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تأثير إدارة الموارد البشرية الهجينة على الأداء المستدام في شركة زين للاتصالات : دراسة تحليلية لاراء عينة من العاملين في شركة زين للاتصالات

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المستخلص

يهدف البحث الحالي إلى تحليل تاثير إدارة الموارد البشرية الهجينة في الأداء المستدام في شركة زين للاتصالات في العراق، من خلال التعرف على دور ممارسات إدارة الأداء العالي، وإدارة الالتزام العالي، وإدارة المشاركة العالية في تعزيز الأبعاد الاقتصادية والاجتماعية والبيئية للأداء المستدام , وتتمثل الفجوة البحثية في محدودية الدراسات التي تناولت العلاقة بين إدارة الموارد البشرية الهجينة والأداء المستدام في قطاع الاتصالات العراقي لاسيما شركة زين للاتصالات, وانطلق البحث من فرضية رئيسة مفادها وجود تأثير ذي دلالة إحصائية لإدارة الموارد البشرية الهجينة في الأداء المستدام , وتنبع أهمية البحث من تقديم إطار معرفي وتطبيقي يوضح دور ممارسات الموارد البشرية في دعم توجهات الاستدامة داخل شركات الاتصالات, واعتمد البحث المنهج الوصفي التحليلي، وتمثل مجتمع البحث في العاملين في شركة زين للاتصالات في العراق، وبلغت عينة البحث (150) موظفاً، اذ جمعت البيانات باستخدام الاستبانة وحللت باستخدام برنامج الspss .

وتوصل البحث إلى مجموعة من الاستنتاجات، أهمها أن إدارة الموارد البشرية الهجينة تمثل مدخلا إداريا يمكن أن يسهم في تعزيز الأداء المستدام من خلال التكامل بين تطوير الأداء الوظيفي، وتعزيز التزام العاملين، وتوسيع مشاركتهم في العمل , وكما يستنتج أن إشراك العاملين في القرارات والممارسات التنظيمية يمثل جانباً مهماً في دعم توجه الشركة نحو الاستدامة، الأمر الذي يستدعي الاهتمام بتوفير بيئة عمل تشجع المشاركة والمبادرة وتحمل المسؤولية , ويشير البحث كذلك إلى أهمية التعامل مع الأداء المستدام بوصفه توجهاً متكاملاً لا يقتصر على النتائج الاقتصادية، بل يشمل الجوانب الاجتماعية والبيئية أيضاً, وبناءً على ذلك، تبرز ضرورة تطوير ممارسات إدارة الموارد البشرية بما ينسجم مع أهداف الاستدامة ويعزز قدرة الشركة على تحقيق أداء متوازن ومستمر.

الكلمات المفتاحية: إدارة الموارد البشرية الهجينة، الأداء المستدام، إدارة الأداء العالي، إدارة الالتزام العالي، شركة زين للاتصالات .

" Impact of Hybrid Human Resource Management on Sustainable Performance at Zain Telecommunications: An analytical Study of Employees' Perspectives at Zain Telecommunications "

Mahmood Dakhil Abdul Kareem[1] Marwa abbas ziyara[2]

Abstract

This research aims to analyze the impact of hybrid human resource management on sustainable performance at Zain Iraq Telecommunications Company. It examines the role of high-performance, high-commitment, and high-involvement management practices in enhancing the economic, social, and environmental dimensions of sustainable performance. The research addresses a gap in the literature regarding the relationship between hybrid human resource management and sustainable performance within the Iraqi telecommunications sector, specifically at Zain. It is hypothesized that hybrid human resource management has a statistically significant impact on sustainable

performance. Its significance lies in providing a conceptual and practical framework that illustrates how human resource practices support sustainability initiatives within telecommunications companies. Adopting a descriptive-analytical approach, the study focused on employees at Zain Iraq; a sample of 150 employees was surveyed, and the collected data were analyzed using SPSS software. The research reveals several conclusions, most notably that hybrid human resource management represents a managerial approach capable of fostering sustainable performance by integrating job performance development, enhancing employee commitment, and expanding employee participation. It is also concluded that involving employees in organizational decisions and practices is crucial for supporting the company's sustainability orientation, necessitating a work environment that encourages participation, initiative, and accountability. Furthermore, the research highlights the importance of viewing sustainable performance as an integrated approach that extends beyond economic outcomes to encompass social and environmental dimensions. Consequently, there is a clear need to develop human resource management practices that align with sustainability goals and strengthen the company's ability to achieve balanced and enduring performance.
Keywords: Hybrid Human Resource Management, Sustainable Performance, High-Performance Management, High-Commitment Management, Zain Telecommunications Company.

