

ORIGINAL RESEARCH PAPER

## The effect of human resource agility on organizational sustainability: Structural equation modeling approach

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### ABSTRACT

**BACKGROUND AND OBJECTIVES:** Agile human resource practices have become one of the most important concerns of modern departments because of their role in achieving competitive advantage. The majority of academics believe that in order to implement Agility of human resource practices, many scholars argue that effective implementation of agile HR practices requires trained and motivated personnel. This research aims at clarifying the effect of human resources agility in Organizational Sustainability at Jordanian hotel sector.

**METHODS:** The current study looks at the effect of human resource agility on organizational sustainability. A quantitative approach was used through a questionnaire-based survey. A descriptive analytical strategy was utilized in the study. The study targeted the entire workforce of Jordan's hotel sector, consisting of 21,835 employees across 22 hotels. The study's sample consisted of 410 workers that are employed in the hotel sector in Jordan. Numerous statistical methods, including frequency, percent, mean, standard deviation, Cronbach's alpha, exploratory factor analysis, average variance extracted, and composite reliability, have been employed to meet the aims of this research. Additionally, a structural equation modeling was used to quantify the impact of human resource agility on organizational sustainability.

**FINDINGS:** Findings showed that resilience had a positive influence on social and economic sustainability) Estimate = 0.323 and 0.207; C.R = 3.660 and 2.357; P-value = 0.01 and 0.00(. While environmental sustainability was not significantly impacted by resilience. Additionally, the results showed that adaptability significantly influence all organizational sustainability dimensions, including social, environmental and economic sustainability (Estimate = 0.247, 0.203 and 0.521; C.R = 2.312, 2.698 and 5.296; P-value = 0.021, 0.011 and 0.00(. Additionally, the results showed that proactivity significantly impact on social and environmental sustainability (Estimate = 0.475, 0.319; C.R = 5.085, 3.524; P-value = 0.00, 0.00).

**CONCLUSION:** The study suggests that the hotel industry should provide and promote agile human resource practices in order to maintain organizational sustainability and prevent organizational decline. look into and analyze the mediating role of job embeddedness on the relationship between human resource agility and organizational sustainability at other industrial or service fields in Jordan as well as across different nations and various regional boundaries. The study also recommends that scholars explore the mediating role of job embeddedness in the relationship between HR agility and organizational sustainability, both within Jordan and across other countries and regions.

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## INTRODUCTION

Sustainability has recently emerged as a key concern for all parties involved, such as company directors. The goal of sustainable development is to optimize benefits while preserving services and the high quality of resources. It is a dynamic interactive development that actively seeks to harmonize the three pillars of people, resources, and the environment. Due to the growing emphasis on the financial, legal, and other aspects of clean manufacturing business, corporations are placing greater emphasis on sustainability, social responsibility, and the value of human resources (Amrutha and Geetha, 2020). Recent research underscores this emphasis on human resources, indicating that specific human resource management practices, particularly in training and development, recruitment and selection, and rewards and compensation, are fundamental to enhancing organizational performance in ISO 9001:2015 certified service firms (Santos, 2023). Such studies bring forward the importance of having a distinct plan for learning and development, encouraging employee participation in relevant training programs, and ensuring that compensation packages motivate employees to align with company goals. As the business environment evolves, sustainability has emerged as a central topic. It's seen as the optimal mode of conducting business, to achieve growth through a visionary approach, set particular targets, and embed human resource management practices within sustainability tenets (Karman, 2019). While significant strides have been made, there is a noted underutilization of human resources in sustainability realms (Poldner et al., 2017). With human resources forming one of the foundational pillars of sustainable development, businesses eyeing sustainability should focus extensively on bolstering their human resource agility. Supporting literature indicates a robust, positive correlation between agile human resources and organizational sustainability (Karman, 2019). A number of research have attempted to define sustainable human resource management, and the subject's current surge in attention has revealed a variety of definitions. According to Ehnert et al. (2016), adopting Human Resource Management HRM strategies and practices that have an impact both inside and outside of the company and over a long-time horizon, while controlling for unintended side-effects and negative feedback, enables the

