
FLEXIBLE HUMAN RESOURCE MANAGEMENT AS A STRATEGY TO ENHANCE MAGNETIC MARKETING CAPABILITIES IN TELECOMMUNICATIONS COMPANIES

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Abstract

This research aims to highlight the role of flexible human resource management in achieving magnetic marketing capabilities. The researcher used a descriptive-analytical approach, appropriate to the countryside of the research objectives, employing quantitative and statistical methods (SMART PLS and SPSS) to address the research topic and describe the results of the survey analysis. The research sample consisted of staffs in telecommunications companies in Maysan Governorate. The researcher distributed 110 questionnaires, but only 86 were returned and deemed valid for analysis.

The researcher concluded that magnetic marketing capabilities are influenced by flexible human resource management. This is because the more flexible human resources are in their skills, behaviors, abilities, and capabilities, the more responsive they are to applying ideas and creativity in enhancing marketing practices for their services. The researcher also recommended emphasizing the importance of skill flexibility, done the aptitude to manage work fluctuations using the several skills they possess. This suppleness enables them to adapt quickly to new tasks and continuously apply the dimensions of magnetic marketing capabilities. Also, the researcher recommended striving to design company jobs that align with desired results and developing member skills to achieve these goals.

Keywords: Flexible human resource management, magnetic marketing, telecommunications companies.

Introduction

Research Methodology

First: The Research Problem

The flexibility of human resource management is a crucial organizational resource, helping institutions and marketing companies increase their effectiveness. Human resource management refers to the philosophy, policies, procedures, and practices related to handling work within an organization. Accordingly, organizational management must find modern methods that are appropriate and adaptable to existing ecological changes. Therefore,

applying these practices—planning, recruitment, training, job design and analysis, performance evaluation, motivation, and employee participation in decision-making—will enable them to achieve their planned advertising objectives. It is well-known that all organizations generally need to continuously update their human resource management, given its reputation in attaining high performance levels and comparing themselves to competitors. This necessitates understanding the nature of human resource management in achieving magnetic marketing capabilities in the marketplace and how these practices can affect performance. Based on the above, we can derive the research problematic with the following question:

Does flexible human resource management performance a role in achieving magnetic marketing capabilities in telecommunications companies?

From this stem the following sub-questions:

-Is there a relationship of effect and correlation between flexible human resource management and magnetic marketing capabilities in telecommunications companies?

- Do telecommunications companies have a clear understanding of flexible human resource management?

Second: The Importance

The importance of this research lies in the following points:

1. Flexible human resource management is considered the most valuable and important resource capable of attaining magnetic marketing capabilities, especially in light of the intensifying competition and rapid ecological changes that require companies to continually adapt.

2. Highlighting the connection amid malleable human resource management and magnetic marketing capabilities, as the research results contribute to improving performance by providing a clear portrait of the aspects that must be given attention and priority to attain the desired objectives.

3. The research describes a pioneering and important attempt to explore the impact of human resource flexibility on attaining magnetic marketing capabilities.

Third: Research Objectives

The primary objective of this study is to clarify the role of flexible human resource management in achieving magnetic marketing capabilities. This objective is further broken down into the following sub-objectives:

1. Clarifying the concepts of both flexible human resource management and magnetic marketing capabilities.

2. Determining the effect of flexible human resource management on achieving magnetic marketing capabilities.

3. Drawing conclusions and commendations based on the results of the arithmetical analysis.

Fourth: Research Hypotheses

The research hypotheses were formulated as follows:

First Hypothesis: There is a statistically significant correlation at the ($\alpha \leq 0.05$) level between flexible human resource management and its components and magnetic marketing capabilities.

Second Hypothesis: There is a statistically significant causal relationship at the ($\alpha \leq 0.05$) level between flexible human resource management and its components and magnetic marketing capabilities.