Introduction

The contemporary business environment is undergoing rapid transformations Due to technological and digital advancements, leading to a distinct shift in the work and management methods particularly within human resource management. instead of relying solely on traditional workforce management technique , organizations are seeking practices, they are seeking practices that offer greater flexibility and adaptability to the ever-changing work environment. Amidst these shifts, modern management have emerged that aim to integrate in-person and digital work; prominent among (hybrid human resource management) model that is gaining significant traction in modern organizations.

Moreover, hybrid human resource management integrates traditional and digital practices in workforce management enabling organizations to manage their human resources with greater flexibility and responsiveness to evolving work demands. This approach extends beyond merely changing the physical location of work encompasses recruitment, training and development, performance management, communication, motivation, and employee engagement, while also leveraging digital technologies to support various HR activities. Consequently, hybrid management represents a fundamental shift in the philosophy of workforce management one that seeks to strike balance between

harnessing technology and preserving the human organizational dimensions of work.

At the same time, organizations face the challenge of achieving sustainable performance organizational success is no longer measured solely by the ability to deliver immediate results, but rather by the capacity to maintain performance and generate long-term, enduring value Sustainable performance reflects an organization ability to efficiently utilize resources meet economic objectives, retain human capital, and uphold social and environmental responsibilities. Consequently, achieving sustainable performance is linked to an organization's capacity to establish management practices that are adaptable, resilient, and responsive to change.

In essence ,Hybrid management play a pivotal role in achieving that type of performance, as employees constitute critical asset upon which organizations rely to develop capabilities and meet their goal hybrid human resource management is essential for fostering a flexible environment, supporting employee adaptability to modern methods, enhancing communication and knowledge sharing, and promoting learning and development all of which contribute to sustained performance and effective achievement of organization objective.

This topic is particularly significant for organizations that rely heavily on technology and communications, as their demand rapid, responsiveness to navigate digital transformations, and a workforce equipped with up-to-date skills. The present research examines the impact of hybrid human resource management on sustainable performance, underscoring the importance of understanding how hybrid practices can bolster an organization's ability to maintain consistent, balanced performance within a dynamic business environment. The research provides a scholarly analysis of it subject by addressing the fundamental concepts of hybrid human resource management and sustainable performance, outlining their significance, characteristics dimensions, and clarifying the nature of the relationship them based on existing literature and prior studies. The practical component involves testing the relationships and effects among the research variables using statistical methods ultimately leading a set of conclusions and recommendations that can help foster an organizational shift toward developing modern human resource practices and supporting performance sustainability.

Thus, the research seeks to present a perspective that integrates theoretical and practical aspects, highlighting the importance of transitioning from traditional

human resource management to practices that more flexible and technologically integrated. This support organization resilience in the face of modern workplace challenges and fosters sustainable, evolving performance.

Section One: Research Methodology

First: The Research Problem and gap

Research and studies have shown a growing interest in examining the variable of performance and the factors that contribute to its sustainability. Despite the diverse focus on variables that influence performance sustainability—and the variety of contexts in which these have been studied—there remain factors whose impact and underlying mechanisms require further investigation, particularly within the Iraqi telecommunications sector. This represents a knowledge gap that necessitates the development of new insights to better understand the relationship between "hybrid" human resource management (HRM) and sustainable performance. Furthermore, previous research, exploring the impact of hybrid HRM—across its various dimensions—on sustainable performance, has been notably scarce, both globally and specifically within the Iraqi context. Consequently, there is a clear need for further research to provide empirical evidence, regarding how hybrid HRM influences sustainable performance. This underscores the necessity for a study that tests the impact model proposed in the current research.

Hybrid human resource management has emerged a modern trend aim at redesigning HR practices align with changing work environment by integrating high-performance high-commitment, and high-engagement practices. The recent studies indicated that hybrid human resource management is a multidimensional construct that positively impact employee performance. Accordingly, the research problem is encapsulated in the following primary question:

To what extent does hybrid human resource management impact sustainable performance at Zain Telecommunications Company? This gives rise to the following sub-questions:

1. What is the level of hybrid human resource management practice at Zain?
2.What is the level of sustainable performance at the company?
3. Is there a statistically significant correlation between hybrid human resource management and sustainable performance?
4. Does hybrid human resource management affect sustainable performance?
5. To what extent do the dimensions of hybrid human resource management impact sustainable performance?

Second: Significance of the Research

I. Theoretical Significance

1. The research contributes to enriching the literature on hybrid human resource management, a modern trend in the field of human resource management.
2. It links hybrid human resource management with sustainable performance within a single research model.
3. It helps bridge a research gap regarding the application of the hybrid human resource management concept and its impact on sustainable performance within the Iraqi telecommunications sector.

