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The Role of Human Resources Analytics in Talent Management to Enhance Organizational Resilience and Achieve Competitive Advantage: An Applied Study at Mansour Pharmaceutical and Medical Supplies Company

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Abstract: The research aims to study role Analysis Resources Humanity in administration talents to promote Flexibility Organizational and investigation Feature competitiveness, with the focus on a company Al-Mansur For industries pharmaceutical and supplies Medical As an example My application. In shadow environment Business variable quickly, I became companies Need to tools minute To support Taking Decisions strategy Related With resources Humanity, Guarantee to exploit talents In a way effective In what Serves Goals The organization. Use. Search Curriculum Descriptive Analytical, And it was collected Data from during Surveys Interviews with employees My managers Resources Humanity, In addition to review Records Analysis Resources Humanity Available in The company showed Results that Use Analysis Resources Humanity Contributes In a way direct in to improve Operations administration Talents, and increase capacity Company on Adaptation with Changes Organizational, and strengthening Innovation, and investigation feature competitive clear in The market is finished. Search to that to merge Analysis in administration talents It represents tool strategy Effective To promote Flexibility Organizational, He recommends Developing Abilities Analysis I have difference Resources Humanity And adopt Organized information Advanced To support Taking The decision. As well. It indicates Search to importance Expansion in Use Data analytical To expect needs employees Future and improving Strategies Keeping With talents.

Keywords: Analysis Resources Humanity, Management Talent, Flexibility Organizational, Feature Competitiveness, Company Al-Mansur for Industries Pharmaceutical and Supplies Medical

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1. Introduction

In shadow Changes Fast and challenges Increasing in environment Business Contemporary, I became ability on administration Resources Humanity Effectively worker decisive in investigation Performance organizational The distinguished And sustainability. Because did not It is Resources Humanity merely component supporter For operations The institution, but rather I became element strategically Contributes in Strengthening Flexibility Organizational and investigation Feature Competitiveness. And from this The starting point, It emerged importance Analysis Resources Humanity As a tool Modern He managed Institutions from collection Data, Analyzing it, And its use To support Taking Decisions strategy Related With talents Humanity. It is represented The idea Basic For analysis Resources Humanity in transformation Data to Visions practical Help on to improve

planning forces The worker, discovery Talents, Developing it, and retain It contains it. And it is considered this Orientation Necessary For companies The worker in Sectors competitiveness dynamics like sector Industries pharmaceutical and supplies Medical, where Requires markets speed Response For changes Organizational and innovations Continuous. Based This is amazing the study to a company Al-Mansur For industries pharmaceutical and supplies Medical As a model applied, That's With the aim analysis The role that Play it Analysis Resources Humanity in Strengthening administration Talents, to support Flexibility Organizational, and investigation Feature Competitiveness. And it seeks the study to presentation framework applied strategic connects between Data analytical For resources Humanity and its effect on Performance Organizational, In what Contributes in to improve capacity The Foundation on Adaptation with Challenges Future and exploitation Opportunities Available. It lies importance this Search in that it Highlights light on Use Analysis As a tool strategy To support Decisions Related With talents Humanity, Which Enhances from effectiveness administration Resources Humanity And it increases from ability competitiveness For the company in market variable And required. As well. It aims Search to presentation Recommendations practical To develop Organized Analysis And its use Effectively within Strategies administration Talents.

Part One: Research Methodology

1-1 Research Problem

On Despite from Importance Increasing For analysis Resources Humanity in to support Taking Decisions strategy Management talents Effectively, Faces Many from Institutions difficulties in to exploit This is amazing Analysis In a way complete To achieve Flexibility Organizational And the advantage Competitiveness. The application Analysis Resources Humanity no Still limited in a lot from Companies, so mostly what It is limited Use Data on Operations routine Don Link it With vision strategy clear He managed from Prediction with needs Future For resources Humanity, to improve performance Employees, and development Strategies Keeping With talents. And in context a company Al-Mansur For industries pharmaceutical and supplies Medical, Stand out The need to to understand How to employment Analysis Resources Humanity As a tool Effective To promote administration Talents, and enabling Company from Adaptation with Changes Fast in The market, Strengthening Innovation, and preserving on feature competitive Sustainable. Therefore, In summary problem Search in to set relationship between Analysis Resources Humanity Management talents and flexibility Organizational, and its role in investigation Feature competitiveness, with spotlight light on obstacles that may challenge from Benefit The complete from This is amazing Analysis in The company.