fulfillment of social, economic, and ecological goals. Given the importance of environmental changes and the belief that organizations should adapt to them, human resource agility has thus emerged as one of the most crucial means of ensuring the sustainability of human resources and as the primary objective for many organizations. Human resource agility is therefore defined as the capacity of people to effectively handle problems and exploit opportunities (Braun et al. 2017). In addition, since an organization's survival and growth are dependent on a variety of factors, it is important for them to become more interested in and involved in human resource management. One such factor is human resource agility, which has drawn the interest of numerous organizations due to its importance in the success of the hotel industry as a whole and the Jordanian hotel industry in specific. The Jordanian hotel industry has utilized all of its resources, capabilities, financial and technical expertise via multiple growth plans in order to achieve the goals of economic and social development that Jordan is undergoing (AlZboun et al., 2016). The Jordanian hotel industry has made a significant contribution to economic growth, by offering the necessary financing for them to execute out the economic development tasks assigned to them as needed, increasing their economic contribution to the gross domestic product while also achieving the targeted diversity of the Jordanian economy (AlZboun et al., 2016). The Jordanian hotel industry believed that human resources should be a motivating and auxiliary factor that looks for to help and encourage talented people and is capable of translating loud words and slogans into actions that are effective and efficient for the purpose to deal with these significant trends, which are becoming more significant every day. Since a company's success and survival depend heavily on investing in its people, this is a crucial factor. As a result, in the modern period, human resources have attracted increasing attention, which is shown in the decision-makers' increased acceptance of the significance of the role that human resources play, which eventually strengthens the organization's competitive position (Junita, 2021). In addition, there is a dearth of studies examining the relationship between organizational sustainability and human resources agility from a practical standpoint. The importance of this study appears in trying to fill this gap in the literature on

human resources management, take advantage of its data, and put it into action and looks at how human resources agility affects organizational sustainability in the Jordanian hotel business. Findings will contribute to related literature as well as to practice, through providing an emphasis on the field of human resource – agility and sustainability-in organizations and businesses within Jordan or any other country. Professionals and practitioners at all administrative levels may they could benefit from the results of the current study in employ it in another sector. In addition, leading organizations using human resource agility will encourage others organization to achieve excellence Fig. 1, theoretical framework shows the relationship between agile HR practices and organizational sustainability.

### LITERATURE REVIEW

#### Human resource agility

The phrase “agile human resources” describes how human resource functions are now designed in a way that makes it easier to respond to changes in activities and organizational structures as well as to new external conditions (Braun et al., 2017). The term “agile human resources” also refers to individuals

who are open to learning and self-improvement, have problem-solving skills, can adapt to new situations and ideas, and have the initiative to take on novel tasks (Revutska and Marková, 2021). Human resource agility has been defined as the proactive, flexible, and pragmatic conduct of employees looking for chances to contribute to the success of the company. In addition to the propensity for learning and supporting the activities that must be prioritized in the workplace, the significance of human resource agility in organizations lies in restructuring the workforce to adapt to the circumstances of adaptive and creative behavior in the organization (Obaid et al., 2023). According to Athamneh and Jais (2021); Makori et al., (2022); Jameel and Mhaibes (2022); Petermann and Zacher (2022); and Obaid et al. (2023), the researcher determined the following aspects of human resources agility:

#### Resilience

Agile workers exhibit resilience by performing well under pressure. Resilience is a crucial talent that equips workers to deal with and adjust to changing settings and circumstances, according to Naswall et al., (2019). A workforce with high

