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# **The impact of global human resource management practices on adaptive performance by centralizing the individual's environmental friendliness**

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## **Abstract**

The research attempts to determine the role of global human resources management practices in improving the performance of organizations by highlighting the role of these practices in improving the adaptive performance of workers in organizations and institutions by centering an important element, which is the suitability of the individual to the environment, so the researcher identified the research variables with three variables, the first was independent and Adaptive, while the individual's suitability to the environment formed the average variable of the research, where each variable was measured by ten phrases expressing it . The researcher relied on the descriptive analytical method and a number of appropriate statistical tools to reach his results, the most prominent of which were the rule of positive relationships in the work environment in the laboratory, the convergence of the interests of workers with the interests of the laboratory, the availability of necessary services in the work environment, and the lack of psychological harm Global human resources management, while the working environment in the laboratory, which the respondents indicated as an acceptable environment and they are able to fit in, provided an opportunity for global human resources management practices to invest in their development strategies to reach the level of workers Advanced adaptive performance that will work to achieve the objectives of the laboratory.

The research also recommended a number of recommendations, the most prominent of which is the focus of global human resources management practices on paying attention to the individual's environment so that he can adapt to it, enhancing the strengths in the adaptive performance of workers and addressing the weaknesses in this performance.

## **Keywords**

Global human resource management, adaptive performance, individual suitability, environment.

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## **Introduction:**

The economic and social changes accompanying global technological changes have had a clear impact on human resources management, strategies and tasks, and this has been accompanied by increasing competition between organizations, so attention to preparing the workforce to catch up with developments and keep up with them, and readiness to face them is necessary and necessary, and the ability to adapt has become a necessity with the changing business world at a rapid pace (Joseph D. Landers Jr. (2020:2to highlight adaptive performance as an effective tool for those new tasks assigned to the workforce in a competitive field characterized by successive changes, which requires a high degree of efficiency in adapting and managing challenges, given that adaptive performance and the extent to which human resources management practices enable working individuals to achieve it, which reflects the need to address their ability to adapt to An organization that seeks to achieve success in its tasks considers the human resource as the capital of its competitive advantage, and from that point of view seeks to strengthen it and strengthen its commitment and productivity by focusing on its behaviors , The enhancement of its adaptive performance and its promise as a major axis to be monitored and developed along with the typographic functionality)Al Abri I.Siron R .Alam M .2 , (022:10and since these individuals belong to different environments, such as their ability to adapt to them, these differences will affect their management and adaptive performance in one way or another, therefore, human resources management must take into account their interests, abilities and needs and achieve compatibility with the characteristics of the environment, as the matching of the characteristics of the individual and the environment would lead to results Positive at the individual and organizational level)Qlander H.20 :19that TA match that may be based on similarity or complemented by individuals adding value to the organization's environment or providing the environment something for the individual that enables him to achieve the desired fit at several levels including the individual's suitability for Workgroups , the organization , and the organizational leadership

The search problem:

The research problem is manifested in the presence of a scientific research gap in the study of the relationship between global human resource management practices and adaptive performance . To fill this gap, this research focused on the adaptation of the individual to the environment as an intermediate element to achieve that relationship . Accordingly, the research problem was identified in answering the following two questions :

- Does the practice of Global Human Resource Management affect adaptive performance
- What is the role of the individual's environmental friendliness in achieving the relationship between global human resources management practices and adaptive

performance

Research objectives:

-Presentation of the philosophical and intellectual contents of global human resources management practices .

-Clarify what adaptive performance is .

-Developing a scientifically proven intellectual framework on the role of global human resources management practices in adaptive performance .

-Highlighting the role of the individual's environmental friendliness in achieving the relationship between global human resources management and adaptive performance .

-Provide a practical study on the role of human resources management practices in achieving adaptive performance by focusing on the individual's suitability to the environment .

The importance of research :

The importance of the research is manifested in the importance of global human resources management practices to keep pace with the wave of globalization and the accompanying changes in the business environment , and the ability of adaptive performance of human cadres to face competitiveness as a key and necessary condition for sustainability, and the importance of the research stems from the importance of the point Therefore, it is expected that this research will reach important results that can contribute to providing a scientific indication of the role of global human resources management practices in achieving adaptive performance By focusing on the individual's environmental friendliness, which can guide the views of those interested in business management, as well as organizations and researchers to this new intellectual field.