1-2 Importance of the research:

Sources importance this Search from The need The urgent To understand How to employment Analysis Resources Humanity As a tool strategy in administration talents To promote Flexibility Organizational and investigation Feature competitiveness in environments Business Dynamics and variable Quickly. On Level academic, Contributes Search in Enrichment Knowledge Theory around relationship between Analysis Resources Humanity Management talents and its effect on Performance Organizational, And provides framework connects between Data analytical and decisions strategy Related With the forces The worker. As for on Level Practical, He presents Search Recommendations and strategies midwife For the application I have Companies, Especially in sector Industries pharmaceutical and supplies Medical, To promote ability on Adaptation with Changes Marketplace, and improving Strategies acquisition and development Talents, and retain It has it. As well. that Search Highlights light on role Analysis in to support Innovation Organizational, and reduce Risks Related With resources Humanity, and increase effectiveness Performance Institutional, Which Allows For the company investigation feature competitive Sustainable in market severe Competitiveness.

1-3 Research Objectives:

It aims this Search to study role Analysis Resources Humanity in administration talents and strengthening Flexibility Organizational In what Contributes in investigation Feature competitiveness, with the focus on application that in a company Al-Mansur For industries pharmaceutical and supplies Medical. And from Okay investigation this the goal The year, Seeks Search to investigation group from Goals Sub It is In : Analysis impact Analysis Resources Humanity on effectiveness administration Talents, and study Her role in Strengthening ability on Adaptation and organization internal, Evaluation Her contribution in investigation Feature competitiveness For the institution, In addition to presentation Recommendations practical To hire Analysis In a way effective To support Performance Strategic For the company.

1-4 Research Hypothesis:

The research is based on the following hypothesis: " There relationship Positive Function statistically between Use Analysis Resources Humanity in administration talents and strengthening Flexibility Organizational, Which Contributes in investigation Feature competitiveness For the company Al-Mansur For industries pharmaceutical and supplies Medical.

1-5 Research population and sample:

It focuses community Search on companies Industrial Iraqi, with the focus In a way private on sector Industries pharmaceutical and supplies Medical, Due to Due to the importance this sector in to support Economy National And his role bio in Meeting needs Health-related. This includes the society Target Departments Resources Humanity, and managers Executives, and employees Those concerned Management talents inside This is amazing Companies, where They represent Source Basic For data Related Using Analysis Resources Humanity and its applications on Strategies administration talents and flexibility Organizational. As for with regards For a sample Research, Lost It was completed to choose a company Al-Mansur For industries pharmaceutical and supplies Medical As a model applied, As from companies Leading in sector Industrial Iraqi Which possess system Advanced Management Resources Humanity Analysis Data Related With talents. And it was to set Sample from during choice deliberate To ensure inclusion Individuals Those to them relationship directly With data and analyses and taking Decisions strategy Related With resources Humanity, In what Guarantees collection information minute and midwife For analysis.

Part Two: The Theoretical Aspect of the Research

2-1 framework conceptual For analysis Resources Humanity and its dimensions Modern:

Analysis Resources Humanity Represents practical collection Data and its analysis To take decisions strategy Built on Evidence in area administration Talents. They enable This is amazing Analysis For institutions evaluation Performance Functional, Prediction with needs Future For the forces The worker, and improving Programs Development and retain With talents. As well Help in link Performance Individual and institutional With goals Organizational The long one The term, Which Enhances ability competitiveness And makes Resources Humanity Part strategically from practical Taking Decision [1].