Fifth: Research Limitations

The current research limitations are as follows:

- 1- Spatial Limitations: Telecommunications companies in Dhi Qar City.
- 2- Temporal Limitations: The study was conducted over a period extending from the middle of 2025 to the beginning of 2026.
- 4- Human Limitations: These consist of employees and administrative leaders in telecommunications companies.

Sixth: Research Population and Sample

Research Population: The research population was selected from telecommunications companies in Dhi Qar City.

Research Sample: The sample consisted of employees from all companies located in Dhi Qar (Nasiriyah) affiliated with Asiacell and Zain Atheer.

The researcher distributed 110 questionnaires but received only a portion, as some were deemed invalid. Therefore, only 86 questionnaires suitable for statistical analysis were used.

Theoretical Framework of the Research

First: The Concept of Flexible Human Resource Management

Flexible human resource management focuses on the nature of gifted workers, which is evident in the changing nature of their personality traits, such as their experiences, behaviors, and learning. It refers to the ability to develop (re-develop), organize (re-configure), and stabilize the human resource system within an organizational framework that manages human resources as a whole system for competitiveness based on environmental responsiveness and innovation. Therefore, companies with a flexible human resource system have the ability and capacity to adapt easily to changing environmental conditions. Thus, human resource management is defined as the administrative practices cast-off by an organization to straight or circuitously influence the skills, performances, and knowledge abilities of its employees through flexibility in adapting to the recruitment structure, work situation, training plan, and incentive plan. (Mohammed, 2018:163)

Flexible human resource management aligns with the views of many philosophers. From a "people-centric" perspective, human resource management (HRM) is not based on exact corporation rules and systems (Lu, 2021;6), but rather on the consensus of all employees within the organization, fostering a humane work environment. In other words, this method

aims to encourage employees to embrace their work seamlessly, ultimately leading to conscious and independent HR management (Qianyun, 2021;21). Management by Objectives (MBO) theory was initially future by investigators to rally employees to set and achieve goals together (unhong, 2021;8). The core of this theory lies in a management style jointly defined by all employees, enabling participants to reach a consensus when working on a goalmouth and then appraise the results of each character's influence to the overall effort. This theory serves as a prototype for flexible HR management, as its fundamental idea is to encourage participants to exercise complete self-control and donate comprehensively by reducing pressure on them (uping, 2021).

Human resource management is a source of competitive advantage in organizations with dynamic environments. Dynamic capability helps the organization adapt to changing environmental crises. This means the organization's ability to develop and validate work as an intermediary variable between the organization and its performance. Certain characteristics can affect the organizational level (such as competitive strategy, organizational culture, and organizational structure). Human resource flexibility is defined as demonstrating behavioral flexibility, meaning the ability to display a diverse range of behavioral repertoire in different circumstances. Worker behaviors are the scripts or outcomes that employees adopt in their jobs (Al-Khafaji, 2022:154). It has also been defined as the behavior exhibited by an employee through the application of a specific script in repeated work situations, choosing the similar script to deal with a new situation (Al-Omairi, 2019:21).

Flexible human resource management has also been distinct as the freedom of management to distribute employees within the organization to ensure maximum efficiency and achievement of the organization's goals. All employees, whether individuals or groups, are viewed as means or productive tools for the organization (Karim, 2022:15). Flexible human resource management is also defined as one of the The specialized capabilities of companies enable them to create their own business model, helping them overcome environmental obstacles and contributing to improved organizational effectiveness and employee well-being. (Ali, 2013:34)

Based on the concepts presented by researchers and authors regarding the concept of supple human resource , we can define human resource elasticity as the extent to which an organization's human resources possess the skills and behavioral repertoire that can provide the society with numerous options for pursuing strategic alternatives in its competitive environment. This also includes the ability to quickly identify, develop, and implement necessary human resource practices to maximize the inherent flexibility of those human resources, which can be viewed as an internal characteristic or unique feature of the organization.