Research hypotheses:

-There is a significant relationship to global human resource management practices and adaptive performance

-There is a significant relationship to global human resource management practices and the suitability of the individual for the environment

-There is a significant relationship between the individual's environmental friendliness and adaptive performance

-There is a significant indirect relationship of global human resource management practices and adaptive performance with the centralization of an individual's environmental friendliness

Research methodology:

-Descriptive-analytical: he was employed in the theoretical framework of the research through reviewing the literature in order to describe and analyze the research vocabulary, and he was also employed in the practical framework to describe and analyze the research

variables .

-Objective: adopted by the researcher to study the topic of global human resources management practices, suitability of the individual's environment, and adaptive performance.

-Inductive-deductive: employed to extrapolate the results and derive the necessary proposals .

Research limits:

The Saman cement laboratory represented the spatial boundaries of research, while its temporal boundaries occupied the time period (), during which the practical and theoretical study of research was carried out, while the objective boundaries of research included delving into three intellectual fields that formed the variables of this research .

First : the theoretical aspect:

.1Philosophy of Global Human Resource Management :

With the growing intensity of global competition in the business market and the economy, many organizations and institutions have turned to globalization, which expressed human creativity and technological progress, which pointed to a growing integration of the global economy , and there are many reasons for this trend, including the increasing cost pressures, the search that new markets and the creation of competitive advantages, or keeping pace with technological development, or culture The government's encouragement of foreign investment is perhaps one of the most important reasons for this. Since the individual working in these organizations is the focus of any development process, as he forms human capital with his experiences, skills and abilities that are valuable to the organization) Seidu . (2011:64the concept of Global Human Resource Management has emerged.

In terms of content, Human Resources Management expresses that activity specific to the project's manpower needs in terms of number and efficiency, harnessing them to achieve productive efficiency goals through managerial and strategic planning, investments and human resources practices of the organization, which include the knowledge, skills and capabilities of its employees) Zhang Y. ,(2023:14and in terms of alignment with the variables of global economic and administrative thought, they represent the trends seeking to attract and retain human resources for multinational organizations, which focus on attracting and refining competencies through various methods of training that suit their environments, in order to implement specific strategies related to the goals and mission of those institutions(<https://www.sciecedirect.com>).

Organizations ' choices in managing their global human resources fall in front of three strategies represented in Figure 1, each of which has its own point of view regarding dealing with its sub-organizations .

## Figure (1) Global Human Resource Management Strategies

Source: preparation of the researcher based on: Al-Ta'i, al-Abadi : 2009 , 279-378 )

The previous figure indicates that organizations that adopt the adaptive strategy are those that look at their secondary branches independently , and this strategy is characterized by internal and external coherence, while the interactive strategy looks at those branches as a secondary work unit of the general organization, reflecting high integration and works to imitate and reproduce existing practices in the main organization, and the Integrative strategy highlights global integration A space of local excellence, thus forming a cross-functional strategy that prepares the secondary branches of the organization as overlapping business units .

Adopting the most appropriate strategy requires following the following steps (Fan .D. Zhu Ch. Hung .X. Kumar.V.: (2021

- Assess the current status of resources and potentials and their adequacy to achieve the goals, the costs involved and the economic feasibility of paying these costs for the expected outputs, evaluate performance continuously to find out the deviations that may induce it, identify gaps in the resource portfolio and how they affect the competitive position of the institution or organization .

- Defining strategic goals and matching them with the vision and mission of the organization, where those goals are measured by applicable metrics defined temporally and spatially, and the message and vision must be clear, which will be reflected automatically on the clarity of the goals, which means in general achieving the goal of following the strategy .

- Identify procedures, tasks and roles, distribute them in proportion to competencies and capabilities, as well as schedules and budgets, and ensure the flexibility of the strategy and its adaptability to variables .

- Providing means of communication and effective cooperation between different levels, functions and locations, as communication has a great role in exchanging views, benefiting from experiences and expertise .

- Continuous review and improvement on the performance of global human resources, comparing the expected results with the actual results .

