



The Role of Strategic Flexibility in Achieving Organization Effectiveness: Analytical Research in the Directorates of the Ministry of Education

Sarah Hussein Abdul Hussein
Ministry of Education
Baghdad, Iraq

Saadoon Muhsin Salman
College of Administration and Economics,
University of Baghdad
Baghdad, Iraq

sara.hussein1203b@coadec.uobaghdad.edu.iq

saadoon@coadec.uobaghdad.edu.iq

Received: 4/7/2022

Accepted: 7/8/2022

Published: September / 2022



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

Abstract

This research aims to know the role of strategic flexibility in achieving organizational effectiveness by studying the dimensions of strategic flexibility (capacity flexibility, resource flexibility, information flexibility, and coordination flexibility) on the dimensions of organization effectiveness (environmental adaptation, productivity and achieving goals) through an analytical study conducted in six directorates in the office of the Iraqi Ministry of Education.

The research problem was represented in the form of questions, the most prominent of which was "What is the role of strategic flexibility in achieving organization effectiveness?" The descriptive analytical approach was relied on in applying the research, as the questionnaire was used as a tool for data collection and was prepared using ready-made standards, and the questionnaire was distributed to a sample of (131) individuals in (6) directorates in the Ministry of Education. The sample top management senior and middle represented by (general manager, assistant general manager, department manager, assistant department manager, division official), as the researcher used the five-point Likert scale to determine the answers to the paragraphs of the questionnaire, and then the data was analyzed and hypotheses tested using statistical tools and methods and analyzed using ready-made statistical programs (SPSS-V28) and (Excel 2010) to extract the results.

Through the results, it is clear that there is a role of strategic flexibility in its dimensions (capabilities flexibility, resources flexibility, information flexibility and coordination flexibility) in achieving organization effectiveness.

keywords: Strategic flexibility, organization effectiveness.

1. Introduction

Business organizations face many challenges that force them to have a “strategic” approach in their work towards achieving their goals, then ensuring their survival and continuity in a changing environment full of challenges as a result of increasing environmental uncertainty. Organizations that seek to adopt a flexible strategy that helps in overcoming all the forces that affect the work environment, and this achieves the organization effectiveness, achieving it is the main editor and goal of any organization .

Strategic flexibility (capabilities flexibility, resources flexibility, information flexibility and coordination flexibility) plays a major role in the strategic planning process, The organization gains the ability to enable organizations to respond effectively to urgent changes quickly and appropriately, without the flexibility to respond to changes in the external environment, it is difficult for organizations to find opportunities for success and survival, strategic flexibility is an essential point for creating distinguished services that are not imitation and imitation .

Organization effectiveness is one of the most prominent features of contemporary developments that are concerned with it leading and rising organizations, until it became a feature of these organizations and a tool to achieve their goals and adapt it to their environment and increase their productivity, the organizational effectiveness is the result of the strategic formulation through which organizations seek to achieve their mission and its goals short and long-term, solving their problems and facing their challenges. The research problem was represented in the form of questions, the most prominent of which was "What is the role of strategic flexibility in achieving organization effectiveness?"

Based on the foregoing, the current research seeks to study both (strategic flexibility and organization effectiveness) and its main objective is to discuss the philosophical and theoretical implications and the extent of compatibility between the research variables. This research is in an environment characterized by the urgent need for such topics, which is the Iraqi service environment, specifically some directorates at the headquarters of the Ministry of Education, in order to reach the objectives of the research, a proposed hypothetical model was built. With the welfare of citizens and their culture, which is education, and in light of the research variables and their sub-dimensions, its importance lies in its attempt to provide a theoretical knowledge base that can be employed in the surveyed directorates in order to confront current and future changes, to modernize their methods of work and structures and increase their effectiveness, by highlighting the rapid developments in modern strategic topics, especially the concept of strategic flexibility, as it gives the ability to respond environment variables to achieve the effectiveness of the organization.

2- Theoretical literature review

2-1 Strategic flexibility

The concept of strategic flexibility is an “organizing principle for structuring and coordinating different resources and functional units in dynamic environments.”(Kamasak et al, 2018: 5), Strategic flexibility is defined as a strategic asset increases the ability of the organization to try to adopt a new method or option to try to reduce the gap between reality and what is planned by matching resources and needs, taking unexpected events into account, diversifying the services provided, and strategic flexibility can be achieved to overcome administrative inertia by management Supreme Organizations (Siyam, 2021: 28). Strategic flexibility refers to the organization's ability to recognize and understand environmental changes and choose the best strategic scenarios to adapt and suit to conserve and use its resources quickly to achieve the success it seeks to ensure survival, renewal, growth and competitive advantage (Danook, 2021: 451). According to these definitions, strategic flexibility can improve the effectiveness of plans, decisions, and strategies (Li et al, 2018:2). enhance the positive effects of the technological capacity for exploration, as the strategic flexibility increases, and the technological capacity of the exploratory innovation increases (Al-Kateeb & Al-Hashmawi, 2021: 5049).

