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	RESEARCH ARTICLE 
	<h2 style="text-align: center;">Applications of Organizational Flexibility in Sports Management: A Field Study of the Multi-Sport Complex Facility</h2>
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Keywords	Organizational flexibility, Sports management, Organizational dimensions, Structural adaptation
Abstract	
<p>This study aims to examine the degree of implementation of organizational flexibility and its dimensions among employees of the Multi-Sport Complex Facility. The study addresses three principal dimensions: human resource flexibility, operational flexibility, and structural flexibility. The researchers employed a descriptive-analytical methodology utilizing a questionnaire survey as the primary data collection instrument. Statistical analysis was conducted using SPSS software. The study population comprised 32 employees of the Multi-Sport Complex Facility in Djelfa Province, with a census sampling approach employed. The findings indicate a moderate degree of overall organizational flexibility implementation, moderate levels of operational and structural flexibility, and elevated levels of human resource management flexibility. The study recommends the implementation of periodic promotion systems, comprehensive employee training and development programs, and enhanced coordination within the workplace. Administrative organizations are established primarily to achieve specific objectives. Consequently, productivity emerges as a paramount concern for organizational leadership. Achieving productivity requires the availability of specific resources, which substantially determine the organization's capacity to achieve or fail in accomplishing its primary objectives</p>	
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Introduction

Human resources occupy a dominant position among the resources required by organizations to attain their goals, as organizations cannot achieve their objectives except through their human element.

The significance of human resources derives from their influential role in organizational efficiency and effectiveness. Individuals are responsible for designing and delivering products and services, controlling quality, distributing material resources, and establishing comprehensive organizational strategies. Human resources require systematic organization, strategic direction, and judicious management to ensure optimal utilization and to achieve the paramount objective of enhancing production and delivering superior services.

Therefore, the development of human competencies within administrative agencies becomes increasingly important. This development requires workforce planning, capacity building, motivation enhancement, formulation of effective policies,

and the provision of exceptional administrative leadership committed to optimal resource utilization (Mazen Faris Rashid, 2001, p. 14).

In contemporary organizations, human resource management functions as a cornerstone of the administrative process. The effectiveness of these organizations in fulfilling their mission depends substantially upon their human resources and the skills, competencies, energies, motivations, and aspirations possessed by their employees. Exemplary employee performance constitutes the pathway to organizational success. This principle is reflected in organizational commitment to comprehensive employee considerations, including training programs, motivation strategies, work team development, participation, collaboration, and performance evaluation (Abdulrahman Siyar, 2014, p. 14).

Organizational flexibility represents one of the crucial responsibilities of human resource management due to its profound significance for both employees and the organization. Contemporary administrative thought and research emphasize the necessity of implementing and operationalizing flexibility principles. Such implementation enables organizations to address diverse challenges effectively, pursue their objectives, ensure continuity and sustainability, and create an environment conducive to innovation and the generation of immediate and alternative solutions to multifaceted problems. This flexibility enhances organizational capacity to adapt to varying circumstances and emerging changes, as modern organizations are both influenced by and exert influence upon their external environment.

Based on this rationale, this research examines organizational flexibility implementation within the context of sports administration, with the following principal research question:

What is the degree of organizational flexibility implementation within the Multi-Sport Complex Facility?

Sub-Research Questions:

1. What is the degree of human resource flexibility implementation within the Multi-Sport Complex Facility?
2. What is the degree of operational flexibility implementation within the Multi-Sport Complex Facility?
3. What is the degree of structural flexibility implementation within the Multi-Sport Complex Facility?

2. Study Objectives

This study aims to:

- Examine the theoretical and conceptual framework of organizational flexibility and its significance
- Determine the degree of organizational flexibility implementation in the Multi-Sport Complex Facility
- Assess the level of competitive flexibility application within the facility
- Evaluate structural flexibility implementation at the organizational level
- Analyze operational flexibility implementation within the facility

3. Study Hypotheses

General Hypothesis:

- A moderate degree of organizational flexibility implementation exists within the Multi-Sport Complex Facility

Specific Hypotheses:

- A moderate degree of human resource flexibility implementation exists within the facility
- A moderate degree of operational flexibility implementation exists within the facility
- A moderate degree of structural flexibility implementation exists within the facility

4. Prior and Related Studies

First Study:

A 2022 study conducted by Bushaalah Raqiq Jamal and Braq Issa at Blida University examined "The Effect of Organizational Flexibility Model on Achieving High Performance in Institutions: The Case of the Chlef Public Hospital." This study investigated organizational flexibility as an independent variable affecting high organizational performance as a dependent variable. The researchers employed a descriptive methodology utilizing a survey questionnaire administered to a sample of 90 individuals, with data analysis conducted through SPSS. The findings revealed a significant correlation between organizational flexibility and high performance, though the effect of organizational flexibility on organizational performance was demonstrated to be statistically weak.