The importance of global human resources management is evidenced by its ability to develop and choose a strategy that corresponds to the goals of the organization, and being concerned with the human element as a fundamental axis of the production process, and an important and active resource that needs effective management)Mohammad T. Darwish T.

Singh S Khasswneh O .2 ,(020:2it attracts, trains and motivates competencies, and then makes sure that they have the required skills, knowledge and behaviors;It works to manage the diversity of these forces by respecting their differences and similarities, especially since the complex business environment today, and in the shadow of ongoing crises, has made organizations face many external and internal threats and challenges, which stem from the constant interactions in behavior between employees and management organizations (Abbas .A .Al Hasnawi .H..2020:2Global human resources works to create a fair and enabling work environment, and then achieve a balance between standardization and localization by finding the optimal degree of similarity and difference between administrative procedures between different countries and cultures to ensure consistency and efficiency, and localize some international administrative practices to avoid the risks of ethnic or relativism, thus generating a state of flexibility and adaptability And his desire, and response to changes that may arise in the internal or external environment([https://: linkedin.com](https://linkedin.com).(2023/3/24 .

This requires the adoption of the following practices :

A-planning: it is the first step for any business , there is no success for any business without following appropriate planning steps, as global human resources planning primarily seeks to predict the organization's manpower needs quantitatively and qualitatively in the appropriate place and time, and to hire capable, flexible and committed individuals (al shdaifat F. Ramalu S. Subramaniam Ch. ,(2013:12due to the fact that the workforce is the main pillar of work, the planning process also requires an inventory of resources and capabilities, identifying the gaps and outputs, and presenting potential risk areas and ways to overcome them .

B-selection: Where the selection of individuals is taken into account on scientific grounds to reach the most competent and qualified cadres to succeed in various environments, and here the organization has multiple options and strategies in its decision to hire, it may deliberately recruit its cadres from the main country of the organization in order to ensure their familiarity and loyalty to it, so here they may However, they may be exposed to the difficulty of controlling their workers , or they may prefer hiring from a third country whose labor is less expensive, but may fall here in front of the sensitivity of the host country and the competition of its workforce( Al-Ta'i, al-Abadi , Op. cit: 330).

C-training: through the development of a training program that achieves integration between the parties involved in the organization, whether in its branches or within the parent organization, through a number of activities that put individuals and groups in a state of security and efficiency for their current and future work (Sekieu ..2001p336 ) . This training includes several aspects, including training on coping with technological changes, promoting high thinking, and the ability to cope with changes and crises.

D-evaluation: Global Human Resources Management takes into account the diversity and differences in evaluating the performance of workers according to differences between cultures and systems in countries, provided that the evaluation process is regular periodic .

E-compensation: it is the equivalent of the individual's effort and work, which constitutes an appreciation of this effort and recognition, as the Global Human Resources Management takes into account the principles of equality and justice in the distribution of such compensation, whether in the form of wages, bonuses or promotions, and works to develop those foundations to attract local and global competencies .

.2What is adaptive performance :

Adaptive performance is the key to unlocking freedom for workers and employees to highlight their abilities and potential, by giving them greater decision-making ability and proper behavior, which enhances their confidence in themselves and their organization and creates a state of loyalty to it .

On the other hand, this type of performance expresses that mental, psychological, and physical state that enables the worker and gives him the ability to adapt to the changes that occur in his field of work, and gives him the ability to make decisions quickly, in accordance with the goals of the organization . The condition generated by adaptive functioning cannot be imposed on the worker involuntarily, or quickly, but is acquired through training, communication, learning from experiences . The interest in adaptive performance has come as a result of the need to stay in the markets, develop organizational structures, focus on strategic issues and optimize the use of resources to enable entry into the field of competition .

Adaptive performance is defined as those functional behaviors that help to adapt to variables, through creativity in solving problems (Chaurasia and Shukla . ,(343 :2014it reflects the desire of the working individual and his ability to face those variables, expresses his inclinations to engage in work, represents a multidimensional complex (Chan. (2000:2it represents an inherently self-regulating, conscious and goal-oriented human behavior) Dustin .K Mindy .K 2023: 11) in the face of a changing task environment. A worker in an organization or institution is often exposed to constant variables that his abilities and knowledge may not be able to predict or cope with and overcome, which requires adapting to them quickly, whether related to new tasks assigned to him, or new functions added to the functions of the enterprise (Baaradn et al . ,(2014:50requiring new practical behaviors in accordance with these novelties and meeting new business requirements, or the environment and the current situation (Gorostiaga A. Balluerka N. Lopez.A. ,(13 :2021in the sense of performing the same activity with a greater degree and effort, or in completely different ways (Dorsey et al .. (450 :2017

