

PalArch's Journal of Archaeology
of Egypt / Egyptology

THE ROLE OF BEYOND-SUSTAINABILITY HUMAN RESOURCES IN
STRATEGIC POSITIONING
ANALYTICAL EXPLORATORY RESEARCH FOR THE OPINIONS OF A
SAMPLE OF EMPLOYEES IN THE INSTITUTION

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Keywords: Beyond-Sustainability of Human Resource, Strategic Positioning, Euphrates Middle Technical University

ABSTRACT:

The present work aims to reveal the role of the beyond-sustainability human resources variant in its sub-dimensions (social dimension, environmental dimension, economic dimension, technological dimension) in the strategically adopted variable (cost dimension, differentiation dimension, geographical location dimension). The research is conducted on a sample of (160) people working at Sama Innovation Sustainability Foundation who are surveyed by electronic questionnaire to ensure easy access to the largest category of workers represented by the sample. The major aim of the research is to determine the strength of human resources beyond the position of the place. Whether the strength of the link or the impact and any dimension of the independent variable is more influential within the adopted variable. The results of the work and its conclusions are expected to provide digital indicators inspired by the reality of the work of the institution that guides the management leadership to consider its sustainability strategies and enable them to know the strengths of their strategic position and spots of weaknesses. Thus the research has concluded that the environmental dimension is reduced any impact on the position of the institution and the advancement of the economic and technological dimensions as well as the interest of the institution in its excellence without focusing on geographical location and cost.

INTRODUCTION

Utilizing the concept of sustainability here in this work to reach a common ground, assuming that our goal is to work for a broader benefit for all, we share a common goal. However, when we ask the question of what we seek to preserve, great diversity seems to appear when we realize that we are working together to create a sustainable world; but with a different plan for each person, we can discover where humanity as a whole is heading beyond sustainability, the where about are the suggested by natural future. Sustainability is to ensure that human beings have access to development opportunities without ignoring the right of future generations to accept the principle of Solidarity among generations in the development policies, where sustainability aims to meet the needs of the current generation without draining the needs of future generations (Aboud, 2019). It is expected that sustainability from the perspective of management saving costs is linked to a range of benefits with the implementation of low initiatives (Bratton & Gold, 2017); where (Edwards, 2010) has pointed out that sustainability is a planned and purposeful process of dimensions which is a philosophy of life, civilization and a comprehensive vision of the world of the whole context and its variables. The definition of sustainability has become more modern and flexible as groups of researchers from different disciplines have worked hard to reach a comprehensive definition as (Pearce, 2019) states Sustainability is a process of development that meets the aspirations and needs of the present without endangering the ability of future generations to meet their needs.

First: The intellectual framework of human resources beyond-sustainability and strategic positioning

This work advances will present the intellectual and theoretical framework of the variables researching human resources beyond-sustainability and strategic positioning, where the concept of sustainability is addressed at the beginning an introduction to the major base of human resources after sustainability and then we proceed to human resources beyond-sustainability and its relationship to strategic positioning .

1: The intellectual framework of human resources beyond-sustainability

A: The concept of beyond-sustainability human resources

In fact, the concept of beyond-sustainability human resources is not limited by time limits, as it includes a focus on an economic management strategy that incorporates an environmental, social and institutional perspective on human development, which aims to increase the choices available to people (Sharpley, 2009). Beyond-sustainability as a concept can be traced back to the 1992 Riode Janeiro Conference to the Johannesburg Summit 2002 that tried to give it a place in the international lexicon initially as a sustainable concept to become an ambitious and effective business objective to reach out to effective economic policies .Sustainability takes into account the integration of when is economic, social and environmental, aspects The basic concept of beyond-sustainability human resources is to develop its goal not only to meet the needs of the present, but also to develop in which well-being is taken into account and to increase the potential for future generations, which will enable them to enjoy the resources that we now use (Summit, 2002), on the other hand, some researchers such as (Pearce, 2019)& (Avelino& Grin, 2017) have

pointed out to that the term beyond-sustainability human resources as a long-term strategy for success and focused on organizations that focus on the term human resources after retaining sustainability as a long-term strategy for success and that organizations focus on the term human resources after sustainability. People intend to live a long life free from problems and gain knowledge and get the resources to achieve a decent life for them and later generations. There for, this concept on two aspects:

The first is the formation of human abilities with high skills, knowledge and experience. The second is that these human resources benefit them and then move on to what is further, which represents advanced socio-economic, environmental and technological security for future generations (Dhahri & Omri, 2018).

