficiently and effectively, because it has a vital role in implementing the overall strategy of the organization through its role in providing the required skills, in addition to completing the recruitment process by applying the principle of placing the right person in the right place reduces the efforts and costs incurred by the organization in the future, and in the interest of the Human Resources Department for the success of the recruitment process, it conducts a set of integrated and sequential activities represented by recruitment, selection and hiring . hiring is a process through which the organization seeks to attract potential employees, the general goal of employment is to obtain the employees required in terms of number and efficiency to meet the human resources needs⁸²⁶² of the organization at the lowest possible cost level and when the cost of error in hiring is high, the employee turnover rate will increase (Chan & Kuok, 2011).

– **Training:** Training is the process of providing employees with the necessary skills to successfully carry out their jobs, and the training programs consist of five basic steps represented in identifying training needs, designing the training process, testing the suitability of training program content, implementing the training program, and leading to the evaluation of the training program (Manaseer and Shawabkeh, 2017). Training is defined as the process of providing individuals with specific knowledge skills that lead to an increase in the performance rates of individuals, and it is an activity that aims to improve and develop working methods within business organizations (Ismail, 2019).

– **Performance evaluation:** The performance evaluation function is one of the basic functions that the human resources department is keen to perform effectively and efficiently, as organizations can monitor the development of desired employee attitudes and behaviors through the use of performance evaluation mechanisms. This evaluation-based information can be used to change the practices of employee selection and development processes so that their behaviors align with the desired behaviors and attitudes. (Jimoh & Danlami, 2011) Several previous studies have examined the impact of implementing performance appraisal on outcomes at the individual and organizational level. Also, performance appraisal may be useful in multiple functions such as assisting in employee training, giving remuneration, and improving performance (Bush & Jiao, 2011) . However, many organizations still do not consider that performance evaluation can accomplish several tasks such as providing feedback, training and skill development. And the right to use information and knowledge (Kor & Sundaramurthy, 2009).

– **Remunerations:** The pay and compensation system is an important feature of human resource management. this system as having an important role in implementing strategies. Also, wages and compensation positively affect working individuals and increase their motivation to accomplish the work required of them in a good manner due to their positive feeling towards their management and that it appreciated the efforts made by them to reach the organizational goals .Employees will feel better about their paychecks if what they receive is equal to the time, energy and effort they spend compared to the salaries of other employees. If they feel that their efforts and contributions exceed the rewards offered to them by the organization it will lead to their dissatisfaction (Ryan & Sagas, 2009).

There are many previous studies that have investigated the impact of human resource management, including: Ebrahim (2021) study aimed to determine the type and degree of strength of the indirect relationship between human resource management practices and organizational agility in Menoufia University through knowledge management processes as an intermediate variable. The reached a number of results, the most important of which was the presence of a strong, indirect, statistically significant relationship between human resource management practices and organizational agility in Menoufia University through knowledge management processes as an intermediate variable.

The study of Al-Daoud & Abdul-Muttalib (2020) aimed to analyze and evaluate the impact of human resources training in improving the quality of health services. The study revealed a set of results, the most important of which is the presence of a high level of implementation of the human resources training strategy, and that there is a positive and statistically significant relationship between the role of human resources training and improving the quality of health services in the hospital.

Al-Shrooqe study (2018) aimed to identify the impact of human resource management practices on institutional excellence in the Ministry of Interior in the Kingdom of Bahrain. The study demonstrated the existence of a positive, statistically significant, influential relationship for three independent variables, the strongest being between recruitment, appointment and the level of institutional excellence, followed by human resource planning and finally human resource training. It was also found that there is no statistically significant impact between motivating human resources and the level of institutional excellence.

Hee & Jing study (2018) study aimed to measure the impact of human resource management practices on employee performance in the manufacturing sector in Malaysia, the study found a relationship between performance evaluation, training and development, and employee performance. It also found a positive effect of the training and development variable on employee performance. It was also found that compensation and benefits do not affect employee performance

The study of Mehmood et al. (2017) aimed to measure the impact of human resource management practices on organizational performance. The study found that management may be able to increase the level of commitment in the organization by improving satisfaction with compensation, policies and working conditions. One way to increase job satisfaction in the workplace is to expand the level of interaction with employees in employee meetings and to increase targeted discussions on topics related to these issues. The open communication or exchange of information enhances the decision-making process quickly, which affects the level of commitment and job satisfaction among employees. It has also been shown that if employees are well aware of the organization's environment, their duties, and their goals, then they can perform their tasks better, and this helps the organization to improve their productivity.

3-2 Person - job Fit

The term “Person - job Fit” refers to the extent of congruence between the capabilities and skills of the individual employee and the requirements of the job, as well as the congruence between abilities and skills and performance outcomes (Rahmadani & Sebayang, 2017).