Adaptive performance has its own characteristics and requirements, which correspond to its

importance, as its importance is manifested in its ability to develop human resources (Al-sahlani, 2020: 68) and equip them to respond to the changes that occur around them that may hinder the performance of their work and thus negatively reflect on the outputs of organizations, as well as it is necessary to modify their behavior according to environmental requirements or an emergency event (Stokes et al. . (226 :2009) however, the modification of behaviors and the ability to respond is not generated instantaneously, and is not imposed by reality, but attention should be paid to training that human strength and equipping it with all the right ways to overcome these variables, the factor that contributed to adaptive performance is the acquired knowledge, stored skill, ability and environment, as well as improving employee performance through motivation and participation in work) Shahidan.A Abd Alamid . S Ahmad.F. (2018:19 This gives working individuals the ability to deal with and manage new developments without referring to their leadership and wasting time, and maintain sustainable levels of performance, meaning the individual has reached the adaptive experience that depends on the organizational level and the trust that management levels establish with their employees in an appropriate way that helps them make the right decisions (Godoy.M.Mendonca H.(2020:4

Reaching the level of adaptive functioning of an individual enhances his belonging to his organization and increases his job satisfaction (Colarco . ,(2019:6) strengthens relations between work personnel, and gains the working individual the ability to express her thoughts, the courage to pose the problems she sees, and also gains the ability to claim his rights .the process of meeting them contributes positively to his loyalty and performance, which is reflected positively on the organization as organizational results represented in change management and organizational learning.

In addition to training as a requirement for adaptive performance, a unified vision is necessary to clarify the organization's goals and strategies, which require a high level of communication and coordination to communicate that vision, clarify goals, and the ability to act freely and make the right decisions compatible with it (Rizkallah, 2010: 77)

. Working in a team spirit and collaborating with other employees as an integrated work team are not excluded from the requirements of this performance, based on the idea that collective thinking and cooperative work bring the greatest benefit and productivity .

.3The role of the individual's environmental friendliness in achieving the relationship between global human resource management practices and adaptive performance :

Successful organizations in the business world realize that the suitability of the individual for the environment in which he works plays an important role in their success in reaching their goals , and that the adaptive performance of their workers depends on that suitability, as the environment of the individual has a clearly defined impact on management decisions, especially in organizations that are moving towards In the subculture.



With the diversity of environments, cultures differ, as well as the strategies affecting those environments and cultures, and here Global Human Resources Management faces a complexity that is becoming more acute with the increasing need to adapt the individual and the differences that exist in each environment in which its branches are established, due to different organizational, political, administrative and social structures, as well as individual differences such as individual differences between workers and employees, their cognitive ability, and personal traits . This requires the Human Resources Management Department to respond to the work environment and focus on its suitability for the working individual . Having deep insights about the individual and his suitability for the environment in which he works encourages development and creativity, and is useful for predicting performance, as performance is influenced by situational features such as job characteristics as well as influenced by personal traits, inclinations, motivation and needs of the individual) Mereish .S ,(30-2020:28. and here, organizations must adhere to the basic criteria in the process of attracting their workforce, namely: personal integration, respect for others, ability or aptitude (i, Abadi ,ibid.: 324) in order to ensure the ability of employees to adapt to new environments, integrate with different cultures , and reach adaptive performance that takes into account differences Between states and environments.

Since the environment of the working individual refers to his working conditions, it can be clarified and its impact and suitability can be highlighted in the following :

- The enabling environment: which arises from a complex mixture of the prevailing relationships at work, starting from the base of the management structure to the top, and the prevailing characteristics of these relationships weaken the effectiveness of their performance, and negatively affect the enabling ability of their members, the organizations Positive emotions are generated among them , favorable conditions for work increase, which positively reflects on performance and efficiency, reaching the desired goals .