B: Defining human resources beyond sustainability

Sward definitions are advanced for defining beyond-sustainability human resources, which focus mainly on the productive aspect, and this is the fundamental difference between sustainable human resources and beyond-sustainability human resources. The latter represents the process of expanding the options available to people, and in principle these options can be limitless; while sustainable human resources have taken on the aspect that human beings are a resource of economic resources, focusing attention on the productive human being and on the productivity of work primarily (McGranahan & Satterthwaite, 2002) On the other hand (Aboud, 2019). indicates that beyond-sustainability human resources are not only focused on the productive aspect, as it is said that we care about human health because it is economically productive, as well as in education, but in its cultural and recreational activities, but the productive return in light of the content of beyond-sustainability human resources remains the center of gravity in paying attention to human factors in the planning of development efforts and their investments and priorities for achieving the present survival, only (Holden et al., 2017).

This view of the human being from this economic angle has given the social and human aspects the assurance they deserve only as much as they contribute to the achievement of the same economic goals (Aboud, 2019). (Sharpley, 2009) pointed out that beyond-sustainability human resources are resources based on promoting investment patterns but within the limits and possibilities of the environment in order to achieve progress in environmental, economic, social and technological goals. The World Bank for the Middle East and North Africa (MENA) region has pointed out that it is popular participation by building institutional capacity in the development of future environmental policies as a top priority (Pearce, 2019).

C: Dimensioning human resources beyond sustainability

(Avelino & Grin, 2017) mention four basic dimensions of beyond – sustainability human resources that are ordered here on the basis of their relative importance.

(First) Social dimension: The beyond-sustainability human resources aim to raise the social level of health care and education as well as the element of participation so that everyone participates in decision-making that affects their lives because human beings are the main element in all the definitions provided above, but the other side of the social dimension that has been focused on justice or equity and there are two types of equity of future generations, which is the most important focus of human resources after sustainability and the other aspect of equity is equity of equity. Living today this aspect focused on sustainable human resources (Avelino & Grin, 2017), (Pearce, 2019), (Sharpley, 2009) & (Aboud, 2019).

(Second) Environmental dimension: which is represented by the efficient use of scarce resources, i.e. preserving assets and using them to create a better environment for future generations by time, the need to determine the exact amount to be used by each resource and depends on determining their true value where the best goal of human resources beyond sustainability is to achieve the rights of future generations better than the present time through the rational use of depleted resources (Pearce, 2019).

(Third) Economic dimension: Beyond-sustainability human resources aim to invest energy and resources twice as much to be used by future generations and not just to make sustained reductions in energy consumption levels as brought about by sustainable human resources (Sharpley, 2009).

(Fourth) Technological dimension: One of the most important dimensions of human resources is beyond-sustainability, which aims to quickly reach a new technological aspect that is more efficient and more capable than the current one, focusing on the environmental pollution aspect, as the technological improvement targeted by human resources beyond sustainability is an important way to reach the goals of continuous development but not at the expense of the environment (Aboud, 2019).

D: human resources beyond sustainability goals

Several beyond-sustainability HR goals can be identified as follows:

(First) Biosphere goals: Reducing pollution, minimizing it, creating a healthy environment and reducing potential future damage (Holde & Banister, 2017) are a clear guarantee of the right of future generations in a secure environment (Sharpley, 2009).

(Second) Objectives related to the social aspect: to continue to develop cultural and cultural aspects to form solid foundations for future generations. Reviving a spirit of interaction, trust and broad participation to ensure a future life characterized by social justice between generations (Avelino & Grin, 2017).

(Third) Technological objectives: aims to create a clean technology that does not primarily pollute the environment, to achieve technology that achieves progress and advance in society and facilitates communication while maintaining environmental, social and cultural integrity that is the foundation of the next generation (Holden & Banister, 2017).

E: The importance of beyond-sustainability human resources

The importance of beyond-sustainability human resources lies in several important and important things.

(First) Distributional justice: The cost and benefit of the use and maintenance of resources are fairly divided between societies and between different segments of society and between the current generation and future generations so that it is for the benefit of the development of future generations (Patel et al., 2018).

(Second) Empowering and participating: enabling existing human resources to realize and develop their potential, not to satisfy their needs, to provide for the needs of future generations (Sharpley, 2009) and to participate by organizing collective action and participating in current and future decision-making (Summit, 2002).

(Third) Changing individual and community behaviors: reviewing the values and behaviours of individuals and groups, especially consumer behaviors, by providing support and guidance towards investment rather than consumption (Avelino & Grin, 2017).

(Fourth) Respect for cultures: - Developing new ideas for the future that do not oppose ethnic historical cultures, especially in the use of technology that is incompatible with cultural values, which are so-called social pollution (Avelino & Grin, 2017).

