

# **Generous Leader Behavior As A Moderating Variable In The Relationship Between Organizational Plasticity and Human Resource Sustainability: An Empirical study in private hospitals of Najaf Governorate**

**Ali Razzaq Chyad Al- Abedi**

The University of Kufa, Faculty of Management and Economics. Email: [alir.alabed@uokufa.edu.iq](mailto:alir.alabed@uokufa.edu.iq)

**Afrah Khalil Ahmed**

The University of Kufa, Faculty of Management and Economics. Email: [afrahkh51@gmail.com](mailto:afrahkh51@gmail.com)

## **ABSTRACT**

The current research aims to identify the role of Generous Leader behavior as an interactive variable in the relationship between organizational plasticity and human resource sustainability in the civil hospitals operating in Najaf province. The study relied on the descriptive approach by distributing a questionnaire to the opinions of a sample of the 194 doctors working in civil hospitals. The practical analysis was carried out by adopting a set of statistical tools and methods that suit the objectives of the research, and the statistical package (SMART PLS) and (SPSS) v.20;v.22 were adopted, and the study included several conclusions, the most important of which was that the sample members fully and largely agreed that there is a moral euphemism effect on the behavior of the Generous Leader. In the relationship between organizational plasticity and the sustainability of the human resource, the recommendations are to emphasize the need to adopt the leader's generous behavior as a euphemism that has improved the sustainability of the human resource resulting from the impact of regulatory softness.

**Keywords:** Generous Leader behavior, organizational plasticity, human resource sustainability.

organizations to reduce the aggravation of this problem, so the high rate of generosity between individuals and leaders results in higher levels of profit, productivity, efficiency, and customer satisfaction as well as a decrease in cost and turnover of working personnel, leading to the sustainability of its human resource in the long term. When leaders act generously, it facilitates the coordination of efforts between individuals to ensure the speed of reaching goals and builds a cohesive, harmonious team and culture of cooperation, attracting talent and customers alike. Individuals meet the leader's generosity with greater loyalty, association with an organization, and ensure its success. The variables of the study of organizational Plasticity, Generous Leader behavior, and human resource sustainability are among the most important variables that directly affect the environment of civil hospitals operating in Najaf province. In light of the findings, the researcher seeks to submit several proposals for future studies in civil hospitals operating in

## **1. Introduction**

It is clear from the variables of the study targeted by the survey on the variables of the study (**the behavior of the Generous Leader, organizational plasticity, sustainability** of the **human** resource) are doctors working in civil hospitals in Najaf honorable being a vital resource, which requires the development of their skills, potential, and behaviors, under the basket of flexible methods by the presence of generous behaviors of leaders and their continuous moral giving. Studies have found that there is a strong and causal relationship between the existence of a giving environment in the organization and the organization's access to its objectives. In the same vein, government systems in Iraq suffer from additional workloads and require additional time and effort to complete the work and tasks available (Abdul Karim, 2010: 11). This has created a phenomenon of additional burdens on individuals, which has led to the trend in the country towards non-governmental

affects and influences it. Presenting the concepts and trends shown by the product of thinkers and researchers who were interested in the current study variables in the theoretical scope, as well as providing the researcher with an academic contribution about some cognitive aspects of the study variables and opening the way for other studies of the modernity of the subject at the theoretical and applied level to address the problems of organizations and contribute in part to addressing the problems of society as the organization is an open system to society, and thus affect and influence it.

The rapid conditions of the troubled conditions in the hospital with the influence of the interactive role of the leader's generous behavior?). Therefore, the problem of research arises with the following central question (what is the role of Generous Leader behavior as an interactive variable in the relationship between the regulatory structure and the sustainability of the human resource?) and arises from sub-questions:

1. What level of adoption, practice, and attention is the civil hospitals operating in Najaf honoring the leader's generous behavior and dimensions (**attention, empathy, openness, self-extension, courage, verbal expression**)?
2. What level of adoption, practice, and interest of civil hospitals operating in Najaf are honored by the regulatory softness **and its dimensions (cognitive softness, physical softness, developmental softness, and environmental softness)**?
3. What level of adoption, practice, and interest of civil hospitals operating in Najaf honor the sustainability and dimensions of the human resource (**consultation and containment of workers, career development and organizational learning, structure and work systems, balancing life and work, organizational change**)?
4. Are the variables related to the research sample (**organizational Plasticity, Generous Leader behavior, sustainability of the human resource**) and their dimensions with each other in direct impact relationships?

All studies seek to achieve objectives, and therefore the current study aimed to achieve several goals, the most important of which are:

1. Providing and testing some measures used in a changing global environment that reflects the leader's generous behavior,

Najaf province or other hospitals. The current study provides several conclusions and recommendations that will help develop appropriate reform measures through which the performance of civil hospitals operating in Najaf province can be improved and enhanced. This study helps doctors understand cultural beliefs and values and stimulate the sustainability and promotion of the human element by participating, cooperating, and communicating among the individuals working in the organization, which enhances the sustainability of the human resource and addresses the anxieties, stress, and depression that affect them, as well as to improve the well-being of doctors and the working environment in the civil hospitals operating in Najaf province. This study increases leaders' generosity by presenting new management models, concepts, and trends that increase their ability to invest for the better. This study enables leaders and doctors to improve the sustainability of human resources by participating, cooperating, and effectively assisting in organizational Plasticity programs that create an appropriate working environment, thereby achieving job satisfaction for doctors that enables them to balance the dimensions of human resources sustainability. Consulting and containing employees, career development and organizational learning, structuring and working systems, balancing life and work, organizational change). The survey conducted by the researcher of previous studies showed a scarcity of theoretical and applied studies that were interested in studying the nature of the relationship that combines the variables of the current study (organizational Plasticity, Generous Leader behavior, sustainability of the human resource) in a single hypothetical model, so the importance of the current study stems from its introduction of a hypothetical model that takes into account the nature of the relationship between these variables to reduce the knowledge gap between them Through which the sustainability of the human resource can be achieved, its benefits will be reflected in society as a (local or external citizen). This study is a serious attempt to draw attention to the importance of dealing positively with doctors and improving their harmony, as well as their ability to create a balance between them and society and the environment because it is an element that belongs to society and

