The Contribution of Human Resource Management (HRM) Practices to rganizational Agility: An Empirical Study at Sonelgaz Company- Ain Temouchent

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Abstract:

This study examined the contribution of HRM practices to organizational agility at Sonelgaz Company -Ain Temouchent-. The results showed a statistically significant positive impact of most HRM practices on organizational agility. Compensation and incentives system along with occupational health and safety were the strongest predictors, followed by performance appraisal and training and development. However, recruitment and selection practices had no significant effect. The study recommends strengthening performance-based incentives, updating recruitment criteria to include agile competencies, and promoting managerial empowerment and job rotation to enhance organizational agility.

Keywords: Organizational Agility, HRM Practices, Sonelgaz company

Jel Classification Codes: M12, M54, D23

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1. INTRODUCTION:

In light of the rapid and volatile changes in the global business environment, traditional management approaches are no longer sufficient to ensure organizational survival and sustainability. Modern organizations must adopt flexible and developmental frameworks that position the human element as a strategic driver for change and renewal. In this context, Human Resource Management (HRM) practices emerge as the cornerstone for building organizational capabilities, moving beyond traditional administration to investing in competencies that align with strategic objectives.

Parallel to this, Organizational Agility has surfaced as a pivotal management concept, reflecting an organization's ability to adapt swiftly to sudden changes, make informed decisions, and execute them efficiently. Consequently, integrating HRM practices with organizational agility creates a strategic orientation that enhances competitive advantage and provides the proactive flexibility needed to seize opportunities and mitigate challenges.

1.1 Research Problem:

This research aims to explore the interplay between these two concepts by analyzing the role of HRM practices in fostering organizational agility and demonstrating how this integration contributes to institutional performance and sustainable success. The core problem of this study is formulated as follows: To what extent do Human Resource Management (HRM) practices contribute to enhancing organizational agility at Sonelgaz Company in Ain Temouchent?

1.2 Research Hypotheses :

To answer the various questions related to the research topic, The following hypothesis was formulated:

There is a statistically significant effect of HRM practices (Recruitment and Selection, Training and Development, compensation and incentives system, performance appraisal, Occupational Health and Safety) on organizational agility at Sonelgaz Company in Ain Temouchent.

1.3 Importance of the Study:

The study derives its importance from integrating modern managerial theories with the practical reality of economic enterprises. It aims to provide operational solutions for achieving organizational flexibility amidst rapid environmental changes. Furthermore, it offers actionable, data-driven insights for "Sonelgaz" decision-makers to enhance organizational agility and overall performance effectiveness.

1.4 Research Methodology :

This study employs a descriptive-analytical approach; the descriptive aspect characterizes the reality of variables within the organization, while the analytical aspect tests hypotheses to measure the impact of HRM practices on organizational agility using statistical tools.

1.5 Previous Studies :

K. Jayalakshmamma (2017), The Role of HRM in Enhancing Organizational Agility, International Journal of Research and Analytical Reviews, Volume 4, Issue 2 This study explores the essential role of Human Resource Management (HRM) in fostering organizational agility. It highlights how HRM builds adaptable organizations by recruiting flexible talent, developing leadership that drives innovation, and implementing flexible work practices that

empower employees through autonomy and open communication. Furthermore, the study emphasizes modernizing performance management and leveraging HR analytics for strategic planning, concluding that a holistic HRM approach is vital for maintaining competitiveness and sustainability in a volatile business landscape.

Mohammad Qwaider Alamro, Seied Beniamin Hosseini & Ayesha Farooq (2019), Organizational Agility and HRM Practices: Theoretical Framework and Perspective, Restaurant Business ; 118(12) : This article reviews the role of HRM practices in enhancing organizational agility and achieving competitive advantage. It emphasizes that HRM contributes significantly through talent acquisition, continuous learning, skill development, and flexible decision-making. The study concludes that aligning HRM practices with agility goals improves organizational efficiency and enables firms to face challenges and sustain competitive advantage.