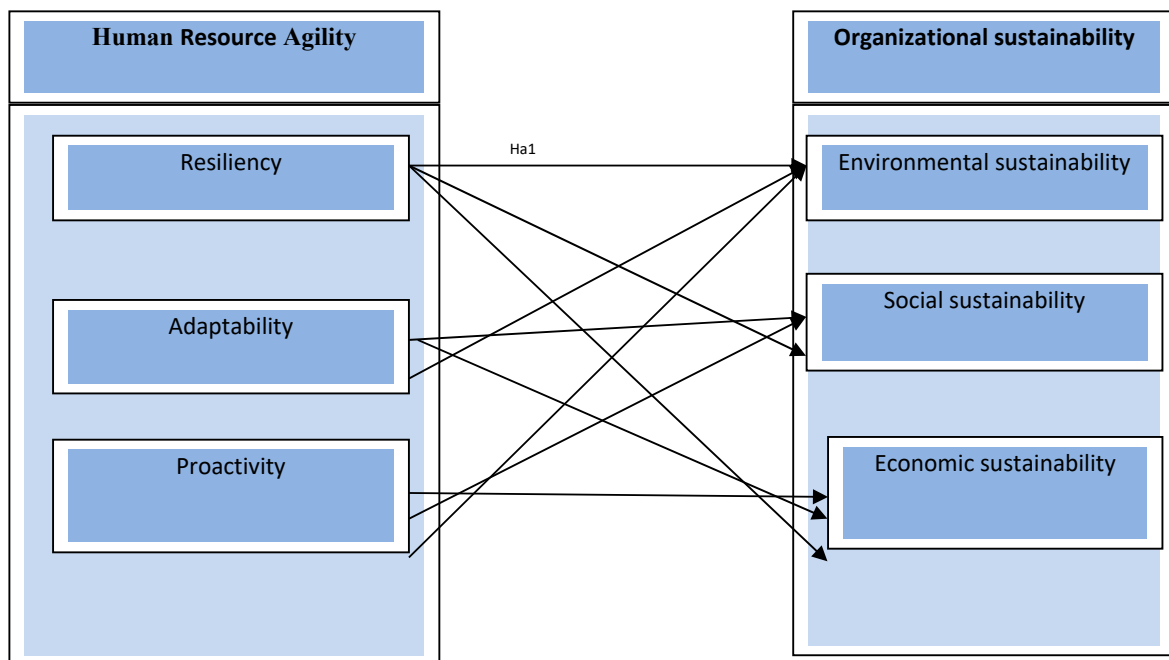


Fig. 1. Research model

levels of resilience can bounce back fast from shocks and crises in the workplace (Heilmann *et al.*, 2018). Employee resilience according to Kuntz *et al.*, (2017), encompasses adaptable, learning, and network-based behaviors that demonstrate the accessibility of resources as well as employees' motivation and aptitude for using such resources. Resilience may be built via education, professional experience, understanding of the particular task or firm, and personality attributes that are conducive to productive work (Heilmann *et al.*, 2018). Managers understand the importance of early resilience development, which is a lifelong activity and is crucial for success, according to Britt *et al.*, (2016). Benefits of building resilience in teams include empowering staff to turn setbacks into learning opportunities, according to Snyder and Brewer (2019). The first push for staff development must be led by leaders in order to overcoming adversity and recovering from it.

#### *Adaptability*

According to Cai *et al.* (2018), adaptability refers to an employee's readiness to modify their interpersonal and cultural behavior in order to better fit into the new workplace. Alavi, (2016) asserts that in order to be adaptable, workers must draw on a variety of information, experiences, and abilities. Employees that are adaptable may play numerous jobs, transition between them without difficulty, and work simultaneously in different teams (Sherehiy and Karwowski, 2014). According to Friedman *et al.* (2018), employees with ongoing education, have the desire, aptitude, and motivation to continually learn new material, which gives them the adaptability to deal with change. One of the biggest problems confronting company executives today is how to position and equip people to adapt to a dynamic and demanding environment (Uhl-Bien and Arena, 2018). Employee *adaptability* is frequently hampered by a misalignment with company values. Alas and Mousa (2016) discovered a significant relationship between employee alignment with company ideals and adaptability. Business leaders must create strategies and initiatives that release workers' abilities to deal with change and uncertainty in order to promote adaptation.

#### *Proactivity*

To start and carry out new changes in a

company, Proactivity is essential. Proactivity was defined by Cai *et al.* (2018) as the initiative of staff members about actions that have a favorable influence on the changing environment. Sherehiy and Karwowski (2014) define proactive actions as (a) predicting challenges connected to change, (b) starting initiatives that result in the resolution of these issues and enhancements to work, and (c) resolving change-related issues. According to Lee *et al.* (2019), proactivity is a potential innovation driver in businesses and demonstrates that staff members are change and entrepreneurial minded. A workforce that actively searches out possibilities to address issues and develop fresh solutions for the business includes proactive personnel.