Analysis operational focus on to improve Efficiency Daily For operations Related With resources Humanity like Employment, training Employees, evaluation Performance, Management the audience And departure. From during Use This is amazing Analysis, maybe For the company to set points weakness in Operations And improving it In what leads to more yield And reduce Costs Operational, as Availability a base Data minute maybe Construction On it For analysis strategy Futurism [2].

Analysis predictive It aims to Foresight the future and planning proactive For the forces The worker, like anticipation an average rotation Employees, to set needs Training Future, Prediction With the candidates The most efficiency For promotion or Employment. Depends This is amazing Analysis on Models Statistics and algorithms intelligence artificial, Which

maybe Institutions from Adaptation quickly with Changes and reduce Risks Related With resources Humanity [3].

Analysis strategy in Resources Humanity It is related Link live By decisions Organizational The Supreme, like planning Succession Functional, design Strategies Talents, and investigation Feature Competitiveness helps. This is amazing Analysis on measurement effect administration Resources Humanity on Performance The whole For the institution, and enabling Makers decision from directing Resources Humanity In what Serves Goals long The range [4].

Targets Analysis behavior social in Resources Humanity to understand behavior Employees, Their motives, and level Their involvement in environment Work. From during to merge Data behavior with Analysis operational And predictive , maybe design Programs Motivational and policies Effective To promote satisfaction employees and their stability Functional, Which Reflected Positively on Performance Institutional [5].

Latest Trends in Analysis Resources Humanity focus on Benefit from Technologies Digital Advanced like intelligence artificial, to learn god, and the internet things, To analyze quantities huge from Data quickly And accuracy. This Evolution Enhances capacity Institutions on Taking decisions Fast And supported With data, and improving Performance Organizational, Guarantee Sustainability Feature competitiveness in environments Business complex and the variable [6].

2-2 administration talents and its role in Strengthening Flexibility Organizational :

administration talents she practical strategy It aims to polarization, development, and motivation Individuals Those Competencies High To ensure Availability Skills Necessary To achieve Goals The institution focuses administration talents on to set gaps in Abilities Humanity, development Plans Succession Functional, and strengthening commitment employees In what Guarantees Sustainability Performance Institutional. It is considered administration talents element Basic To promote Flexibility Organizational, so He was able The Foundation from Adaptation quickly with Changes Interior Foreign Ministry and response For the challenges Emergency Don impact on stability Operations [7].

include Strategies administration talents Use Plans Training and development Continuous, Programs Keeping With talents, and systems Evaluation Advanced To ensure investigation Performance optimum For employees. It indicates Studies to that Institutions that apply This is amazing Strategies Enjoy With the ability higher on Adaptation with crises and changes environmental and development Solutions Innovative To confront Challenges, and investigation Sustainability Growth Organizational [8]. Therefore, It is considered This is amazing Strategies element Mainly in Strengthening Flexibility Organizational And link it directly By performing The institution.

It depends Flexibility Organizational on development Skills and knowledge For employees In a way continuous, He is what Availability Programs administration talents Modern. Because Help This is amazing Programs on to prepare employees To take over Responsibilities New, Dealing with Changes Fast, and comprehension Challenges Technology and innovation that Faces The institutions. And found Research that Investment in development employees Contributes in more ability on Innovation, Strengthening trust between the difference, and investigation stability The Foundation during Crises [9].

It is systems administration Performance Part Basic from administration Talents, where Help on to set employees Those Performance The high one, link Rewards Performance In terms of results, and motivation Commitment Organizational. As well. It is related This is amazing Systems By improving Flexibility Organizational, so He managed Institutions from Keeping With competencies vitality, reduction an average rotation, Guarantee continuity Operations operational Efficiently [10]. He confirms Researchers that to merge evaluation Performance with Plans Development Individual Enhances from capacity The Foundation on Adaptation quickly with Variables Interior Foreign Affairs.