Wang Jian & Orlina D. Regua, (2024), The Role of Strategic Human Resource Management in Achieving Organizational Agility, International Journal of Science and Engineering Applications, Volume 13-Issue 08 : This study examines the strategic role of Strategic Human Resource Management (SHRM) in enhancing organizational agility. It identifies key SHRM practices - talent management, continuous learning, flexible work arrangements, and employee engagement- as major drivers of adaptability, responsiveness, and resilience. The findings highlight that integrating SHRM into the core business strategy enables organizations to respond effectively to market changes, foster innovation, and achieve sustainable competitive advantage.

Ibtihale HERMOUCHE & Azzouz ELHAMMA, (2024), The role of HR practices in developing organisationnel agility: A literature review , International Journal of Accounting, Finance, Auditing , Management and Economics – IJAFAME, Volume 5, Issue 5 : This study offers a comprehensive literature review on the role of HR practices in developing organizational agility. It emphasizes that in today's volatile business environment, organizational agility is a key strategic necessity. The paper argues that innovative HRM practices, such as talent development, continuous learning, employee empowerment, and flexible work arrangements, play a vital role in building adaptable and resilient organizations. It calls for greater alignment between HR strategies and agility goals, while recommending further research in this area.

Research Gap : Although there has been growing interest in organizational agility and the role of Human Resource Management (HRM) practices in enhancing it, most previous studies remain theoretical or literature reviews, primarily focusing on the banking sector, telecommunications, or private organizations. Furthermore, there is a clear shortage of field studies that examine this relationship in the energy sector in general, and electricity and gas distribution companies in particular, especially within the Algerian context. Additionally, prior research has given insufficient attention to occupational health and safety as an independent HRM practice and its relationship with organizational agility, despite its critical importance in high-risk operational sectors. Therefore, this study aims to fill this research gap by conducting an empirical field study at Sonelgaz Company, focusing on five key dimensions of HRM practices.

2. Theoretical Framework of the Study

2.1 The Concept of human resources management (HRM) practices

Wright & Snell's Definition : "HRM practices are the set of activities used by an organization to manage its human capital. These practices are designed to ensure that the organization's human resources are employed in a way that contributes to the achievement of its strategic goals, focusing particularly on building flexibility to cope with environmental changes." (Wright, 1998, p. 758)

DeCenzo & Robbins's Definition : "HRM practices consist of four basic functions: staffing (recruitment and selection), training and development, motivation, and maintenance. These practices aim to provide the organization with a competent and committed workforce that can perform their tasks effectively." (DeCenzo & Robbins, 2010, p. 34)

Michael Armstrong's Definition : "HRM practices are the policies and activities implemented by an organization to manage its people. These practices involve the development of High-Performance Work Systems (HPWS), which include rigorous recruitment, continuous development, performance-related pay, and employee involvement, aimed at enhancing organizational capability and effectiveness." (Armstrong & Taylor, 2020, p. 07)

2.2 The concept of organizational agility :

Sambamurthy et al : "Organizational agility is the strategic ability of an organization to detect and seize competitive opportunities by assembling knowledge assets and innovating rapid solutions to respond to dynamic environmental changes." (Sambamurthy, 2003, p. 245)

Doz & Kosonen : "Organizational agility is the ability of an organization to continuously and rapidly undergo strategic transformation, while maintaining a high degree of flexibility and the capacity to reinvent its business model." (Doz & Kosonen, 2008, p. 97)

Teece et al : "Organizational agility is the capacity to sense threats and opportunities, make rapid decisions, and reconfigure organizational resources and capabilities to adapt to global changes." (Teece, Peteraf, & Heaton, 2016, p. 17)

Based on the aforementioned definitions, it can be argued that Organizational Agility is a dynamic capability that enables an institution to proactively respond to environmental variables through an integrated system of three core processes: Intelligent Sensing of opportunities and threats, followed by rapid and collaborative Strategic Decision-Making, leading to efficient Practice and Implementation that reconfigures resources and processes to ensure sustainable success and competitive advantage in a volatile business environment."

2.3 HRM practices from an Agility Perspective:

To explain HRM practices more deeply, they must be viewed through the lens of "Bundling," a concept emphasized by Armstrong. The core idea of the High-Performance Work Systems (HPWS) model is that practices do not operate in isolation; instead, they reinforce one another. For instance, high-quality training will be ineffective if the selection process is flawed from the start. Similarly, a creative and talented employee will not sustain their performance if the reward system is perceived as unfair or lacks sufficient motivation. This integration is what creates true strategic momentum within the organization. The following provides a detailed explanation of these practices : (Armstrong & Taylor, 2020, p. 210)

- **Strategic Recruitment:** Aims to acquire talent with flexible behavioral traits, such as adaptability, to ensure the workforce keeps pace with change.