2-2 Dimensions of strategic flexibility

The literature that deals with the concept of strategic flexibility indicated that there is a difference in how it is measured due to the environment Strategic flexibility, table (1) shows the dimensions that were adopted by some researchers to measure Strategic flexibility, as follows:

Table 1: Dimensions of strategic flexibility according to the opinion of some researchers

	Researcher & Year	Dimensions
1	(Al-Abadi, 2018)	supply chain flexibility, expand flexibility, HR flexibility, information flexibility
2	(Berah et al, 2018)	production flexibility, Marketing flexibility, HR flexibility
3	(Kamasak et al, 2018)	planning , decision making flexibility, resource flexibility, coordination flexibility
4	(Abu Bakr et al, 2019)	production flexibility, market flexibility, Competitive flexibility
5	(Abu-Nahel et al, 2020)	proactive flexibility, response flexibility, information flexibility, HR flexibility
6	(Al Khalifa, 2021)	resources flexibility, coordination flexibility, information flexibility, capacity flexibility

Through it is mentioned in the table (1), there is a difference in opinions among researchers about the dimensions of strategic flexibility, but the two researchers agree on what came with (Al Khalifa, 2021)To measure the strategic flexibility variable, which fits with the environment of the organization in question, which includes four dimensions: the flexibility of resources, the flexibility of coordination, flexibility of information, and flexibility of capabilities.

2-2-1 Resources flexibility: The concept of resource flexibility emphasizes the ability to pool resources with multiple uses, expand the resource base and match existing opportunities (Yi et al, 2017: 164). Organizations with better resource flexibility apply their resources to a wider range of alternative uses, with lower costs and time to switch from one application to another., Resource flexibility reduces resource rigidity, expands resource use, and facilitates organizational changes and adjustments (Han & Zhang, 2021: 3).

2-2-2 Coordination flexibility: Organizations with high coordination flexibility may help to quickly pair innovative and complementary assets and generate more profits from innovation. In dynamic product markets, organizations with a high level of coordination flexibility in product creation may adapt quickly by creating new reconfigurations and effectively reallocating them (Wei et al, 2014: 838) .

2-2-3 Information flexibility: The possibility of using the information in different situations and by different users (Punitive, 2018: 56). The presence of a flexible information system within organizations contributes in several aspects, including increasing efficiency, decentralization, increasing responsibility, and improving resource management (Abu-Nahel et al, 2020: 219).

2-2-4 Capabilities flexibility: They are dynamic capabilities as they relate to new resources appropriate to intervariable variables, and include intangible resources and assets such as skills, learning and knowledge (Al Khalifa, 2021: 48)It represents the organization's ability to develop products, enter new markets, new industries and sectors, work to respond and adapt to changes in them, and enhance and develop resources, strategic capabilities and dynamic capabilities in a distinctive and effective way to improve the ability of organizations to adapt and respond to changes (Alwan et al., 2020: 50).

2-3 Organization Effectiveness

An effective organization is one whose systems can adapt to a changing environment (Najar, 2020: 134) and there are those who see that the organization's effectiveness is a measure of how the organization achieves its organizational goals and objectives. These goals can only be fully understood through sharing information, making decisions quickly and in a timely manner, and common tasks and responsibilities. In addition, effective organizations should focus on human resources and help employees gain self-confidence and skills to adapt to the new environment (Kanwal et al, 2017: 29). select Schein (1980) Organization effectiveness as self-maintenance, growth capacity, and survival of the organization, and its division into a process-oriented perspective and a results-oriented perspective. The process-oriented perspective refers to the acquisition and development of resources for the survival and maintenance of the organization, while the results-oriented perspective means the degree to which the organization achieves its objectives (Choi & Lee, 2019: 51).

2-4 Dimensions of organization effectiveness

The organization needs to develop a set of dimensions if it wants to achieve effectiveness, the researchers differed in setting the dimensions through which the organization's effectiveness is measured. Table (2) shows the dimensions that were adopted by some researchers to measure the organization's effectiveness, as follows:

Table 2: Dimensions of the organization's effectiveness according to the opinion of some researchers

	Researcher & Year	Dimensions
1	(Frinses et al, 2021)	environmental adaptation, inclusion, bias, productivity
2	(Adero & Odiyo,2020)	resources acquisition, objectives achievement, stakeholder satisfaction
3	(Mwai, 2018)	achieving goals, stakeholder satisfaction, process efficiency
4	(Kulachai et al, 2021)	environment adaptation, productivity, resource optimization, stability
5	(Muhammad, 2019)	productivity, goal achievement, job satisfaction
6	(Ahmed & Kazem, 2020)	environment adaptation, achieving goals, efficiency, continuity
7	(Ismail, 2021)	productivity, goal achievement, job satisfaction
8	(Razouki, 2017)	environmental adaptation, achieving goals, planning, environment exploiting, information and communication management