Second: The Importance of Flexible Human Resource Management

1. Flexible human resource management is one aspect of structural flexibility. Therefore, it determines the organization's ability to deal appropriately and in a timely means with dynamic and competitive environments. (Al-Fatlawi, 2014:148)

2. Flexible human resource management is people-oriented and based on the study of human psychology and behavioral norms. It does not rely on a mandatory approach but rather on generating potential beliefs in people's minds. It then shapes the organization's plan to foster self-awareness in individual action. It emphasizes humanity, equality, commitment, rationality, emotional intelligence, intuition, initiative, change, sensitivity, flexibility, and the active response to change. (Karim, 2022:15)

3. Group goals should be together defined by all memberships, with group associates managing themselves. The number of group leaders should be minimized to ensure a balance among all participants, and the ultimate goal should be more than just a lack of goal management. (Hu et al., 2021;22) 4. The applicability of a number of functions and situations and the extent to which the practice can be completely redesigned or rebuilt to be applicable in different situations. Flexibility in human resource management also requires the aptitude to apply these practices strictly and well in different situations and locations. This means the need to achieve alignment between strategy and human resource management practices, meaning translating the organization's strategy into flexible human resource management goals and activities. (Al-Sabti, 2016:125)

5. Flexible human resource management signifies one feature of structural flexibility. Therefore, the organization's ability to deal appropriately and in a timely manner with dynamic and competitive environments is defined. (Muhammad, 2013:113)

Third: Objectives of Flexible Human Resource Management

The fundamental objective of flexible is to assist individuals working in organizations and to provide governments with suitable human resources. Several objectives of flexible human resource management can be derived, as follows:

1. Advising management on the human resource policies necessary to ensure that the organization has a highly efficient and interested workforce, a pool of qualified individuals capable of adapting to change, and ensuring the organization fulfills its legal obligations related to employment. (Al-Bardai, 2016:15)

2. Motivating the workforce to exert maximum effort to achieve the organization's goals and fostering positive working relationships among all its members. (Al-Amiri, 2017:64)

3. How the organization acquires, uses, influences, evaluates, and retains its workforce. Maintaining and developing it in a way that enables it to achieve strategic and organizational effectiveness. (Abbas, 2015: 56)

4. Contributing to achieving the organization's goals by helping managers understand aspects related to human resources activities, thus enabling them to avoid common mistakes made by most bosses and fostering effective cooperation among employees to achieve those goals.

Third: Dimensions of Flexible Human Resources Management

Human resources management is based on the following elements:

1. **Skill:** Skill encompasses several related connotations, including: the characteristics of a complex activity that requires a period of intentional training and organized practice to be performed appropriately, and which usually serves a useful function. Skill also income competence and excellence of performance. Whether the term is used in this sense or that,

skill refers to acquired or learned behavior that meets two vital conditions. First, it must be directed toward achieving a specific goal or purpose. Second, it must be prearranged in such a way as to achieve the objective in the conventional possible time. This erudite performance must possess the features of adroit performance. Skill is somewhat that can be acquired, learned, or developed by the learner through imitation and training. What is learned varies depending on the kind, nature, and features of the substantial, as well as the resolution of knowledge it. An employee is expected to be highly knowledgeable and possess excellent, extensive, and adequate experience relevant to the course of events. (Rahal, 2019, p. 6)

2. Behavioral Flexibility: Behavioral flexibility is defined as an employee's ability to adapt behaviors to the specific requirements of each emergency situation, as well as to respond positively and act rationally and appropriately in different situations. In other words, it is the ability of employees to modify their behaviors and changing attitudes to cope with the organizational pressures arising from these situations. Through behavioral flexibility, individuals can adapt their behavior to respond to situations and changes. The new approach, as well as social flexibility, focuses on the external environment and is concerned with developing individual creativity. It also works to increase the organization's ability to deal with situations and confront various administrative and structural phenomena. Behavioral flexibility is the response of individuals to various changes and situations through their reactions to them. (Boutaraa, 2022:464)