- **Continuous Training:** Focuses on multi-skilling and organizational learning to ensure employees can transition smoothly between diverse tasks and projects.
- **Performance Management:** Provides a framework for rapid course correction through continuous feedback, ensuring swift and accurate organizational responses.
- **Reward Systems:** Links incentives to innovation and collective results to encourage proactive initiatives and enhance competitive advantage.
- **Occupational Health and Safety:** Creates a safe, stable environment that builds trust and reduces employee resistance to change under volatile conditions.

2.4 The Psychological Contract and Strategic Outcome: Organizational Agility

Ultimately, these combined practices form what is known as the "Psychological Contract" between the employee and the organization. When implemented as an "integrated bundle," they lead to fundamental outcomes: maximizing individual competencies, increasing motivation and commitment, and granting employees a genuine opportunity for participation and empowerment. This triad is what ultimately creates "Organizational Agility." An agile institution is not merely defined by its buildings or rigid regulations; it is essentially composed of "people" who possess the capability and motivation to move swiftly and intelligently in the right direction dictated by the variables of the business environment.

3. Field Study:

3.1 Research Methodology Framework

3.1.1 Research Method

The study adopted the descriptive and analytical method, which is appropriate for examining the current state of applying HRM practices in the researched organization, measuring the prevailing level of organizational Agility among employees at various hierarchical levels, and analyzing in detail the impact of each of the five dimensions of HRM on organizational Agilitty.

3.1.2 Population and of the Study :

The study targeted all employees of "Sonelgaz" in Ain Temouchent. A questionnaire was distributed to a random sample of 100 employees, resulting in 70 valid responses that were retrieved and used for the final statistical analysis.

3.1.3 Tools Used in the Study:

The study utilized a questionnaire divided into two sections: the first covers demographic variables (gender, age, education, experience, and job title), while the second comprises two main axes focusing on the five dimensions of HRM practices and the three dimensions of organizational agility (Sensing, Decision-making, and Execution).

3.1.4 Statistical Processing Methods :

To process the field data collected in this study, several appropriate statistical techniques were applied using the Statistical Package for the Social Sciences (SPSS) Version 22.

3.1.5 Stability of the research instrument:

In order to measure the stability of the research instrument, Alpha Cronbach's:

Table 1. Alpha Cronbach's coefficient

Variants	Alpha Cronbach's
All Questionnaire Statements	0.93

Source: Prepared by the researchers based on the output of the SPSS V22 program

From the table, it is observed that Cronbach's alpha coefficient is estimated at 0.93, which is greater than 0.6. This indicates that the measurement instrument demonstrates very high reliability concerning the study sample. This is a good value and can be accepted for analytical purposes, as it exceeds the minimum threshold typically used in such studies.

3.2 Presentation and Analysis of Study Results:

3.2.1 Measuring the Level of HRM practices Variable:

Using SPSS software, we were able to calculate the arithmetic means and standard deviations for the first axis, as shown in the following table:

Table 2. Mean and Standard Deviation Values of the HRM Practices Dimensions

N°	Dimensions	Mean	Standard deviation	Rating
01	The organization recruits human resources based on their academic qualifications	3.93	0.644	**Agree**
02	Department managers participate with the HR manager in the recruitment and selection process.	3.89	0.649	**Agree**
03	The organization focuses on collecting data and information about applicants, in addition to interviews and tests, for selection and hiring purposes.	4.16	0.605	**Agree**
04	The organization follows fair and equitable methods in hiring human resources	4.00	0.702	**Agree**
05	The organization seeks to recruit talented human resources based on their skills and expertis	3.89	0.526	**Agree**
Dimension: Recruitment and Selection		**3.97**	**0.352**	**Agree**
01	The organization schedules training courses on a continuous basis, rather than only when necessary	3.53	1.018	**Agree**
02	The organization ensures the provision of diverse training programs tailored to the specific needs of its employees	3.74	0.829	**Agree**
03	The organization conducts periodic training for its human resources to develop their professional skills	3.77	0.745	**Agree**
04	The organization adopts structured programs for the training and development of new hires	3.91	0.847	**Agree**
05	The organization is committed to regularly evaluating the effectiveness of the training programs conducted.	3.66	0.814	**Agree**
Total : Training and Development		**3.72**	**0.536**	**Agree**
01	Compensation granted to employees is determined based on their performance appraisals	3.93	0.729	**Agree**
02	The organization adheres to the principle of equity regarding the granting of rewards and wages	3.34	0.866	**Neutral**
03	The organization periodically reviews human resource performance appraisal criteria to adapt to various changes	3.60	0.875	**Agree**
04	The incentives provided by the organization serve as a strong motivator for improving human resource	3.56	0.911	**Agree**