Second Study:

Messaouda Belkhdar conducted a 2022 study at Badji Mokhtar University, Annaba, titled "The Extent of Organizational Flexibility Dimensions in the Algerian Pipe Manufacturing Institution and Their Association with Personal and Professional Differences." This study assessed organizational flexibility levels and examined the influence of individual and professional differences. A questionnaire survey served as the data collection instrument, utilizing t-test and univariate analysis of variance for statistical analysis. The findings demonstrated moderate availability of organizational flexibility dimensions, with significant differences in flexibility levels attributable to educational attainment, particularly among university-educated personnel.

Third Study:

Ibtihaj bint Hamdan Abdullah Al-Jaddaani and Nijah bint Hasan Muhammad Salamah conducted a 2024 study at King Abdulaziz University, Saudi Arabia, investigating "The Effect of Organizational Flexibility on the Performance of Saudi Universities During the Coronavirus Pandemic." This descriptive-analytical study examined organizational flexibility's effect on university performance during the pandemic crisis. The research population comprised 588 academic and administrative leaders, with a simple random sample of 212 individuals. The findings revealed very high levels of organizational flexibility (87.2 percent) and demonstrated significant effects of three organizational flexibility dimensions (structural flexibility, strategic flexibility, and human resource flexibility) on university performance during the pandemic.

5. Conceptual Framework and Terminology

Organizational Flexibility:

Organizational flexibility represents an organization's capacity to manage uncertainty and direct organizational processes in ways that enable the mobilization and adaptation of resources to facilitate rapid adjustment and responsiveness to emerging changes. This capability enables organizations to confront fluctuations and unexpected events, maintaining organizational equilibrium and strategic direction when exposed to such disruptions and crises (Muhammad Hamdi Zaki, 2019, p. 426).

Human Resource Flexibility:

Human resource flexibility refers to human resource management's capacity to facilitate organizational adaptability and enable timely, effective response to changes and diverse demands within the organizational work environment. This flexibility emphasizes providing employees with requisite training to enhance their adaptive capacity, enabling them to master multiple functions simultaneously and facilitating their mobility within the organization (Sabihah Al-Talahawi, 2024, p. 105).

Operational Flexibility:

Operational flexibility denotes the capacity for rapid modification of schedules or adjustment of current demands to meet customer needs. The ability to process operations enables organizations to quickly modify procedures according to changing customer preferences through customer participation and feedback mechanisms. This flexibility provides real-time feedback, enhancing customer satisfaction and organizational value (Nijrvan Saadoun and colleagues, 2022, p. 1095).

Structural Flexibility:

Structural flexibility represents management's capacity to adapt decision-making processes and communication structures within the organizational hierarchy with necessary speed and sophistication, consistent with external environmental change requirements. When confronting fundamental changes, management requires internal structural flexibility to facilitate the

renewal or modification of current processes through strategies involving horizontal and vertical function expansion (Nijrvan Saadoun and colleagues, 2022).

Field Study

1. Research Methodology

Research methodology is defined as the approach employed by researchers to discover truth and address questions and inquiries raised by the research topic (Muhammad Jassem Al-Obeidi and Alaa Muhammad Al-Obeidi, 2010, p. 26). This study employs a descriptive-correlational methodology, which represents the most appropriate approach for social and humanitarian research.

2. Population and Sample

Study Population:

The population comprises all employees and unit supervisors of the Multi-Sport Complex Facility in Djelfa Province, totaling 32 individuals.

Sample:

The sample constitutes a comprehensive census of the population, with all 32 employees of the facility included in the study.

3. Data Collection Instruments

The study employed a structured questionnaire as the primary data collection instrument. The questionnaire was developed and refined based on relevant literature and prior related research. The questionnaire comprises three principal dimensions:

Dimension	Human Resource Flexibility	Operational Flexibility	Structural Flexibility
Items	6 items	6 items	5 items

4. Measurement of Instrument Reliability

- **Cronbach's Alpha Coefficient:** Utilized to assess internal consistency
- **Construct Validity:** Calculated as the square root of reliability coefficients

Dimension	Cronbach's Alpha (α)	Construct Validity
Human Resource Flexibility	0.69	0.83
Operational Flexibility	0.74	0.86
Structural Flexibility	0.77	0.87
Overall Organizational Flexibility	0.82	0.90

5. Statistical Techniques Employed

- Cronbach's Alpha coefficient
- Construct validity assessment
- Mean and standard deviation
- Chi-square test (χ^2)

6. Results: Analysis and Discussion

First Hypothesis: Human Resource Flexibility Implementation

The first hypothesis posits a moderate degree of human resource flexibility implementation within the Multi-Sport Complex Facility.