#### *Organizational sustainability*

Organizational structure for any company is seen as a crucial element for the performance of responsibilities and as a driving force for the firm to realize its vision and purpose. An organization can, at its most basic level, be a single person, a team of individuals working toward a common vision and objective, or a collection of goals (Boons *et al.*, 2013). Companies have been greatly impacted by shifting demographics, the global economy, social injustice. A common reaction for organizations is to implement sustainable processes with an eye toward having a positive impact on the environment and building social and financial capital (Wales, 2013). The fundamental tenet of organizational sustainability is the idea that by bolstering and safeguarding the social, economic, and environmental systems inside company operations, and continue businesses to function smoothly and grow without jeopardizing the demands of the future (Boudreau and Ramstad, 2005). Organizational sustainability has taken on a vital role as a result of growing awareness of the changes occurring in the corporate environment. Nowadays, it is crucial for every firm to follow what are known as agile human resource practices. Organizational sustainability for organizations related to economic, social, and environmental sustainability (Bouncken *et al.*, 2015). Businesses from all sectors should concentrate on challenges related to economic, environmental, and social sustainability in order to be able to survive and thrive in today's volatile and continuously changing business environment. (Govindarajulu and Daily, 2004). By implementing agile HRM, a business aims

to adopt numerous initiatives that will result in lower costs, higher efficiency, and improved employee participation in processes that will promote the sustainable use of the limited resources available.

#### *Organizational Sustainability's Dimension"*

Researchers and academics now place a greater value on the necessity of organizational sustainability strategies as a result of the changing corporate environment, market demands, and customer wants (Bouncken *et al.*, 2022). As a basic direction for effectively competing and accomplishing the intended goals over the long term, companies are seen to operate sustainably when they concentrate on supporting three key dimensions: ecological, social, and economic (Boons *et al.*, 2013). In order to provide value for the organization in all of its operations and activities, from raw materials, production, and supply chains, to the end consumers, it should be concerned with organizational sustainability with its dimension that includes environmental, social, and economic elements. The environmental component is concerned with the use of renewable resources, minimal waste production, low emissions, and air, water, and land pollution avoidance. The social dimension is concerned with things like fairness, diversity, happiness, community, health, and safety. Profit, corporate stability, financial resiliency, and return on investment are all relevant aspects of the economic component (Strezov *et al.*, 2017). Due to intense competition, globalization and technical progress, the contemporary business environment has created a number of issues for companies that must be taken care of in order for companies to maintain their survival and position in the global market as well as obtaining a competitive advantage, so companies have shifted their attention and focus away from simply expanding their production and services to human capital. And how to properly manage the human resource and focus on practices that increase the efficiency and effectiveness of the human element and achieve sustainability (Al Aina and Atan, 2020). The ability of an institution to manage and deal with its human resources more effectively and efficiently puts it in a favorable position to accomplish its goals and achieve sustained organizational, any company's performance success and growth depend on selecting the right workers with the appropriate talents at the appropriate time

and place, as they will serve as the primary driver of sustainable competitive advantage and improved performance (Vargas-Hernández, 2021).

#### *Relationship Between Human Resource Agility and Organizational Sustainability*

The modern business environment has evolved into one that is unstable, unpredictable, complicated, and ambiguous, with a wide range of possibilities and risks. It manifests as a web of companies that are continually evolving and emerging. Today's businesses must constantly adapt to their client's demands, provide quick, customized service, spot opportunities before rivals do, quickly develop and implement innovative strategic initiatives, and maintain a constant focus on minimizing adverse effects on the environment and resources. A company that strives to include more and more sustainable development practices into its strategic plan may draw strength from its workers' innovative drive, knowledge, and abilities, which are backed by modern technology and digitalization (Munteanu *et al.*, 2020). Agility practices can help firms achieve sustainability, which is a component of sustainable development. The adaptability of human resources is a key component of sustainable company dynamics and is essential for success in a dynamic and cutthroat market (Nafei, 2016). Managers of firms who are interested in sustainability must understand that their unique feature-human resources-are the only way to attain agility. It is well recognized that the application of sustainable policies, including the sustainability of human resources, may benefit from having an agile and adaptable approach. It has been demonstrated, however, that the implementation process depends far more on the organization's staff than it does on cutting-edge technology, as was previously believed. Agile human resource practices are the most crucial component for the survival and sustainability of the human resource and creating competitive advantage, and they should be prioritized when defining objectives or plans (AlNawafleh *et al.*, 2022). Agile workers can swiftly adjust to new circumstances using their experiences. They are not frightened of taking chances or facing difficulties, and they feel at ease in challenging circumstances. Therefore, it has been demonstrated that HR agility has a favorable effect on both individual and organizational achievement (Sameer, 2022). Agile workers, according to studies,