Person - job Fit process is the main key to success in any organization, which explains why many organizations strive to select the best candidates based on the compatibility of their skills, abilities, qualifications and personal characteristics with the job they occupy (Al-Otaibi and Mubarak, 2018).

The term (Person - Job Fit) refers to a match between the characteristics of the job with the ability of individuals to carry out these required tasks, this strengthens employees' attachment to their work, meaning that employees will be more committed to the job (Berahmawati et al., 2019).

Person - job fit is defined as the degree of compatibility between the individual and the job, and it is the bridge between individual standards and work standards or tasks performed in the workplace, and can be invested as a compromise between knowledge, skills and abilities required for the needs of work requirements (Wong & Tetrick, 2017).

The researcher believes that the term "person - job fit" indicates the extent of correspondence between the individual's personal characteristics, knowledge and abilities, and the job that is performed at work, or the tasks that the individual is expected to accomplish.

The process of person - job fit includes many dimensions. This study relied on four dimensions as follows:

- **Person characteristics job fit:** the extent to which personal and physical characteristics of an individual coincide with the requirements of the work (Al-Otaibi and Mubarak, 2018).
- **Person knowledge - job fit:** The extent to which individual's scientific and professional knowledge matches the requirements of the job (Huang, et al, 2019).
- **Person skills - job fit:** The extent individual's compatibility and harmony with the work environment in order to satisfy needs and desires and achieve goals (Al-Otaibi and Mubarak, 2018).
- **Person capabilities - job fit:** refers to the extent to which the capabilities of an individual coincide with the requirements of the job (Rahmadani & Sebayang, 2017).

There are many previous studies about Person - job Fit, including: Eva, Sukaria, & Rulianda (2019), This study aimed to analyze the impact of Person Job Fit and Person Organization Fit of Pusat Penelitian Kelapa Sawit (PPKS) Medan Employee Performance. The results of this study indicate that there is an effect of Person Job Fit and Person Organization Fit in the performance of an employee simultaneously and in partially.

Huang et al. (2019) study aimed to identify the effect of fit between Person - Job Fit and Innovation Behavior, and shed light on the mediating role of job participation and the mediating role of job commitment in this relationship. The results showed that person job fit influences innovation behavior by enhancing job engagement. In addition, job commitment enhances the positive effect of person- job fit on both job engagement and innovation behavior.

Hella et al. (2019) study aimed to identify how individuals' perceived requirements for their abilities can change over time thanks to professional initiative (i.e., proactive management of an individual's career and professional development), and its relationship with person - job fit. The results of the study showed that professional initiative (interpersonal) was related to the capabilities of perceived demands (interpersonal), increases in professional (personal) initiatives over time were associated with an increase in perceived demands (in-person) that matched the capabilities over time, and that the ability of person- job fit increases the effectiveness of the professional behavior, and can predict increase in the level of professional initiative.

Al-Otaibi & Mubarak (2018) study aimed to identify the effect of the person - job fit on the intention to demit work for civil servants in the city of Riyadh in Saudi Arabia. The study showed a set of results, the most important of which is that employees are compatible with their jobs to a high degree, and have a moderate intention degree to leave their current jobs, and that there is an effect of the process of person - job fit regarding the intention to demit.

3-3 Human resource agility

As a result of the acceleration in knowledge and recent discoveries in all aspects of life, and the prevalence of uncertainty due to the presence of many variables at the internal and external levels, which led to the emergence of challenges and difficulties that continue to face organizations and threaten their survival and continuation, which led to the emergence of a number of modern theories in management science in order to keep pace continuous changes and facing challenges, and among the most important terms that emerged recently was the term strategic agility as one of the effective modern management methods that has become complementary to strategic planning, and the role of strategic agility is evident in organizations with the ability to adapt to changes and distinction in all their work and activities in order to reach continuity and growth.

Business organizations began to carry out their work and tasks within the process of successive and continuous change as a result of environmental instability, as agility is considered a type of flexibility and it is also the ability to work that has not been planned (Narasimhan et al., 2006). Strategic agility is the ability to survive and thrive in a competitive environment that is constantly changing through interaction with changing markets, and the production of unexpected new products (Sherehiy, 2008).

Morgan & Page (2008) defined agility as the key to winning and excelling in a rapidly changing environment, and it is also the ability to support and lead sudden change in order to take advantage of the opportunities in the market. Santala (2009) referred to the concept of agility as a common concept between strategy

completion and implementation processes in turbulent environments. (Datta, 2010) defined it as a planned process of organizational policies and deliberate practices with the aim of reducing human resources in order to improve the performance of the organization. The concept of agility appeared in its strategic character with the expansion of the horizon of organizations, and with the development and growth of their future directions, to serve their strategic directions, as the efforts of Doz and Kosonen (2008), and the research that followed it were among the first studies that strengthened the strategic character of this concept, as it is considered one of contemporary concepts in management science, which expresses the advantages that belong to the organization from other organizations through the big role in having the speed of response to outweigh the competitors.