3. Flexibility of Human Resources Practices: defined as the extent to which a company's human resources practices can be modified and applied across a variety of circumstances, or across several locations or units within the company, and the speed at which these adjustments and requests can be made. Flexibility in human resources practices is represented by the ability to manage human resources efficiently, quickly, and in a timely manner, efficiently and productively in applying and modifying new human resources practices. (Al-Khafaji, 2022:157)

-Magnetic Marketing Capabilities

First: The Concept of Magnetic Marketing Capabilities

Magnetic marketing capabilities are defined as a modern philosophy based on the relationship between the customer and the organization, using specific methods that rely on formulating the organization's Mission in a way that enhances its role in accurately segmenting the market and classifying target segments that can be stimulated through modern communication channels. This encourages positive interaction with the organization's Mission, ensuring that customers feel a sense of belonging to the organization's brand or products and work with it to assurance that it meets their needs and the needs of potential customers attracted by the organization's marketing efforts, as well as its existing customers. (Al-Asaadi, 2022:267)

Magnetic marketing capabilities are too defined as a comprehensive and complex concept for organizing electronic and non-electronic business operations across all sectors and integrating information technology processes to start customer acquisition. (Shukr, 2013:62)

It is also defined as targeting new audiences by attracting them in the right way that satisfies their needs.

Unconventional marketing activities, while considering putting pressure on competitors to attract, win over, and retain customers in the long term. (Al-Jazi, 2021:1)

Magnetic marketing capabilities are defined as the process of enhancing the value of information technology, which identifies, develops, and focuses on integrating various specializations within the organization in order to provide long-term value to customers, in profitability, and in identifying present and potential customer segments. (Al-Amiri, 2011:34)

He believes that magnetic marketing capabilities involve following a clear and precise Mission carefully directed to the targeted marketing segment that the organization believes will respond to the Mission directed to it done digital advertising media, interact with it, and share it positively with others. This ensures complete communication between customers and the organization, repeat purchases, and inviting others to purchase and interact with the marketing organization and its products. (Radi, 2012:32)

Magnetic marketing capabilities are also defined as using advertising and media in an effective and unconventional way to target segments. Suitable marketing strategies ensure that the organization's Mission is received, interacted with, and delivered to customers who haven't yet received it. This guarantees purchases, repeat purchases, and the sustainable attraction of new customers, ultimately increasing the organization's income and value. (Al-Dulaimi, 2021:65)

Finally, after discussing a range of concepts related to magnetic marketing capabilities, it can be defined as the process of enhancing the value of information technology. This involves identifying, developing, and focusing on integrating various disciplines within the organization to deliver long-term value to customers, both in terms of profitability and classifying current and potential customer segments.

Second: Methods of Magnetic Marketing Capabilities

Based on the aforementioned concepts related to magnetic marketing capabilities, a review of its main ideas, and the intelligent contributions of marketing pioneers, particularly in the modern era, researchers have identified the most important methods that support the implementation of magnetic marketing capabilities through its core principles (Mission, market segmentation, and media) in a manner consistent with the concept of marketing. The following are some contemporary methods adopted for attracting customers and maximizing value sustainably: (Al-Asaadi 2022:271)

1. Non-traditional marketing.
2. Word-of-mouth marketing.
3. Buzz marketing (rapid marketing).
4. Viral marketing.
5. Peripheral marketing.
6. Ambush marketing.

Magnetic marketing capabilities aim to achieve the following:

1. Leveraging advanced technology to attract new customers:

There are various methods of attraction. Some are used to attract customers and introduce them to the brand, while others are used to prepare customers and build relationships with them, with the goal of converting them into actual customers who want to complete purchases. The method of using magnetic marketing capabilities varies from one company to another. (Al-Tahhan, 2022:330)

2. Identifying customers.

- Differentiating clienteles through marketing channels.
- Discovering new customers.
- Acquiring new customers.