F: Beyond-Sustainability Social Responsibility

The relationship between sustainability and corporate social responsibility has finally gained increasing attention, and their entrepreneurs are seeking to focus their business on the rich in their community through specific strategies that support the country's business, social and productive activities, with the aim of contributing to economic development on the one hand; gaining customer loyalty and trust and maximizing profits on the other (Labour, 2019). The basic idea of corporate social responsibility is that business and society are intertwined and not separate entities with certain expectations of business behavior and outcomes (Armstrong & Taylor, 2020). So social responsibility is an important element and important pillar in the life of societies, without which life becomes chaos and the law of the jungle prevails where survived is for the strongest, lack of cooperation, and overcome selfishness and individuality (Bauer et al., 2021). It can be pointed out that responsibility in its general sense means that the individual acknowledges his actions and his willingness to bear the consequences of such acts, namely the ability to commit the individual himself first, and the ability to fulfil his social obligations through his own efforts and his own free will (Mitroff & Storesund, 2020). Social responsibility beyond sustainability involves providing others with benefits beyond those resulting from economic transactions with the organization or required by law and taking into account social and environmental aspects (Bauer et al., 2021). As multiple studies indicate that social responsibility is the product of sustainable development

requirements to build a better future for future generations, by creating and supporting sustainable social, economic and cultural programmes derived from national needs and priorities. (Marumo, 2020). Specialists also believe that a large number of global organizations that have applied the concept of social responsibility in their working environment, and their external activities have been positively influenced by their profits and popularity, and public loyalty to them has increased, which has supported their economic competitiveness, and contributed to sustainable economic development in the countries in which they operate (Labour, 2019).

2: The intellectual framework of strategic positioning

A: The concept of strategic positioning

Positioning shows the goal and the value that a person will receive by using the organization's products, and that value shows the organization's distinction from other organizations (Wang et al., 2018), the essence of strategic positioning lies in the selection of activities that differ from competitors (Angella & Carlo, 2016). And here shows the importance of organizations in the position of brands is very important as the brand is a reflection of the unique value provided by the organization because these processes will occur in the human mind automatically, whether the one who builds the brand or develops it is interested and aware of the process or not.

The reason behind learning new brands by comparing them and analyzing them with what exists (Iyer et al, 2019). Cognition is used by the senses to recognize the quality of the product. It also tries to understand the symbols and their implications surrounding the product, such as price, packaging, and product images. It then classifies this information in the mind in the form of a concept (Jailton et al., 2017). According to Bruning,(1995), strategic positioning and entry timing both provide possible ways to link market orientation with the performance of the new product in a market, although both are used as guidelines in launching new products in market competition. If strategic positioning is important for strategic positioning, when new products enter the market and how to get marketing intelligence for both, and strategic positioning focuses on the behavior of business units towards competitors, customers and suppliers in their business, and the main arena of competition for the business unit is industry and business that creates a competitive advantage (Camilleri, 2018).

The strategic positioning of organizations requires creating of products and the use of sustainable production processes (Kald, 2003), that strategic positioning allows the unit to create a competitive advantage within the sector as well as competitive advantage in the industry. The concept of strategic positioning is often formulated in the context of strategic planning (Dentice, 2018). Harvard has long presented a study of a number of structural tools for strategic planning. One of these analysis tools is swot, where opportunities and threats are analyzed in an environment the business unit is integrated with internal strength and weakness analysis unit (Bruning,1995). But on the other hand he has been heavily criticized, particularly with regard to the possibilities of planning in a troubled environment.

B: Definition of strategic positioning

There are many definitions that researchers have produced for strategic positioning, the most important of which is that strategic positioning is the organization's work by specializing in ways that other organizations cannot achieve, which contributes to enabling the organization to create its own areas that prevent others from competing in its target market sector and seek sought to build a competitive advantage by satisfying the specific needs of a particular group of buyers or by focusing on a specific geographical market (Camilleri, 2018). (Kald, 2003) has indicated to the strategic position that he chose a set of practices and activities in a particular sector that differ from the activities of competitors and the organization achieves excellence through it. (Skaggs & Youndt, 2004) state that the organization's focus on a certain segment of the market and trying to meet their demands and therefore the institution in this case aims to achieve a competitive advantage in the products it offers Or, it is a positioning strategy that the organization targets by focusing on low costs or product advantage differentiation against competitors (Dentice, 2018). Strategic positioning also indicates the timing of entry, stay and competition whether the field is new or present (Wang et al, 2018).

C: Dimensions of strategic positioning

The dimensions of strategic positioning according to the researchers (Jailton, Youndt, Skaggs & Wang) are three basic dimensions and post-cost, differentiation and geographical location

(First) Cost: If organizations include the concept of strategic positioning within their strategic plan and focus on low cost, they are therefore engaged in competition and cost-leading competition through market segments that are linked to cost advantages and such organizations may also acquire cost advantages since they produce complex products that do not readily prepare themselves for the economies of large size in the production process this is used by organizations that focus on cost reduction with typical size production, thus giving little of the advantages of the complex experience curve. Organizations that adopt positioning focus on cost-focused focus on a small volume of traditional products but within a certain range of the market, where they enjoy cost advantages, leaving the high-volume market to the cost leader (Skaggs & Youndt, 2004).