II. Practical Significance

1. Assisting the management of Zain in determining the level of implementation of hybrid human resource practices.
2. Assessing the company's level of sustainable performance.
3. Clarifying the practices that have the greatest impact on achieving sustainable performance.
4. Striving to assisting management in formulating human resource policies that align with the requirements of digital transformation and flexible work.
5.Contributing recommendations enhance economic, social, and environmental sustainability.

This aligns with the sustainability goal established by Zain integrate social economic and environmental considerations into business decision to create long-term value for stakeholders.

Third: Research Objectives

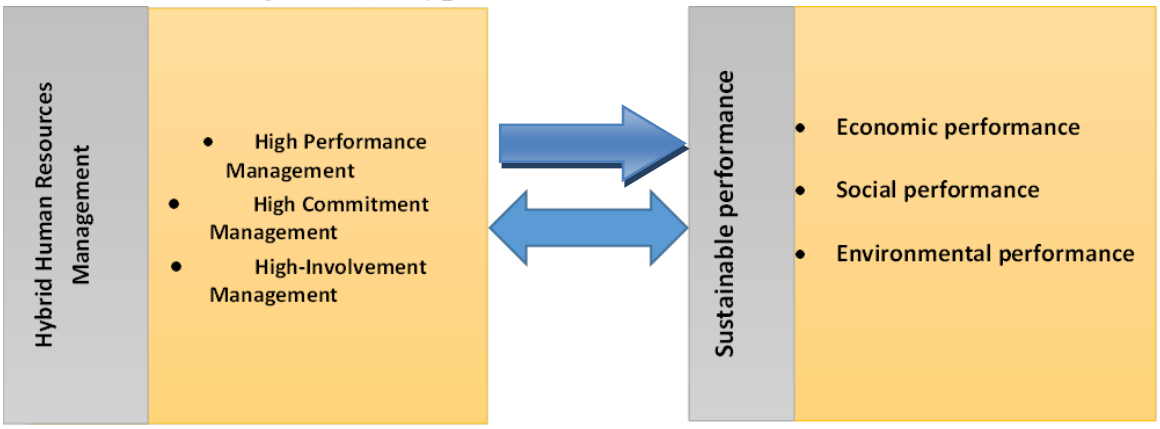
The research aims to achieve the following objectives:

1. Identify the level of hybrid human resource management at Zain Company.
2. Determine the level of sustainable performance within the company.
3. Examine the relationship between hybrid human resource management and sustainable performance.
4. Test the impact of hybrid human resource management on sustainable performance.
5. Determine the impact of the dimensions of hybrid human resource management on sustainable performance.

6. Provide a set of recommendations to assist the company in developing its human resource management and improving its sustainable performance.

Fourth: Proposed Research Framework

Figure (1) Hypothetical research framework



Source: Figure prepared by the researcher.

Fifth: Research Hypotheses

First Main Hypothesis (H1): There is a statistically significant correlation between hybrid human resource management (and its dimensions) and sustainable performance at Zain Telecommunications Company. This branches into:

H1a: There is a statistically significant correlation between high-performance management and sustainable performance.

H1b: There is a statistically significant correlation between high-commitment management and sustainable performance.

H1c: There is a statistically significant correlation between high-involvement management and sustainable performance.

Second Main Hypothesis (H2): There is a statistically significant effect of hybrid human resource management on sustainable performance at Zain Telecommunications Company. This branches into:

H2a: There is a statistically significant effect of high-performance management on sustainable performance.

H2b: There is statistically significant effect high commitment management in sustainable performance

H2c: There is statistically significant effect high involvement management in sustainable performance.

Sixth: Research Population and Sample

The research population consists of Zain Telecommunications Company in Iraq. The research population consists of all employees at the Baghdad branch of Zain Telecommunications, across various managerial levels, in alignment with the nature and objectives of the study. Given the adoption of a complete enumeration approach,the questionnaire was distributed to (150) employees across various administrative and organizational levels at Zain Iraq to ensure optimal representation.

Section Two: Theoretical Framework

First Variable: Hybrid Human Resource Management

First: The Concept of Hybrid Human Resource Management

It is a modern approach to human resource management based on integrating practices that target various aspects of the relationship the organization and its employees extends beyond merely improving performance to include building commitment and fostering engagement. (Jyoti et al., 2025: 342–344) conceptualized hybrid (HRM) as multidimensional construct comprising High-Performance Management (HPM),High-Commitment Management (HCM), and High-Engagement Management (HIM).

This approach views human resource practices as an interconnected system capable of influencing employee behavior and performance by providing the appropriate capabilities, motivation, and opportunities for work. (Chen and Chen, 2021: 1–3) demonstrated that high-performance work systems can influence employees' creative performance and are linked to levels of job burnout, highlighting the importance of viewing human resource practices as an integrated system with multifaceted impacts. Hybrid human resource management is also characterized by balancing a focus on organizational outcomes with a concern for employees; evidence indicates that high-performance human resource practices are not linked solely to performance but can also influence employee well-being. For instance, (Wang et al., 2022: 92–95) found that high-performance work systems were associated with reduced employee burnout—both directly and indirectly—through the mechanism of organization-based self-esteem.