create a mindset that motivates people to seek out challenges and have the abilities necessary to adapt to a workplace that is changing quickly (Jarlstrom et al., 2018). These are a few of the reasons why businesses want to keep workers who have shown to be adaptable, fast to adjust to new situations, and who have a good outlook on the company. As a result, human resources would be sustained. Additionally, research has indicated that workers who have developed a body of knowledge, skills, and competences are more engaged to their employers. Agile practices, and processes must be aligned with HR departments as well as integration of workers' knowledge, experience, and abilities from a variety of sources paves the way for advancement, self-improvement, job stability, and the accomplishment of company goals and objectives (Kumar et al., 2023). There is consensus regarding the importance of an agile employees and their role in boosting and sustaining organizational performance; this implies that agility takes into account employees' abilities, knowledge, and experience in order to add value to their companies (Nafei, 2016). The significance of employing agile workers, stems from the fact that they are willing to achieve organizational goals more effectively and efficiently with a greater degree of performance, having more commitment to their institutions because they are highly motivated to complete their duties, which provides a significant competitive advantage, increasing productivity and profitability. (Ranasinghe and angaradeniya, 2021). According to various research (Athamneh and Jais, 2023; Shahsavari-Pour et al., 2021) the adoption of the human resources agility strategy is essential in order to achieve development and survival. There is also proof that pursuing sustainability necessitates adopting the right strategy, since this enables the firm to adjust to the many demands of a changing external environment (Jameel and Mhaibes, 2022). Also, the research by Karman (2019) has verified that HR agility has an impact on an organization's capacity to compete. Human resources agility helps firms become more adaptable and strategic in their thinking. Al-Nawasrah and Alafi, (2021) further proved that the agility of human resources has an influence on the person-job fit in Jordanian airline firms, and that the agility of human resources enhances the impact of human resource management methods on person-job fit. Makori et al. (2022) confirmed that employee

agility has a favorable impact on organizational performance. Additionally, the findings of the Sameer, (2022) study demonstrated that workforce agility had a favorable impact on job performance in a blended working environment. Obaid et al., (2023), findings from also supported the impact of human resource agility on strategy renewal. Based on the above discussions, the researcher proposes the conceptual research model and the following hypothesis:

*Ha1. The HR Resiliency positively impact on Environmental sustainability*

*Ha2. The HR Resiliency positively impact on Social sustainability*

*Ha3. The HR Resiliency positively impact on Economic sustainability*

*Hb1. The HR Adaptability positively impact on Environmental sustainability*

*Hb2. The HR Adaptability positively impact on Social sustainability*

*Hb3. The HR Adaptability positively impact on Economic sustainability*

*Hc1. The HR Proactivity positively impact on Environmental sustainability*

*Hc2. The HR Proactivity positively impact on Social sustainability*

*Hc3. The HR Proactivity positively impact on Economic sustainability*

To achieve the objectives of the study and verify these hypotheses, the current study has been carried out on Jordan in 2023.

## **MATERIALS AND METHODS**

### *Research Design and data collection*

A descriptive analytical strategy was utilized in the study, which is a method that the scholar takes to examine a certain event as it really occurs. This method allows the investigator to define and outline the phenomenon's causes as well as the amount to which it is connected to other occurrences, all without overdoing or understating the phenomenon (Bell et al., 2022), explains the extent to which Jordanian hotels utilize agile human resource methods. Additionally, it is analytical, examining its impact on organizational sustainability on the hotel sector in Jordan. All research participants were identified and given an equal chance to participate since the study sample was drawn using a probabilistic methodology. This sample strategy is referred to as the simple random sampling technique, and a specially



created questionnaire was used to gather the data. Individuals were encouraged not to divulge their names in order to decrease the influence of common method bias (CMB), as was reported by [Podsakoff et al., \(2012\)](#). An online poll was used to enhance the workers' perception of privacy. HR staff members sent the survey link via email and other methods, such as WhatsApp groups. The study model is composed of two distinct components that have been operationalized and adapted from prior studies in order to accomplish the study's objectives. The structures, sources, and scales are described in the following sentences.

- Agile human resources practices were evaluated utilizing ([Makori et al., 2022](#); [Jameel and Mhaibes, 2022](#); [Petermann and Zacher, 2022](#); [Obaid et al., 2023](#)). Twelve-item measure including the subdimensions "Resilience HRM practices," "Adaptability HRM practices," and "Proactivity HRM practices." The application of agile HR methods was evaluated by the workforce. The responses were scored on a 5-point scale from 1 (strongly disagree) to 5 (strongly agree).