(Second) Differentiation: Differentiation is intended to guide the organization on a particular aspect using a focus method of discrimination, as it has access to all the means of discrimination available to the outstanding product and the remarkable outstanding product in one segment or in a few segments. Organizations that adopt the concept of differentiation tend to successfully develop premium quality products because of their knowledge of small consumer groups or their knowledge of the target market (Wang et al, 2018).

(Third) Geographical location: The location dimension of strategic positioning is located within a long-term planning; thus, when anyone decides to set up a project they must think about the appropriate geographical location not only the success of the project but can achieve a competitive advantage

(Wang et al, 2018), where (Jailton et al, 2017) the concept of strategic positioning within the geographical location in the light of technological development can also be applied in the selection of the appropriate locations and technological engines in achieving the competitive advantage virtual organizations.

D: Strategic positioning objectives

The theme of strategic positioning is a new concept that aims primarily at determining the strategy that is to be concentrated on within a particular area so that organizations innovate and achieve a competitive advantage through them (Skaggs & Youndt, 2004) and the most important objectives of the objectives of strategic positioning are illustrated by (Angella & Carlo, 2016):

(First) Achieving the needs and desires of different and distinguished groups of customers who have special needs and use the products in different ways .

(Second) Realizing an advantage that competitive organizations cannot specialize in the same field and assume this advantage in the same market segment.

(Third) Adapting the resources of the available organizations and the target sector, especially if the resources are scarce, the organizations cannot cover all the needs of the market towards a particular sector of the market .

(Fourth) Creating a business safety for organizations is to serve a particular group against organizations with larger and wider production lines.

3: The relationship between human resources beyond-sustainability and strategic positioning

Through the conceptual review of both variables, we find the relationship between strategic positioning and beyond-sustainability human resources increases the volume of investment and the activation of the economy, and provides future opportunities and reduces poverty, ignorance and excessive consumption, because the strategic positioning of organizations is the production of products and the use of sustainable production processes (Kald, 2003), and the following is that the application of the concept of strategic positioning in organizations requires human resources aimed at survival and achieving strategic competitive advantages.

On the other hand, the dimensions of human resources beyond sustainability, especially the economic dimension, are linked to the strategic positioning of energy and resource investment until they are twice as high as they are to be used by future generations and not just to make continuous reductions in energy consumption levels (Sharpley, 2009).

SECOND: SEARCH DESIGN

The problem, objectives, importance and hypotheses of the research will be presented, a description of the research variables, their measures, the scientific method followed, a description of its society and the elected sample, and then the research tools to end this part with the limits of the research, as follows:

Search problem

Perhaps the institution in which the research is applying is an institution that is concerned with innovation and sustainability, and is one of the non-profit organizations and that its work depends on volunteers, it moves within its potential in terms of personal contributions in terms of funding and government support very limited to the modern experience of civil society institutions in Iraq, on this basis and as an institution concerned with sustainability, does its reality and potential qualify it to move from sustainability to beyond sustainability? Has it achieved its sustainability goals during its founding period to start with the strategy of considering its future in terms of supporting future generations?

The purpose of the search

The research aims at the following:

A: Revealing the awareness of the target sample for the dimensions of the dimensions of the human resource and the strategic positioning as the high level of their management is a health indicator of the applied reality of the members of the sample.

B: To know the extent to which the nature of the organization's work goes beyond the sustainability of the human resource beyond the sustainability of the human resource.

C: To reveal the reality of the competition that the organization faces in the field of the cost of the service, its differentiation or its spread on the geographical location it targets.

3. The importance of research

The research is expected to contribute to providing important information on the nature of competition, proliferation and cost leadership, in one of these precedents or some of them inspired by digital indicators produced by the results of statistical analyses of the answers of the research sample, contribute to the reorientation of the organization towards competitors and the drawing of training programs for its members to understand the new understanding of the philosophy of beyond-sustainability to enhance its strategic balance.

4. Search variables and metrics

The measures are an important technique that depends on the application side of the theories by adopting them as a preliminary tool for testing and analysis processes to prove whether or not the research hypotheses are correct, and they show the researcher's ability to choose his expressive and precise tools that govern the course of the relationship between the research variables and their dimensions (Al-Saidi and Muhammad, 2013: 3). Be searched from two variables and come:

A: Beyond-Sustainability of Human Resource: An independent research variable that has consisted of (4) sub-dimensions (social, environmental, economic, technological) were reflected in (12) paragraphs in the research questionnaire, based on measures (Avelino & Grin, 2017)

B.: Strategic Positioning: The approved research variable has also been damaged by (3) sub-dimensions (cost, differentiation, geographical location) the jar of embodiment of these dimensions with (9) paragraphs of the questionnaire based on the scale (Wang et al, 2018)