Accordingly, hybrid human resource management in the current research can be defined as an integrated system of HR practices that combines enhancing employee performance, fostering commitment, and increasing engagement in

work and decision-making, thereby helping the organization achieve its goals in a more holistic manner.

Second: The Importance of Hybrid Human Resource Management

The importance of hybrid human resource management lies in its ability to combine performance-oriented practices with employee-oriented practices, making it more comprehensive than relying on a single HR practice alone. Findings by (Pahos and Galanaki, 2022: 1–3) confirm that high-performance work systems can influence employee performance, with these outcomes linked to levels of organizational commitment.

Its importance is further highlighted by its capacity to support employee well-being; the goal of HR practices is not to achieve high performance at the expense of employees, but rather to strike a balance between performance requirements and human-centric outcomes. (Hauff et al., 2022: 1–3) found that high-performance work practices are linked to employee well-being and that health-oriented leadership plays a significant role in this relationship.

Hybrid human resource management also derives importance from its ability to foster proactive employee behavior. A research by (Shi and Cao, 2022: 1–3) demonstrated that high-commitment work systems are positively associated with proactive employee behavior, with self-efficacy and career development prospects acting as mediating factors in this relationship.

The importance of the participatory dimension is evident in the fact that employee involvement can simultaneously contribute to achieving positive organizational outcomes and benefits for the employees themselves. Findings by (Elorza et al., 2022: 782–785) demonstrated a positive relationship between high-involvement work systems and both financial performance and certain indicators of employee well-being, such as job satisfaction and positive affect.

Third: Objectives of Hybrid Human Resource Management

Aims are performed by implementing practices that develop capability boost their motivation and align their efforts with organizational goals. Fragoso et al., 2022: 469–472) showed that high-performance work systems are link to individual performance and that commitment play a role in explaining relationship of human resource practices and performance.

It also aims to strengthen employees' connection to the organization by fostering a work environment characterized by trust, support, and positive relationships. Results from (Zhang et al., 2022: 399–403) indicated that high-commitment work systems can influence employee wellbeing through workplace of friendships, highlighting the importance of social relationships to the success of

high commitment practices ,it seeks to enhance the organization ability to leverage employee knowledge and expertise by providing greater opportunity for participation.

(Salas-Vallina, 2020: 949–952) demonstrates that high involvement work systems can boost an organization absorptive capacity with happiness at work acting as a mediating factor in this relationship, another objective is to foster creativity and teamwork providing an environment that enables employees to participate in and influence the work can stimulate their creative capabilities. Research by (Song et al., 2020: 201) demonstrated that high-involvement work systems are positively associated with team creativity both directly and indirectly through a participatory climate and shared leadership.

Fourth: Characteristics of Hybrid Human Resource Management

Hybrid Human Resource Management is characterized by integration, as it combines multiple sets of HR practices into a single system rather than focusing on a solitary practice. This trend is clearly evident in the research by Jyoti et al. (2025: 342–344), which defined hybrid HRM through three dimensions: high performance, high commitment, and high involvement.

It is also characterized by a balanced focus on both the organization and the employees; HR practices can influence organizational performance while simultaneously affecting the employee experience and well-being. Bryson and White (2021: 1059) demonstrated that high-performance work systems in government workplaces can be linked to achieving efficiency and modern operational changes. Furthermore, it emphasizes social relationships within the workplace, as HR practices do not operate in isolation from the relationships that develop among employees. Findings by Zhang et al. (2022: 399–405) indicate that workplace friendship plays a role in the relationship between high-commitment work systems and employee well-being.

Another characteristic is the focus on employee empowerment and providing opportunities for participation, thereby making the employee a more active participant in the work process. Song et al. (2020: 201–207) showed that a work environment supporting participation and autonomy can help foster collective creativity.

Fifth: Dimensions of hybrid human resources management

1. High Performance Management (HPM): High Performance Management (HPM) represents the dimension that focuses on achieving high levels of employee performance through a set of integrated practices that contribute to developing their capabilities, motivating them, and directing their efforts

towards organizational goals. HPM is one of the basic dimensions of hybrid human resources management according to the model presented by (Jyoti et al., 2025: 342–344).

High performance practices contribute to supporting employee performance when integrated with organizational commitment, as a research showed by

(Fragoso et al., 2022: 469–473) argue that high-performance work systems are linked to individual performance, and that commitment can play a mediating role in this relationship.