- Organizational sustainability was measured using the ([Ogbu Edeh and Okwurume, 2019](#); [Jehan et al., 2020](#); [Roca-Puig, 2019](#); [Malik et al., 2020](#)). Twelve-item measure including the subdimensions, (environmental sustainability, social and economic sustainability), the employees were asked to assess the sustainability of their company. Responses were graded on a 5-point scale, rated from 1 (strongly disagree) to 5 (strongly agree).

#### *Population of the study and sample size*

The population selected for this study consisted of all of the employees employed in Jordan's hotel sector. Which their number (21835) worker, based on information provided by the Jordanian Ministry of Tourism and Antiquities, for the year 2022 ([Jawabreh et al., 2022](#)). However, the survey only included 22 hotels. The study's sample will be made up of 410 workers that are employed in the hotel sector in Jordan. According to [Sekaran and Bougie \(2019\)](#), the ideal sample size is (375) individuals. To guarantee getting the ideal sample size, (470) questionnaires were given to the study sample. Of those, 410 were located utilized for data analysis, as shown in [Table.1](#)

#### *Analytical methods*

Numerous statistical methods, including frequency, percent, mean, standard deviation, Cronbach's alpha, exploratory factor analysis, average variance extracted, and composite reliability, have been employed to meet the aims of this research. Additionally, a Structural Equation Modeling (SEM) was used to quantify the impact of human resource agility on organizational sustainability. As the Measur reliability was estimated by calculating Cronbach's alpha that indicates adequate internal consistency, this technique must greater than (0.70) ([Hair et al., 2017](#)). As well, construct reliability was confirmed by determining the composite reliabilities (CR) for constructs within the measurement model must be upper than (0.70) in order to indicate a satisfactory internal consistency as recommended by [Hair et al., \(2010\)](#). Validation of the scale was done through calculating convergent validity which was confirmed by determining the Average Variance Extracted (AVE), the values of average variance extracted (AVE) for constructs within the measurement model were higher than (0.50) as recommended by [Malhotra and Stanton \(2004\)](#). As well as, a Structural Equation Modelling SEM was applied to measuring the effect of human resources agility in organizational sustainability. SEM is technique for dealing with and handling models containing constructs in formative and reflective formats, respectively. SEM's statistical presumptions are not rigid, and it may be used with both small and large sample sizes as well as non-normal data. In addition to being useful for examining associations with weak theoretical underpinnings ([Hair et al., 2016](#)). SEM is a viable option for researching model variables because of these advantages.

## **RESULTS AND DISCUSSION**

The demographic details of the research sample are displayed in [Table 1](#). The demographic makeup of the study sample was determined using frequency analysis. According to our data, there are 31.8% female participants and 68.2% male workers. While the responders ages, were 23.9 % of participants were between the ages of 20 and 29, while the largest age group was between the ages of 30 and 39, which included 35.4% of participants. The second-largest age group, comprising 27.3% of the employees that for

Table 1: Study sampling unit personal and occupational characteristics

|            | Categorization     | Frequency | Percent |
|------------|--------------------|-----------|---------|
| Gender     | Male               | 280       | 68.2    |
|            | Female             | 130       | 31.8    |
| Age        | 20 – 29 years      | 98        | 23.9    |
|            | 30 - 39 years      | 145       | 35.4    |
|            | 40 – 49 years      | 112       | 27.3    |
|            | 50 years and more  | 55        | 13.4    |
| Education  | Diploma            | 88        | 21.5    |
|            | Bachelors          | 211       | 51.5    |
|            | Master             | 73        | 17.8    |
|            | Doctorate          | 38        | 9.2     |
| Experience | Less than 10 Years | 102       | 24.9    |
|            | From 10 – 14 Years | 140       | 34.1    |
|            | From 15 – 19 Years | 113       | 27.6    |
|            | 20 Years and above | 55        | 13.4    |
| Total      | -                  | 410       | 100%    |

category 40-49. And the remain for the category 50 years and more. for qualification the result indicated that who holders of a bachelor's degree are the most popular category with percentage (51.5%) followed directly by holders of a diploma degree with a total rate (21.5), and those they have master degree (17.8%), finally, the lowest percentage for who have a doctoral degree at (9.2%). The number of experience years in the current hotel showed that the percentage of those with experience from 10 to 14 Years constitutes the largest with percentage (34.1%), followed by the category of experience years from 15 - 19 years with a percentage (27.6%), then, thirdly, the category of experience years is Less than 10 Years with a percentage (24.9%), in the last place was the category of experience years 20 Years and above with a percentage (13.4%).