Through looking at a number of researchers who touched on the dimensions of organization effectiveness shown in the Table above, through which it is possible to measure the organization effectiveness, the dimensions that the two researchers see that it fits with the environment of the researched organization Which:

2-4-1 Achieve goals: The goals are characterized by adaptation and change with changes in the environment, and the goals are distributed in organizations with strategic and active orientation to strategic, tactical and operational goals (Abu Bakr et al., 2019: 547)The process of achieving goals is by changing something from one condition to a better one, with identifying the cause of weakness and trying to find ways to treat it the process of achieving goals determines good performance the process of achieving goals is based on improving and developing the capabilities of working individuals By focusing on developing their professional skills and providing them with everything new in their field of work (Al Kathiri and Mahlar, 2021: 57-58).

2-4-2 Environmental adaptation: This dimension is characterized by the organization's ability to predict the internal and external problems that it will face in the future, its ability to find solutions, and ways to ensure control over them as much as possible. Adaptation with the environment helps to harmonize the resources of the organization and its ability to the nature of the work of the environment to achieve the best performance (Al-Gharibawi and Abbas, 2021: 311) adaptation with the environment surrounding the organization is one of the most important factors affecting its effectiveness. Adaptation is a basic criterion involved in determining the levels of productivity, efficiency and satisfaction that can be achieved in the organization (Mazarat, 2019: 182).

2-4-3 Productivity: It is one of the aspects of effectiveness, and the factors that affect the organization's effectiveness , especially with regard to employees, must also be addressed to achieve overall effectiveness (Akhtar et al, 2018: 770) productivity means efficiency and effectiveness. Efficiency is the comparison of the expected resources (inputs) with the result obtained (outputs), and effectiveness

assesses the degree to which the chosen course of action leads to the achievement of the results for which it is designed to achieve (Obi & Oparanma, 2018: 73).

2-5 The Role between strategic flexibility and organization effectiveness

Organizations that have strategic flexibility are more able to interact and adapt to the variables of the dynamic environment, which helps them to increase and improve their effectiveness and organizational performance in a creative way, which guarantees them survival, continuity and growth. Strategic flexibility is important for organizations that seek to achieve effectiveness in a scene driven by the technological revolution and globalization. Globalization has led to an intensification of competition between organizations as a result of the entry of the products of large and multinational companies into various markets, which made the need for strategic flexibility increase significantly (Al-Mujahid and As-Su'ei, 2021: 802). Accordingly, strategic flexibility is very important in a dynamic and unstable environment. Therefore, described as a source of capabilities that give organizations competitive advantages in a dynamic environment, organizations seek to adopt a flexible strategy by overcoming all the forces that affect the work environment and this achieves the organization effectiveness (Al Haraisa, 2018: 166). Organizations possession of strategic flexibility is not only limited to interaction and adaptation from various environmental variables, but it also helps and encourages creativity represented in the development of administrative processes and work methods that lead to the utilization of available resources, and the adoption of creative ideas that result in new working methods that lead to an increase the organization effectiveness (Al-Mujahid & As-Su'ei, 2021: 802).

3- Methodology

This study used the descriptive analysis method. The questionnaire was used as a tool for data collection, it was prepared using ready-made measures, and the scale (Al Khalifa, 2021) was adopted in the design of the paragraphs of strategic flexibility, on the ideas of standards (Kulachai et al, 2021 & Mwai, 2018) in the design of the paragraphs of the organizational effectiveness, after adapting and making adjustments to it to suit the current research, as the used the five-point Likert scale to determine the answers to the paragraphs of the questionnaire.

3-1 Hypothesis

Two main hypotheses have been formulated:

- 1- There is no statistically significant correlation between strategic flexibility and organization effectiveness.
- 2- There is no significant effect of strategic flexibility on the organization's effectiveness .

3-2 Proposed research model

The main idea of the research model is to identify the importance of the role that strategic flexibility (independent variable) plays in organization effectiveness (dependent variable) in auditing its activities and tasks through interrelationships and influence, Figure (1) shows the proposed research model.