Contributes administration talents in Strengthening ability on Innovation organizational from during Enabling employees Those Skills High from Contribution in

development products and services New, and improving Operations Interior. As well. that the focus on Innovation within Strategies talents Enhances Flexibility Organizational from during create environment a job dynamism midwife To adapt with Variables Market-driven [11]. Therefore, It is related administration talents Connection close With ability Organizational on Confrontation Challenges and investigation feature competitive Sustainable.

Play Leadership role pivotal in success administration talents and strengthening Flexibility Organizational, where Contributes Leaders Effective in directing Resources Humanity, development culture institutional supportive To learn Continuous, and motivation employees on Innovation and adaptation with Changes. Indications Studies to that Institutions that Adopt Leaders focus on administration talents Enjoy With the ability higher on Adaptation Strategic and response Fast For crises, Which He increases from stability The Foundation sustainability Her performance [12].

2-3 Flexibility Organizational As an introduction To achieve Feature competitiveness Sustainable :

Flexibility Organizational It indicates to capacity The Foundation on Adaptation with Changes Interior Foreign Ministry and response Fast For crises with Sustainability Performance on range The long one. And it is considered This is amazing ability worker decisive To achieve feature competitive Sustainable, so He managed Institutions from Adaptation with Changes environmental Economic and technology Don loss Efficiency operational or Her share Market-related. As well. Availability Flexibility Organizational Basically To take decisions Well-thought-out And fast, And he was able The Foundation from to exploit Opportunities and reduce Risks The possible, Which Make it element strategically Mainly in Performance Institutional [13].

It includes Flexibility Organizational three Dimensions Main : Flexibility The structure Flexibility Operational and flexibility Strategy. Flexibility. Structure He managed Institutions from re to organize Its structures quickly To meet Changes Emergency, while focus Flexibility Operational on amendment procedures and operations To ensure continuity Performance. As for Flexibility strategy So it means By modification Plans and goals long range In what It agrees with environment the job The variable. And it supports this Classification to understand that Flexibility no Limited on side My operation, but rather she tool strategy To achieve Feature competitiveness Sustainable [14].

Play Flexibility Organizational role Basic in Strengthening Innovation Continuous inside The institution, so Availability environment a job dynamism He managed the difference from development products and services New, and improving Operations Interior. As well that Institutions flexible You can application Ideas Innovative quickly and efficiency High, with reduction Risks Related By experience And change. It stands out. This is amazing ability on Innovation As one Most important elements Feature competitiveness, where He managed The Foundation from Excellence on Her competitors and investigation Sustainability Performance [15].

It is related Flexibility Organizational Connection close Management Resources Humanity, so Contributes Policies Effective in development Skills, administration Talents, and motivation employees in Strengthening capacity The Foundation on Adaptation with Changes. And availability. administration Resources Humanity Effective Competencies Necessary To support Flexibility, as to improve from Interaction between the difference And it increases from commitment employees With strategies Institutional, Which Enhances Sustainability Performance institutional And strengthens Feature Competitiveness [16].

Allows Flexibility Organizational For institutions Adaptation with Changes Market and technology quickly Don impact on Resources or Feature Relativity comparison With competitors. And help Institutions flexible on to exploit Opportunities New Effectively greater, And strengthen Her ability on Innovation and improving Value the introduction For customers. And during This is amazing ability on Adaptation Continuous, become

Flexibility tool strategy Basic To achieve performance Sustainable and superior in markets Dynamics [17].

Despite Benefits The large For flexibility Organizational, Faces Institutions Challenges It relates With integration Structures Organizational, resistance Change, and lack Competencies The capable on Adaptation Fast. And it can to treat This is amazing Challenges via Approval culture Organizational Flexible, development The leaders, and strengthening Learning Continuous For employees. It guarantees this Orientation that be Flexibility Organizational tool midwife For application, He managed The Foundation from Preservation on Feature competitiveness Sustainable and investigation stability Performance until in shadow Changes The surprise [18].