in scientific fields for long periods. In physics and engineering, softness refers to the tendency of solid objects (materials) to change in biology permanently. In that case, softness indicates the ability of the organism to change its virtual pattern in response to environmental fluctuations. When management scientists refer to the tendency of management scientists to undergo a permanent change in biology, the softness indicates the ability of the organism to change its virtual pattern in response to fluctuations in the environment. Softness refers bear to a kind of commercial softness (Homberg et al., 2019:87)). In other words, organizational plasticity is a feature of network or virtual organizations that allows them to quickly change and respond to changes in internal and external environments ( Alqithami, 2014, using exploratory strategies in all their operations to assess available opportunities internally and externally continuously. In addition, Rios, 2019:9, describes regulatory softness as the ability to modify boundaries or undergo temporary equipment that can be reflected at the individual cognitive level, as most previous uses are closer to the concept of softness that allows the system to return to balance after a disruption. The critical feature of the organization is the nature of the choice of the internal environment over these practices, thus exploring how the intensity of these internal selection processes interacts with the degree of softness of individual working patterns leading to the flexibility that has an adaptive or perhaps unadaptable role for the organization as a whole Levinthal, & Marino, 2015:4), and table (2) illustrates the most prominent definitions of organizational plasticity and according to the views of researchers:

Table (1) the essential concepts of regulatory softness from the point of view of the most prominent former researchers

| to | Researcher                    | The concepts  |
|----|-------------------------------|---|
| 1. | (119( Rashidi & Aktham, 2019: | The main capacity that enables organizations to cope with environmental fluctuations is to make them more responsive to change, as regulatory softness, particularly strategy, guides the organization's work and adapts it decisively in the long run. |
| 2. | Buckets, 2020: 3) )           | Soft regulatory dynamics are uncertain, and harmony can be framed as a means of finding an adaptation strategy.   |

organizational plasticity, and harmony in the workplace and building a measure of the sustainability of the human resource by adopting a model in the environment of Iraqi public organizations represented by civil hospitals operating in Najaf?

2. Determine the extent to which the interactive role of a leader's generous behavior contributes to organizational plasticity and human resource sustainability by streamlining workplace harmony.

3. Determine how workplace harmony contributes to organizational plasticity, human resource sustainability, and the interactive role of Generous Leader behavior.

4. In light of the findings of the current study mechanism, some proposals are made to carry out future studies in civil hospitals operating in Najaf province or other organizations, for these variables or by introducing new variables that enhance the status of Iraqi organizations.

**2. The literature Review**

**First: Organizational Plasticity Regulatory Softness**

**1- The concept of organizational plasticity**

Organizational plasticity is a hallmark of contemporary business organizations, and theoretical and applied studies have rolled out a variety of concepts of organizational plasticity as one of the factors influencing the interpretation of how organizations do business. Softness is a relatively new term in the management dictionary. Suppose there are more detailed discussions about softness that are as modern as it was until 2015. Yet, the term softness, in general, is if it has been used

|    |                            |  |
|----|----------------------------|--|
| 3. | (Herath & Secchi, 2021: 2) | A combination of softness and adaptability makes internal regulatory processes soft and open to change.        |
| 4. | Pimentel, 2021: 10))       | The ability to rapidly reshape the organizational fabric to improve collective ideas and behaviors constantly. |

Source: Preparing by the researcher.

Softworks to maximize the performance of the individual in particular and increase the performance of the organization in general when the levels of human resources are high and maintain its performance b to continue to operate even under diverse circumstances and work pressures.

#### 4. Plasticity Environmental

Researchers' contribution to the concepts of regulatory softness has expanded to include an aspect of the environment. For example, Richards (2020:5) indicates that environmental softness is a dimension of regulatory softness and included it as a separate dimension to include the direct behavioral effect of external environmental forces affecting workers' behaviors and making them more responsive to adaptation to them. The impact of the balance between home and working life as well as the relationship of An individual with nature and community resources, i.e., the mutual relationship between the environment and the individual in different roles and the individual's relationship with nature and the help of society includes the individual's effort to improve the environment and community as well as the extent to which the individual controls and adapts to that environment.

#### Second: Munificence behavior of leaders

##### 1- The concept of Generous Leader behavior

The expansion of the meaning and concept of generosity (Munificence) results from researchers' discussions that generosity is an innate behavior possessed by humans. Much research strongly suggests that generosity has deep evolutionary, biological, and developmental roots in humans. Human generosity may be deeply rooted in human behavior and play a vital role in our well-being and survival as a species. The evolutionary origins of generosity suggest that people are generous by nature, or are they selfish by

#### 2- Dimensions of regulatory softness

There are four dimensions to the regulatory flexibility, according to Richards, 2020:5), which is as explained below:

##### 1. Cognitive Plasticity

Willis & Schaie, 2009:376 ( Cognitive softness is usually determined in terms of your mother that the underlying mental atmosphere of the individual under specific contextual conditions. Cognitive softness is defined in terms of the ability to acquire cognitive skills that are cognitive functions that an individual can feel through practice or learning.

##### 2. Physical Plasticity

Kratochvíl & Saxlová (1996) identified physical softness as including an individual's ability to maintain the softness and productivity of the organization, as well as the importance of focusing on a healthy system of the organization that achieves balance and harmony between working individuals through awareness and monitoring of body feelings, internal conditions, physical signs and that tension and reactions to change tasks permanently when sudden changes in the working environment. The development of organizational structures is dealt with due to the organization's restructuring process.

##### 3. Plasticity Developmental

Rago et al. (2020:1) explain that development softness appears to be a promising bridge between environmental and development perspectives of development and how the work environment in various paths evolves and adapts to regulatory conditions and needs to improve the quality of working life by preserving the natural environment and improving and developing the organization's economic benefits. The Development

behavior in multiple dimensions (attention, empathy, openness, self-extension, courage, and verbal expression) and these dimensions are as follows:

### 1. Attention:

(Cabantous, 2018:3) widely known as "a set of elements (events, trends, ideas, beliefs...)." "The focus of many studies has been presented as an essential resource, but it is rarely influenced by many individual factors and organizational level, and has been shown to affect many administrative activities such as change, strategic adjustment, flexibility or organizational learning after the crisis.