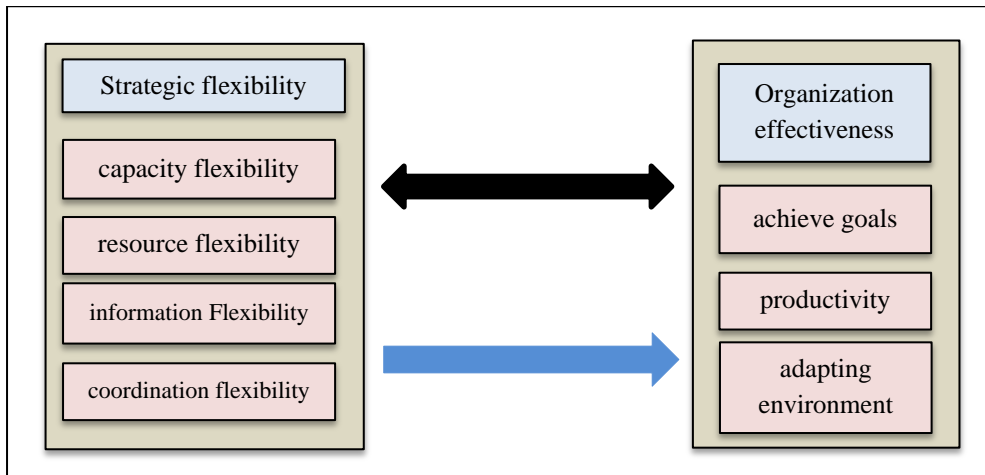


Figure 1: The proposed research model

3-3 population and research sample

The most prominent characteristics of the researched sample can be identified by focusing on five main areas, and they can be clarified through Table (3) as follows:

Table 3: The characteristics of the research sample

Properties		frequent	%
Gender	Male	63	48.1
	Female	68	51.9
Total		131	100.0
age	25 to less than 30 years old	2	1.5
	30 to less than 35 years old	14	10.7
	35 to less than 40 years	23	17.6
	40 to less than 45 years	25	19.1
	45 years and over	67	51.1
Total		131	100.0
Educational attainment	Secondary school	2	1.5
	Diploma Technical	13	9.9
	Bachelor	82	62.6
	Diploma higher	3	2.3
	Master degree	19	14.5
Total		12	9.2
Total		131	100.0
Years of service	Less from 5 years old	1	0.8
	5 to less than 10 years old	12	9.2
	10 to less than 15 years	31	23.7
	15 to less than 20 years old	30	22.9
	20 to less than 25 years	18	13.7
	25 years and over	39	29.8
Total		131	100.0
Career Level	general manager	4	3.1
	assistant general manager	9	6.9
	department manager	22	16.8
	assistant department manager	15	11.5
	division official	81	61.8
Total		131	100.0

4- Results and Discussion

Table (4) shows the results according to the views of the research sample regarding the variable (strategic flexibility), as the arithmetic mean value of this variable was (3.26), which indicates a moderate level, a standard deviation of (0.58), a coefficient of variation of its value (17.79), this variable includes four dimensions (capabilities flexibility, resources flexibility, information flexibility, coordination flexibility), and the results were as follows:

Table 4: The results of the analysis of the dimensions of the strategic flexibility variable

	Variables	Arithmetic mean	standard deviation	Variation coefficient	Relative importance
1	The departments of the Ministry have the ability to invest the available skills in research and development in a highly efficient manner	3.11	0.91	29.13	62.14
2	The departments of the Ministry have high potentials in using the available technology and employing it to improve and develop its services	3.06	0.91	29.71	61.22
3	The departments of the Ministry can deal with cases of uncertainty related to the surrounding environmental conditions	3.27	0.78	23.67	65.50
4	The departments of the Ministry have the ability to restructure their various capabilities (design, arrangement and coordination of their functions and work) in line with the changes in the surrounding environment.	3.37	0.90	26.88	67.33
Total capacity flexibility		3.20	0.64	20.04	64.05
5	The departments of the Ministry have the ability to invest in improving their (human) resources in line with changes in the external environment	3.27	0.98	29.85	65.34
6	The departments of the Ministry have a high potential in adapting the appropriate and necessary resources to implement their operational strategy	3.22	0.83	25.62	64.43
7	The costs of switching from a single use of the main resources of the administrative authority to an alternative use are low	3.24	0.81	25.08	64.73
8	The departments of the Ministry have the ability to invest in improving their (material) resources in line with changes in the external environment	3.11	1.05	33.93	62.14

Total resource flexibility		3.21	0.67	20.87	64.16
9	The departments of the Ministry are keen to keep abreast of technological developments to benefit from them in the process of storing and retrieving information when necessary	3.58	0.94	26.37	71.60
10	The ministry's strategies and policies depend on the accurate collection and analysis of detailed information	3.34	0.97	29.19	66.72
11	The departments of the Ministry attract experts in the field of information technology to benefit from their expertise in research and development	2.99	1.02	34.05	59.85
12	The departments of the Ministry possess the information necessary to make a decision in a timely manner	3.31	0.96	29.02	66.26
13	The departments of the Ministry depend on reliable sources of information that enable them to forecast and accomplish tasks efficiently	3.19	0.95	29.63	63.82
Total information flexibility		3.28	0.74	22.40	65.65
14	The Ministry has multiple methods of coordination in the public and private sectors	3.40	0.87	25.48	67.94
15	The Ministry encourages effective coordination between its various departments when dealing with different circumstances	3.40	0.82	24.13	67.94
16	The directorates, departments and internal units of the Ministry cooperate with each other to find a new use of internal resources	3.35	0.95	28.41	67.02
17	The departments of the Ministry prevent duplication of administrative activities and clearly define the terms of reference, tasks and responsibilities	3.18	1.06	33.48	63.51
18	The organizational structure of the Ministry ensures that the horizontal, vertical, internal and external channels of communication between all levels are defined with flexibility and clarity.	3.38	0.93	27.56	67.63
Total coordination flexibility		3.34	0.67	20.09	66.81
total variable of strategic flexibility		3.26	0.58	17.79	65.28