- Social environment: represents the relationship between the members of the institution with each other, their relationship with their managers, and their ability to communicate easily without any details related to patronage, cultures, scientific competencies, or professional hierarchy ... The more communication and negotiation skills prevail among these groups, the more positive results achieved.

- Functional work environment: providing a functional work environment free from psychological and physical pressures generates a positive feeling for the working individual towards his organization, which creates a state of loyalty to it, and a desire to achieve its goals and ambitions, which is an expression of the desire and ambition of the individual himself and the embodiment of his goals.

-The physical working environment: which is viewed through what the individual achieves from the remuneration for his work , and the amount of compatibility between this remuneration and his effort exerted, which provides him with economic stability, and closes the doors of evasion, corruption or the search for other job opportunities outside his working hours to meet his economic need, which reflects positively on his performance and therefore on the performance of his institution.

### **Second: the practical aspect:**

After identifying the Saman cement plant as a research community, calculating the appropriate batch size ,<sup>1</sup> distributing the study tool and sorting out the inappropriate ones, its size reached (160) single, subjected to the measures of honesty ( content, consistency, constructiveness) as well as stability and reliability (cronbach's Alpha 0.714) . In analyzing the research data and testing its hypotheses, he relied on several statistical tools . For the purpose of the study and its analysis, he relied on the five-weighted Likert scale and calculated the length of its cells<sup>2</sup>

1-statistical description of the sample elements :

The following table indicates the personal variables of the research sample, as it shows that the most frequent categories in terms of gender are males (71.3%), as for the years of work,

$$n \geq \frac{N.Z^2.R(1-X^4R)}{N.d^2 + Z^2.R(1X^5-R)} - 1$$

**N community size**

**Z standard score = 1.96 at a confidence coefficient of 0.95**

**d the required accuracy degree is 0.5**

**p a probability value ranging from (0,1) and most often 0.5 is taken**

<sup>2</sup>the length of the Likert pentagram cells was determined by calculating the range (4=1-5) and then dividing it by the number of cells to get the correct cell length (0.8=5/4) and adding it to the lowest value in the scale in order to determine the minimum for this cell, and so the cell lengths become:

1.80 – 1strongly disagree

1.80 – 1strongly disagree

2.60–1.8disagree

3.40–2.60neutral

4.20–3.40OK

5–4.20strongly agree

an increase was observed in the proportion of the category confined between 5-10 years (32.5%) and the category 11-15 years (48.1%), indicating the ability of the factory to The workers also diversified according to the educational qualification, despite the high percentage of those classified according to this criterion by less than collectors (50%).

Table(1) statistical description of the research sample

Percentage ratio	Redundancy	Categories	Description
71.3	114	Male	<b>Social gender</b>
28.7	46	Female	
10	16	Less than 5 years	<b>Working years</b>
32.5	52	From 5-10years	
48.1	77	15-11years old	
9.4	15	More than 15 years	
50	80	Less than collectors	<b>Academic qualification</b>
38.1	61	Collectors	
8.1	13	Masters	
3.8	6	Ph. D. in	

Source: results of the field study

-2analysis of the questionnaire paragraphs:

The one simple t test was used, and the arithmetic mean was used to reach the level of approval of those who signed the test, as well as to determine the general direction of their opinions, and it was based on the five-point Likert scale Table (2)

Table (2) analysis of the general trend of research variables

Direction	The level	Differences	Sig(2-Tailed)	t	Standard deviation	Arithmetic mean	The phrase	T
	Global human resource management practices							
Neutral	Average	Moral	0.000	30.23	1.37	3.29	Global human resources management contributed to attracting the workforce	1

Disagree	Low -	Moral	0.000	26.49	1.16	2.44	Resource management is constantly developing the organizational structure	2
Disagree	Low -	Moral	0.000	26.32	1.15	2.41	The skills of the factory workers are taken advantage of	3
Disagree	Low -	Moral	0.000	24.79	1.27	2.51	The human resources department is concerned with the development and development of the capabilities of employees inside and outside the factory	4
Neutral	Average	Moral	0.000	33.06	1.10	2.98	Human Resources Management takes into account the provision of incentives and rewards commensurate with the effort	5
Disagree	Low -	Moral	0.000	32.77	0.69	1.79	Human resources management	6

							focuses on studying the motivation of employees and encourages them to be creative	
Strongly disagree	Low -	Moral	0.000	35.67	0.47	1.34	Human resources management is concerned with recruiting according to competence	7
Disagree	Low -	Moral	0.000	25.25	1.02	2.05	Human resources management is concerned with achieving job satisfaction for workers	8
Disagree	Low -	Moral	0.000	21.21	1.27	2.14	Human Resources Management takes into account security and safety programs	9
Neutral	Average	Moral	0.000	20.48	1.30	2.82	The human resources department is concerned with providing health and psychological care	10