### 2. compassion

Empathy is a powerful force for achieving the organization's goals and programs and is related to Generous Leadership behavior, and is the most compelling reason for promoting personal growth, human relationships, and communication with others. Furthermore, it is the driving force behind social behaviors that lead to group cohesion, as it is necessary to identify the thoughts and feelings of others that include empathy at all levels of managers with personal, collective, and organizational awareness. Consider employee emotions and then adopt smart decisions in which those feelings are felt and expressed by Salari & Nastiezaie (2020: 53).

### 3. open-handedness

Baltes *et al.* (1997:1201) find that opening up to one of the strongest predictors of performance related to Generous Leadership behavior. Openness can be explained by genes and identified genes associated with these personality traits, most notably the DRD4 gene. In addition, individuals and leaders in open organizations are characterized by intellectual curiosity, creativity, and imagination and show the breadth of perception, the capacity of the horizon, greater depth, and the ability to interact with multiple ideas and patterns, helping them to process information differently and see the world from a different perspective (Shane *et al.*, 2010:292).

### 4. self-extension

Self-extension is an essential element of Generous Leadership behavior as Jurek & Besta (2021:3048) stated that there is a growing scientific interest in the relationships

nature? Research has made this assumption questionable. This does not mean that generosity is more natural than selfishness. Instead, evidence suggests that humans have selfish and dignified tendencies. In other words, generosity is not just a cultural construct. While our selfish instincts may receive more attention, many studies have shown our instincts for generosity. It has deep evolutionary roots, too (Allen, 2018). In the same vein, others have defined generosity as giving to others, especially giving to others at a level that exceeds minimum needs or obligations (Wilcox and Dew, 2016). Previous studies show that generosity leads to more happiness and satisfaction as positive feelings play an essential role in people's contribution to greater happiness and that granting social rewards in charitable donations leads to happier and more satisfied employees. Lin concludes that generosity will increase gratitude and thus lead to increased self-esteem and improved well-being. Dwidienawati & Abdinagoro, 2018: 52)). The conceptual definition of a leader's generous behavior as different role-playing behaviors helps increase the organization's effectiveness. Any discretionary behavior, such as helping a co-worker, or maintaining organizational resources, can be represented by sharing positive energy and giving only time to another individual to testify and improve their well-being (21 Gur, 2017: Şener, 2012:171 sees the leader's generous behavior as the strength and ability of the leader to continuously give that promotes organizational growth, which in turn affects strategic options designed to take advantage of environmental opportunities. Gingerich, 2020: 21-22) Defines the leader's generous behavior as a strong work ethic, excellent communication skills, willingness, ability to cooperate, attract and inspire the leader to followers in the workplace, as well as their direct sharing of information at various times, in addition to their continued giving to enhance their ability to grow organizationally.

## 2- Banishing the generous behavior of leaders

Despite differing views in literature on the leader's generous behavior, Dwidienawati, 2019: 593) and Smith & Hill, 2008, developed measures of Generous Leader

organization's sustainability journey as this ideology demonstrates the achievement of organizational objectives and therefore the human resource area must stick to the factor of people because their ideas, passion, and commitment fuel innovation that guarantees the future Sustainable long-term (Jena, & Pradhan, 2014: 95)). Human Resource (HR) is the main pillar of the organization's competitive advantage. Furthermore, due to its importance in improving costs, productivity, and quality, the human resource is recognized as a key resource for organizations as the new approaches emphasize that the capacities of the human resource are essential for improving and sustaining the organization. Thus sustainability plays an important role in identifying theoretical and pragmatic human resource relationships and developing new perspectives, including environmental, economic, and social aspects ( Mohiuddin et al., 2022: 1). In this regard, the human resource must benefit from sustainability to promote the goals of the human resource, such as winning the war on talent, sharing, developing, and retaining talent, and ensuring that employees are happy, healthy, and productive as human resources management needs to advance and expand by integrating sustainability into its traditional roles of managing human resource operations, from recruitment to separation; developing organizational capacity. Jena, & Pradhan, 2014: 100 ). Kumar et al., 2020: 1015 to the sustainability of the human resource concept linked to the pattern of human resource deployments and planned or emerging activities aimed at balancing the achievement of the regulatory goal and reproducing the human resource base over a long period and controlling the negative impact on the human resource base, due to the importance of the sustainability of the human resource shows table (4) definitions of some researchers For the sustainability of the human resource as follows: -

Table 4 Concepts of human resource sustainability

| sequencing | Researcher         | Concept  |
|------------|--------------------|--|
| 1          | (Gollan, 2005: 26) | The ability of organizations to create value and thus have the ability to replenish value and wealth by applying the policies and practices of the human resource. |

between self-extension and the development of the identity of the individual and the group, in addition to the behavioral effects of these processes in organizational contexts, as self-extension usually occurs as a result of completing new and challenging tasks and by acquiring new perspectives, resources and identities directly.

**5. courage:**

Courage is known as one of the most impressive virtues in the world, as the concept of courage can be traced back to early historical, philosophical, and religious writings, with Plato considering courage to be one of the four fundamental virtues, while Aristotle believed courage to be inseparable from man's ability to deliberate and choose the required choice of moral responsibility (Ward, 2001:71).

**6. verbal expression**

Verbal expression refers to the oral communication skills used by business professionals who display spoken words to convey a message clearly and accurately Duggan&Media. 2020:1), and (Phuoc, 2018:5) suggests that verbal expression is the process in which events are expressed and may have a communicative force because they attract the listener's attention and promote a positive relationship between the speaker and the listener.