High performance management can also contribute to improving the employee experience when practices are designed in a way that takes into account their well-being. (Wang et al., 2022: 92–96) found that high-performance work systems were associated with lower job burnout, which indicates that performance can be achieved with positive outcomes for workers when appropriate organizational conditions are available.

Accordingly, high performance management (HPM) can be defined procedurally as: a set of human resources practices that aim to develop the capabilities of employees, motivate them, and direct their performance in a way that helps achieve high levels of organizational efficiency and effectiveness.

2. High Commitment Management (HCM): High Commitment Management (HCM) represents the dimension that focuses on building a positive and sustainable relationship between the worker and the organization, so that the worker feels connected to the organization and is willing to make an extra effort to achieve its goals.

The results of (Shi & Cao, 2022: 2) indicate that high-commitment work systems are related to employees' proactive behavior, and that self-efficacy and career development prospects can explain part of this relationship.

High commitment practices also contribute to supporting employee well-being by improving social relations within the organization. (Zhang et al., 2022: 401) showed that friendship in the workplace mediates the relationship between high-commitment work systems and employee well-being, with task overlap playing a role in strengthening some of these relationships.

Another research confirms that high commitment systems can be linked to employee engagement at work. He found (Rizvi, 2022: 1003) that psychological capital plays a mediating role in the relationship between high-commitment work systems and work engagement.

Accordingly, High-Commitment Management (HCM) can be operationally defined as the set of practices adopted by an organization to foster employee

engagement, build trust, support, and loyalty, and motivate employees to remain with the organization and exert effort toward achieving organizational goals.

3. High-Involvement Management (HIM): High-Involvement Management (HIM) represents the dimension focused on enhancing the role of employees in the work process, providing opportunities for them to participate in decision-making and offer suggestions, and leveraging their expertise and knowledge.

Results from (Elorza et al., 2022: 782–786) demonstrated that high-involvement work systems are linked to organizational performance and employee well-being, reflecting the potential for mutual benefits for both the organization and its employees through active participation.

High-involvement management also contributes to fostering creativity; (Song et al., 2020: 201–209) found that high-involvement work systems are positively associated with team creativity, and that a participatory climate and shared leadership can strengthen this relationship.

Furthermore, high involvement can help an organization develop its knowledge absorption capacity; a research by Salas-Vallina (2020: 949–955) showed that high-involvement work systems positively influence absorptive capacity, with workplace happiness playing a role in explaining this relationship.

Thus, High-Involvement Management (HIM) can be operationally defined as the set of practices that provide employees with greater opportunities to participate in decision-making and work activities, express their views, offer suggestions, and utilize their expertise to improve organizational processes.

Second Variable: Sustainable Performance

First: The Concept of Sustainable Performance

Sustainable performance is a management concept reflecting an organization's ability to achieve balanced outcomes that extend beyond financial and economic aspects to encompass the social and environmental impacts of activities. This concept views organization performance from long-term perspective enabling the creation of economic value, while safeguarding the interests of employees, society and environmental resources for future generations. Consequently, sustainable performance is link to an organization capacity balance economic social and environmental outcome within an integrated management framework (Andersson et al., 2022: 1159).

Sustainable performance differs from traditional performance concept by not regarding profitability the sole measure of organization success instead focuses on interconnect set of outcome that demonstrate the organization ability endure and create value over the long term. Accordingly the measurement of

sustainable performance relies on both financial and non-financial indicators that help assess the organization ability to simultaneously achieve economic social, and environmental objective (Kyaw et al., 2022: 298).

Sustainable performance referS to an organization ability to manage its resources and activities in a manner that ensure continuity and competitiveness, while minimizing the negative impact of operation on society and the environment. Furthermore, sustainable performance represents a management approach that moves beyond a focus on immediate results toward building outcomes that can be sustained into the future, while taking into account the interests of various stakeholder (Nugrahani & Artanto, 2022: 217) . Accordingly the researcher can operationally define sustainable performance as the organization ability to achieve stable economic results, enhance the wellbeing employees and society and preserve the environment, by integrating and balancing economic social, and environmental performance in a manner that ensure the organization long term continuity.

Second: The Importance of Sustainable Performance

The importance of sustainable performance stems from the fact that it provides organization with more comprehensive framework for evaluating their success. The evaluation process is not limited to profits and financial indicators, but also encompasses the social and environmental outcome resulting from organization activity. This perspective enables organizations to gain more holistic understanding of the impact of their decisions and to formulate strategies that address sustainability requirements alongside economic goal (Kouaib et al., 2020: 1–3).

The significance of sustainable performance is further heightened by the mounting pressure organization faced from stakeholders such as employees, customers, the community governments and investor who all have become increasingly concerned with social responsibility and the environmental impact organization. Consequently, adopting sustainable performance helps organizations building stronger stakeholder relationships while fostering trust and organization (Radu & Smaili, 2021: 2).