	Environmental friendliness of the individual							
Neutral	Average	Moral	0.000	30.25	1.18	2.84	The social environment in the factory and the relations of workers with each other are positive	<b>1</b>
Disagree	Low -	Moral	0.000	23.97	1.29	2.45	The functional work environment is free from psychological and physical stress	<b>2</b>
Neutral	Average	Moral	0.000	29.47	1.20	2.80	The workspace does not match the number of employees	<b>3</b>
Neutral	Average	Moral	0.000	31.61	1.14	2.86	It is difficult to communicate with managers and leaders at work	<b>4</b>
Neutral	Average	Moral	0.000	28.89	1.18	2.71	I receive orders from more than one side at once	<b>5</b>
Disagree	Low -	Moral	0.000	23.40	1.34	2.48	The interests of the work I do do not coincide with my personal interests	<b>6</b>
Neutral	Average	Moral	0.000	25.58	1.45	2.94	I feel difficult dealing with	<b>7</b>

							my colleagues	
Disagree	Low -	Moral	0.000	24.95	1.28	2.53	I am being psychologically harmed by my superiors at work	8
Neutral	Average	Moral	0.000	31.30	1.20	2.97	I feel difficult adjusting to this work environment	9
Disagree	Low -	Moral	0.000	24.74	1.23	2.41	The workplace lacks the necessary services(water, electricity)	10
Adaptive performance								
Disagree	Low -	Moral	0.000	23.45	1.25	2.32	I have the ability to respond to emergency changes in the work environment quickly and without reference to my managers	1
Disagree	Low -	Moral	0.000	25.63	1.16	2.37	I feel good even if I am asked to do new tasks or change my profession	2
Neutral	Average	Moral	0.000	28.01	1.20	2.66	I have the ability to self-control	3

Disagree	Low -	Moral	0.000	25.66	1.13	2.29	I receive continuous training to refine my experience	<b>4</b>
Disagree	Low -	Moral	0.000	27.24	1.20	2.59	I can contribute to the professional stability of my work team	<b>5</b>
Neutral	Average	Moral	0.000	26.97	1.37	2.93	I accept the views of my colleagues and calmly discuss with them	<b>6</b>
Neutral	Average	Moral	0.000	27.85	1.26	2.97	I can choose the most appropriate solution to the problems I am facing	<b>7</b>
Neutral	Average	Moral	0.000	29.11	1.36	3.13	I accept solutions that will develop my business	<b>8</b>
Neutral	Average	Moral	0.000	28.53	1.23	2.79	I have the ability to culturally and physically adapt according to the requirements of the work	<b>9</b>
Neutral	Average	Moral	0.000	28.35	1.28	2.88	I respect working time	<b>10</b>



								and strive to constantly improve my performance	
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Source: the researcher based on the results of the t test of one sample in the spss23 program

Reading the previous table, it is noted that the general trend of answers to the questionnaire phrases was generally low and some of them tend towards neutrality, and with regard to global human resources management practices, the answers of the research sample on the contribution of global human resources management to attracting the workforce tended to occupy the first place in the phrases in this axis, which confirms that the sample In the development of business and manpower, individuals have tended in the rest of the phrases to neutrality or disapproval, so their answers were evidence of a lack of interest in human resources management and activating its tasks in the factory in the required form . As for the individual's environment, their answers ranged from Neutral to low, as the expressions of this variable measured the individual's incompatibility with the environment in which he works, the answers were a function of the ability of working individuals to adapt to their environment .

As for adaptive performance, the level of neutrality in the answers was high, and this was manifested by the worker's ability to self-control and choose the most appropriate solution to the problems facing him, accepting points of view, solutions that would develop his work, the ability to discuss calmly, and individuals expressed their ability to cultural and physical adaptation with neutrality as well as respect for time and strive to improve their performance continuously. While their responses were low in terms of speed in responding to variables, dissatisfaction with being assigned additional tasks, and not receiving adequate training to hone their skills, the respondents also felt that they were unable to contribute to the professional stability of their work team .