**Second: Human Resource Sustainability**

**1- The concept of sustainability of the human resource**

Increased interest in the term human resource in general and the concept of sustainability of the human resource in particular, as human resource staff needs to understand that their critical goal is to nurture individual capabilities, develop coordinated strategies to align each section's goal with the organizational task and help obtain the appropriate resource to support the

|   |                                |  |
|---|--------------------------------|--|
| 2 | Ehnert, 2011: 24))             | These long-term conceptual methods and activities are aimed at socially responsible and economically appropriate recruitment and selection, development, deployment, and staff reduction   |
| 4 | (Ahmed-Lot, 2017: 81)          | An integrated concept is used to align the environment with the organization to meet its human resource needs and enable senior management to achieve its objectives.  |
| 5 | Mazur & Walczyna, 2020: 3)     | Carry out activities that enable the organization's long-term goals to be achieved and show care to employees simultaneously.  |
| 6 | ((Tweiqat & Adaileh, 2020: 285 | A comprehensive development strategy seeks to empower individuals, build their knowledge abilities, and expand their choices in various fields to make the human resource qualified, invest their mental and intellectual energies, and ensure their preservation. |

intensive training, teams, decentralized decision-making, information sharing, etc., as well as the enhanced exchange of information between employees, and inspire employees to generate creative ideas and thus play an essential role in Enhance employee creativity.

#### 4. Work and Life Balance

Work-life balance has recently received the attention of both researchers and executives, as this broad interest is reflected in all aspects of life for individuals who believe that the primary goal of life is to work to make their careers the essence of its continuity. However, individuals have limited time to perform activities other than their jobs (Delecta, 2011: 186).

#### 5. Organizational Change

Mention *et al.* (2018: 2) indicate that regulatory change is a kind of chaos, so some environmental variables change and resistance to create a convergence of the change process simultaneously. This not only stimulates difficulties in predicting but makes control impossible, as research has focused repeatedly, constantly linking different categories of events. Therefore, a new model must be built-in change organizations to describe the causes of change, explore how the organization's functions work, and why the model is deliberately changing the internal and external environment that convinces change organizations.

#### Fourth: The model of hypothetical research

The model includes the following hypothesis, as described in figure 1:

1. Independent variable: (regulatory softness) dimensions (cognitive softness,

#### 2- Dimensions of the sustainability of the human resource

The dimensions of the sustainability of the human resource, as illustrated below, lie in Gollan, 2005: 25))

##### 1. Employee Consultation and Involvement

From harmon et al. (2003: 393) and colleagues, researchers' views on consulting, consulting, and empowering all employees to achieve the highest levels of productivity and customer satisfaction are known as a set of initiatives that enhance the profitability and survival of organizations and meet the aspirations and needs of employees in the workplace.

##### 2. Career Development and Organizational Learning

Career development can only be guaranteed if the organization has a learning culture. This has become an obvious fact for all types of organizations. With the current expansion of the global economy and the rapid development of technology and innovation, organizations face an ongoing need to educate staff and develop their careers, as the survival of any organization in today's contemporary world depends on its ability to know how to manage uncertainty through knowledge and this knowledge lies in the staff of the organization (Rahman, 2016: 15)).

##### 3. Workplace institutions and Systems

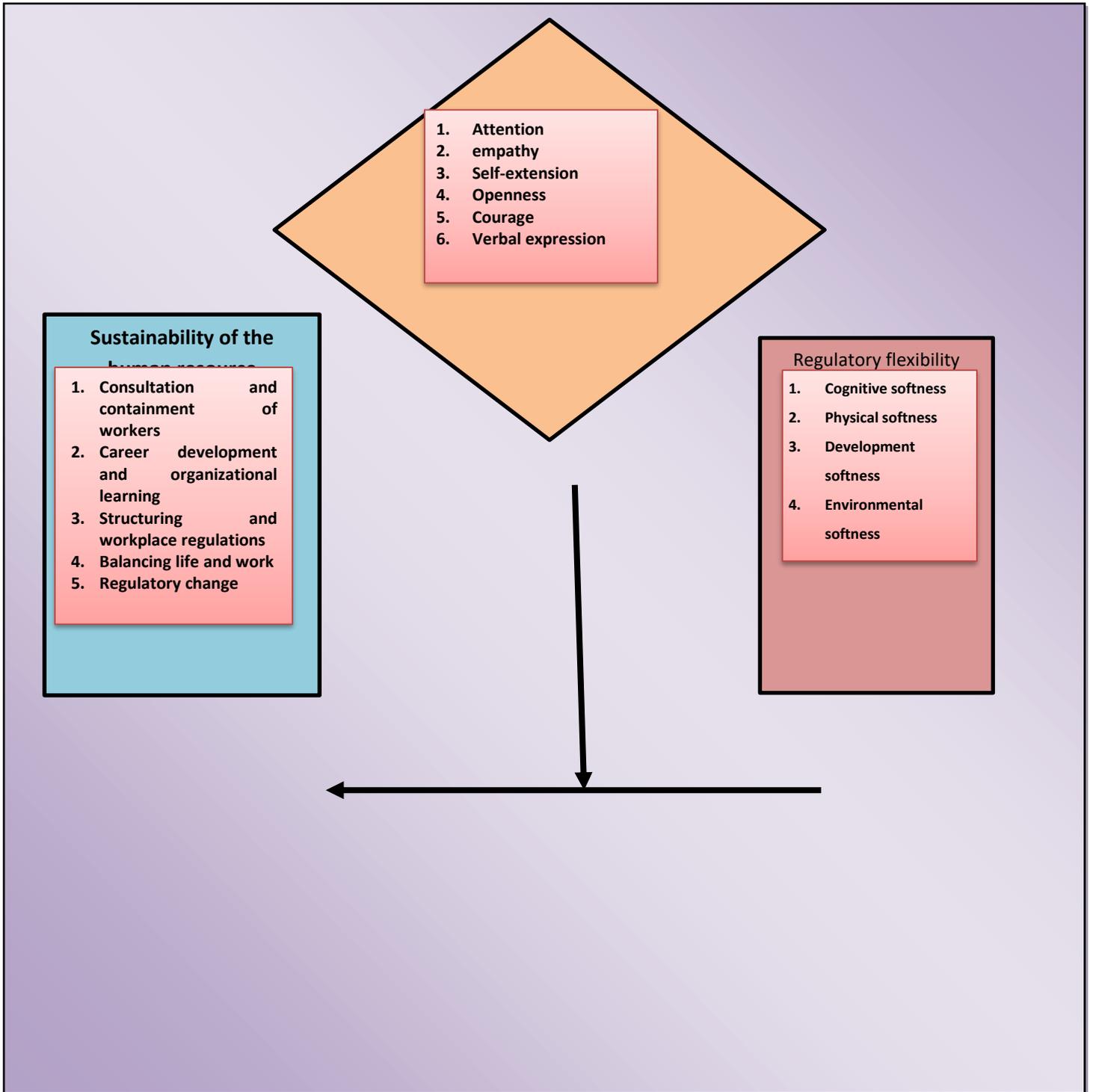
Tang et al. (2017: 1320) indicate that workplace structures and systems enhance employee skills, motivation, and participation to enable organizations to gain a sustainable competitive advantage, including job security,

structure, and systems of work, balancing life and work, organizational change).