There are many previous studies about Human resource agility, including: Alsalhi (2021) study. This study aimed to test the nature of the relationship between organizational agility and organizational effectiveness, in application in the General Company for Iraqi Leather Industries. The study found a set of results, the most prominent of which is that the company's level of interest in organizational agility and organizational effectiveness is good. The results also showed that there is a positive effect of organizational agility with its dimensions represented by (sensing agility, decision-making agility, acting agility) on organizational effectiveness.

Abdullah et al. (2019) study aimed to diagnose the level of relationship and impact of human resource agility on organizational excellence, in recognition of the importance of the subject itself as one of the important topics in administrative thought. The study found a set of results, the most important of which are: The existence of a direct correlation between the dimensions of human resource agility, represented by strategic sensitivity, collective commitment and core capabilities, and between organizational excellence and that strategic sensitivity and core capabilities influence the achievement of organizational excellence.

Wangasa (2018) study aimed to test the impact of strategic agility on the performance of commercial banks in Kenya. A census research design was used in the study. The results of the study showed that there is a high degree of centralization, and formal classes in commercial banks in Kenya. Moreover, it has revealed that the factors of the regulatory dimensions of the strategic velocity have a significant impact on the performance of banks. A significant influence was also made between the people dimension, technology dimension factors, and planning dimension factors of strategic velocity and commercial bank performance in Kenya. The study also proved that there is a high rate of employee participation in designing, planning, and participation in employee continuous education and training. The study indicated that the increase in the use of technology led to an increase in the performance of banks. The study revealed that there is a high intensity of research and development of new products and a high speed in the direction of innovation in banks.

Uğurlu (2018) study aimed to show the relationship between strategic agility and the constant performance relationship in manufacturing companies operating in Gaziantep in Turkey. The results of the study showed that the ability of technology has a positive effect on the performance of companies. The results of the study also showed that internal adaptation has a positive effect on the performance of companies.

4- Study hypotheses and model:

4-1 Study hypotheses

Depending on the study objectives and what the study variables require to explain the possible impact of human resource management practices as an independent variable in the fit of the individual and the job as a dependent variable, and the role of human resource agility as an intermediate variable in improving this effect, the researcher formulated the following hypotheses:

Ho1: *There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at person- job fit in its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Private university in Kuwait.*

Ho2: *There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at the agility of human resources in the Private university in Kuwait.*

Ho3: *There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) in the agility of human resources at person - job fit with its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Private university in Kuwait.*

Ho4: *There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices in its dimensions (employment - training - evaluation - compensation) at person - job fit in its combined dimensions (characteristics of the individual - individual knowledge - individual skills - the capabilities of the individual) in the presence of Human resource agility in the Private university in Kuwait.*

4-2 Study model:

Depending on the review of previous studies and researches, hypothetical relationship can be represented in this study through Figure (1)