The importance of sustainable performance is also evident in its capacity to integrate economic social and environmental. Objectives research indicates that these dimensions are not entirely distinct but rather mutually influential, an organization striving for genuine sustainability should address all three dimensions in a balanced and integrated manner, rather than focusing on one while neglecting the others (Andersson et al., 2022: 1163).

Third: Objectives of Sustainable Performance

Sustainable performance aims, first and foremost to ensure the organizational economic continuity by achieving satisfactory financial result, maintaining competitive, enhancing resource efficiency, and generating economic value that can be sustained into the future. This implies that economic sustainability does not conflict with profitability; rather, it seek to generate profits in a manner that support the organization long term survival and growth (Andersson et al., 2022: 1165–1166).

Sustainable performance also aims to enhance the social dimension of organizational activity by prioritizing employee, customer and the community; ensuring appropriate working conditions; respecting worker rights and fostering fairness equality and community engagement. Achieving these goals helps build a more stable organizational environment and strengthens the relationship the organization and stakeholders (Farooq et al., 2025: 160–163).

Sustainable performance also serves to mitigate the organization negative environment impacted by curbing resource and energy consumption reducing waste and emissions, and improving environmental practices associated with organizational operation .This objective reflects a shift in the organization approach moving from view the environment merely as an external constraint to regarding environmental preservation as an integral part of overall responsibility and performance (Shafait & Pan, 2025: 3).

It also provided integrated foundation for managerial decision making rather than relying solely on financial indicators, management utilizes a combination metrics to evaluate organizational outcomes and identify areas for improvement, integration facilitates the formulation of more balance decisions capable of addressing future demands (Al-Muslimawi & Al-Khaldi, 2025: 163).

Fourth: Characteristics of Sustainable Performance

It is characterized by comprehensiveness as addresses a range of interconnected aspect rather than focusing on a single facet of organization performance, by integrating economic, social, and environmental outcomes offers a performance assessment that more accurately reflects organizational reality compared to traditional metrics, which primarily focus in financial results (Kouaib et al., 2020: 5).

a long-term perspective can be adopted prioritizing the organization's ability to sustain its result and continuity into the future, rather than merely achieving high short-term outcomes. Consequently decisions that generate immediate profits lead to resource depletion or harm to society; and the environment do not

fully align with the concept of performance (Andersson et al., 2022: 1166–1168).

A sustainable organization does not seek to achieve economic performance at the expense of social or environmental performance. Instead strives to achieve an appropriate level of alignment among the three dimensions, integration renders sustainable performance multidimensional predicated on simultaneously creating value for both the organization and stakeholders (Kyaw et al., 2022: 301–304).

Also measurable a set of quantitative and qualitative indicators such as those related to profitability growth and economic efficiency workforce community, and safety well as energy and resource consumption emission and waste . The use of these indicators enables the formation of a more comprehensive picture of the organization sustainability level (Nugrahani & Artanto, 2022: 223).

Fifth: Dimensions of Sustainable Performance

the researcher relies primarily on dimensions of sustainable performance: economic performance social performance and environmental performance. These dimensions constitute the core of the "Triple Bottom Line" perspective on sustainability, which views organizational sustainability as the outcome of the interaction between profit, people, and the planet (Kouaib et al., 2020: 6–8).

1. Economic Performance

Economic performance represents an organization's ability to generate economic value, maintain financial health, and sustain growth and continuity. This dimension is not limited to achieving current profits; rather, it encompasses the organization's capacity to maintain its competitiveness and achieve stable economic results that enable it to continue its operations and develop its processes in the future (Kyaw et al., 2022: 307). Economic performance encompasses a range of indicators related to profitability, growth, and financial efficiency, as well as the organization's ability to effectively manage its costs and investments and utilize its resources. From this perspective, sustainable economic performance signifies the organization's capacity to create economic value without compromising its future ability to endure and grow (Al-Muslimawi & Al-Khaldi, 2025: 165–168).

Also linked to the ability to achieve resource efficiency and reduce cost associated with waste, energy, and materials factors that can simultaneously bolster profit and competitive. Consequently, enhancing operational efficiency can serve a point of convergence economic objective and various sustainability goals (Jabbar, 2025: 4).

2. Social it Performance

It refers to an organization's ability to generate positive outcomes for employee, customer the community and stakeholders associated with its activities encompasses providing suitable work environment, protecting employee rights, ensuring fairness and equality prioritizing health safety and fostering social responsibility (Rasheed & Saeed, 2025: 17).

Also, It reflects the organization commitment to developing human capital through training and development improving working condition enhancing employee and fostering job satisfaction .