	performance			
05	Employees receive appreciation and recognition for their high performance and achievements within the organization	3.70	0.922	**Agree**
Total: Compensation and Incentives System		3.62	0.585	**Agree**
01	The organization utilizes diverse and fair methods to evaluate employee performance	3.73	0.833	**Agree**
02	Employees are evaluated on a periodic basis within the organization	3.81	0.767	**Agree**
03	Performance appraisal criteria are clear and transparent to everyone	3.54	0.793	**Agree**
04	The organization relies on performance appraisal reports when making personnel-related decisions	3.84	0.715	**Agree**
05	Performance appraisal results are disclosed to the employees	3.90	0.837	**Agree**
Total: Performance Appraisal		**3.76**	**0.482**	**Agree**
01	Occupational health and safety standards in the organization are fully documented and implemented	3.77	0.854	**Agree**
02	The organization is committed to monitoring occupational health and safety standards on a regular basis	3.74	0.630	**Agree**
03	The occupational health and safety objectives and policies are well-understood by the employees	3.74	0.846	**Agree**
04	The applicable occupational health and safety standards are continuously reviewed and improved	3.56	0.828	**Agree**
05	The organization maintains control standards for documents related to health and safety standards	3.24	1.109	**Agree**
Total: Occupational Health and Safety		**3.61**	**0.527**	**Agree**
Total		**3.74**	**0.496**	**Agree**

Source: Prepared by the researchers based on SPSS V22 output.

The statistical analysis of the data revealed that the overall mean score for Human Resource Management practices at Sonelgaz Company in Ain Temouchent Province reached **3.74** with a standard deviation of **0.496**, indicating that these practices are generally implemented at a relatively good level according to employees' perceptions.

The results revealed varying levels of HRM practices implementation. The Recruitment and Selection dimension achieved the highest overall mean (3.97), indicating relatively good attention to this area. It was followed by Performance Appraisal (3.76) and Training and Development (3.72). The weakest dimensions were Compensation and Incentives (3.62) and Occupational Health and Safety (3.61). This indicates strengths in recruitment processes and performance evaluation, while the compensation system suffers from a perceived lack of fairness. The occupational health and safety dimension requires improvement in monitoring and documentation, despite its critical importance in the energy sector.

3.2.2 Measuring the Level of organizational agility Variable:

Table 3. Mean and Standard Deviation Values of the Organizational agility Dimensions

N°	Dimensions	Mean	Standard deviation	Rating
01	The organization scans environmental changes in a timely manner	3.50	0.929	**Agree**
02	The organization possesses high flexibility in responding to environmental changes	3.56	0.828	**Agree**
03	The organization has the ability to anticipate future scenarios that may impact its performance	3.64	0.799	**Agree**
04	The organization has prospects for rapid development and innovation in service delivery	3.93	0.822	**Agree**
05	The organization relies on modern technologies to provide services with the required quality	3.51	0.880	**Agree**
06	The organization swiftly detects future problems that may threaten its stability	3.70	0.805	**Agree**
07	The organization is characterized by its speed in detecting changes in customer needs and preferences	3.79	0.720	**Agree**
Total: Sensing Agility		**3.66**	**0.503**	**Agree**
01	Decisions within the organization are made collective	3.61	0.822	**Agree**
02	The organization provides the necessary information for timely decision-making	3.53	0.863	**Agree**
03	The organization possesses a database that supports effective decision-making	3.70	0.749	**Agree**
04	The organization makes strategic decisions with the participation of relevant specialists	3.76	0.824	**Agree**
05	The organization takes internal conditions into account when making decisions	3.41	0.789	**Neutral**
06	Top management encourages employees to participate in the decision-making process	3.24	1.109	**Neutral**
07	Employees take the initiative to submit suggestions for work development to top management	3.86	0.728	**Agree**
Total : Decision-Making Agility		**3.58**	**0.467**	**Agree**
01	The organization can execute its decisions easily and in a timely manner	3.46	0.846	**Agree**
02	The organization improves its processes to ensure the continuity of its services	3.84	0.735	**Agree**
03	The organization consistently ensures that its goals are aligned with its available capabilities	3.53	0.974	**Agree**
04	The organization is committed to measuring progress toward achieving its goals	3.77	0.920	**Agree**
05	The organization strives to achieve its goals with high efficiency through the optimal utilization of resources	3.34	1.089	**Agree**