-3hypothesis testing :

-The first hypothesis :

By applying the Pearson correlation coefficient between the independent variable and the dependent Table (4) it was confirmed that there is a relationship between them function statistically

Pearson correlation coefficient between global human resource management practices and adaptive performance Table (4)

Table (4) Pearson correlation coefficient between global human resource management practices and adaptive performance

<b>Correlations</b>			
Total adaptive performance score	The total degree of global human resource management practices		
.601**	1	Pearson Correlation	The total degree of global human resource management practices
.000		Sig. (2-tailed)	
160	160	N	
1	.601**	Pearson Correlation	Total adaptive performance score
	.000	Sig. (2-tailed)	
160	160	N	
**. Correlation is significant at the 0.01 level (2-tailed).			

Applying simple linear regression and extracting the table (5), it is noted Table (5) proverbs and the proposed tendency between global human resource management practices and adaptive performance

<b>Coefficients<sup>a</sup></b>						
Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std. Error	B		
.000	8.538		1.427	12.183	(Constant)	1
.000	9.456	.601	.061	.577	The total degree of	

					global human resource management practices	
a. Dependent Variable: the total degree of adaptive performance						

Table (5) indicates that focusing on global human resource management practices increases adaptive performance by (57%)

Based on the above, the first hypothesis is accepted (there is a significant relationship between global human resources management practices and adaptive performance .) .

-The second hypothesis :

To confirm the existence of a relationship between global human resources management practices and the individual's suitability for the environment, the Pearson correlation coefficient was performed, represented by Table (6), which indicated a significant relationship between them

Table (6) Pearson correlation coefficient between global human resource management practices and an individual's environmental friendliness

<b>Correlations</b>			
Overall degree of environmental friendliness of the individual	The total degree of global human resource management practices		
.803**	1	Pearson Correlation	The total degree of global human resource management practices
.000		Sig. (2-tailed)	
160	160	N	

1	.803**	Pearson Correlation	Overall degree of environmental friendliness of the individual
	.000	Sig. (2-tailed)	
160	160	N	
**. Correlation is significant at the 0.01 level (2-tailed).			

After applying a simple linear regression, which showed a high positive statistical significance Table (6)

Table (6) proverbs and the proposed tendency between global human resource management practices and environmental friendliness of the individual

Coefficients <sup>a</sup>						
Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std. Error	B		
.000	8.304		.995	8.265	(Constant)	1
.000	16.964	.803	.043	.722	The total degree of global human resource management practices	
a. Dependent Variable: the total degree of suitability of the individual for the environment						

It is noted from the previous table that the increased interest in global human resources management practices will increase the adaptation of the individual to his environment by 72%

From the above, the second hypothesis is there is a significant relationship between global human resources management practices and the individual's environmental friendliness )

-The third hypothesis:

The application of the Pearson Test between an individual's environmental friendliness and adaptive performance proved a statistically proven functional relationship with the Table(7)

Table (7) Pearson correlation coefficient between an individual's environmental friendliness and adaptive performance

<b>Correlations</b>			
Total adaptive performance score	Overall degree of environmental friendliness of the individual		
.613**	1	Pearson Correlation	Overall degree of environmental friendliness of the individual
.000		Sig. (2-tailed)	
160	160	N	
1	.613**	Pearson Correlation	Total adaptive performance score
	.000	Sig. (2-tailed)	
160	160	N	
**. Correlation is significant at the 0.01 level (2-tailed).			

By studying the correlation between the individual's environmental friendliness and adaptive performance by applying a simple linear regression test and extracting the table (8), it is

noted that the individual's environmental friendliness improves adaptive performance by 65%

Table (8) proverbs and the proposed tendency between one's environmental friendliness and adaptive performance

Coefficients <sup>a</sup>						
Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std. Error	B		
.000	5.434		1.690	9.183	(Constant)	1
.000	9.741	.613	.067	.654	Overall degree of environmental friendliness of the individual	
a. Dependent Variable: the total degree of adaptive performance						

Therefore, the third hypothesis can be accepted (there is a significant relationship between an individual's environmental friendliness and adaptive performance).