3. Customer interaction:

- Organizations must continuously understand their customers.
- Improve and increase communication between the organization and its customers.
- Respond appropriately to customer needs.
- Build real working relationships.
- Build relationships with customers.
- Improve customer interaction.
- Electronic communication. (Shukr, 67:2014)

4. Providing better value to customers by reducing costs and focusing on quality, and using unconventional marketing methods such as viral marketing, speed marketing, perimeter marketing, and other attractive and attention-grabbing techniques.

One of the modern marketing methods that marketing companies resort to in order to attract customers is magnetic marketing, which goes beyond simply pushing or sending Missions to possible customers. Magnetic marketing relies on attracting customers to products or services using modern communication tools and social media platforms, analyzing them to provide them with details and information that attract them or that they are constantly searching for. (Jawda, 36:2016)

Fourth: Dimensions of Magnetic Marketing Capabilities

There are three main dimensions to magnetic marketing capabilities. For an organization to be successful in the market, it necessity have the right Mission, which must be delivered to the right customer through the appropriate media. These dimensions are as follows:

1. **Mission:** The Mission is what is sent to customers by the organization. The sender is the organization, and the receiver is the customer. The earpiece then interprets the Mission based on their current frame of orientation, perceptions, values, and attitudes. It is important for the receiver to analyze the encoding, and it must match the sender's brainwashing for Mission to be fruitful. Two other important parts of the communication model are the Mission and the channel chosen for communication. At all stages of the statement process, the Mission is constantly bare to factors that can change the Mission and the way it is supposed to be

received. These breaks are called interference and noise, which can occur in the television signal or the headset. (Al-Dulaimi, 2019: 178)

2. Market Segmentation: A marketing stratagem that involves in-between the broad target market into subgroups of consumers who have common needs and applications for related goods and services based on specific product appearances. These subgroups can be segmented according to criteria such as age, gender, or other distinguishing factors like location or income. Marketing movements can then be designed and applied to board these specific customer segments. In other words, the organization selects the most suitable market segment, the one that is best suited to each segment. It's also essential to define the target market and comprehend how to focus on a specific market, including how to target specific demographics, whether geographic, demographic, or psychological. For effective market segmentation, five criteria must be met to support competitiveness. (Al-Tahhan, 2022:325)

3. Media: Instead of going anywhere and directing your Mission to any market, try to be the only one in the market where you and your customers are already present. For example:

- If your target customers are on Facebook (in terms of segmentation, division, and controlling behavior), you should reach them done the Facebook social media platform.
- If they subscribe to a highly focused, niche fortnightly with a dedicated readership and a monthly release, you should go there and attract them.
- If they are conservative, meticulously planning their day and prefer traditional radio conversations, go there and magnetically attract them.

Within the framework of modern customer dispatch, the modern marketing transportations perfect, where numerous key factors are changing the face of marketing communications today, is shaped by the changing consumer landscape. In this cardinal, wireless age, customers are better knowledgeable and more empowered by communication. Instead of relying on information provided by marketers, they can use the internet, social media, and other skills to find info themselves. They can easily connect with other patrons to exchange brand-related information or even create their separate brand messaging and involvements. (Al-Asadi, 2022:271)

Practical Aspect

First: Testing the Dimension Instrument

This test objects to measure the validity and reliability of the dimension instrument rummage-sale. The least squares demonstrating process (PLS-SEM) was employed. This forward-thinking test relies on four vital criteria (Hair et al., 2017):

- 1- Cronbach's Alpha Measurement: The least value will be (0.7).
- 2- Compound Reliability: The minimum value will be (0.7).
- 3- Item Fullness: The minimum saturation value will be (0.7).
- 4- Extracted Mean Variance (AVE): The least value will be (0.5).

The consequences of the dimension instrument test were gotten using the Smart PLS software, as exposed in Table 1) below.

