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The Impact of Strategic Sensitivity on Organizational Immunity: An Analytical Research in the Iraqi Ministry of Education

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Abstract:

The current business environment is characterized by a set of complex and rapid changes, which requires organizations to respond and adapt to these changes to sustain their performance. By relying on a set of new methods and means that enable it to anticipate problems and sudden changes and develop the necessary solutions to them. This comes through the strategic sensitivity possessed by organizational leaders, which enables them to anticipate the future and seize available opportunities, which contributes to providing distinguished services or products and preserving the organization's survival and continuity. The current research aims to determine the impact of strategic sensitivity in enhancing organizational immunity in the Iraqi Ministry of Education, as the strategic sensitivity variable included two dimensions (strategic foresight and strategic insight), and the organizational immunity variable included three dimensions (organizational learning, organizational memory, and organizational DNA). Selecting a purposive sample of 349 employees who include all leadership levels in the ministry and consist of division official, department director, assistant general manager, general manager, undersecretary, and advisor. The research used the descriptive analytical method and the questionnaire as the main tool for collecting data, as the number of questionnaires suitable for the analysis reached 330. In addition, a set of statistical methods were used in the analysis, such as the simple correlation coefficient (Pearson), and descriptive analysis methods using (SPSS, AMOS.v25). A set of results was reached, the most important of which is the clear and significant impact of strategic sensitivity in building and strengthening the immunity of the relevant ministry, meaning that there is a significant impact of strategic sensitivity on organizational immunity.

Paper type: Research paper.

Keywords: Strategic sensitivity, organizational immunity, Iraqi Ministry of Education.

1- Introduction:

All organizations work in changing environments, which pose constant challenges and problems, as no organization is immune to these problems, which necessitates the need to have a high sensitivity to these changes. Besides organizations seek to remain in work for a long period, they should prepare to face those risks that arise. Imposed by the environment, and this may be achieved when an organization has a strong immunity to protect itself from disappearance or organizational pyramid. For this reason, they should effectively respond to environmental changes and the requirements. Therefore, the need has emerged for organizations to have strategic sensitivity through which they can sense the risks surrounding the organizations through strategic insight and strategic foresight. It is the responsibility of the leadership to sense the problems surrounding the organization, find innovative solutions to them, and introduce a set of required improvements to them (Abdullah and Fendi, 2022). In this context, Al-Abadi et al. (2023) pointed that organizations that have good sensitivity can innovatively think and work in several directions and provide insight into providing new services or industries. Organizations may respond incorrectly to the environment as a result of the lack of good thinking on the part of decision-makers regarding environmental variables. This response is often sensitive to sensitivity to technology, sensitivity to digitalization, sensitivity to society, sensitivity to competitive goods, and excessive sensitivity harms the organization. This is because an organization can get lost in thinking and analyzing these behaviors, abandoning a group of tasks that she should perform (Al-Taie, 2023). Wang et al (2010) believed that organizational immunity must be moderate and balanced, as a lack of immunity or an increase in immune sensitivity exposes the organization to danger moderation. If organizations can sense threats and risks this will avoid many surprises, preventing the randomness of decisions taken in them that conflict with the standards of their internal policy and practice, and thus achieving their internal balance (Al-Hadrami, 2020).

1.1 Literature review:

Several studies have addressed strategic sensitivity, including Muhammad et al., 2020 aimed to identify the role of strategic sensitivity and its impact on enhancing creative behavior among non-governmental organizations in the Gaza Strip. The study used the descriptive-analytical approach and the questionnaire as the main tool for collecting data from employees of associations operating in the governorates of the Gaza Strip. A random sample was used, the sample size was 343 individuals, and 298 questionnaires were retrieved. The study concluded that there is an effect of strategic sensitivity on the creative behavior at the investigated organizations.