Referring to the table (4) in order to identify the relative importance of the total strategic resilience variable, we find that its value is (65.28), confirms that there is agreement among the members of the research sample that there is strategic flexibility in the surveyed directorates, and the table (5) shows an arrangement according to the importance of the sub-dimensions of strategic flexibility:

Table 5: Arranged in order of importance for the dimensions of the strategic flexibility variable

Variables	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	order of relative importance
capacity flexibility	3.20	0.64	20.04	64.05	1
Resource flexibility	3.21	0.67	20.87	64.16	4
Information Flexibility	3.28	0.74	22.40	65.65	3
coordination flexibility	3.34	0.67	20.09	66.81	2
strategic flexibility variable	3.26	0.58	17.79	65.28	1

By looking at the data in the table (5) we find that the capabilities flexibility came ranked first by the value of the coefficient of difference (20.04), while coordination flexibility came in second place with a coefficient of variation whose value was (20.09) as for the information flexibility, it came in third place, with a value of the coefficient of variation that reached (22.40) Finally, the resources flexibility ranked last with a coefficient of variation of (20.87).

As such Table (6) shows the results according to the views of the research sample regarding the variable (organization effectiveness), as the arithmetic mean value of this variable was (3.30), which indicates a moderate level, a standard deviation of (0.68), and a coefficient of variation of its value (20.59), and this variable includes three dimensions (adaptation environment, productivity, achieving goals).The results of the statistical analysis can be summarized in the following table:

Table 6: The results of the analysis of the dimensions organization effectiveness variable

	Variables	Arithmetic mean	standard deviation	Variation coefficient	Relative importance
19	The ministry can adapt to different environmental conditions	3.65	0.80	22.01	72.98
20	The Ministry seeks to achieve adaptation and harmony between workers and the nature of the tasks entrusted to them at work	3.37	0.98	29.02	67.48
21	The ministry has the ability to respond quickly to changes in the volume of output to meet the increasing demands	3.15	0.96	30.59	63.05

22	The Ministry determines the training needs for the skills of employees and continuously develops them in line with work developments	3.42	1.05	30.77	68.40
total adaptation environment		3.40	0.70	20.60	67.98
23	The departments encourage employees in the ministry to constantly develop their professional capabilities	3.37	1.07	31.74	67.33
24	The Ministry implements many programs and workshops in the field of community service	3.53	0.93	26.33	70.69
25	The Ministry attracts workers who have high experience in their field of specialization	3.01	1.10	36.54	60.15
26	The Ministry provides the financial resources necessary to implement high quality educational programs	2.95	1.04	35.34	59.08
total productivity		3.22	0.85	26.39	64.31
27	The Ministry has the ability to achieve its goals by adapting and responding to changes that occur in the external environment	3.41	0.88	25.67	68.24
28	The Ministry is keen to consolidate its relationship with the external environment and society in general, in order to enhance its position	3.36	0.90	26.90	67.18
29	The Ministry has the material and human capabilities required to effectively achieve its goals	3.37	1.02	30.21	67.33
30	The Ministry is keen to obtain feedback information to correct its paths	3.22	0.89	27.58	64.43
31	The Ministry directs its activities towards long-term goals	3.04	1.06	34.98	60.76
total achieve goals		3.28	0.72	21.96	65.59
total variable of organization effectiveness		3.30	0.68	20.59	65.93

Referring to the table (6) in order to identify the relative importance of the total variable the organization effectiveness, we find that it has reached its value (65.93), confirming that there is an agreement among the members of the research sample that there is the organization effectiveness the surveyed directorates have, the table (7) shows an order in order of the importance of the sub-dimensions for the organization effectiveness:

Table 7: Arranged in order of importance for the dimensions organization's effectiveness variable

Variables	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	order of relative importance
adapting to the environment	3.40	0.70	20.60	67.98	1
Productivity	3.22	0.85	26.39	64.31	3
achieve goals	3.28	0.72	21.96	65.59	2
Organization effectiveness variable	3.30	0.68	20.59	65.93	2

By looking at the data in Table (7), we find that the dimension of adaptation environment came in the first place with the value of the coefficient of variation (20.60), while achieving goals came in second place with a coefficient of variation whose value was (21.96), finally came productivity dimension ranked last with a coefficient of difference (26.39).