Dimension	Low		Moderate		High	
	Frequency	%	Frequency	%	Frequency	%
Human Resource Flexibility	2	6.25	14	43.75	16	50

Analysis of Results:

Table 1 presents response frequencies and percentages from facility employees regarding human resource flexibility. Two respondents (6.25%) indicated low implementation, fourteen respondents (43.75%) reported moderate implementation, and sixteen respondents (50%) indicated high implementation levels.

Chi-Square Test Results:

Dimension	χ^2 Calculated	χ^2 Critical	df	Significance Level	Statistical Significance
Human Resource Flexibility	23.5	9.21	2	0.01	Significant

The calculated chi-square value (23.5) exceeds the critical value (9.21) at a significance level of 0.01 with 2 degrees of freedom, rejecting the initial hypothesis. The results demonstrate statistically significant evidence of high levels of human resource flexibility implementation, contrary to the hypothesized moderate level.

Discussion:

The statistical findings reveal that 50 percent of respondents reported high implementation levels of human resource flexibility, which aligns with Ibtihaj Al-Jaddaani's research demonstrating 85 percent implementation of human resource flexibility in university contexts. This finding indicates substantive employee autonomy and responsibility delegation within the facility, constituting a positive development for organizational advancement and objective achievement. This result reflects substantial employee adaptability to varying situational demands and functional requirements. The elevated human resource flexibility levels may be attributed to employee behavioral patterns demonstrating capacity to adjust to diverse circumstances inherent in organizational roles and emerging organizational changes.

Second Hypothesis: Operational Flexibility Implementation

The second hypothesis proposes a moderate degree of operational flexibility implementation within the Multi-Sport Complex Facility.

Dimension	Low		Moderate		High	

	Frequency	%	Frequency	%	Frequency	%
Operational Flexibility	11	34.3	14	43.75	8	25

Analysis of Results:

Table 3 displays response frequencies and percentages regarding operational flexibility. Eleven respondents (34.3%) indicated low implementation, fourteen respondents (43.75%) reported moderate implementation, and eight respondents (25%) indicated high implementation levels.

Chi-Square Test Results:

Dimension	χ^2 Calculated	χ^2 Critical	df	Significance Level	Statistical Significance
Operational Flexibility	17.2	9.21	2	0.01	Significant

The calculated chi-square value (17.2) exceeds the critical value (9.21) at a significance level of 0.01, confirming the hypothesis of moderate operational flexibility implementation.

Discussion:

The findings establish a moderate degree of operational flexibility (43.75% of responses), consistent with Al-Shaye and Al-Tuwajri's 2022 research demonstrating moderate operational flexibility among school administrators. However, these results differ from Al-Jaddaani's findings indicating high operational flexibility (86.8%) in Saudi universities. The moderate implementation levels reflect organizational capacity to adapt to various circumstances and modify programs and schedules as operational necessities require. The significance of operational flexibility for sports administration lies in its contribution to competitive advantage and organizational capacity to address diverse challenges and adapt to crisis situations.

Third Hypothesis: Structural Flexibility Implementation

The third hypothesis proposes a moderate degree of structural flexibility implementation within the Multi-Sport Complex Facility.

Dimension	Low		Moderate		High	
	Frequency	%	Frequency	%	Frequency	%
Structural Flexibility	11	34.37	15	46.87	6	18.75

Analysis of Results:

Table 5 presents response frequencies and percentages regarding structural flexibility. Eleven respondents (34.37%) indicated low implementation, fifteen respondents (46.87%) reported moderate implementation, and six respondents (18.75%) indicated high implementation levels.

Chi-Square Test Results:

Dimension	χ^2 Calculated	χ^2 Critical	df	Significance Level	Statistical Significance

Structural Flexibility	14.8	9.21	2	0.01	Significant
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The calculated chi-square value (14.8) exceeds the critical value (9.21), confirming the hypothesis of moderate structural flexibility implementation.