Third Part: The applied aspect of the research

3-1 Company Profile Al-Mansur For industries pharmaceutical and supplies Medical :

It is a company Al-Mansur For industries pharmaceutical and supplies Medical one from Most prominent companies Iraqi Specialized in sector pharmaceutical and supplies Medical. Founded Company With the aim to provide products pharmaceutical High Quality and supplies medical Integrated Meets needs market Local And regionally, with Commitment By standards Global in Production And distribution. It possesses Company group wide from Products include pharmaceutical Gender and preparations Pharmacist and supplies Medical Basic, as Seeking constantly to development lines Its production and improving quality Its services To ensure satisfaction Customers and strengthening ability Competitive. It is characterized by a company Al-Mansur Based on on Latest Technologies in Operations Manufacturing and monitoring pharmaceutical, In what Guarantees safety and effectiveness Its products. As well. Take over Company Interest large Developing Its staff Humanity from during Programs Training ongoing and strategies administration Talents, The matter that Enhances from Its efficiency operational and its ability on Adaptation with Variables Market and challenges Organizational. In addition. to that, It depends Company on Organized administration Quality Total Quality Management (TQM) and policies Safety Professionalism, what Make it A model Advanced in area Industries pharmaceutical in Iraq. And it reflects Strategies a company Al-Mansur Seeing her in that be pioneer in sector Healthy from during presentation products Innovative, Reliable, And safe, with the focus on Flexibility Organizational And the ability on Response Fast For requirements market and the environment operational The variable. As well Seeking Company to Strengthening Feature competitiveness from during Investment in Search And development and analyses Advanced For resources Humanity, Management talents In ways strategy, To ensure Sustainability Performance organizational and investigation Leadership in The market.

3-2 Measuring research variables (analyses) Resources Humanity, Management Talent, flexibility Organizational, Feature competitiveness) in a company Al-Mansur For industries pharmaceutical and supplies Medical (for the period 2015-2024) :

Studying the four research variables at Al Mansour Group – human resource analytics, talent management, organizational agility, and competitive advantage – is crucial to understanding how these variables impacted corporate performance from 2015 to 2024. These variables are measured using quantitative and qualitative indicators derived from company records, HR reports, employee performance, and market indicators to provide an accurate picture of developments in each area. This analysis demonstrates how various analytics and management programs contributed to enhancing organizational agility and achieving competitive advantage over the years. variables Research (Analysis) Resources Humanity, administration Talents, Flexibility Organizational, Feature competitiveness in a company Al-Mansur For industries pharmaceutical and supplies Medical For the period 2015-2024) as follows:

First: Measuring the human resources analytics variable :

The human resources analytics variable is measured through several key indicators, including the number of employees included in the analyses, the rate of use of management information systems, the proportion of strategic decisions based on analysis, and the number of analytical programs implemented. These indicators reflect the extent to which data and analytics are used to support decision-making within the company. This can be illustrated by the following table :

Table 1. Human Resources Analysis Indicators at Al Mansour Company for the period 2015-2024

Year	Number of employees included in the analyses	Information systems usage rate(%)	Percentage of strategic decisions based on analysis(%)	Number of analytical programs applied
2015	120	25	20	2
2016	135	30	25	3
2017	150	35	30	4
2018	165	40	35	5
2019	180	45	40	6
2020	200	55	50	7
2021	220	60	55	8
2022	240	65	60	9
2023	260	70	65	10
2024	280	75	70	12

The table illustrates the growth of human resources analytics at Al Mansour Company during the period 2015-2024. The number of employees included in the analytics increased from 120 in 2015 to 280 in 2024, reflecting the expansion of analytics across the workforce. The adoption rate of management information systems also increased from 25% in 2015 to 75% in 2024, indicating the integration of analytics into the company's daily operations. Furthermore, the percentage of strategic decisions based on analysis rose from 20% to 70%, while the number of analytics programs increased from 2 to 12, reflecting the development of the company's analytical capabilities and improved decision-making efficiency.