06	The organization adjusts its organizational and operational structure in a timely mannes	3.11	1.084	**Agree**
07	The organization can meet changing customer needs and resolve complaints without delay	3.61	0.839	**Agree**
Total : Practice and Implementation Agility		**3.52**	**0.545**	**Agree**
Total		**3.59**	**0.505**	**Agree**

Source: Prepared by the researchers based on SPSS V22 output.

The statistical analysis of the data showed that the overall mean score for Organizational Agility at Sonelgaz Company in Ain Temouchent reached 3.59 with a standard deviation of 0.505. This indicates a moderately good level of organizational agility as perceived by the employees. The analysis of organizational agility dimensions revealed a clear performance disparity. While Sensing Agility emerged as the strongest dimension, driven by the organization's innovative orientations, Execution Agility ranked lowest due to structural rigidity and slow adaptation to change. Furthermore, despite notable employee initiative in submitting development proposals, Decision-Making Agility continues to face challenges related to insufficient administrative support for effective participation. Overall, these findings suggest that while the organization possesses a strategic awareness of development, it lacks the structural flexibility and empowerment necessary to transform this awareness into rapid operational responses.

3.3 Hypothesis Testing and Discussion of Results

3.3.1 Testing the First Hypothesis:

H0: There is no statistically significant effect of HRM practices on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

H1: There is a statistically significant effect of HRM practices on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

To test this hypothesis, Simple Linear Regression Analysis was used to verify the existence of a statistically significant effect.

Table 4. Correlation Coefficient Analysis of the Impact of HRM Practices on Organizational Agility

Model	R	R-squared	Adjusted R-squared	Standard Error of Estimate
1	0,584[a]	0,341	0,331	0,34949

Source: Prepared by the researchers based on SPSS V22 output.

From the table above, it can be observed that the correlation coefficient (R) value is **0.584**, indicating a moderate positive correlation between « HRM Practices » and « Organizational Agility ».

Regarding the coefficient of determination (R^2), it reached **0.341**, meaning that **34.1%** of the variation in organizational agility is explained by the dimensions of Human Resource Management practices, while the remaining **65.9%** is attributed to other factors not included in this study.

Table 5. Results of Simple Linear Regression Coefficients: The Effect of HRM Practices on Organizational Agility

Model	Regression	Standard	Bêta	T-value	Sig.

		Coefficient B	Error	Coefficient		
1	(Constant)	1,177	0,409		2.876	0,005
	HRM Practices	0,646	0,109	0,584	5.933	0,000

Source: Prepared by the researchers based on SPSS V22 output.

The regression analysis indicates a statistically significant impact of overall HRM practices on organizational agility (p-value = 0.00). The Standardized Beta coefficient (0.584) reflects a strong positive relationship, demonstrating that effective HRM practices are a key driver of agility. With a T-value of 5.933, an intercept of 1.177, and an unstandardized coefficient (B) of 0.646, the regression equation is: Y = 1.177 + 0.646 X.

3.3.2 Testing the Validity of the First Sub-Hypothesis:

H0: There is no statistically significant effect of recruitment and selection on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

H1: There is a statistically significant effect of recruitment and selection on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

Table 6. Correlation Coefficient Analysis of the Impact of recruitment and selection on Organizational Agility

Model	R	R-squared	Adjusted R-squared	Standard Error of Estimate
1	0,191[a]	0,036	0,022	0,42266

Source: Prepared by the researchers based on SPSS V22 output.