#### Reliability and Validity

Measuring reliability was estimated by calculating Cronbach's alpha that indicates adequate internal consistency, this technique must greater than (0.70) (Hair et al., 2017). As well, construct reliability was confirmed by determining the Composite Reliabilities (CR) for constructs within the measurement model must be upper than (0.70) in order to indicate a satisfactory internal consistency as recommended by Hair et al. (2010). Validation of the scale was done through calculating convergent validity which was confirmed by determining the Average Variance Extracted (AVE), the values of average variance extracted (AVE) for constructs within the measurement model were higher than (0.50) as recommended by Malhotra and

Stanton (2004). Results from Table 2 reveals that all Cronbach's alpha and CR values are greater than the cutoff marks, indicating that the constructs are reliable and properly reflect the concepts (Hair et al., 2012). Also, the findings in Table. 2 show, the AVE value for each construct in this investigation is larger than 0.50. As a result, the criteria for internal consistency and convergent validity have been defined and confirmed by the current investigation (Hair et al., 2017). Table 3 shows the results of Hypotheses Testing.

#### Hypotheses testing

##### Evaluation of the structural model

After analyzing the data by SEM, the findings determined that the Resiliency has a significant positive impact on Social sustainability, Economic sustainability at Jordanian hotel sector (*Estimate* = 0.323 and 0.207; *C.R* = 3.660 and 2.357; *P-value* = 0.01 and 0.00). This suggests that employees they have Resiliency. are more interest to Social and Economic sustainability practices at Jordanian hotel sector these findings support hypotheses Ha<sub>2</sub> and Ha<sub>3</sub>, while Resiliency not positively impact on Environmental sustainability. These results were consistent with the Karman (2019); Al-Nawasrah and Alafi (2021). Adaptability has a significant positive impact on Environmental sustainability, Social sustainability and Economic sustainability at Jordanian hotel sector (*Estimate* = 0.247, 0.203 and 0.521; *C.R* = 2.312, 2.698 and 5.296; *P-value* = 0.021, 0.011 and 0.00). This suggests that employees they have Adaptability are more interest to Environmental, Social and Economic sustainability practices at Jordanian



Table 2: Descriptive Statistics, EFA, Cronbach's alpha, composite reliabilities and average variance extracted

| Construct                                  | Mean  | SD    | Factor Loadings | CR    | AVE   |
|--|-------|-------|-----------------|-------|-------|
| Resiliency ( Cronbach's = 0.848)           | 3.510 | 0.758 | 0.860           | 0.772 | 0.612 |
| Adaptability Cronbach's = 0.850)           | 3.533 | 0.701 | 0.718           | 0.764 | 0.564 |
| Proactivity (Cronbach's = 0.881)           | 3.565 | 0.742 | 0.788           | 0.811 | 0.635 |
| Environmental (Cronbach's = 0.903)         | 3.511 | 0.777 | 0.782           | 0.799 | 0.639 |
| Social sustainability (Cronbach's = 0.884) | 3.614 | 0.724 | 0.766           | 0.846 | 0.748 |
| Economic sustainability( Cronbach's=0.909) | 3.490 | 0.766 | 0.769           | 0.762 | 0.561 |

Table 3: presents each parameter's Composite Reliabilities C.R\*, Estimate and S.E.