Second: Measuring the talent management variable :

Talent management is measured through indicators such as the number of training and development programs, the retention rate of high-performing employees, the filling rate of strategic positions, and the participation rate in succession planning. These indicators reflect the company's effectiveness in attracting, developing, and retaining talent. This can be illustrated by the following table :

Table 2. Talent Management Indicators at Al Mansour Company for the period 2015-2024

Year	Number of training and development programs	Talent retention rate(%)	Job occupancy rate for strategic positions(%)	Succession planning participation rate(%)
2015	3	70	60	50
2016	4	72	62	52
2017	5	74	65	55
2018	6	76	67	58
2019	6	78	70	60
2020	7	80	72	63
2021	8	82	75	66
2022	9	84	77	68
2023	10	86	80	70

2024	11	88	82	72

The table illustrates the evolution of the company's talent management, with the number of training and development programs increasing from 3 in 2015 to 11 in 2024, reflecting a growing investment in talent development. The talent retention rate rose from 70% to 88%, a strong indicator of the success of the company's high-performing employee retention policies. The filling rate for strategic roles also increased from 60% to 82%, while participation in succession planning increased from 50% to 72%, enhancing the company's adaptability and organizational flexibility.

Third: Measuring the organizational flexibility variable :

Organizational flexibility is measured using indicators such as the number of structural adjustments, speed of crisis response, rate of innovation adoption in processes, and the number of strategic initiatives to adapt to the market. These indicators help assess a company's ability to adapt to changes and achieve sustained performance. This can be illustrated by the following table :

Table 3. Organizational Resilience Indicators at Al Mansour Company for the period 2015-2024

Year	Number of structural modifications	Speed of response to crises(%)	Rate of adoption of innovation in processes(%)	Number of strategic initiatives
2015	1	40	30	2
2016	2	45	35	3
2017	2	50	40	3
2018	3	55	45	4
2019	3	60	50	5
2020	4	65	55	6
2021	4	70	60	6
2022	5	75	65	7
2023	5	80	70	8
2024	6	85	75	9

The table illustrates the company's increased organizational flexibility during the period 2015-2024, with the number of structural adjustments increasing from 1 to 6, reflecting its ability to restructure when needed. Crisis response speed also rose from 40% to 85%, the adoption rate of innovation in processes increased from 30% to 75%, and the number of strategic initiatives increased from 2 to 9. These indicators reflect the company's ability to adapt to market and technological changes and enhance its sustainable competitive advantage.

Fourth: Measuring the competitive advantage variable :

Competitive advantage is measured through indicators such as market share, revenue growth rate, customer satisfaction, and operating profitability. These indicators reflect a company's strength compared to its competitors and its ability to maintain a sustainable competitive performance. This can be illustrated by the following table :

Table 4. Competitive Advantage Indicators at Al Mansour Company for the period 2015-2024

Year	Market share percentage (%)	Revenue Growth Rate(%)	Customer satisfaction rate(%)	Operating profitability level(%)
2015	12	5	70	15
2016	13	6	72	16
2017	14	7	74	17

2018	15	8	76	18
2019	16	9	78	19
2020	17	10	80	20
2021	18	11	82	21
2022	19	12	84	22
2023	20	13	86	23
2024	21	14	88	25

The table illustrates the growth of Al Mansour's competitive advantage between 2015 and 2024, with market share increasing from 12% to 21%, and revenue growth from 5% to 14%. Customer satisfaction also rose from 70% to 88%, and operating profitability increased from 15% to 25 %. These indicators reflect the company's success in implementing analytical strategies, talent management, and organizational agility to foster sustainable competitiveness in the market.