4-1 Research hypothesis testing

Through the first main hypothesis (there is no statistically significant correlation between strategic flexibility and the organization effectiveness), it is clear in the table (8) that there is a good correlation between both strategic flexibility and the organization effectiveness in the directorates in the Ministry of Education, and it is a strong relationship as the value of the correlation coefficient was (0.797) at level (0.01) This confirms that the main hypothesis is not accepted and accept the alternative hypothesis that states (There is a statistically significant correlation between strategic flexibility and organization effectiveness)

Table 8: Results of correlation relationships

organization effectiveness	adapting environment	Productivity	achieve goals	Total organization effectiveness
Strategic flexibility				
capacity flexibility	.554**	.380**	.504**	.528**
Resource flexibility	.593**	.498**	.589**	.620**
Information Flexibility	.660**	.644**	.706**	.745**
coordination flexibility	.702**	.672**	.698**	.766**
Total strategic flexibility	.746**	.663**	.747**	.797**

Shows table (8) that was shown Relations the link between dimensions of strategic flexibility and dimensions The organization effectiveness at the sub-agency level:
4-1-1 Correlation relations between the flexibility of capabilities and the dimensions of the organization effectiveness

There (There) (6) Significant correlations between the organization effectiveness and its dimensions, all of which were significant at the level of (0.01) The strongest relationship was with the dimension of adaptation to the environment with a value of (0.554) The results indicate that all the correlations fulfill the alternative hypothesis.

4-1-2 The relationship between the flexibility of resources and the dimensions of organization effectiveness

there (6) Significant correlations with the organization effectiveness and its dimensions, all of which were significant at the level of (0.01) The strongest relationship was with the total organization effectiveness with a value of (0.620) The results indicate that all correlations fulfill the alternative hypothesis.

4-1-3 The correlation between the flexibility of information and the dimensions of organization effectiveness

there (6) Significant correlations with the organization effectiveness and its dimensions, all of which were significant at the level of (0.01) The strongest relationship was with the total organization effectiveness with a value of (0.745), The results indicate that all correlations fulfill the alternative hypothesis.

4-1-4 Correlation between the flexibility of coordination and dimensions of organization effectiveness

there (6) Significant correlations with the organization effectiveness and its dimensions, all of which were significant at the level of (0.01) The strongest relationship was with the total organization effectiveness with a value of (0.766) The results indicate that all the correlations fulfill the alternative hypothesis.

4-1-5 Correlation relationships between the total strategic flexibility and the total organization effectiveness

there (6) Significant correlations with the organization effectiveness and its dimensions, all of which were significant at the level of (0.01) The strongest relationship was with the total organization effectiveness with a value of (0.797), The results indicate that all correlations fulfill the alternative hypothesis.

The second main hypothesis (there is no significant effect of strategic flexibility on organization effectiveness) can be tested between the independent variable represented by (strategic flexibility) and the dependent variable represented by (organization effectiveness) by using a simple linear regression model as follows:

Table 9: The effect of strategic flexibility on Organization effectiveness

dependent variable independent variable	Organization effectiveness							
	Transactions	Values t calculated	Sig.	Coefficient of determination R ²	Values (F) calculated	Indication level	Decision	
Strategic flexibility	Constant (α)	0.256	1.242	0.216	0.635	224.038	0.001	There is an effect
	Beta β	0.931	14.968	0.001				

The results of Table (9) show a model for the effect of the independent variable (strategic flexibility) on the dependent variable (organization effectiveness) under the level of morale ($\text{sig} = 0.001$) which is smaller than the significance value (0.05) and the calculated (F) value (224.038), as the value of the coefficient of the determination reached ($R^2 = 0.635$), which indicates that strategic flexibility explains its value (63.5%) of the organization's effectiveness. And the value of ($\beta = 0.931$), which means that the change of one unit of the strategic resilience variable will lead to a change in the dependent variable, the organization effectiveness by (93.1%), and this confirms the incorrectness of accepting the main hypothesis and accepting the alternative hypothesis that states (the presence of an effect with a significant significance for strategic flexibility in the effectiveness organization).

5. Conclusions

The interest of the surveyed directorates of the Ministry of Education in strategic flexibility and its adoption correctly and continuously manner, leads the directorates to have the organization effectiveness that enables it to achieve its goals by adapting and responding to the changes that occur in the external environment.

The availability of strategic flexibility in the directorates of the Ministry of Education investigated in terms of keeping pace with technological developments and benefiting from them in the process of storing and retrieving information when necessary would have a significant impact on the organization effectiveness.