| Hypothesis | Regression Weights |                         | Estimate | SE    | C.R.  | P Value | Results  |
|------------|--------------------|-------------------------|----------|-------|-------|---------|----------|
|            | From               | To                      |          |       |       |         |          |
| Ha1        | Resiliency         | Environmental           | 0.154    | 0.083 | 1.850 | 0.074   | Rejected |
| Ha2        | Resiliency         | Social sustainability   | 0.323    | 0.085 | 3.660 | 0.00    | Accepted |
| Ha3        | Resiliency         | Economic sustainability | 0.207    | 0.092 | 2.357 | 0.01    | Accepted |
| Hb1        | Adaptability       | Environmental           | 0.247    | 0.114 | 2.312 | 0.021   | Accepted |
| Hb2        | Adaptability       | Social sustainability   | 0.203    | 0.120 | 2.698 | 0.011   | Accepted |
| Hb3        | Adaptability       | Economic sustainability | 0.521    | 0.097 | 5.296 | 0.00    | Accepted |
| Hc1        | Proactivity        | Environmental           | 0.475    | 0.094 | 5.085 | 0.00    | Accepted |
| Hc2        | Proactivity        | Social sustainability   | 0.319    | 0.093 | 3.524 | 0.00    | Accepted |
| Hc3        | Proactivity        | Economic sustainability | 0.104    | 0.124 | 0.801 | 0.290   | Rejected |

\* Composite Reliabilities

hotel sector. These findings support hypotheses Hb1, Hb2 and Hb3. Finally, Proactivity has a significant positive impact on Environmental sustainability and Social sustainability at Jordanian hotel sector (**Estimate** = 0.475, 0.319; **C.R** = 5.085, 3.524; **P-value** = 0.00, 0.00). Additionally, the results showed that adaptability significantly influence all organizational sustainability dimensions, including social, environmental, and economic sustainability. This implies that an increase in these activities will result in greater environmental, social and economic sustainability. Additionally, the results showed that proactivity significantly impact on social and environmental sustainability. These results were consistent with the (Makori et al., 2022; Sameer, 2022; Obaid et al., 2023; Al-Nawasrah and Alafi, 2021). This suggests that employees they have Proactivity are more interest to Environmental and Social sustainability practices at Jordanian hotel sector. These findings support hypotheses Hc<sub>1</sub>, Hc<sub>2</sub>. While Proactivity not positively impact on economic sustainability. These results were consistent with the Makori et al. (2022); Sameer (2022); Obaid et al. (2023).

## CONCLUSIONS

This study examines the influence of human

resource agility on organizational sustainability within the Jordanian hotel sector. Current study, using a Structural Equation Modelling (SEM), which support and explained the relationship between human resource agility and organizational sustainability. The results have been derived using primary data that was obtained from the research sample. Based on the findings, resilience has a positive influence on social and economic sustainability. These results demonstrate that putting these strategies into practice and growing them have a favorable influence on social and economic sustainability. This implies that an increase in these activities will result in greater social and economic sustainability. While environmental sustainability was not significantly impacted by resilience. The results also demonstrate that adaptability has a significant positive impact on Environmental sustainability, Social sustainability and Economic sustainability. While Proactivity has a significant positive impact on Environmental sustainability and Social sustainability and not positively impact on economic sustainability. Findings add to relevant research and practice by putting a focus on human resource agility and sustainability in organizations and enterprises in Jordan or anywhere

else. The findings of the current study may be useful to experts and practitioners at all administrative levels who wish to apply them to other fields. Additionally, utilizing human resource agility in leading firms will inspire others to attain greatness. The major limitations of this study were the use of a self-reported instrument for data collection. Self-reported data are commonly biased when people talk about their own experiences because people frequently try to inflate some of their activities or they avoid revealing some of their undesirable habits, which would impact the outcomes of data analysis. It is crucial to exercise caution when extending research findings to various sectors and other countries as the study sample was drawn from only one business (the hotel sector). This study recommends that interested researchers look into and analyze the mediating role of job embeddedness on the relationship between human resource agility and organizational sustainability at other industrial or service fields in Jordan as well as across different nations and various regional boundaries. Future studies might take the factors from the existing publications and relate them to other variables like the employees' organizational commitment.

### CONFLICT OF INTEREST

The authors affirm that there are no conflicts of interest. The authors have also strictly adhered to all ethical requirements, including those relating to plagiarism, informed consent, misconduct, data fabrication or falsification, duplicate publication or submission, and redundancy.

### ABBREVIATIONS

|            |                               |
|------------|-------------------------------|
| <i>AVE</i> | Average Variance Extracted    |
| <i>CMB</i> | Common Method Bias            |
| <i>CR</i>  | Composite Reliabilities       |
| <i>HR</i>  | Human Resource                |
| <i>HRM</i> | Human Resource Management     |
| <i>OS</i>  | Organizational Sustainability |
| <i>SEM</i> | Structural Equation Modeling  |

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