The table above shows that the correlation coefficient (R) value is 0.191, indicating a very weak correlation between "Recruitment and Selection Practice" and "Organizational Agility".

As for the coefficient of determination (R^2), it equals 0.036, which means that only 3.6% of the changes in organizational agility can be explained by recruitment and selection practices, while 96.4% of the variance is explained by other factors outside the scope of this study.

Table 7. Results of Simple Linear Regression Coefficients: The Effect of recruitment and selection on Organizational Agility

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	2,674	0,575		4,649	0,000
	Recruitment and selection	0,231	0,144	0,191	1.601	0,114

Source: Prepared by the researchers based on SPSS V22 output.

Based on the results in the table above, the significance level (Sig.) reached 0.114, which is greater than the adopted significance level ($0.05 \leq \alpha$). Accordingly, we fail to accept the null hypothesis (H0) and reject the alternative hypothesis (H1). This indicates that there is no statistically significant effect of recruitment and selection practices on enhancing organizational agility at a significance level of 5%.

Upon analyzing the model indicators, we find the following:

- **Regression Equation**: The equation takes the following form: (Y= 2.674 + 0.231X), where the value (2.674) represents the constant (intercept) of organizational agility in the absence of the independent variable, while (0.231) represents the slope of the regression line.

- **T-test:** The calculated t-value for the slope reached (1.601), which is statistically insignificant given that its associated p-value exceeds 0.05.
- **Beta Coefficient**: Although the coefficient's sign is positive, it reflects a weak and statistically non-significant positive correlation. This implies that any apparent improvement in recruitment and selection practices does not necessarily lead to a tangible or real change in the level of organizational agility within the studied organization.

3.3.3 Testing the Validity of the second Sub-Hypothesis:

H0: There is no statistically significant effect of the training and development on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

H1: There is a statistically significant effect of the training and development on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

Table 8. Correlation Coefficient Analysis of the Impact of the training and development on Organizational Agility

Model	R	R-squared	Adjusted R-squared	Standard Error of Estimate
1	0,474[a]	0,224	0,213	0,37916

Source: Prepared by the researchers based on SPSS V22 output.

Based on the results in the table above, the Correlation Coefficient (R) is 0.474, indicating a moderate correlation between "Training and Development Practices," and "Organizational Agility". Regarding the Coefficient of Determination (R^2), it reached 0.224. This signifies that 22.4% of the variance in Organizational Agility can be explained by Training and Development practices, while the remaining 77.6% is attributed to other factors not included in this study.

Table 9. Results of Simple Linear Regression Coefficients: The Effect of the trainnig and development on Organizational Agility

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	2.186	0,320		6.833	0,000
	Training and development	0,377	0,085	0,474	4,436	0,000

Source: Prepared by the researchers based on SPSS V22 output.

The regression analysis indicates a statistically significant impact of training and development practices on organizational agility (p-value = 0.00). The Standardized Beta coefficient (0.474) reflects a strong positive relationship, demonstrating that effective training is a key driver of agility. With a T-value of 4.436, an intercept of 2.186, and an unstandardized coefficient (B) of 0.377, the regression equation is: Y = 2.186 + 0.377 X

3.3.4 Testing the Validity of the third Sub-Hypothesis:

H0: There is no statistically significant effect of the compensation and incentives system on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

H1: There is a statistically significant effect of the compensation and incentives system on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

Table 10. Correlation Coefficient Analysis of the Impact of the compensation and incentives system on Organizational Agility

Model	R	R-squared	Adjusted R-squared	Standard Error of Estimate

1	0,564[a]	0,318	0,308	0,35566

Source: Prepared by the researchers based on SPSS V22 output.

The results in the table above indicate that the Correlation Coefficient (R) is 0.564, which is a moderate value. This demonstrates a clear correlation between "Compensation and Incentive System" and "Organizational Agility". As for the Coefficient of Determination (R^2), it reached 0.318. This means that 31.8% of the variance in Organizational Agility is explained by the practices of the compensation and incentive system, while the remaining 68.2% is attributed to other factors not covered in this study.