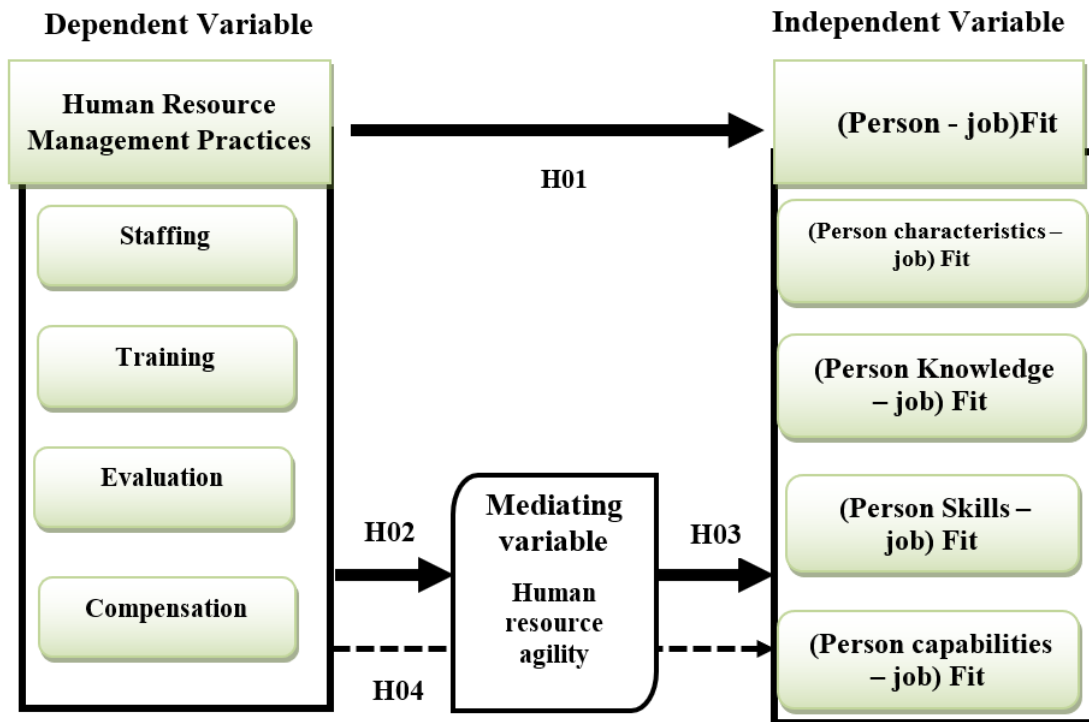


Figure (1): Study model

5- Study Methodology

The researcher rely on the descriptive and analytical approach, which aims at a realistic study of the phenomenon and its accurate description and expressions in a descriptive and quantitative expression. This approach is not sufficient when collecting information related to the phenomenon in order to investigate its various manifestations and relationship, but goes beyond it to analysis, correlation, interpretation, and verification of the relationship that links a group of variables with each other and trying to determine the relationship between two or more measurable variables, and the degree of this relationship.

The study population consist of all employees of the Private university in Kuwait, within the upper and middle administrative levels, whose number is (185) individuals, and the study population was counted through the researcher's visit to these universities and obtaining from their departments the number of workers at the upper and middle administrative levels.

Due to the study small population number, the researcher adopted the entire study population as a sample for the study and in the comprehensive survey method.

6- Construct Validity and Stability of the study tool

6-1 Construct Validity

The construct validity was measured through Exploratory Factor Analysis (EFA). To test the validity of the exploratory factor analysis, the researcher used the (SPSS) program, and the results of this analysis came as follows:

Table (1): exploratory factor analysis for independent variable (Human Resource Management Practices)

Human Resource Management	Eigenvalues	%of Variance	(KMO)Value
Staffing	7.64	38.6	0.860
Training	4.56	27.9	
Evaluation	3.77	21.2	
Compensation	3.42	12.3	
Total		%100.0	

Table (1) data indicate that the value of (KMO) amounted to (0.860), which is higher than the minimum acceptable value (0.50) according to the rule of (Kaiser, 1974), and therefore the sample size is considered sufficient and appropriate for the study. Based on the rule referred to in (Deniz & Alsaffar, 2013), the dimensions have a confirmatory factor validity if the value of (Eigenvalues) is greater than (1). It is clear from the data in Table (2) that the sample values (Eigen value) for the factors extracted from the analysis were all

greater than (1), where the (Staffing) dimension amounted to (7.64), and for the (Training) dimension amounted to (4.56), and the dimension (Evaluation) is (3.77), and the dimension (Compensation) is (3.42).

Table (2): exploratory factor analysis for independent variable (Person – job Fit)

Person – job Fit	Eigenvalues	%of Variance	(KMO)Value
(Person characteristics – job) Fit	9.44		48.6
(Person Knowledge – job) Fit	6.67		32.3
(Person Skills – job) Fit	5.66	11.2	0.67
(Person capabilities – job) Fit	4.98	7.9	
Total		%100.0	

Table (2) data indicate that the value of (KMO) amounted to (0.67), which is higher than the minimum acceptable value (0.50) according to the rule of (Kaiser, 1974), and therefore the sample size is considered sufficient and appropriate for the study. Based on the rule referred to in (Deniz & Alsaffar, 2013), the dimensions have a confirmatory factor validity if the value of (Eigenvalues) is greater than (1). It is clear from the data in Table (3) that the Eigen value for the factors extracted from the analysis were all greater than (1), where the (Person characteristics – job) Fit dimension amounted to (9.44), and for the (Person Knowledge – job) Fit dimension amounted to (6.67), and for the (Person Skills – job) Fit dimension amounted to (5.66), and for the (Person capabilities – job) Fit dimension amounted to (4.98).

Table (3): exploratory factor analysis for independent variable (Human resource agility)

Human resource agility	Eigenvalues	%of Variance	(KMO)Value
Human resource agility	11.3		87.6
Total		%87.6	0.78

Table (3) data indicate that the value of (KMO) amounted to (0.78), which is higher than the minimum acceptable value (0.50) according to the rule of (Kaiser, 1974), and therefore the sample size is considered sufficient and appropriate for the study. Based on the rule referred to in (Deniz & Alsaffar, 2013), the dimensions have a confirmatory factor validity if the value of (Eigenvalues) is greater than (1). It is clear from the data in Table (4) that the Eigen value for the factors extracted from the analysis were all greater than (1), where it amounted to (11.3).