The availability of the study variables (organization effectiveness and strategic flexibility) appeared in the directorates of the Ministry of Education surveyed at a moderate rate, as the sample's answers to most of the paragraphs related to the study variables were in agreement with them. This gives an indication that the directorates are not still able to adapt to the various environmental conditions and conditions facing the directorates and their ability to change according to the environmental threats and challenges they face in the future is at a moderate level. There is a role to flexibility of the strategy with its dimensions (capabilities flexibility, resources flexibility, information flexibility, coordination flexibility) in achieving organization effectiveness.

Reference:

1. Ababaker, K. M., Wali, A. I. & Abdullah, M. N., (2019), The role of the dimensions of strategic flexibility in achieving organizational effectiveness / an exploratory study of the opinions of managers in the Al-Hayat Company for Soft Drinks and Mineral Water in the city of Erbil, Anbar University Journal of Economic and Administrative Sciences, Vol. 11, No 26, pp. 541-567.
2. Abu-Nahel, Zahi O., Alagha, Wafiq H., Al Shobaki, Mazen J., Abu-Naser, Samy S. & El Talla, Suliman A. (2020), Flexibility of Information and Its Relationship to Improving the Quality of Service, International Journal of Engineering and Information Systems, Vol. 4, No. 8, pp: 214-234.
3. Akhtar, Shoaib, Awan, Sajid Hussain, Naveed, Shaheryar & Ismail, Kamariah, (2018), A comparative study of the application of systems thinking in achieving organizational effectiveness in Malaysian and Pakistani banks, International Business Review, Vol. 27, No. 4, pp: 767-776.

4. Al Haraisa, Yazan Emnawer, (2018), Strategic Flexibility and Its Impact on Enhancing Organizational Effectiveness: An Applied Study on Jordanian Hotels, International Business Research, Vol. 11, No. 10, pp. 165-173.
5. Al Kathiri, K. G. M. & Mahlar, M. (2021), Dimensions of organizational performance efficiency in achieving organizational goals: A case study of the Office of the Minister of State in the Governorate of Dhofar in the Sultanate of Oman, Journal of the University College of Knowledge, Vol. 32, No. 3, pp. 43-61.
6. Al Khalifa, Mohamed Hamad Mohamed Abdulla, (2021), Crisis management and strategic flexibility: the moderating role of e-readiness. The case of government authorities in the kingdom of Bahrain, A Thesis Submitted for the Degree of Doctor of Philosophy, Brunel Business School, Brunel University London .
7. Al-Gharibawi, Alaa M. K. & Abbas, N. H. (2021), The Effect of Compassionate Leadership in Enhancing Organization Effectiveness / An Analytical Study of the Views of a Sample of Managers in the Ministry of Labor and Social Affairs, Journal of Baghdad College of Economic Sciences, No. 64, pp. 301- 320.
8. Al-Khateeb, Ruaa Abdel Moeen Hassan & Al-Hashmawi, Muhammad Yassin Rahim (2021), The Impact of Internal Marketing for Human Resources on Strategic Flexibility An Analytical Descriptive Research in the Iraqi Ministry of Health, revista geintec-gestao inovacao e tecnologias, Vol. 11 No. 4 , pp: 5045 – 5056.
9. Al-Mujahid, A. M. A. & Al-Sudai, Q. A. A. R. (2021), The Impact of Strategic Flexibility in Achieving Organizational Performance, A Field Study in Community Colleges in the Republic of Yemen, The Scientific Journal of Business and Environmental Studies, Vol. 12, No. 3, pp. 774-845.
10. Al-Uqabi, F. H. A. (2018), The role of the personality traits of the leader in entrepreneurship in business organizations through strategic flexibility. An exploratory research / for the opinions of a sample of the councils of a number of private colleges in Baghdad, Master's thesis, College of Administration and Economics, University of Baghdad.
11. Alwan, A. M., Bilal, S. B. I. & Hamid, A. S. A. (2020), The mediating role of capacity flexibility in the relationship between organizational learning and the effectiveness of strategic decision, a study on a sample of service institutions in the capital, Khartoum, Journal of Economic and Administrative Sciences, Vol.21, No. 2, pp. 46-66.
12. Choi, Soohyung & Lee, Jeongmi, (2019), The Effect of Job Crafting on Organizational Effectiveness, Korean Management Information Society, Vol. 38, No. 2, pp: 47-66 .
13. Danook, Ahmed Abdullah, (2021), Knowledge workers is an approach to achieve outstanding performance requirements through strategic flexibility/Zain Telecom in Iraq as a model, Tikrit Journal of Administration and Economics Sciences, Vol. 17, No. 53, pp. 440-472.
14. Han, Chen & Zhang, Shuman,(2021), Multiple strategic orientations and strategic flexibility in product innovation, European Research on Management and Business Economics, Vol. 27, No. 1 .
15. Kamasak, R., James, S. R., & Yavuz, M. (2018), The interplay of corporate social responsibility and corporate political activity in emerging markets: The role of strategic flexibility in non-market strategies, *Business Ethics: A European Review*, Vol. 28, No. 3, pp: 1-16.