3. Interactive variable: (Generous Leader behavior) dimensions (attention, empathy, openness, self-extension, courage, verbal fatigue).

physical softness, developmental softness, environmental softness).

2. Approved variable: (sustainability of the human resource) dimensions (consultation and containment of employees, career development and organizational learning,



behavior and the sustainability of the human resource

Sixth: Search metrics

The research variables were measured, and the Likert gradient was adopted to measure the responses of the research sample around the dimensions paragraphs by adopting a set of metrics that could be explained in table 1:

Table (1) Study Scale

| Variables                            | Dimensions                                     | Number of paragraphs | Approved scale  |
|--------------------------------------|--|----------------------|---|
| Regulatory flexibility               | Cognitive softness                             | 3                    | Richards, 2020))  |
|                                      | Physical softness                              | 3                    |   |
|                                      | Development softness                           | 4                    |   |
|                                      | Environmental softness                         | 3                    |   |
| The leader's generous behavior.      | Attention                                      | 4                    | (Dwidienawati, 2019; Smith & Hill, 2008)  |
|                                      | empathy  | 4                    |   |
|                                      | Openness                                       | 4                    |   |
|                                      | Self-extension                                 | 4                    |   |
|                                      | Courage  | 3                    |   |
|                                      | Verbal expression                              | 3                    |   |
| Sustainability of the human resource | Consultation and containment of workers        | 4                    | The researcher's preparation by designing a new scale based on a study model (Gollan, 2005) |
|                                      | Career development and organizational learning | 5                    |   |
|                                      | Structuring and workplace systems              | 5                    |   |
|                                      | Balancing life and work                        | 5                    |   |
|                                      | Regulatory change                              | 5                    |   |

distributed (194), where 186 documents were recovered.

### 3. The Results

The following paragraphs will be adopted in practice as follows:

**First: Coding scale paragraphs:** The encoding of search variables can be illustrated in table 5:

| Variables                            | Icon |
|--------------------------------------|------|
| Regulatory flexibility               | X    |
| Generous Leader behavior             | With |
| Sustainability of the human resource | And  |

has relied on the weighted arithmetic medium, weighted standard deviation, and relative importance, and the criterion for judging the degree of approval of the study axes has been

### Fifth: Research hypotheses

The search hypotheses are as follows:

- 1- Regulatory flexibility has a significant impact on the sustainability of human resources.
- 2- There is a statistically significant relationship between the leader's generous

**Source:** Prepared by ResearcherYen based on literature.

This research was applied according to the opinions of a sample of doctors in the civil hospitals operating in Najaf province, as the number of doctors working in hospitals totaled (194) doctors selected from a random selection among them, and the number of forms

### Second: descriptive analysis of search variables

This paragraph deals with the descriptive analysis of the data of the study variables. It

this dimension, the value of the weighted computational medium (4.459) was recorded by a standard deviation (0.484) and that the relative importance was (89.19%).

**2) Physical softness:** The results of the analysis show that the response and orientation of the sample members towards this dimension, the value of the weighted computational medium (4.345) was recorded by a standard deviation (0.524) and that the relative importance was (86.91%).

**3) Development softness:** The results of the analysis indicate that the response and orientation of the sample members towards this dimension, the value of the weighted computational medium (4.265) was recorded by a standard deviation (0.581), and the relative importance was (85.30%).

**4) Environmental softness:** The results of the analysis show that the response and orientation are favorable for the individualization of the sample towards this dimension, the value of the weighted computational medium (4.256) was recorded by a standard deviation (0.675), and the relative importance was (85.12%).

established according to the five-year scale, which includes:

**1) If the computational average is (1.80-1.00), the sample members are not very agreeable.**

**2) The sample members are not approved if the arithmetic average of (2.60-1.81).**

**3) If the computational average is (3.40-2.61), the sample members are neutral.**

**4) If the arithmetic average is (4.20-3.41), the sample members are approved.**

**5) If the computational average of (5.00-4.21) is very agreeable.**

**1.** Description and diagnosis of regulatory softness variables

From the results of the descriptive analysis within the table (6), it is clear that the general trend around this variable is the positive orientation of relative importance amounted to (86.63 %), the value of the middle of my account balanced (4.331) and a standard deviation (0.436).

**1) Cognitive softness:** The results of the analysis indicate that the response and orientation of the sample members towards

Table (6). Results of descriptive analysis of regulatory softness variable paragraphs

| Paragraph | Arithmetic medium | Standard deviation | Relative importance |
|-----------|-------------------|--------------------|---------------------|
| q1        | 4.440             | 0.591              | 88.80               |
| q2        | 4.451             | 0.705              | 89.02               |
| q3        | 4.426             | 0.629              | 88.54               |
| q4        | 4.317             | 0.717              | 86.34               |
| q5        | 4.390             | 0.680              | 87.80               |
| q6        | 4.329             | 0.629              | 86.59               |
| q7        | 4.280             | 0.758              | 85.61               |
| q8        | 4.280             | 0.741              | 85.61               |
| q9        | 4.122             | 0.851              | 82.44               |
| q10       | 4.378             | 0.713              | 87.56               |
| q11       | 4.292             | 0.922              | 85.85               |
| q12       | 4.182             | 0.722              | 83.66               |
| q13       | 4.292             | 0.761              | 85.85               |
| X1        | 4.4593            | 0.484              | 89.19               |
| X2        | 4.345             | 0.524              | 86.91               |
| X3        | 4.265             | 0.581              | 85.30               |
| X4        | 4.256             | 0.675              | 85.12               |
| X         | 4.331             | 0.436              | 86.63               |

and the value of the weighted computational medium (4.225) were recorded by a standard deviation (0.574) and that the relative importance was (84.51%).