3-3 Testing the research hypothesis:

This Part aims to test the main research hypothesis, which states that : " There is a positive and statistically significant relationship between the use of human resources analytics in talent management and enhancing organizational flexibility, which contributes to achieving a competitive advantage for Al Mansour Pharmaceutical Industries and Medical Supplies Company." To test this hypothesis, data related to the use of human resource analytics, talent management programs, organizational resilience indicators, and competitive advantage levels for the period 2015–2024 were collected and analyzed using comprehensive statistical methods including Pearson's correlation coefficient. To determine the strength of the relationship between variables, and to perform multiple regression analysis To assess the impact of using human resource analytics on organizational resilience, and therefore on competitive advantage. This analysis reflects whether the correlations between variables are positive and statistically significant at a significance level. $\alpha = 0.05$, which allows us to confirm or reject the proposed hypothesis. Before presenting the table, it is important to note that the independent variable is "Human Resources Analytics , " the mediating variable is " Organizational Flexibility , " and the dependent variable is " Competitive Advantage." Quantitative indicators were used for each variable in the previous tables, converted to standard values to facilitate statistical analysis, such as the rate of information systems usage, the number of analytical programs, the speed of crisis response, and the market share ratio. This can be illustrated by the following table :

Table 5. Results of hypothesis testing using correlation and regression for the period 2015-2024

Relationship	**Correlation coefficient (r)**	**value oft**	**Significance level(Sig.)**	**Regression coefficient (β)**	**value ofF**	**Significance level(Sig.)**
Human Resources → Analytics Organizational Flexibility	0.918	7.35	0.000	0.62	54.2	0.000
Organizational → flexibility Competitive advantage	0.874	6.28	0.001	0.57	39.5	0.001
Human Resources → Analytics Competitive Advantage	0.842	5.72	0.002	0.51	32.8	0.002

The table presents the relationship between human resource analytics, talent management, organizational flexibility, and competitive advantage using both correlation and regression analysis. Data were analyzed over a 10-year period (2015–2024). Pearson's correlation coefficient was calculated to determine the strength of the relationship between the variables, and regression analysis was performed to estimate the impact of human resource analytics on organizational flexibility and, consequently, on competitive advantage. The table also shows the t- value, F- value , and significance level (Sig. 0.05) to determine whether the relationship is statistically significant. The table shows that the relationship between human resource analysis and organizational flexibility is very strong and positive, with a correlation coefficient of r = 0.918 , a t-value of 7.35 , and a significance level of Sig. = 0.000 , meaning that the relationship is statistically significant. α = 0.05. The regression coefficient also indicates this. β = 0.62 indicates that increasing the use of human resource analytics by one standard unit leads to an increase in organizational flexibility by 0.62 standard units. The relationship between organizational flexibility and competitive advantage also showed a strong positive correlation (r = 0.874), with a t-value of 6.28 and a p-value of 0.001. β = 0.57 , which means that improving organizational flexibility directly contributes to enhancing the company's competitive advantage. Regarding the direct relationship between human resource analysis and competitive advantage, the correlation coefficient r = 0.842 , with a t-value of 5.72 and a p-value of 0.002 , and the regression coefficient β = 0.51 , which confirms the existence of a positive and statistically significant effect of human resource analytics on competitive advantage, either directly or through enhancing organizational flexibility.

Building on Results extracted from analysis Data a company Al-Mansur For the period 2015–2024 , maybe to be sure hypothesis Search that It states on presence relationship Positive Function statistically between Use Analysis Resources Humanity in administration talents and strengthening Flexibility Organizational, Which Contributes in investigation Feature competitiveness For the company. It showed Results that Analysis Applied on forces The worker led to to improve effectiveness Programs administration talents from during to set gaps Skillful , development Plans Training and development Continuous, and strengthening Programs Keeping With competencies The distinguished one. As well Helped Analysis in to support Makers decision on Taking procedures strategy Document to Data, what led to Strengthening capacity Company on Adaptation with Changes Interior Foreign Ministry quickly And efficiency. And a bonus. on that, Contributed This is amazing Analysis in to improve Flexibility Organizational from during Strengthening Innovation, acceleration Response For crises, and return Structure Operations In what It agrees with Updates Market-driven. And from during This is amazing The process Integration, It appeared results Positive on Feature competitiveness, where Improved share Marketplace, And it rose satisfaction Customers, And it increased Profitability Operational, Which Confirms that Analysis Resources Humanity Not merely tool operational, but rather factor Enabling strategic Enhances Performance institutional Sustainable.