16. Kanwal, Esha, Nawaz, Warda, Nisar, Qasim & Azeem, Muhammad, (2017), Does Organization Learning Capacity influence the Organization Effectiveness? Moderating Role of Absorptive Capacity , International Journal of Engineering and Information Systems, Vol. 1, No. 7, pp: 28-35 .
17. Li, J., Zhou, L., Zhang, X., Chen, Z. & Tian, F. (2018), Technological Configuration Capability, Strategic Flexibility, and Organizational Performance in Chinese High-Tech Organizations, Sustainability, Vol. 10, No. 5, pp: 1-17.
18. Mazara, Issa, (2019), Professional control and its impact on organizational effectiveness in the Algerian public institution / a field study in the public hospital institution, PhD thesis, Faculty of Sciences and Humanities, Zayan Ashour University, Djelfa.
19. Najjar, Boushra W., (2020), Efficiency and/or Effectiveness in Managing Organizations, Journal of Education and Culture Studies, Vol. 4, No. 2, pp: 131-138 .
20. Obi, C. J., & Oparanma, A. O. (2018), Quality Control Measures and Organizational Effectiveness of Cosmetic Manufacturing Companies in Aba Nigeria, International Journal of Social Sciences and Management Research, Vol. 4, No. 3, pp. 70-78.
21. Siam, Abdel Qader Naim, (2021), The Role of Inspirational Leadership in Achieving Strategic Flexibility in the Palestinian Ministry of Health - Southern Governorates, Master's Thesis, College of Administration and Finance, Al-Aqsa University - Gaza.
22. Wei, Z., Yi, Y., & Guo, H. (2014), Organizational learning ambidexterity, strategic flexibility, and new product development, Journal of Product Innovation Management, Vol. 31, No. 4, pp. 832-847.
23. Yi, Yaqun, Gu, Meng & Wei, Zelong, (2017), Bottom-up learning, strategic flexibility and strategic change, Journal of Organizational Change Management, Vol. 30, No. 2, pp: 161-183.

دور المرونة الاستراتيجية في تحقيق فاعلية المنظمة: بحث تحليلي في مديريات وزارة التربية

أ.م.د سعدون محسن سلمان
كلية الادارة والاقتصاد / جامعة بغداد , العراق , بغداد

الباحث / سارة حسين عبد الحسين
كلية الادارة والاقتصاد / جامعة بغداد , العراق , بغداد

saadoon@coadec.uobaghdad.edu.iq

sara.hussein1203b@coadec.uobaghdad.edu.iq

Received: 4/7/2022

Accepted: 7/8/2022

Published: September / 2022

هذا العمل مرخص تحت اتفاقية المشاع الابداعي نَسب المُصنَّف - غير تجاري - الترخيص العمومي الدولي 4.0

[Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)



مستخلص البحث

يهدف هذا البحث الى معرفة دور المرونة الاستراتيجية في تحقيق فاعلية المنظمة من خلال دراسة الابعاد الخاصة بالمرونة الاستراتيجية (مرونة القدرات ومرونة الموارد ومرونة المعلومات ومرونة التنسيق) على ابعاد فاعلية المنظمة (التكيف في البيئة والانتاجية وتحقيق الاهداف) من خلال دراسة تحليلية تم اجرائها في ستة مديريات في ديوان وزارة التربية العراقية. وتمثلت مشكلة البحث على شكل تساؤلات كان من ابرزها "ما هو دور المرونة الاستراتيجية في تحقيق فاعلية المنظمة؟" وقد تم الاعتماد على المنهج الوصفي التحليلي في تطبيق البحث, اذ استعملت الاستبانة كأداة لجمع البيانات وتم اعدادها باستعمال مقاييس جاهزة, ووزعت الاستبانة على عينة بلغ عددها (131) فرداً في (6) مديريات في وزارة التربية, شملت العينة من الادارات العليا والوسطى تمثلت بـ(مدير عام, معاون مدير عام, مدير قسم, معاون مدير قسم, مسؤول شعبة), اذ استخدمت الباحثة مقياس ليكرت الخماسي لتحديد الاجابات على فقرات الاستبانة, وبعدها جرى تحليل البيانات واختبار الفرضيات باستعمال الادوات والأساليب الإحصائية وتحليلها باستخدام البرامج الاحصائية الجاهزة (SPSS-V28) و (Excel 2010) لاستخراج النتائج. من خلال النتائج يتبين ان هناك دور المرونة الاستراتيجية بأبعادها المتمثلة بـ(مرونة القدرات ومرونة الموارد ومرونة المعلومات ومرونة التنسيق) في تحقيق فاعلية المنظمة. المصطلحات الرئيسية للبحث: المرونة الاستراتيجية، فاعلية المنظمة.

*البحث مستل من رسالة ماجستير