It helps Building more positive organization relationships and can support the organization capacity to achieve long-term, sustainable results (Farooq et al., 2025: 165). The dimension is not limited to internal employee extend to customer and the surrounding community by delivering high quality products and services, responding to customer needs, and contributing to the resolution of social issues relevant to the organization's operations. Thus serves as a key indicator of the organization sense of responsibility toward its stakeholders and society at large (Shafait & Pan, 2025: 7).

3. Environmental Performance

That one reflects an organization's to ability minimize the negative environmental impacts of activities and improve it management of natural resources dimension encompasses the reduction of pollution the efficient use of energy and materials and the adoption of operational practices that better align with environmental protection requirement (Henao & Sarache, 2023: 6).

It is also linked to an organization's capacity to integrate environmental considerations into operations and decision processes thereby making environment preservation integral part of organizational practices rather than a separate activity , may involve developing more efficient processes, utilizing less harmful resources, and reducing energy and material consumption, (Javed et al., 2025: 4).

Furthermore, it becomes a crucial element assessing sustainable performance, driven by growing global concern regarding climate change, natural resource depletion, and pollution. Consequently, organization ability to reduce it

environmental footprint enhance resource efficiency can contribute to bolstering its sustainability and mitigating risks associated (Khalaf et al., 2026: 790).

Section Three: The Practical Aspect of the Research

First: Testing the Validity and Reliability of the Research Instrument

The internal consistency of the questionnaire items was measured using Cronbach's alpha coefficient. An alpha value exceeding 0.70 is considered acceptable in administrative and human sciences research.

Table (1): Cronbach's Alpha Coefficient for Research Dimensions

Variable/Dimension	Number of paragraphs	Cronbach's alpha
High Performance Management	5	0.842
High Commitment Management	5	0.816
High engagement management	5	0.829
economic performance	4	0.793
social performance	4	0.807
environmental performance	4	0.781
The questionnaire as a whole	27	0.921

Source: Prepared by the researcher based on SPSS outputs.

The table above indicates that reliability coefficients for the dimensions ranged from 0.781 to 0.842, while the alpha value for the questionnaire as a whole was 0.921—a high value indicating good internal consistency and the instrument's suitability for statistical analysis.

Second: Descriptive analysis of the dimensions of hybrid human resource management

The independent variable, hybrid human resource management, consists of three dimensions: High-Performance Work Systems (HPWS), High-Commitment Work Systems (HCWS), and High-Involvement Work Systems (HPMS).

Table (2): Ranking of Hybrid Human Resource Management Dimensions

Level	Standard deviation	Arithmetic mean	Dimension	Ranking
Relatively high	0.72	3.29	High Performance Management	1
Average	0.76	3.21	High Commitment Management	2
Average	0.79	3.19	High engagement management	3
Average tends to rise	0.69	3.23	Hybrid human resources management as a whole	

Source: Prepared by the researcher based on SPSS outputs.

The table above shows that High-Performance Management ranked first, followed by High-Commitment Management and then High-Involvement Management; the overall mean for the independent variable was 3.23.

Table (3): Ranking of sustainable performance dimensions

Llevel	Standard deviation	Arithmetic mean	Dimension	Ranking
Relatively high	0.73	3.26	Social performance	1
Relatively high	0.71	3.25	Economic performance	2
Average	0.78	3.13	Eenvironmental performance	3
Average tends to rise	0.68	3.21	Sustainable performance as a whole	

Source: Prepared by the researcher based on SPSS outputs.

Social performance ranked first, followed by economic performance, and then environmental performance; the overall mean for sustainable performance was 3.21.

Third: Test for normal distribution

Table (4): Kolmogorov-Smirnov Test

Variable	K-S	Sig.
High Performance Management	0.071	0.200
High Commitment Management	0.064	0.200
High engagement management	0.069	0.200
Eeconomic performance	0.066	0.200
Social performance	0.063	0.200
Environmental performance	0.070	0.200

Source: Prepared by the researcher based on SPSS outputs.

The results above indicate that all significance values exceed 0.05, suggesting no significant issue regarding normal distribution; thus, Pearson correlation tests and linear regression analysis can be employed.

Fourth: Correlation Coefficient Tests

Table (5): Correlation coefficients between hybrid human resource management dimensions and sustainable performance.

Independent dimension	Economic performance	Social performance	Environmental performance	Sustainable performance as a whole	Sig.
High Performance Management	0.492	0.516	0.438	0.548	**0.000**
High Commitment Management	0.461	0.532	0.421	0.539	**0.000**
High engagement management	0.475	0.507	0.456	0.551	**0.000**
Hybrid human resources management as a whole	0.563	0.601	0.518	0.624	**0.000**

Source: Prepared by the researcher based on SPSS outputs.