6-2 Stability of the study tool

The stability test of the study tool aims to ensure the reliability and stability of the study tool, the consistency and stability of the answers of the respondents on its various paragraphs (Sekaran & Bougie, 2016). The stability of the study tool was tested through (Alpha Cronbach) coefficient test to ensure the stability of the questionnaire (the study tool), the researcher conducted the internal consistency according to the "Cronbach's alpha" coefficient for all study variables, which indicates that the study tool has an acceptable degree of stability at an alpha value greater than or equal to (0.70), and that the alpha value is close to (100.%) indicates higher reliability of the study tool (Sekaran & Bougie, 2016).

Table (4): Dimensional stability of the independent variable (Human Resource Management Practices) using Cronbach's alpha coefficient (n = 185)

Dimensions	No. of paragraph	Cronbach's alpha coefficient
First Dimension - Staffing	9	0.795
Second Dimension: Training	9	0.811
Third Dimension: Evaluation	7	0.807
Fourth Dimension: Compensation	7	0.847
Independent variable (Human Resource Management Practices)	32	0.913

Table (4) shows that "Cronbach's alpha coefficient for all dimensions of the independent variable (Human Resource Management Practices) amounted to (0.913), and the Cronbach alpha coefficients for all dimensions of the independent variable separately were high and greater than (70%), and based on the aforementioned rule. Previously, all values were greater than 70%, and this indicates the stability of the paragraphs.

Table (5): Dimensional stability of the independent variable (Person – job Fit) using Cronbach’s alpha coefficient (n = 185)

Dimensions	No. of paragraph	Cronbach’s alpha coefficient
(Person characteristics – job) Fit	5	0.882
(Person Knowledge – job) Fit	5	0.801
(Person Skills – job) Fit	4	0.871
(Person capabilities – job) Fit	5	0.892
Dependent variable (Business Performance)	19	0.924

Table (5) shows that "Cronbach's alpha coefficient for all dimensions of the dependent variable (Business Performance) amounted to (0.924), and the Cronbach alpha coefficients for all dimensions of the dependent variable separately were high and greater than (70%), based on the aforementioned rule. Previously, all values were greater than 70%, and this indicates the stability of the paragraphs.

Table (6): Dimensional stability of the independent variable (Human resource agility) using Cronbach’s alpha coefficient (n = 185)

Variable	No. of paragraph	Cronbach’s alpha coefficient
Human resource agility	13	0.882

Table (6) shows that "Cronbach's alpha coefficient for all items of the mediating variable (Human resource agility) amounted to (0.882), greater than (70%), based on the aforementioned rule this indicates the stability of the paragraphs.

6-3 The suitability of the study model to the statistical methods used

This part of the study aims to verify the suitability of the study model to the statistical methods used, by ensuring the validity of the study data and its suitability for conducting parametric tests, by performing a normal distribution test, a multiple linear correlation test, in addition to an autocorrelation test.

First- normal distribution test

Researcher used the Kolmogorov-Smirnov (K-S) test to verify that the data that was used for the purposes of statistical analysis and hypothesis testing follow a normal distribution.

Table (7): Normal distribution using the Kolmogorov-Smirnov(K-S) test

Dimensions	Test Value	Significance Level
First Dimension - Staffing	0.137	0.127
Second Dimension: Training	0.110	0.132
Third Dimension: Evaluation	0.144	0.229
Fourth Dimension: Compensation	0.184	0.189

Table (7) shows that the data for the current study followed the normal distribution approach, and showed that there were no statistical differences between the distribution of variable values and the values of the normal distribution at the level of significance ($\alpha \leq 0.05$).

Second - multicollinearity test

The problem of multiple linear correlation (multicollinearity) is one of the problems related to the independent variables, and it appears when there is a high correlation (almost perfect) between two independent variables, and the presence of this high correlation negatively affects the accuracy of the measurements, as it works to inflate the value of the coefficient of determination (R^2) so that its value exceeds the actual value. The existence of this problem is tested by calculating the Pearson correlation coefficient, where the decision rule indicates that the data is free from the multiple linear correlation problem if the values of the Pearson correlation coefficient between two or more independent variables are less than (0.80). Here are the results of testing the multiple linear correlation problem between the dimensions of the independent variable using the Pearson correlation coefficient.

Table (8):The results of testing the multiple linear correlation problem between the dimensions of the independent variable using the Pearson correlation coefficient

Dimension	Staffing	Training	Evaluation	Compensation
Staffing	1.000			
Training	**0.481	1.000		
Evaluation	**0.640	**0.638	1.000	
Compensation	**0.290	**0.463	**0.170	1.000

**Significant at (0.01)level

Table (8) shows that the highest value of the correlation coefficient between the dimensions of the independent variable was (0.640) between the two dimensions (Staffing) and (Evaluation), while the values of the Pearson correlation coefficient among other independent variables were less than that, this indicates the absence of the phenomenon of high multiple linear correlation between the dimensions of the independent variable, all of which were less than (0.80), and therefore the sample is devoid of the presence of the problem of high multiple linear correlation in the study data.