5. Research methodology

The existing research (curriculum - existing research and meta analysis), pointing (Bratton and Gold, 2003: 443), adopted this approach as a design through which plans could be developed to collect information that would make the study show its effects in a simplified, coherent and systematic manner, a modern technique that allows researchers to mix the results of research involving different branches and sciences, for example here studies of organization theory and human resources management, as shown in (hobler & Johnson, 2004 665-676) It is a comprehensive approach because at the same time it is based on other approaches in reaching its objectives, for example descriptive approach, and the empirical approach is to provide evidence that takes into account cause and effect. (Al- Saidi, 2020: 32-33).

6. The research community and its sample:

The research is carried out at the (Sama Al-Ebtecar for sustainability), It is a non-governmental civil society organization that focuses on youth to promote their innovation and promote resource sustainability elements, in which more than (250) volunteers are organized across the geographical area of Qadisiyah city in southern Iraq, practicing community awareness roles and environmental activities, particularly during the Phase Of Virus Corona, carrying out voluntary work such as forgiveness, distribution of prevention and preventive guidance, as well as training and development programs and development courses for women, opening training courses on basic and professional life skills, surveyed (160) members of the association have been through a random sample. The sample size is calculated on the basis of a statistical formula (Glenn, 2003) .

$$n = N \sqrt{1 + Ne^2}$$

As: **n= Sample Size** **N= Community Size** **e= Questionnaire Level (allowed sin)**

7. Data and Information Collection Tools

A. Thus theoretical part: Books and periodicals (Arabic and foreign), letters and frameworks have been adopted, as well as research and studies published on the Internet.

B. the practiced part comprises the following:

(First) Research questionnaire: It is the main source of information and data adopted by the researcher, and consisting of (21) paragraphs that cover (9) sub dimensions of the research variables (4) of which represent Beyond-Sustainability of Human Resource and (3) represent the Strategic Positioning.

(Second) The test of consistency, consistency and honesty is carried out to identify the research, as the (alpha- kronbach) coefficient is (0.92) to show the consistency of the

questionnaire paragraphs, and the method (Split –half) is adopt to test the stability of the questionnaire by finding the coefficient of association between individual and marital paragraphs, as the coefficient of stability is find to be (0.93), while the statistical honesty factor is (0.964) and thus the questionnaire is valid for its uncles on the research sample.

8. Statistical analysis and processing tools :

A:Median: One of the measures of centrality that is used in the conducting studies, which comes through the order of values upward or descending, where the values are divided into two equal roulues in number, where the middle position occupies technically so that the number of answers is similar to above and below the average answer, but the average answer is within a large group and the number of values smaller is equal to the number of values larger than it(Al-Saidi, et al., 2020).

B:Range: The difference between the largest value and the smallest value in the group (Shaqir, Sharif and Halabi, 2000: 102).

C:Factor Analysis: A statistical method that is aimed at rotating the axes on which the data are located in order to obtain significant factors that do not change from one analysis to another, and in the process of analysis each method of analysis takes into account the development of the reference axes a different doctrine, and these arguments must be rotated in order to place them in specific places that are easy to interpret and compare (Imad al-Din, 967:140).

D:Kendal Correlation Coefficient: Kendall's relies on signals if the grades compared with the rank in question are greater, because with the order of the natural numbers, even if the smaller the rank has taken a negative signal, and the grade correlation coefficient is equal to the ratio between the actual total of signals in the total signals when the grades of the ranked values are ascendant or descending (Al-Saidi&Saleh, 2020).

E:Alpha-Cronbach coefficient: The Alpha-Cronbach equation is used to extract alpha-cronbach plants to measure the accuracy of the search questionnaire, when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questionnaire paragraphs based on (Sekaran), and the questionnaire has achieved a coefficient of (0.95) (Al-Saidi&Ala'a, 2020).

9. The Search limits:

Generally and behaviorallythe work is particularly characterized by a vertical depth and a horizontal scope, and if the theoretical framework of the research covers the vertical depth through its academic assumptions, the task of the research limits is to cover the scope of horizontal research, as it limits the research to a specific point in itself, although it relates to other points to address a specific problem in its own right only, on the basis of which the work will be determined by the following determinants:

A: Spatial boundaries: Research is conducted at the (Sama Al-Ebtecar for sustainability), It is a non-governmental civil society organization. Works on the geographical area of the city of Qadisiyah in southern Iraq

B: Temporal boundaries: Conducted research on its applied aspect for the period January 2020 to March 2020.

C: Academic limits: The research is scientifically determined by its objectives.