Significance level for all correlation coefficients: $p < 0.01$

Comment: The results indicate the existence of positive, significant correlations between the dimensions of hybrid human resource management and the dimensions of sustainable performance. The overall correlation between the two

variables was 0.624—a relatively moderate-to-strong positive correlation—with the highest correlation (0.601) observed between hybrid human resource management and social performance.

Fifth: Testing the Main Hypothesis

Main Hypothesis (H1): There is a statistically significant effect of hybrid human resource management on sustainable performance at Zain Telecommunications Company.

Table (6): Simple linear regression for testing the main hypothesis.

R	R^2	Adjusted R^2	F	Sig.
0.624	**0.389**	**0.385**	**94.40**	**0.000**

Source: Prepared by the researcher based on SPSS outputs.

Commentary: The correlation coefficient was R = 0.624, and the coefficient of determination was R^2 = 0.389; this indicates that hybrid human resource management explains 38.9% of the variation in sustainable performance. Furthermore, the F-value of 94.40 and the significance level of 0.000 confirm the significance of the regression model; thus, the main hypothesis is accepted.

Sixth: Testing the Impact of Dimensions on Sustainable Performance

Table (7): Multiple Regression for Hybrid Human Resource Management Dimensions

Dimension	B	Beta	t	Sig.
High Performance Management	0.284	0.291	4.612	0.000
High Commitment Management	0.251	0.274	4.338	0.000
High engagement management	0.318	0.337	5.201	0.000

Source: Prepared by the researcher based on SPSS outputs.

The table above demonstrates that the three dimensions have a positive and significant impact on sustainable performance. High-involvement management ranked first (Beta = 0.337), followed by high-performance management (Beta = 0.291), and then high-commitment management (Beta = 0.274). Collectively, these dimensions explained 45.7% of the variance in sustainable performance.

Seventh: Testing the Sub-hypotheses

H1-1: There is a statistically significant effect of high-performance management on sustainable performance.

H1-2: There is a statistically significant effect of high-commitment management on sustainable performance.

H1-3: There is a statistically significant effect of high-involvement management on sustainable performance.

Table (8): Summary of Hypothesis Testing

Hypothesis	Beta	t	Sig.	The decision
H1-1 High performance →sustainable performance	0.291	4.612	0.000	Accepted
H1-2 High commitment →sustainable performance	0.274	4.338	0.000	Accepted
H1-3 High participation →sustainable performance	0.337	5.201	0.000	Accepted
H1 Hybrid HRManagement→Sustainable Performance	0.624	9.716	0.000	Accepted

Source: Prepared by the researcher based on SPSS outputs.

Since the significance values for all hypotheses are less than 0.05, the main and sub-hypotheses are accepted, leading to the conclusion that the dimensions of hybrid human resource management have a positive and significant impact on sustainable performance.

Section Four: Conclusions and Recommendations

First :Conclusions

1. Hybrid human resource management represents a managerial approach capable of reconciling in-person and virtual work models, thereby helping the organization achieve greater flexibility in managing its human resources and respond to rapid changes in the work environment.
2. Adopting the "hybrid work" model in human resource management requires continuous development employee skills the success depends not merely on providing technology, but on the workforce ability to utilize adapt to the demands of the new work environment.
3The hybrid work model supports the economic dimension of sustainable performance by enhancing work flexibility and reducing certain operational costs associated with traditional method thereby boosting the organization operational efficiency
4. Implementing these practices can enhance the environmental dimension of performance by reducing need for daily commuting and minimizing the intensive use of physical resources line with modern trends toward more sustainable practices
5. closely linked to the social dimension of sustainable performance by offering employee greater flexibility and improving their work-life balance while

necessitating maintenance of fairness and equality among employees across different work environments.

6. The success of hybrid human resource management in support performance relies heavily in management ability to establish an integrated system for geographical dispersion among employees can lead to communication gaps unless appropriate organizational and technical mechanisms are in place.

Second:Recommendations

1. there must an adaptation of clear policies for managing hybrid work that define the nature of person and virtual work as well as mechanisms for coordination, monitoring, and evaluation, ensuring flexibility without compromising work efficiency.
2. Implement training programs focusing in digital skill time management, virtual communication teamwork to enhance employee ability to effectively handle the demands of hybrid work.
3. Encourage hybrid practices that contribute to resource conservation and reduced unnecessary commuting, and align human resources policie with environmental initiative and organization sustainability goal.
4. Establish policies that ensure fairness between in person and remote employee taking into account different need and provide the organizational and technical support necessary for a fair and inclusive work environment.
5. Develop digital channels adopt clear mechanism for team coordination, while holding periodic meetings and implementing information systems that enable management monitor work and personnel.
6. Integrate hybrid human resources management into the organization strategic direction, aligning its policies and practices with the three dimensions establishing periodic indicators to measure the achievement sustainability.

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