To confirm the previous result, the Variance Inflation Factor (VIF) and the Tolerance Factor (Tolerance) were measured for the dimensions of the independent variable. The decision rule indicates that the data is free from the problem of high multiple linear correlation if the values of the variance inflation factor (VIF) ranged between (1.0 - 10.0), as well as if the values of the tolerance coefficient (the Tolerance factor) ranged between (0.1 - 1.0) (Guajarati, 2004, 359).

Here are the results of testing the multiple linear correlation problem between the dimensions of the independent variable using the coefficient of variance inflation and the values of the tolerance coefficient, as follows:

Table (9) The results of the multiple linear correlation problem testing between the dimensions of the independent variable using the variance inflation factor and the tolerance factor (allowable variance)

Dimension	variance inflation factor (VIF)	Tolerance
Staffing	1.798	0.556
Training	1.376	0.727
Evaluation	2.158	0.463
Compensation	2.395	0.418

It is clear from Table (9) that the values of the coefficient of variance inflation for the dimensions of the independent variable were less than the number 10.0, and the values of the tolerance coefficient (Tolerance) were less than the number 1.0, and this confirms that the data is free from the problem of multiple linear correlation.

7- Data analysis and Testing hypothesis

To test hypothesis researcher used regression test (multiple – simple), the result showed as follows:

Testing first hypothesis:

H₀₁: *There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at person- job fit in its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Private university in Kuwait.*

The researcher used standard multiple regression analysis to determine the effect of human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at person- job fit in its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Private university in Kuwait, as shown in Table (10).

Table (10): Multiple regression analysis of the impact of human resource management practices dimensions at person- job fit

Dependent Variable	Model Summery		ANOVA			Coefficients					
	R	R ²	f	D.F	Sig f*	variable	β	SE	B	t	Sig f*
person- job fit	0.756	0.571	164.32	3	0.00	Staffing	0.219	0.034	0.169	4.96	0.000
						Training	0.513	0.035	0.406	11.44	0.000
						Evaluation	0.134	0.035	0.102	2.911	0.004
						Compensation	0.441	0.032	0.115	3.59	0.000

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

The results of Table (10) indicate that the correlation coefficient ($R = 0.756$) indicates a positive and strong relationship between the independent variable and the dependent variable (person- job fit), and the effect of (human resource management practices) dimensions on the dependent variable (person- job fit) is a statistically significant effect, as the calculated F value was (164.321) and with a level of significance ($\text{Sig} = 0.00$), which is less than (0.05), as it appeared that the value of the coefficient of determination ($R^2 = 0.571$), which indicates that (57.1%) of the variance in (person- job fit) can be explained by the variance in dimensions of human resource management practices.

As for the coefficients table, it showed that the value of (β) at the dimension (Staffing) amounted to (0.219) and that the value of T at (4.96), with significance level of ($\text{Sig} = 0.00$), which indicates that the effect of this

dimension is significant, while the value of β at (Training) dimension has reached (0.513), and T-value is (11.44) with a significance level of (sig = 0.00), which indicates that the effect of this dimension is significant. The value of β at the (Evaluation) dimension is (0.134) and its T-value is (2.911) with significance level (Sig = 0.004), which indicates that the effect of this dimension is significant. The value of β at the (Compensation) dimension is (0.441) and its T-value is (3.59) with significance level (Sig = 0.000), which indicates that the effect of this dimension is significant. Through the indicated β values, it is clear that the Training as one of the dimensions of human resource management practices had the greatest impact on the person- job fit.

Based on the results, reject the first null hypothesis and accept the alternative hypothesis that says: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at person- job fit in its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Private university in Kuwait.

Testing second hypothesis:

H02: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at the agility of human resources in the Private university in Kuwait.

Researcher used multiple regression analysis to determine the effect of human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at the agility of human resources in the Private university in Kuwait, as shown in Table (11).

Table (11): Multiple regression analysis of the impact of human resource management practices dimensions at the agility of human resources

Dependent Variable	Model Summary		ANOVA			Coefficients					
	R	R ²	f	D.F	Sig f*	variable	β	SE	B	t	Sig f*
agility of human resources	0.607	0.369	72.00	3	0.00	Staffing	0.183	0.047	0.160	3.41	0.00
						Training	0.40	0.049	0.358	7.36	0.00
						Evaluation	0.115	0.048	0.099	2.06	0.04
						Compensation	0.377	0.031	0.122	3.93	0.000

results of Table (11) indicate that the correlation coefficient ($R = 0.607$) indicates positive relationship between the independent and dependent variables, and the impact of the independent variables (human resource management practices) on the dependent variable (agility of human resources) is a statistically significant effect, where the value of Calculated F (72.004) with a significance level of (Sig = 0.00) which is less than (0.05), as it appeared that the value of the coefficient of determination ($R^2 = 0.369$), which indicates that (36.9%) of the variance in (agility of human resources) can be explained by the variance in dimensions of (human resource management practices).