The fourth hypothesis :

To determine the impact of global human resource management practices on adaptive performance with an individual's environmental friendliness as a mediator, and to indicate the type of this mediation, multiple linear regression was used, following the table of Proverbs and the proposed tendency Table(9) showed that focusing on global human resource management practices with an individual's environmental friendliness will improve adaptive performance by 39%

Table (9) proverbs and the proposed tendency between search variables

Coefficients <sup>a</sup>					
Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model
		Beta	Std. Error	B	

.000	5.426		1.651	8.957	(Constant)	1
.003	2.984	.308	.099	.295	The total degree of global human resource management practices	
.001	3.546	.365	.110	.390	Overall degree of environmental friendliness of the individual	
a. Dependent Variable: the total degree of adaptive performance						

The previous table indicates that **there is a significant indirect correlation of global human resource management practices and adaptive performance with the centrality of an individual's environmental friendliness .**

**From the above, the fourth hypothesis is accepted, which states that: there is a significant indirect relationship of global human resource management practices and adaptive performance to the centralization of an individual's environmental friendliness**

- Results ; :

According to a review of the literature related to the research topic, conducting a blind study of him the following results were reached :

1-with regard to global human resources management practices :

The members of the research sample realized the importance of global human resources management practices in the development of their work, but they were not in agreement with the practices of Human Resources Management at work in terms of constantly developing the organizational structure, not focusing on efficiency either in recruitment, or in wages and bonus distribution , and the lack of management interest in encouraging creativity at work, as well as And their development and development through training courses . Those factors constitute weaknesses of global human resources management practices in any organization and, hinder the ways to achieve their desired goals .

2-the factory workers expressed their ability to adapt to the working environment as it enjoys the rule of good social relations between the workers , and the fact that the allocated space is proportional to the number of workers, which is characterized by the availability of necessary services in it, and that environment was characterized by the convergence of interests between workers and the The ability of workers to adapt to the laboratory environment, as well as the ability of workers to communicate with managers, however, this environment was not without physical and psychological pressures and there were many givers of things, and this limits the individual's ability to adapt to the environment .

3-the adaptive performance of workers is observed in their ability to self-control, choose the optimal solution from their point of view, accept points of view that will develop their work, physical and cultural adaptability as well as respect for time . While their adaptive performance was not satisfied if they were asked to do more than one task or the ability to contribute to the professional stability of their team, as well as the speed in responding to variables without referring to their managers .

-4the test results showed that there is a positive direct relationship between global human resources management practices and the individual's environmental friendliness, as it turned out that paying attention to these practices will increase the individual's environmental friendliness by 74% .

-5by examining the relationship between global human resources management practices and adaptive performance, it was found that it is a moral relationship that improves adaptive performance by 28% .

-6the test of the relationship between the individual's environmental friendliness and adaptive performance showed that it is a significant and statistically significant function and indicates that attention to the individual's environmental friendliness improves his adaptive performance by 12% .

-7the researcher found that centralizing the individual's environmental suitability for the relationship between global human resources management practices and adaptive performance constitutes partial mediation and improves adaptive performance by 19% .

#### -Recommendations :

In light of the findings of this research, the following recommendations can be put forward :

-1developing the work environment in all aspects in order to provide a suitable environment for the individual's work, and seeking to increase attention to providing health, physical and psychological care to workers so that the organization can benefit from their potential in the development of work .

-2providing continuous training courses to hone the skills of workers, provided that these courses keep abreast of developments .



- 3enhancing the worker's confidence in his abilities to support his work team and achieve psychological stability for him through guidance seminars .
- 4motivates workers to creativity and innovation, and create an atmosphere of positive internal competition between them through incentives and rewards .
- 5developing the organizational structure of global human resources management .
- 6enhance the strengths of workers in their adaptive performance, address weaknesses by tracking and evaluating performance continuously .
- 7providing meetings and joint work between workers and managers in close proximity, and allowing a margin of freedom for workers to express their opinions, ideas and proposals for the development of work .
- 8expanding scientific research on human resources .
- 9the researcher suggests, in light of his study, to delve into similar studies dealing with the subject of satisfaction and productivity factors and their impact on Human Resources Management .

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