Table No (1) Validity and Reliability Test

Dimensions	paragraphs	Saturations	Cronbach's alpha	compound stability)AVE(
Flexible Human Resources Management					
Skill	1	0.801	0.72	0.77	0.60
	2	0.884			
	3	0.878			
	4	0.877			
	5	0.770			
behavioral flexibility	6	0.748	0.75	0.70	0.67
	7	0.859			
	8	0.766			
	9	0.704			
	10	0.896			
Human resources flexibility	11	0.749	0.79	0.75	0.68
	12	0.759			
	13	0.848			
	14	0.758			
	15	0.898			
Magnetic Marketing Capabilities					
Mission	16	0.784	0.76	0.88	0.68
	17	0.764			
	18	0.798			
Market segmentation	19	0.743	0.79	0.87	0.62
	20	0.745			
	21	0.798			
	22	0.764			
Media	23	0.744	0.79	0.77	0.58
	24	0.870			
	25	0.836			
	26	0.755			

Source: by the researcher using Smart PLS

Founded on what give the impression in the table above and rendering to the modeling bench, it was found that all items of the rule have suitable validity and reliability for together variables.

Second: Analysis of the Research Sample's Responses

The table below presents the statistical report of the research sample's answers, revealing the following:

- The primary variable, "Flexible Human Resource Management," ranked first, achieving a higher arithmetic mean than the arithmetic mean of the "Organizations Magnetic Marketing Capabilities" variable, with a numerical value of (3.72).
- The independent variable, "Flexible Human Resource Management," was followed by the third dimension, "Human Resource Flexibility," at the primary level, with an calculation mean of (3.83) and a standard deviation of (0.69). The other dimensions followed with

slightly lower scores. This indicates that the "Human Resource Flexibility" dimension has a very high response rate and strong alignment with the "Flexible Human Resource Management" variable, demonstrating that telecommunications companies strive for high levels of adaptability and flexibility in their management.

•The dependent variable (magnetic marketing capabilities) obtained its second dimension in first place with a deviation of (0.85) from its mean and an arithmetic mean that statistically reached (3.58). After that, the other dimensions were arranged, and that telecommunications companies actually segment the market in all their work and divide the market into different target categories, each according to its importance.

Table No (2) Description of the research scale

	Key variables and their dimensions	Mean	standard deviation	Relative importance
independent variable	Flexible Human Resources Management	3.72	0.84	the first
	skill	3.64	0.91	3
	behavioral flexibility	3.69	0.87	2
	Human resources flexibility	3.83	0.69	1
dependent variable	Magnetic Marketing Capabilities	3.43	0.89	the second
	Mission	3.49	0.91	2
	Market segmentation	3.58	0.85	1
	Media	3.22	0.94	3

Source: by the researcher based on the outputs of the SPSS.

Third: Testing the Research Hypotheses

- Challenging the Relationship Hypothesis: To determine the connection between the chief variables and the sub-dimensions of the hypothesis related to correlation, Spearman's rank correlation coefficient will be used to amount the strength and direction of the correlation and to determine whether the hypothesis is accepted or rejected, as shown in Table (3) below:
 - We observe from Table (3) that the correlation coefficient between the variable of flexible human resource management and the variable of organizations' magnetic marketing capabilities, as calculated by Spearman's rank correlation coefficient, is (0.587). This indicates a positive correlation between flexible human resource management and enhancing organizations' magnetic marketing capabilities, at a significance level of (0.00), i.e., very high confidence. The values of Spearman's rank correlation coefficients for the connection of the primary variable by the dimensions of the dependent variable, in their individual command, are as follows: (0.544), (0.582), and (0.511), also indicating a positive correlation. This principals to the decision to receive the primary main hypothesis, which states: "There is a statistically significant relationship at the equal of (0.00)." ($\alpha \leq 0.05$) Between flexible human resource management and its components with magnetic marketing capabilities.