As for the coefficients table, it showed that the value of (β) at the dimension (Staffing) amounted to (0.183) and that the value of T at (3.41), with (Sig = 0.00), which indicates that the effect of this dimension is significant, while the value of β at The (Training) dimension has reached (0.40) and its T-value is (7.36) with a significance level of (sig = 0.00), which indicates that the effect of this dimension is significant. The β -value at the (Evaluation) dimension is (0.115) and T-value is (2.06) at (Sig = 0.04), which indicates that the effect of this dimension is significant. The β -value at the (Compensation) dimension is (0.377) and T-value is (3.93) at (Sig = 0.00), which indicates that the effect of this dimension is significant.

Through the indicated β values, it is clear that the Training as one of the dimensions of human resource management practices had the greatest impact on agility of human resources.

Results that have been reached reject the second main null hypothesis and accept the alternative hypothesis that says: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at the agility of human resources in the Private university in Kuwait.

Testing third hypothesis

H03: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) in the agility of human resources at person - job fit with its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Private university in Kuwait.

The researcher used simple regression analysis to determine the effect of agility of human resources at person - job fit. The results of the hypothesis test are shown in Table (12).

Table (12): Results of a simple regression test for the effect of agility of human resources at person - job fit

Dependent Variable	Model summary		ANOVA			Coefficient					
	R	R ²	f	D.F	Sig f*	variable	β	SE	B	t	R
person job fit	0.698	0.487	384.59	1	0.698	agility of human resources	0.698	0.031	0.616	19.611	0.000

Table (12) shows that the value of (R = 0.698), indicating that there is a positive correlation between agility of human resources and person - job fit. The result of the coefficient of determination appears to be (R² = 0.487), indicating that agility of human resources has explained (48.7%) of the variance in person - job fit. The value of (F) reached (384.59) at the level of significance (sig = 0.000) in the coefficients table, confirming the significance of the regression at the level (0.05) and one degree of freedom.

The table also shows that the value of (β = 0.698), that is, the change in one unit in (agility of human resources) leads to a change of (69.8%) in the dependent variable (person - job fit), and that the value of (T = 19.611) is at a level of significance (sig = 0.000) and this confirms the significance of the coefficient at the level ((≤ 0.05).

The third null hypothesis rejected, and the alternative hypothesis was accepted, which states: There is a statistically significant effect at the level of significance (α≤0.05) in the agility of human resources at person - job fit with its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Private university in Kuwait.

Testing fourth hypothesis

HO4: *There is no statistically significant effect at the level of significance (α≤0.05) of human resource management practices in its dimensions (employment - training - evaluation - compensation) at person - job fit in its combined dimensions (characteristics of the individual - individual knowledge - individual skills - the capabilities of the individual) in the presence of Human resource agility in the Private university in Kuwait.*

To test this hypothesis, the AMOS analysis program was used, based on the Path Analysis test, and the suitability of the selected model, and Table No. (13) shows the results of this test.

Table (13): Values of fitness Indexes for the trajectories model

Fit Index	Index Value	Fit Index Sig. Value
Chi square (Chi ²).	9.31	function
Degrees of freedom (df). indication	4 0.000	--- function
Chi-square (Chi ²)/degrees of freedom (df)	2.327	less than 3
Limits of Trust (RMSEA)	0.058	less than 0.08
Incremental Fit Index (IFI)	0.96	0.95
Non-Standard Fit Index (NNFI)	0.95	0.95
Comparative Fit Index (CFI)	0.97	0.95
Model Quality Standard (GFI)	0.95	greater than 0.90

The model fit is acceptable, as evidenced by the values of the incremental fit index (IFI), comparative fit index (CFI), and non-standard fit index being high and at or above the acceptable limits, and the confidence limits index (RMSEA) recording a low value of (0.057), and the confidence limits not exceeding the value that indicates the quality (Bian, 2011).

After confirming the suitability of the proposed pathways model to test the fourth hypothesis, the path analysis were tested for the study variables, and the results came as shown in Table (14).

Table (14): Results of path analysis to show the direct and indirect impact of Human Resource Management Practices on person – Job Fit through Human Resources Agility

Path		Std. value	Sig.
Staffing	person- job fit	0.586	**0.000
Training	person- job fit	0.59	**0.000
Evaluation	person- job fit	0.62	**0.000
Compensation	person- job fit	0.61	**0.000
human resource management practice	person- job fit	0.63	**0.000

Indirect impact			Std. value	Sig
Path \longrightarrow				
Consumer Support	agility of human resources	person- job fit	0.76	**0.000
Exchange of information	agility of human resources	person- job fit	0.68	**0.000
Product Rating	agility of human resources	person- job fit	0.71	**0.000
Compensation	agility of human resources	person- job fit	0.70	**0.000
human resource management practice	agility of human resources	person- job fit	0.82	**0.000

The direct connection between the dimensions of human resource management practices and job fit in the Private university in Kuwait was substantial, as shown in Table (15), and it is statistically significant at the level (0.01).