**4) Self-extension:** The results of the analysis show that the response and orientation of the sample members towards this dimension and the value of the weighted computational medium (4,170) was recorded by a standard deviation (0.646) and that the relative importance was (83.41%).

**5) Courage:** The results of the analysis indicate that the response and orientation of the sample members towards this dimension, the value of the weighted computational medium (4.085) was recorded by a standard deviation (0.538) and that the relative importance was (81.710%).

**6) Verbal expression:** It is clear from the results of the analysis that the response and orientation of the sample members towards this dimension, and the value of the weighted computational medium (4.142) was recorded by a standard deviation (0.628), and that the relative importance was (82.85%).

**2.** Describe and diagnose variables for the leader's generous behavior

From the results of the descriptive analysis within the table (7), it is clear that the general trend around this variable is the positive orientation of relative importance amounted to (84.59%), the value of the middle of my calculation balanced (4.229) and a standard deviation (0.419).

**1) Attention:** The results of the analysis indicate that the response and orientation of the sample members towards this dimension and the value of the weighted computational medium (4.436) were recorded by a standard deviation (0.480) and that the relative importance was (88.72%).

**2) Empathy:** The results of the analysis show that the response and orientation of the sample members towards this dimension, the value of the weighted computational medium (4,317) was recorded by a standard deviation (0.479) and that the relative importance was (86.34%).

**3) Openness:** The results of the analysis indicate that the response and orientation of the sample members towards this dimension

Table (7). Results of descriptive analysis of the variable paragraphs of the generous behavior of the leader

| Paragraph | Arithmetic medium | Standard deviation | Relative importance |
|-----------|-------------------|--------------------|---------------------|
| z1        | 4.512             | 0.593              | 90.24               |
| z2        | 4.463             | 0.688              | 89.27               |
| z3        | 4.439             | 0.630              | 88.78               |
| z4        | 4.329             | 0.721              | 86.59               |
| z5        | 4.402             | 0.682              | 88.05               |
| z6        | 4.317             | 0.626              | 86.34               |
| z7        | 4.268             | 0.754              | 85.37               |
| z8        | 4.280             | 0.758              | 85.61               |
| z9        | 4.085             | 0.849              | 81.71               |
| z10       | 4.365             | 0.711              | 87.32               |
| z11       | 4.268             | 0.916              | 85.37               |
| z12       | 4.182             | 0.739              | 83.66               |
| z13       | 4.292             | 0.761              | 85.85               |
| z14       | 4.256             | 0.813              | 85.12               |
| z15       | 4.085             | 0.932              | 81.71               |
| z16       | 4.048             | 0.830              | 80.98               |
| z17       | 4.109             | 0.588              | 82.20               |
| z18       | 4.182             | 0.722              | 83.66               |
| z19       | 3.963             | 0.792              | 79.27               |
| z20       | 4.097             | 0.747              | 81.95               |
| z21       | 4.134             | 0.885              | 82.68               |
| z22       | 4.195             | 0.837              | 83.90               |

|      |       |       |       |
|------|-------|-------|-------|
| Z1   | 4.436 | 0.480 | 88.72 |
| Z2   | 4.317 | 0.479 | 86.34 |
| Z3   | 4.225 | 0.574 | 84.51 |
| Z4   | 4.170 | 0.646 | 83.41 |
| Z5   | 4.085 | 0.538 | 81.71 |
| Z6   | 4.142 | 0.628 | 82.85 |
| With | 4.229 | 0.419 | 84.59 |

### 3) Structure and workplace systems:

The results of the analysis indicate that the response and orientation of the sample members towards this dimension and the value of the weighted computational medium (4.187) was recorded by a standard deviation (0.607) and that the relative importance was (83.76%).

**4) Balancing life and work:** The results of the analysis show that the response and orientation of the sample members towards this dimension and the value of the weighted computational medium (4.192) were recorded by a standard deviation (0.607) and that the relative importance was (83.85%).

**5) Organizational change:** The results of the analysis indicate that the response and orientation of the sample members towards this dimension and the value of the weighted computational medium (4.139) was recorded by a standard deviation (0.593) and that the relative importance was (82.78%).

### 3. Description and diagnosis of human resource sustainability variables

From the results of the descriptive analysis within the table (8), it is clear that the general trend around this variable is the positive orientation of relative importance amounted to (83.65%), the value of the middle of my account balanced (4.182) and a standard deviation (0.508).

**1) Consultation and containment of the workers:** The results of the analysis indicate that the response and orientation of the sample members towards this dimension and the value of the weighted computational medium (4.195) was recorded by a standard deviation (0.686) and that the relative importance was (83.90%).

**2) Career development and organizational learning:** It is clear from the results of the analysis that the response and orientation of the sample members towards this dimension and the value of the weighted computational medium (4.197) was recorded by a standard deviation (0.584), and that the relative importance was (83.95%).

Table (8). Results of descriptive analysis of variable paragraphs on the sustainability of the human resource

| Paragraph | Arithmetic medium | Standard deviation | Relative importance |
|-----------|-------------------|--------------------|---------------------|
| y1        | 4.109             | 0.846              | 82.20               |
| y2        | 4.219             | 1.042              | 84.39               |
| y3        | 4.268             | 0.916              | 85.37               |
| y4        | 4.182             | 1.043              | 83.66               |
| y5        | 4.182             | 0.931              | 83.66               |
| y6        | 4.182             | 0.787              | 83.66               |
| y7        | 4.146             | 0.704              | 82.93               |
| y8        | 4.256             | 0.716              | 85.12               |
| y9        | 4.219             | 0.703              | 84.39               |
| y10       | 4.073             | 0.885              | 81.46               |
| y11       | 4.170             | 0.828              | 83.41               |
| y12       | 4.061             | 0.934              | 81.22               |
| y13       | 4.451             | 0.687              | 89.02               |
| y14       | 4.182             | 0.787              | 83.66               |