Third: The Application Side of the Search

The application side includes the following paragraphs:

1. Testing the adequacy of the sample and the level of its significant
 The (KMO) test is adopted to test the adequacy of the research sample and the significant level of this test by a correlation coefficient (Partlet's Test of Sphericity), Kaiser's coefficient is more than (50%), with significant level (0.000) so the sample in terms of size is enough. and the results were as in the **Table (1)**.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		
Bartlett's Test of Sphericity	Approx. Chi-Square	
	Df	
	Sig.	

2: Testing Loading Ratios for Questionnaire Paragraphs

This statistical effort is necessary before the start of testing and analyzing the correlation and effect relationships between the research variables in order to verify the strength and weakness of the questionnaire paragraphs, using factors analysis, so the statistical effort of this axis will be directed to the analysis of principals Component Analysis, in which the process of determining the saturation ratios of 40%) Based on (Field, 2009: 647) and determine the degree of excellence by extracting the Factor Matrix first, and then the Rotated Matrix to look for the strongest saturation ratios.

Through the statistical program (SPSS) the method of analysis (2) factors (roots) of factors that control the direction of the modulation of the questionnaire paragraphs of the component matrix, a good number of factors that give way to the researchers to choose the characteristic paragraphs, which led to the recycling of the data in order to obtain a rotation matrix in order to obtain higher saturation ratios and actually came from the rotation matrix at high saturation ratios for most factors and therefore adopted for the purposes of analysis. Statistical analyses of the overall variation of these factors indicated that they were able to interpret (73.882) percent of the population One of the factors that controls the paragraphs of the research questionnaire confirms the realism of saturation ratios, as it is noted from the data of the tables below that all the paragraphs of the questionnaire have achieved high saturation rates above the statistically established standard ratio of 40%.

Table 2. Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	14.220	67.716	67.716	9.158	43.611	43.611	14.220	67.716	67.716
	1.295	6.166	73.882	6.357	30.270	73.882	1.295	6.166	73.882

Table 3. A: Testing Loading Ratios for Beyond-Sustainability of Human Resource

	A: Social The content of the paragraph	Loading rate	distinguishes the paragraph
1.	The foundation aims to raise the social level in terms of health care and learning	0.820	Saturated
2.	The foundation can ensure a well-being life for the next generation by preserving and developing resources.	0.798	Saturated
3.	The Foundation seeks to develop social concepts that achieve positive long-term results	0.812	Saturated
	B: environmental The content of the paragraph		Saturated
4.	The foundation seeks to determine the value of resources accurately to invest them better	0.828	Saturated
5.	The foundation aims to make the environment a safe place for future generations.	0.801	Saturated
6.	The Foundation is working to spread concepts of how to take advantage of recycling operations to preserve the environment.	0.840	.
	C: economic The content of the paragraph		Saturated
7.	The foundation works to invest energy until production reaches its doubling	0.864	Saturated
8.	The foundation seeks to reach the lowest cost in production to maintain the necessary amount of energy and resources for the future.	0.880	Saturated
9.	The foundation aims that society must reach an economic level characterized by growth and expansion.	0.854	Saturated
	D: Technological The content of the paragraph		Saturated
10.	The foundation aims to quickly reach a new, more efficient technological platform, taking into account the environmental aspect.	0.882	Saturated
11.	The Foundation seeks to train emerging generations in modern technological methods with the aim of achieving future development.	0.852	Saturated
12.	The foundation aims to develop the creative aspect of talented people for the smart device industry in order to achieve self-financing.	0.842	Saturated

Table (4) A: Testing Loading Ratios for B: Strategic Positioning

	A: cost The content of the paragraph	Loading rate	distinguishes the paragraph
1.	The Foundation seeks to take advantage of economies of scale to reduce the cost.	0.845	Saturated
2.	The foundation aims to produce various products and at a low cost through the application of the wide-ranging listening system	0.851	Saturated
3.	The organization wants to become a market leader through cost-taking.	0.805	Saturated
	B: Differentiation The content of the paragraph		
4.	The organization aims to dominate the market by distinguishing itself from the products it offers.	0.789	Saturated
5.	The Foundation seeks to make its products unimitatable	0.782	Saturated
6.	The foundation aims to obtain all the rare resources and invest it in the production of its products to become more valuable	0.823	Saturated
	C: geographical location The content of the paragraph		
7.	One of the objectives of the foundation is to have a virtual institution and represent an institution that organizes and coordinates its work using technology through which it provides servers.	0.819	Saturated
8.	The foundation seeks to exploit modern technology to achieve a competitive advantage within a wide range.	0.825	Saturated
9.	The foundation aims to satisfy a certain segment of people within a limited range by meeting their requirements to achieve competitive advantage.	0.638	Saturated

3. Testing correlation hypotheses

The first main hypothesis is that there is a morally significant correlation between Beyond-Sustainability of Human Resource and the Strategic Positioning at the macro and sub-level, and after linking the paragraphs concerning the two variables, the results of the Kendall correlation matrix have appeared, indicating a correlation between the variables at the macro and sub-level, and therefore the first main hypothesis is accepted.