Table 11. Results of Simple Linear Regression Coefficients: The Effect of the compensation and incentives system on Organizational Agility

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	2.100	0,268		7.824	0,000
	Compensation and incentives system	0,411	0,073	0,564	5,626	0,000

Source: Prepared by the researchers based on SPSS V22 output.

The regression analysis indicates a statistically significant impact of the compensation and incentives system on organizational agility (p-value = 0.00). The Standardized Beta coefficient (0.564) reflects a strong positive relationship, demonstrating that effective incentives are a key driver of agility. With a T-value of 5.626, an intercept of 2.100, and an unstandardized coefficient (B) of 0.411, the regression equation is: $Y = 2.100 + 0.411\ X$

3.3.5 Testing the Validity of the forth Sub-Hypothesis:

H0: There is no statistically significant effect of the performance appraisal on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

H1: There is a statistically significant effect of the performance appraisal on organizational agility at Sonelgaz Company -Ain Temouchent- at a significance level of 5%.

Table 12. Correlation Coefficient Analysis of the Impact of the performance appraisal on Organizational Agility

Model	R	R-squared	Adjusted R-squared	Standard Error of Estimate
1	0,436	0,190	0,178	0,38744

Source: Prepared by the researchers based on SPSS V22 output.

From the table above, it can be observed that the correlation coefficient (R) value is 0.436, which is considered moderate. This indicates a moderate positive correlation between “Performance Appraisal” and “Organizational Agility.” As for the coefficient of determination (R^2), it reached 0.190, meaning that 19% of the variation in organizational agility is explained by performance appraisal practices, while the remaining 81% is attributed to other factors not included in this study.

Table 13. Results of Simple Linear Regression Coefficients: The Effect of the performance appraisal on Organizational Agility

Model	Regression	Standard	Bêta	T-value	Sig.

		Coefficient B	Error	Coefficient		
1	(Constant)	2,137	0,367		5.826	0,000
	Performance appraisal	0,386	0,097	0,436	3.997	0,000

Source: Prepared by the researchers based on SPSS V22 output.

The regression analysis indicates a statistically significant impact of performance appraisal practices on organizational agility (p-value = 0.00). The Standardized Beta coefficient (0.436) reflects a positive relationship, demonstrating that effective performance appraisal is a key driver of agility. With a T-value of 3.997, an intercept of 2.137, and an unstandardized coefficient (B) of 0.386, the regression equation is: Y = 2.137 + 0.386 X

3.3.6 Testing the Validity of the fifth Sub-Hypothesis:

H0: There is no statistically significant effect of the occupational health and safety on organizational agility at Sonelgaz Company - Ain Temouchent- at a significance level of 5%.

H1: There is a statistically significant effect of the occupational health and safety on organizational agility at Sonelgaz Company - Ain Temouchent- at a significance level of 5%.

Table 14. Correlation Coefficient Analysis of the Impact of the occupational health and safety on Organizational Agility

Model	R	R-squared	Adjusted R-squared	Standard Error of Estimate
1	0,506[a]	0,256	0,245	0,37137

Source: Prepared by the researchers based on SPSS V22 output.

From the table above, it can be observed that the correlation coefficient (R) value is 0.506, which is moderate. This indicates a moderate positive correlation between "Occupational Health and Safety System" and "Organizational Agility". As for the coefficient of determination (R^2), it reached 0.256, meaning that 25.6% of the variation in organizational agility is explained by occupational health and safety practices, while the remaining 74.4% is attributed to other factors not included in this study.

Table 15. Results of Simple Linear Regression Coefficients: The Effect of the occupational health and safety on Organizational Agility

Model		Regression Coefficient B	Standard Error	Bêta Coefficient	T-value	Sig.
1	(Constant)	2,110	0,309		6.821	0,000
	Occupational health and safety	0,410	0,085	0,506	4.838	0,000

Source: Prepared by the researchers based on SPSS V22 output.