|     |       |       |       |
|-----|-------|-------|-------|
| y15 | 4.231 | 0.758 | 84.63 |
| y16 | 4.341 | 0.789 | 86.83 |
| y17 | 4.146 | 0.931 | 82.93 |
| y18 | 4.207 | 0.765 | 84.15 |
| y19 | 4.036 | 0.808 | 80.73 |
| y20 | 4.097 | 0.779 | 81.95 |
| y21 | 4.085 | 0.773 | 81.71 |
| y22 | 4.195 | 0.908 | 83.90 |
| y23 | 4.195 | 0.744 | 83.90 |
| y24 | 4.122 | 0.709 | 82.44 |
| Y1  | 4.195 | 0.686 | 83.90 |
| Y2  | 4.197 | 0.584 | 83.95 |
| Y3  | 4.187 | 0.607 | 83.76 |
| Y4  | 4.192 | 0.607 | 83.85 |
| Y5  | 4.139 | 0.593 | 82.78 |
| And | 4.182 | 0.508 | 83.65 |

reached their values ( $a=1.638$ ), ( $B=0.587$ ). The interpretive capacity of the model was acceptable, with a value of 0.267.

The second primary hypothesis is that there is a Statistically significant impact relationship between the leader's generous behavior and the sustainability of the human resource.

The results within the table () on the acceptance of this hypothesis indicate that the variable (generous command behavior) showed a significant impact on the adopted variable (sustainability of the human resource). From the follow-up of the values of the level of significance, it is clear that its value appeared to be consistent with the limits allowed for analysis where its value came smaller than (0.05). The value of the study seemed more significant than the scheduled value. The indicators of decline reached their values ( $a=0.828$ ), ( $B=0.7933$ ), the interpretive capacity of the model has been accepted, and it has reached its value (0.427). These results indicate that the hypothesis has been realized.

**Source:** SMART PLS Outputs

### Third: Testing the hypotheses of impact

The test of the hypotheses of significant direct impact is based on regression factors between variables, and the moral value will be tested based on the value of the P-Value, which indicates that the acceptance area of hypotheses requires that the P-Value be smaller than (0.05).

The first primary hypothesis is that there is a significant relationship between organizational plasticity and the sustainability of human resources.

The results in table 8 indicate acceptance of this hypothesis. The variable (regulatory softness) significantly impacted the approved variable (human resource sustainability). From the follow-up of significance level values, it is clear that its value appeared to be consistent with the permissible analysis limits. Where its value was smaller than (0.05), the p-value of the analysis seemed more significant than the scheduled value. The regression indicators

Table (9). Results of impact relationships between organizational plasticity and human resource sustainability

| Variable               | Value of Alpha A | Beta value B | Selection factor R <sup>2</sup> | Value F | Significance level P | Approved variable                    |
|------------------------|------------------|--------------|---------------------------------|---------|----------------------|--------------------------------------|
| Regulatory flexibility | 1.638            | 0.587        | 0.267                           | 29.190  | 0.000                | Sustainability of the human resource |

|                             |       |       |       |        |       |   |
|-----------------------------|-------|-------|-------|--------|-------|---|
| Generous Leader<br>behavior | 0.828 | 0.793 | 0.427 | 59.713 | 0.000 | Sustainability of the<br>human resource |
| (F) value at (0.01) level   |       |       |       |        |       | 3.92                                    |
| (F) value at (0.01) level   |       |       |       |        |       | 6.85                                    |

Advanced Computational Intelligence and Intelligent Informatics, 18(4), 567-572.

4. Delecta, P. (2011). Work-life balance. *International Journal of Current Research*, 3(4), 186-189.

5. Duggan, T., Media. D., (2020) Examples of Verbal Communication in the workplace.,pp1

6. Dwidienawati, D., & Abidinagoro, S. B. (2018). Generosity's antecedents and outcomes-A proposed a relationship between Generosity and Intention in Indonesia's BPJS Kesehatan. *Journal of Business and Retail Management Research*, 12(2).

7. Dwidienawati, D., Arief ,M . Yosef, D., Jakarta, I.(2019) Measuring Generosity Reviewing the Reliability and Validity of Generosity Measures in Indonesia" *International Journal of Advanced Science and Technology* Vol. 28, No. 8s, pp. 591-599

8. Ehnert, I. (2011). Sustainability and Human Resource Management: A Model and Suggestions for Future Research. Wilkinson, A. & Townsend, K. (eds.). *The future of employment relations*. Palgrave. 215–237.

9. Gingerich, E. (2020). Book Review: Leadership--Touching Lives. *The Journal of Values-Based Leadership*, Chapter 6 LEADERSHIP, AND GENEROSITY – THE GIVING OF ONESELF.,p21-22.

10. Gollan, P. (2005). High involvement management and human resource sustainability: The challenges and opportunities. *Asia Pacific Journal of Human Resources*, 43, 18-33.

11. Gur, S. S. (2017). GENEROSITY AT WORK: GENEROUS IDENTITY, ORGANIZATIONAL CONTEXT, AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS (Doctoral dissertation, The University of North Carolina at Charlotte).

12. Harmon, J; Scotti, J; Behson, S; Farias, G; Petzel, R & Neuman, J. (2003). Effects of High-Involvement Work Systems on Employee Satisfaction and Service Costs in

#### 4. Conclusions and recommendations

Hospitals have a research sample that can respond to rapid changes due to the flexibility of their cognitive factors. The hospital gives staff enough time to help if they need it and makes an additional effort to help take care of them. The hospital works to meet all the needs of the workers and tries to avoid difficulties by being close to them. The study results indicate a direct and positive impact of the leader's generous behavior on the sustainability of the human resource. The study recommends the following:

- 1) Support the hospital's capabilities in adapting to different situations, adopting learning, and adopting a culture of development and innovation.
- 2) The need to increase the hospital's commitment to the rules and values that allow for a degree of adaptive learning within the working environment.
- 3) The need for more attention to the factors contributing to the hospital's development and forecasting successes and obstacles.
- 4) The hospital should provide the staff with the necessary information, instructions, and training to carry out their work safely and healthily.