Figer (1)		Kendall's tau_b Matrix									
		Social	envi ron ment al	econ omic	Tech nolo gical	cost	Diff erent iation	geog raph ical locat ion	<i>Beyo nd- Sust aina bilit y of Hum an Reso urce</i>	<i>Strat egic Posi tion ing</i>	
Kendall's tau_b	Social Corrn Coeff	1.000	.638**	.617**	.567**	.545**	.507**	.505**	.756**	.535**	
	environ mental Corrn Coeff	.638*	1.000	.645**	.552**	.548**	.493**	.483**	.747**	.537**	
	Econo mic Corrn Coeff	.617*	.645**	1.000	.653**	.640**	.588**	.594**	.796**	.647**	
	Technol ogical Corrn Coeff	.567*	.552**	.653**	1.000	.650**	.615**	.588**	.748**	.646**	
	Cost Corrn Coeff	.545*	.548**	.640**	.650**	1.000	.679**	.589**	.656**	.792**	
	Differe ntiation Corrn Coeff	.507*	.493**	.588**	.615**	.679**	1.000	.638**	.609**	.816**	
	Geogra phical location Corrn Coeff	.505*	.483**	.594**	.588**	.589**	.638**	1.000	.590**	.780**	
	<i>Beyond - Sustain ability of Human Resourc e</i> Corrn Coeff	.756*	.747**	.796**	.748**	.656**	.609**	.590**	1.000	.656**	
	<i>Strategi c Positio ning</i> Corrn Coeff	.535*	.537**	.647**	.646**	.792**	.816**	.780**	.656**	1.000	

** . Correlation is significant at the 0.01 level (2-tailed).

4. Testing the hypotheses of impact

The second hypothesis of the workst (there is a significant effect of Beyond-Sustainability of Human Resourcein the Strategic Positioning), and in the light of this hypothesis the equation of simple regression indicates that the Beyond-Sustainability of Human Resourceaffect Strategic Positioning, and in the light

of this relationship has been formulated a relationship between Beyond-Sustainability of Human Resource(X) and the Strategic Positioning (Y), and this relationship is represent by the equation of simple regression machines : This relationship means that the Strategic Positioning(Y) is a real function of Beyond-Sustainability of Human Resource(X), and the following is the estimated relationship and the value of its statistical indicators is calculated at the level of the study sample of (160), and the slope equation is as follows:
 Strategic Positioning= 1.095 + (0.869) (Beyond-Sustainability of Human Resource)

Table (5) manifests the contrast analysis of the relationship between Beyond-Sustainability of Human Resource and the Strategic Positioning

Table 5.Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	.755	.753	.70551

a. Predictors: (Constant), X

Table 6.ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	226.663	1	226.663	455.384	.000 ^a
	Residual	73.665	148	.498		
	Total	300.328	149			

a. Predictors: (Constant), X

b. Dependent Variable: Y

Table 7.Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.095	.340		3.225	.002
	X	.859	.040	.869	21.340	.000

a. Dependent Variable: Y

The calculated (F) value is greater than its scheduled value, at significant level (0.000) and degree of freedom is about (1,148), which indicates that the regression curve is good for describing the relationship between (X) and (Y), and according to the test (t), the value of (t_x= 21.340)

In view of the slope equation, the constant indicates (a= 1.059), which means that there is a *Strategic Positioning* of (1.059) even if the value of the *Beyond-Sustainability of Human Resource* (X) is equal to zero.

The marginal slope angle of ($\beta = 0.825$) associated with X means that a change of (1) in *Beyond-Sustainability of Human Resource* will result in a change of (0.825) in *Beyond-Sustainability of Human Resource*. Beyond-Sustainability of Human Resource

The selection coefficient has determined a coefficient of (0.755), which means that (0.755) of the variation in Strategic Positioning (Y) is an indicated variation (X) and remains (0.245) of variance explained by other factors that did not enter the regression model, and on the basis of these indicators the second main hypothesis can be accepted, at the macro level.

At the sub-level, the second main hypothesis is derived from a sub-hypothesis (There is a significant effect relationship to the dimensions of Beyond-Sustainability of Human Resource in the *Strategic Positioning*).