Table No. (3) Testing the correlation relationship using Spearman's tool

		Variables		Spearman's correlation coefficient	Level of significance
		Independent	dependent		
Sub	11	Flexible Human Resources Management	Mission	0.544	0.00
	22		Market segmentation	0.582	0.00
	33		Media	0.511	0.00
	Home		Magnetic Marketing Capabilities	0.545	0.00

- **-Hypothesis Testing:** This test measures the extent of the self-governing variable's effect on the reliant on variable using a simple linear regression equation to determine the extent of a significant effect of flexible human resource management on magnetic marketing capabilities, as shown in Table (4) below:

-which demonstrations the results of the hypothesis testing, that the F-test value for the extent of the effect of flexible human resource management on enhancing organizations' magnetic marketing capabilities is (30.542) with a significance level of (0.00). This indicates a significant effect of flexible human resource management on magnetic marketing capabilities. The regression coefficient beta was (0.723), a value at which the organization's magnetic marketing capabilities increase by one unit for every one-unit increase in the flexible human resource management variable. Based on the results shown in Table (4) and the assumptions stated above, it is clear that there is a statistically significant effect of flexible human resource management on magnetic marketing capabilities. This leads us to accept the hypothesis of influence, which states: "There is a statistically important result at the equal of ($\alpha \leq 0.05$)." The relationship between flexible human resource management and its components, combined with magnetic marketing capabilities, demonstrates the powerful drivers of magnetic marketing in companies, and that company management should enhance these capabilities.

Table No. (4) Testing the Effect Hypothesis

		Variables		F-test	Level of significance	Beta coefficient	R ²
		Independent	dependent				
Sub	11	Flexible Human Resources Management	Mission	17.540	0.00	0.924	0.260
	22		Market segmentation	7.201	0.00	0.484	0.122
	33		Media	15.801	0.00	0.752	0.198
	Home		Magnetic Marketing Capabilities	30.542	0.00	0.723	0.343

Conclusions and Recommendations

• **Conclusions**

1. The practical aspect of the research demonstrated a strong correlation and statistically significant impact between flexible human resource management (the independent variable) and magnetic marketing capabilities (the dependent variable). This allows us to conclude that the companies surveyed emphasize the need to develop training programs that enhance employees' ability to perform their required tasks with high efficiency and effectiveness.
2. Flexible human resource management has a statistically significant impact on achieving magnetic marketing capabilities. This impact is positive and significant at the overall item level, with high percentages. This indicates that flexible human resource management directly influences the achievement of magnetic marketing capabilities in companies.
3. The statistical analysis revealed that flexible human resource enhances routine of magnetic marketing capabilities from the perspective of employees in the telecommunications companies sampled in the research. This may stem from employees' feeling that they possess the ability to coordinate individual skills and behaviors and utilize them effectively to elevate the level of human resources in marketing the company's services.
4. Magnetic marketing capabilities are influenced by flexible human resource management. The more flexible the human resources are in their skills, behaviors, abilities, and capabilities, the more responsive they will be to applying ideas and creativity in enhancing marketing practices for their services.

• **Recommendations**

In bright of the findings, the researcher recommends the subsequent:

1. Accentuate the standing of job flexibility by modifying the elastic human resource management organization to align with changes in the effort setting and reduce conflict among employees to adapt to the requirements of dissimilar jobs.
2. Focus on employee development programs that are relevant to changes in the work environment to increase their experience and skills, thus increasing human resource flexibility.
3. Emphasize the importance of skill flexibility by enabling employees to manage work fluctuations through their diverse skills and possess elastic services that allow them to adapt quickly to new tasks.
4. Continue applying the dimensions of magnetic marketing capabilities and strive to design company jobs that align with desired results and develop employee skills to achieve those results.
5. The importance of continuously identifying key outcomes through external situation analysis in designing academic outputs, and relying on feedback focused on performance dimension to achieve those consequences.
6. Continuing to implement the dimensions of agile human resource management and striving to attain employee loyalty, satisfaction, and holding, and structure strong relations with them by conference their needs and replying to them promptly.

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