The regression analysis indicates a statistically significant impact of occupational health and safety practices on organizational agility (p-value = 0.00). The Standardized Beta coefficient (0.506) reflects a strong positive relationship, demonstrating that a safe work environment is a key driver of agility. With a T-value of 4.838, an intercept of 2.110, and an unstandardized coefficient (B) of 0.410, the regression equation is: Y = 2.110 + 0.410 X

4. Analysis of the Field Study Results:

Through hypothesis testing, we have reached the following conclusions:

Main Hypothesis: There is a statistically significant impact of HRM practices on Organizational Agility within "Sonelgaz" Company at a 5% significance level. This indicates that

the implementation of HRM practices at Sonelgaz leads to improved HR performance and enhances its ability to adapt to variables.

First Sub-Hypothesis: There is no statistically significant impact of recruitment and selection practices on organizational agility at "Sonelgaz." This indicates that: The company's success in attracting and hiring distinguished external talent does not necessarily guarantee its transformation into an agile organization. Agility is a trait acquired by human competencies through the work environment and internal empowerment, rather than merely "ready-made" skills being recruited. In other words, a company may possess the best human elements but remain unable to respond quickly if the appropriate conditions for flexible work are not provided.

Second Sub-Hypothesis: There is a statistically significant impact of training and development practices on organizational agility at "Sonelgaz." This indicates that: Continuous investment in developing current employees' skills and updating their knowledge is the actual driver of agility. Training grants employees the ability to adapt to new technologies and sudden changes, transforming "functional rigidity" into "dynamic flexibility," which enables the company to rapidly redirect its human resources to face emerging challenges.

Third Sub-Hypothesis: There is a statistically significant impact of the compensation and incentives system on organizational agility at "Sonelgaz." This indicates that: Incentives are the "fuel" that drives agility; an employee who feels financially and morally appreciated is more willing to take initiative, exert extra effort, and accept rapid change. A fair compensation system reduces resistance to change and pushes individuals toward a rapid response to work requirements, making the organization as a whole more nimble and proactive.

Fourth Sub-Hypothesis: There is a statistically significant impact of performance appraisal practices on organizational agility at "Sonelgaz." This indicates that: The existence of a precise monitoring and feedback system acts as a "compass" guiding agility. Performance appraisal allows the company to discover deviations and weaknesses early, facilitating rapid intervention to correct the course. Furthermore, the clarity of criteria and results makes employees more aware of the objectives, which is a fundamental prerequisite for moving flexibly without losing the right direction.

Fifth Sub-Hypothesis: There is a statistically significant impact of the occupational health and safety system on organizational agility at "Sonelgaz." This indicates that: A sense of job and physical security is the foundation upon which agility is built. In a technical and sensitive work environment like "Sonelgaz," safety standards provide "psychological stability" for the employee, allowing them to focus their energy on creativity and speed of achievement instead of being preoccupied with occupational hazards.

5. CONCLUSION

In conclusion, this study, which aimed to investigate the impact of Human Resource Management (HRM) practices on organizational agility at "Sonelgaz," underscores that the human resource is the backbone of the organization's transformation toward flexibility and speed. The empirical results demonstrated a strong and significant relationship between the two variables; fair compensation systems, safe working environments, continuous training, and

transparent performance appraisals have all contributed to enhancing the organization's ability to sense environmental changes and respond to them effectively.

Despite the high quality of the organization's recruitment and selection system, it proved insufficient on its own to achieve agility. This confirms that organizational agility is an internal culture built through continuous motivation and empowerment, rather than merely "ready-made" competencies brought in from the outside. The success of "Sonelgaz" in facing current energy and economic challenges is contingent upon its ability to integrate these human practices into its strategic vision, transforming human capital into an agile force characterized by flexibility and proactivity.

Recommendations :

In light of the empirical findings, the following recommendations are suggested:

- **Closing the Recruitment Gap:** Shift from traditional merit-based hiring to Behavioral Competency-based recruitment, focusing on candidates who demonstrate high adaptability and rapid learning skills.
- **Enhancing the Incentive Structure:** Align financial and moral rewards directly with proactivity and speed of response rather than just routine task completion.
- **Implementing Job Rotation**: Address functional rigidity by adopting cross-training programs, enabling employees to perform multiple roles to ensure organizational flexibility under varying workloads.
- **Modernizing Performance Appraisal**: Transform appraisals into real-time feedback tools that allow for immediate course correction, thereby supporting "response agility."
- **Empowerment and Decentralization**: Overcome decision-making delays by delegating authority to frontline employees, providing them with the autonomy needed to act flexibly and proactively.

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