#### References

1. Ahmed Hamid, & Ziad Tariq. (2017). Strategic planning in achieving the effectiveness of human resources sustainability is a survey of some non-governmental banks. *Journal Of AL-Turath University College*, (22).
2. Allen, S. (2018). The science of generosity. *A white paper was prepared for the John Templeton Foundation by the Greater Good Science Center at UC Berkeley*.
3. Alqithami, S., & Hexmoor, H. (2014). Plasticity in network organizations. *Journal of*

24. Mohiuddin, M., Hosseini, E., F. Bagheri, & Sabokro. M., (2022). Achieving Human Resource Management Sustainability in Universities. *International Journal of Environmental Research and Public Health*, 2-19
25. Novoplansky, A. (2002). Developmental plasticity in plants: implications of non-cognitive behavior. *Evolutionary Ecology*, 16(3), 177-188.
26. Pimentel, M( OCTOBER 4, 2018). "Enabling business agility through organisational plasticity"  
<https://elabor8.com.au/enabling-business-agility-through-organisational-plasticity/>
27. Rahman, H., Rahman, W., Ali, N., & Khan, F. (2016). Organizational Learning Culture and Employees' Career Development: Empirical Evidence from Colleges of Malakand Division of Pakistan. *Journal of Managerial Sciences*, 10(1).
28. Rashidi, H. S. A., & Aktham A, A. L. (2019). Organizational Plasticity and Its Impact on the Service Quality: A Survey Study on Communication and Information Technology Regulatory Authority in Kuwait. *International Journal of Human Resource Studies*, 9(3), 116-134.
29. Richards, D. (2020, April). Organizational plasticity: can we really model human-agent behaviors?. In *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited.
30. Rios, L. A. (2019). On the origin of technological acquisition strategy: The interaction between organizational plasticity and environmental munificence. Working Paper.
31. Salari, M., & Nastiezaie, N. (2020). The relationship between transformational leadership and organizational intimacy with mediating role of organizational empathy. *International Journal of Psychology and Educational Studies*, 7(1), 51-60.
32. ScoΣ Shane, Nicos Nicolaou, Lynn cherkas, and Tim d. Spector (2010), do openness to experience and recognizing opportunities have the same genetic source? *Human resource management*, Vol. 49, No. 2, 291– 303.
33. Secchi, D. (2020, July). Cognitive attunement in the face of organizational plasticity. In *Evidence-based HRM: a Global Forum for Empirical Scholarship*. Emerald Publishing Limited.
- Veterans Healthcare. *Journal of Healthcare Management*, 48(6): 393-406
13. Herath, D. B., Secchi, D., Homberg, F., & Herath, G. B. (2019). Business Plasticity. In *Business Plasticity through Disorganization*. Emerald Publishing Limited.
14. Herath, D., & Secchi, D. (2021). Organizational plasticity: what is it? How does it work, and why does it matter?. *Evidence-based HRM*, 9(2), 121-125.
15. Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, 3(3), 123-127.
16. Jena, L. K., & Pradhan, R. K. (2014). Deliverables towards HR sustainability: A conceptual review. *European Journal of Business Management*, 6(23), 95-102.
17. Jurek, P., & Besta, T. (2021). Employees' self-expansion as a mediator between perceived work conditions and work engagement, and productive behaviors. *Current Psychology*, 40(6), 3048-3057.
18. Kratochvíl, J., & Saxlová, M. (1996). On physical foundations of plasticity. *Meccanica*, 31(5), 495-506.
19. Kumar, A., Bhaskar, P., Nadeem, S. P., Tyagi, M., & Garza-Reyes, J. A. (2020). Sustainability adoption through sustainable human resource management: A systematic literature review and conceptual framework. *Resource*, 2, 3.
20. LE PHUOC, T. N. AN (2018). ETHNOGRAPHIC RESEARCH ON NON-VERBAL EXPRESSIONS CAPTURING ATTENTION IN DAILY INTERACTIONS IN PUBLIC PLACES.
21. Levinthal, D. A., & Marino, A. (2015). Three facets of organizational adaptation: Selection, variety, and Plasticity. *Organization Science*, 26(3), 743-755.
22. Lin, C. (2015) 'Self-esteem mediates the relationship between dispositional gratitude and well-being,' *PERSONALITY AND INDIVIDUAL DIFFERENCES*. Elsevier Ltd, 85(August), pp. 145–148. DOI: 10.1016/j.paid.2015.04.045.
23. Mazur, B., & Walczyna, A. (2020). Bridging sustainable human resource management and corporate sustainability. *Sustainability*, 12(21), 8987.

38. Tweiqat, A. F., & Adaileh, M. J. (2020). Human resource flexibility and sustainability: the moderating role of environmental uncertainty. *Global Business and Economics Review*, 23(3), 280-301.
39. Uller, T., Feiner, N., Radersma, R., Jackson, I. S., & Rago, A. (2020). Developmental plasticity and evolutionary explanations. *Evolution & Development*, 22(1-2), 47-55.
40. Ward, L. (2001). Nobility and necessity: The problem of courage in Aristotle's Nicomachean ethics. *American Political Science Review*, 95(1), 71-84.
41. Willis, S. L., & Schaie, K. W. (2009). Cognitive training and plasticity: a theoretical perspective and methodological consequences. *Restorative neurology and neuroscience*, 27(5), 375-389
42. Yogesh Hole et al 2019
43. J. Phys.: Conf. Ser. 1362 012121
34. Şener, İ. (2012). Strategic responses of top managers to environmental uncertainty. *Procedia-Social and Behavioral Sciences*, 58, 169-177.
35. Staudinger, U. M., Lopez, D. F., & Baltes, P. B. (1997). The psychometric location of wisdom-related performance: Intelligence, personality, and more? *Personality and Social Psychology Bulletin*, 23, 1200-1214.
36. Tang, G., Yu, B., Cooke, F. L., & Chen, Y. (2017). High-performance work system and employee creativity: The roles of perceived organizational support and devolved management. *Personnel Review*.
37. Théron, C., & Cabantous, L. (2018, July). Attention as a Local Performance: Towards a Practice-based View of Attention in Organizations. In *Academy of Management Proceedings* (Vol. 2018, No. 1, p. 14276). Briarcliff Manor, NY 10510: Academy of Management.