The effect values between the dimensions of human resource management practices and job fit in the Private university in Kuwait with the existence of an indirect influence (mediating variable) agility of human resources were similarly strong, and it is statistically significant at the level of the table (0.01). When comparing the direct impact of human resource management practices dimensions to the indirect impact of human resource management practices dimensions, it was discovered that the impact values with the existence of agility of human resources as an mediating all increased.

This indicates that agility of human resources as an mediating variable has a positive impact on the direct effect between the dimensions of human resource management practice, as this variable (mediating) has clearly raised the values of the effect and the mediation was partial, because the effect between the dimensions of human resource management practice and agility of human resources remained statistically significant in the effect. Indirect (Bian, 2011), which means rejecting the fourth null hypothesis, and accepting the alternative hypothesis that says: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices in its dimensions (employment - training - evaluation - compensation) at person - job fit in its combined dimensions (characteristics of the individual - individual knowledge - individual skills - the capabilities of the individual) in the presence of Human resource agility in the Private university in Kuwait.

Discuss the results

The results showed that human resource management practices has a statistically significant effect on person- job fit, with a coefficient of determination of (0.571) and high regression values for all dimensions, and a level of statistical significance of less than (0.05).

The researcher explains this result in the Private university in Kuwait managers' awareness of the importance of human resource management practices, which is one of the most important functions of the organization because of its focus on the human element, as human capital is the main resource in organizations and the most influential in their performance, and that the most successful organizations are those that manage the capital Human Capital in the most effective and efficient way through its attractive human resource practices. Effective management of human resources is the critical factor for the success of any organization, and that human resource management practices such as training and development, teamwork, compensation/incentives, human resource planning, performance evaluation and employee security all contribute to improving the performance of organizations including employee productivity, product quality and flexibility the organization. The result also indicates that human resource management practices have a positive impact on the individual's alignment with his job, in particular the training of employees, as training leads to an increase in the efficiency of the employee's work and thus performance of his work to the fullest.

This result partially agreed with regard to the impact of human resource management practices with many studies whose results indicated a relationship or impact of the dimensions of human resource management practices on some variables, such as the Ebrahim study (2021) whose results showed the presence of a strong, indirect, statistically A significant relationship between human resource management practices and organizational agility in Menoufia University, and it also agreed with the result of Al-Shrooqe study (2018), the results of which showed a statistical effect of human resource management practices in Institutional Excellence in the Ministry of Interior in the Kingdom of Bahrain.

The result also showed that human resource management practices effect at the agility of human resources in the Private university in Kuwait, with a coefficient of determination of (0.369).

The researcher explains this result in that the agility of human resources as one of the effective modern management methods, which has become a complement to strategic planning, and the role of agility in human resources in organizations is clear in the ability to adapt to changes and excellence in all their work and activities in order to reach continuity and growth. Because of the successive changes and rapid developments, business organizations have begun to realize the importance of human resource agility as a form of flexibility. Therefore, successful human resource management practices will lead to a higher level of agility.

This result agreed with the result of the Ebrahim study (2021) whose results showed a presence of a strong, indirect, statistically significant relationship between human resource management practices and organizational agility in Menoufia University.

This result partially agreed with the result of the study Mehmood, et al. (2017), the results of which showed a strong impact of human resource management practices on Organizational Performance in Pakistan.

The result showed that agility of human resources effect at the person - job fit in the Private university in Kuwait, with a coefficient of determination of (0.487).

The researcher explains this result in that human resource agility is one of the administrative strategies that help the organization to be more flexible with regard to the jobs available in it, and the way through which it is possible to attract qualified human resources, and to match jobs with human expertise.

This result partially agreed with regard to the impact of human resource agility with many studies whose results indicated a relationship or impact of human resource agility on some variables, such as the Alsalhi study (2021), whose results showed a positive effect of organizational agility with its dimensions represented. by (sensing agility, decision-making agility, acting agility) on organizational effectiveness, and it also agreed with the result of the study by Abdullah & Amir (2019), whose results showed a direct correlation between human resource agility and organizational excellence.

The results showed that human resource agility improves the impact of human resource management practices on person- job fit.

The researcher explains this result that the concept of aligning the individual and the job is based on the idea of aligning the characteristics of the individual with his work environment. To achieve this, two types of alignment are required that must be achieved, namely aligning individual knowledge, experience and skills with work/tasks; The relevance of an individual's personality traits, which includes their needs and interests, and the values espoused by the organization's climate.

The process of matching an individual to the job he occupies is a key to success in any organization, which explains why many organizations seek to select the best candidates based on the compatibility of their skills, abilities, qualifications and personal characteristics with the positions they occupy.

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