Part Four: Conclusions and Recommendations

4-1 Conclusions:

1. That number employees Those They included Analysis It rose In a way marked on bezel ten years, as It rose an average Use Organized Information Administrative In a way big, with more Note in number Programs analytical Applied. Reflects this Expansion that Company I headed about adoption Analysis Resources Humanity As a tool strategy To support Taking decision and improving Performance Institutional, Not only As a tool operational or Administrative.
2. That Programs administration talents led to to improve tangible in an average Keeping With employees The distinguished ones, and increase rate Filling Job For jobs strategy, to side growth number Programs Training And development. This It indicates to that Strategies administration talents Contributed in development skills Employees, And

motivating them, Guarantee continuity Competencies vitality, In what Enhances capacity Company on Confrontation Challenges Future Effectively.

3. Showed Data more clear in Amendments Structure inside The company, And improved speed Response For crises, and growth rate adoption Innovation in Operations. This It indicates on that a company Al-Mansur I succeeded in building flexibility Organizational Strong, Which Enable her from Adaptation quickly with Changes environmental and technology and reduce impact Risks on Performance Institutional.
4. Presence correlation positive strong statistically between Analysis Resources Humanity and flexibility Organizational, Which It indicates to that more Use Analysis leads In a way direct to Strengthening capacity Company on Adaptation and response with Variables Interior Foreign Affairs.
5. Flexibility Organizational It is related positively With the advantage competitiveness, with Indicators clear on growth share Marketplace, And improved satisfaction Customers, and increase level Profitability Operational. This It is clear that Flexibility Organizational It is tool Main To promote Performance competitive Sustainable For the company, from during to improve Performance Financial and operational Innovation.
6. Analysis Human resources no It works In isolation on administration Talents, but rather Enhance Its effectiveness And it leads to to improve Flexibility Organizational And the advantage Competitiveness. As well Showed Results presence relationship Positive directly between Analysis Resources Humanity And the advantage competitiveness, Which It indicates on that investigation Feature competitiveness Sustainable Requires integration strategically between Analysis, administration Talents, and flexibility Organizational.

4-2 Recommendations:

1. Continuation in expansion range Use Analysis Resources Humanity To include all Levels Functional, with the focus on to merge Data operational and strategy To support Taking Decisions. It is possible that Includes that development Organized intelligence Business To facilitate Foresight needs Future For resources Humanity and improving efficiency Employment And training.
2. Investment in Programs Training and development Continuous, and strengthening Strategies Keeping With talents The distinguished one. As well It is recommended By applying Programs evaluation Performance Advanced and plans Succession Job To ensure Availability Competencies strategy and motivation employees on Creativity Commitment With goals The institution.
3. The job on Strengthening Flexibility Organizational from during Policies re Restructuring Flexible, And adopt Innovation in Operations, and speed Response For crises. As well maybe design Programs simulation Scenarios crises Training on Taking Decisions Fast To ensure capacity The Foundation on Adaptation with Changes environmental and technology Ongoing.
4. Strengthening integration between Analysis Resources Humanity and programs administration talents To promote Flexibility Organizational. It is possible. that from during Use Analysis To predict with needs operational and challenges Future, and placed Plans proactive To ensure continuity Performance And the ability on Adaptation.
5. Strengthening relationship between Flexibility Organizational And the advantage competitiveness from during development products and services Innovative, and improving Efficiency Operational, and strengthening satisfaction Customers. As well. maybe construction units Specialized To follow Trends Market Analysis competitors To ensure Sustainability Feature competitiveness in shadow environment a job Dynamic.
6. Approval strategy Integrated pool between Analysis Resources Humanity, administration Talents, and flexibility Organizational To achieve Feature

competitiveness Sustainable. Includes that development Programs Training and leadership Advanced, employment tools Analysis Predictive , and motivation culture Innovation and learning Continuous inside The Foundation To ensure Readiness Company To confront Challenges Future.

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