Discussion:

The findings confirm moderate structural flexibility implementation (46.87% of responses), consistent with hypothesized expectations. These results differ from research by Maryam Boughazra and Al-Sharif Buffas (2020), which found industrial organizations possessed substantial restructuring capabilities. The moderate levels in structural flexibility reflect employee responses regarding organizational procedure modification and technology utilization within operational contexts. This finding underscores the contemporary importance of structural flexibility, as modern administration increasingly employs diverse, periodic organizational structures and implements new operational mechanisms, requiring continuous adaptation to external environmental changes and consideration of stakeholder preferences and recommendations.

General Hypothesis: Overall Organizational Flexibility Implementation

The general hypothesis proposes a moderate degree of organizational flexibility implementation within the Multi-Sport Complex Facility.

Dimension	Low		Moderate		High	
	Frequency	%	Frequency	%	Frequency	%
Overall Organizational Flexibility	5	15.62	17	53.12	10	31.25

Analysis of Results:

Table 7 presents response frequencies and percentages regarding overall organizational flexibility. Five respondents (15.62%) indicated low implementation, seventeen respondents (53.12%) reported moderate implementation, and ten respondents (31.25%) indicated high implementation levels.

Chi-Square Test Results:

Dimension	χ^2 Calculated	χ^2 Critical	df	Significance Level	Statistical Significance
Overall Organizational Flexibility	27.13	9.21	2	0.01	Significant

The calculated chi-square value (27.13) exceeds the critical value (9.21) at a significance level of 0.01, confirming the general hypothesis of moderate organizational flexibility implementation.

Discussion:

The statistical findings demonstrate moderate overall organizational flexibility implementation (53.12% of responses), consistent with Messaouda Belkhdar's 2022 research findings in industrial contexts. However, these results diverge from Al-Jaddaani's research showing high organizational flexibility levels (87.2%) in Saudi universities and Essam Refaat Darghoun and Ayman Hasan Al-Diraawi's (2021) research indicating substantial organizational flexibility in electrical distribution companies.

Contemporary management thought recognizes organizational flexibility's critical importance in organizational success. As scholars Kadhim Faraj Aref and Said Hawari, alongside Huzan Adib Karim (2023), affirm, organizational flexibility enables organizations to confront environmental changes and compete effectively with other organizations. Flexibility facilitates procedure simplification, problem diagnosis, and rapid solution development through elimination of redundant administrative processes, thereby reducing time and effort expenditure while enhancing productivity and organizational profitability. Organizational flexibility also contributes to sustained customer satisfaction and promotes innovation. As Salihah Al-Talahawi (2024) emphasizes, organizational flexibility should be adopted as a distinguishing organizational characteristic, supported by elements that enhance flexibility throughout administrative structures. Organizations must continually develop strategies for confronting potential threats and capitalizing on opportunities within uncertain environments. Flexible organizations demonstrate superior efficiency, stability, and competitiveness compared to organizations functioning effectively only in stable environments.

Key Findings

Based on the theoretical framework and field research examining organizational flexibility implementation at the Multi-Sport Complex Facility, the following conclusions emerge:

- The initial hypothesis requiring moderate human resource flexibility was refuted; findings demonstrate **high levels** of human resource flexibility implementation.
- The second hypothesis positing moderate operational flexibility implementation was **confirmed** by statistical evidence.
- The third hypothesis proposing moderate structural flexibility implementation was **confirmed** by statistical analysis.
- The general hypothesis regarding moderate overall organizational flexibility implementation was **confirmed** through statistical testing.

Conclusion

In light of the findings derived from both the theoretical framework and field research examining organizational flexibility dimensions, the significance and impact of organizational flexibility on sports facility management and human resource development has been demonstrated. Organizational flexibility enables institutions to adapt to diverse circumstances, crises, and emerging developments while developing and implementing alternative solutions to organizational challenges. Furthermore, organizational flexibility promotes employee autonomy, cultivates organizational trust, respects employee perspectives and ideas, and attends to employee concerns. Based on these findings, the following recommendations are proposed:

Recommendations and Suggestions

1. Sports administration leadership should recognize the importance of organizational flexibility and the substantive benefits it provides to organizations and their workforce.
2. Comprehensive employee training should be implemented, with diversified task assignments and systematic capacity development to enable employees to adapt to evolving circumstances.
3. Hybrid work systems should be adopted, enabling employees to accomplish organizational tasks through both in-person and remote work arrangements.
4. Modern communication technologies should be provided within the workplace, with continuous technological advancement and adoption.

5. Periodic promotion systems should be implemented to facilitate employee mobility across organizational units, enabling professional experience development.
6. Teamwork should be encouraged with enhanced coordination among departments and units with shared organizational interests.

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