In the light of this relationship, a functional relationship has been formulated between the dimensions of Beyond- Sustainability of Human Resource (X_1, X_2, X_3, X_4) and the *Strategic Positioning* (Y), as the dimensions of Beyond-Sustainability of Human Resource affect at the same time the *Strategic Positioning*, and this relationship is represented by the equation of multiple automatic regression:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4$$

This relationship means that the *Strategic Positioning* (Y) is a real function of the dimensions of Beyond- Sustainability of Human Resource (X_1, X_2, X_3, X_4), and the following is the estimated relationship while the value of its statistical indicators is calculated at the level of the study sample of (160), and the slope equation is as follows:

$$\text{Strategic Positioning} = 1.327 + (0.230) (\text{Social}) + (-0.155) (\text{environmental}) + (0.460) (\text{Economic}) + (0.386) (\text{Technological})$$

Table (9) show that the contrast analysis of the relationship between the dimensions of Beyond- Sustainability of Human Resource and the *Strategic Positioning*.

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.790	.784	.65966

a. Predictors: (Constant), D, A, B, C

Table 9 ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	237.232	4	59.308	136.293	.000 ^a

Residual	63.097	145	.435		
Total	300.328	149			

a. Predictors: (Constant), D, A, B, C

b. Dependent Variable: Y

Table 10 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.327	.323		4.106	.000
	Social	.221	.076	.230	2.911	.004
	Environmental	-.149	.083	-.155	-1.790	.076
	Economic	.413	.086	.460	4.809	.000
	Technological	.351	.082	.386	4.300	.000

a. Dependent Variable: Y

The calculated (F) value is greater than its scheduled value and moral level (0.000) and degree of freedom (4,151), which indicates that the regression curve is good to describe the relationship between the Strategic Positioning (Y) and the dimensions of Beyond- Sustainability of Human Resource (X₁, X₂, X₃, X₄). and on test (t), tx₁ = 2.911, tx₂ = -1.790, tx₃ = 4.809, tx₄ = 4.300.

In the light of the slope equation, the constant indicates (a= 1.327), which means that there is a *Strategic Positioning* of (1.327) even if the dimensions of Beyond- Sustainability of Human Resource are equal to zero.

The marginal slope angle ($\beta_1 = 0.230$) associated with X means that a change of (1) in the (Social dimension) will result in a change of (0.230) in the *Strategic Positioning*.

The marginal slope angle of ($\beta_2 = -0.155$) associated with X means that a change of (1) in the (environmental dimension) will result in a change of (-0.155) in the human resource trial. But it's an unmoral factor, so it doesn't count.

The marginal slope angle ($\beta_3 = 0.460$) associated with X means that a change of (1) in the (Economic dimension) will result in a change of (0.460) in the *Strategic Positioning*.

The marginal slope angle ($\beta_4 = 0.386$) associated with X means that a change of (1) in the (Technological dimension) will result in a change of (0.386) in the *Strategic Positioning*.

The selection coefficient has determined a coefficient of (0.790) which means that (0.790) of the variation in the will result in a change of (0.460) in the *Strategic Positioning*. (Y) is a variation explained by Beyond- Sustainability of Human Resource (X) and remains (0.210) of variation explained by other factors that did not enter the regression model, and on the basis of these indicators the sub hypothesis can be accepted.

Fourth: Conclusions and recommendations:

Conclusions

Based on the results achieved, the following conclusions can be drawn :

A: The research sample is aware of the contents of beyond-sustainability of the human resource and the high strategic positioning, which indicates a high awareness of the nature of the work assigned to them.

B: The Foundation has taken an interest in the economic and technological dimension swaying ahead of the environmental and social dimension.

C: The decline of the foundation's activity in the environmental dimension in the ambition of establishment with its excellence and geographical spread.

D: The foundation is more interested in distinguishing it from its counterparts than it is interested in its on-site deployment and the cost of providing its services.

E: When working beyond the sustainability of the human resource in a society, there is a very strong influence on the strategic positioning of the institution.

F: The economic dimension progresses alone in its impact by positioning the institution from the rest of the dimensions such as the technological dimension and the social dimension.

G: The environmental dimension in helping the foundation to achieve a strategic position is absolutely irreversible as it no longer has any effect on its own.

H: The Foundation has not indicated what preserves the rights of future generations and that its sustainability indicators are more sustainable than beyond-sustainability.

Recommendations:

On the basis of the result and conclusion reached in this research summarized in:

A: The organization must balance its view of the dimensions of the research variables beyond sustainability of the human resource or strategic positioning as an integrated situation that should not focus on some of the rather than others.

B: In the current context in the face of the Corona pandemic, the environmental and social dimension must be given there due space within the foundation's objectives and vision of being a non-profit organization and its focus should not be focused solely on the economic and technological aspect.

C: The foundation is obliged to place it in the current situation to emphasize social services programs and to draw up strategies to meet the needs of the community throughout the province in which it operates.

D: To avoid competition from similar government organizations that target profitability, a strategy must be drawn up for the poorest regions and make them one of their priorities in the delivery of their services.

E: The Foundation should address beyond-sustainability in its activities and take care of future preventive strategies for future generations.

F: Expanding the base of young volunteers to create a future beyond-sustainability base, should be adopted.

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