Adim and McClayton (2021) demonstrated the relationship between strategic sensitivity and the responsiveness of fast-moving consumer goods companies in Rivers State, Nigeria. The study sample consisted of 45 managers holding strategic positions, and the study concluded that there is a significant positive relationship between strategic sensitivity and companies' responsiveness, as the strategic vision and strategic foresight were significantly and positively related to the companies.

Al-Dawoud and Ali (2022) demonstrated the role of vigilant leadership in enhancing strategic sensitivity in a group of private hospitals in Dohuk Governorate. The sample included 113 individuals among its employees. The study concluded that vigilant leadership contributes to enhancing strategic sensitivity and recommended the necessity of paying attention to a high level of strategic sensitivity in the studied hospitals.

Hamed (2023) aimed to demonstrate the level of importance of implementing strategic sensitivity in the Iraqi General Company for Automotive and Equipment Manufacturing, as it looks at the processes, resources, and capabilities that enable organizations to sense, respond, and interpret changes occurring in the external environment, which ultimately leads to achieving sustainable competitive advantages. The research design is an analytical survey approach using the questionnaire for collecting and analyzing data from employees within this company. The sample size was 195 individuals, and 129 questionnaires were retrieved, of which 120 questionnaires were valid for the final analysis. The results revealed a positive relationship between strategic sensitivity and sustainable competitive advantage. Strategic insight has been shown to have a significant impact on achieving sustainable competitive advantage.

Other studies addressed organizational immunity. For example, Abbas (2019) demonstrated how to activate the organization's functions of its immune system and enable it to confront organizational risks and try to prevent administrative and financial corruption, to reach the mechanisms through which organizational immunity is developed, as the study community targeted the General Directorate of Education of the Holy Karbala Governorate. The study concluded to the presence of a deficiency in the memory function of organizational immunity.

Al-Sayyah (2020) revealed the impact of organizational immunity on the variables that occur in the field of strategic technology. The research community consisted of 47 Jordanian industrial companies. The most important findings of the research were the existence of stable and successive relationships between organizational immunity and strategic technological change. This is because the majority of organizational immunity moves from weak to moderate to strong toward strategic technological changes.

Sherwani (2021) explained the role of brilliant leadership behaviors represented by openness and closedness behaviors in enhancing organizational immunity among the study population consisting of six hospitals in Erbil. The sample reached 120 doctors in those hospitals. It showed that there is a moral effect of skillful leadership behaviors on enhancing organizational immunity. The study recommended strengthening organizational immunity systems through openness behaviors among leaders.

Asaad and Hamid (2023) showed the extent of the role of strategic learning in enhancing organizational immunity. The research community consisted of 18 hospitals, and the sample included 76 managers. The research concluded that there is a strong correlation between the variables of the study, as the more the studied hospitals rely on adopting the dimensions of strategic learning. This leads to strengthening organizational immunity.

The problem of this research is represented that the Ministry of Education is considered one of the Iraqi organizations that provides services to a wide segment of society and works hard to meet all the needs that its audience calls for and to maintain its continuity and obtain social satisfaction and acceptance. However, it faces a set of problems and obstacles that may discourage it from achieving this. It is considered Sudden environmental changes and successive technological developments. In addition, there is the lack of capabilities, the complexity of the organizational structure, a hierarchy of authority, and repeatedly relying on following routine procedures that are among the most important reasons that weaken its immunity and reduce its response to the needs of its beneficiaries. One of the two researchers, as an employee within the researched organization, believes that leadership levels should be enjoyed with a high level of strategic sensitivity that enables it to accurately diagnose and realistically read the future of the ministry. As a result, the ministry is provided with a set of necessary capabilities and resources and works to keep pace with developments and changes imposed by the environment and continue to work. On this basis, the main questions of the research problem are formulated: To what extent does strategic sensitivity affect organizational immunity at the ministry level? What are the organizational benefits resulting from the role of strategic sensitivity in organizational immunity? What extent do ministry leaders have strategic sensitivity towards environmental developments?

The objectives of the research are to highlight the role of strategic sensitivity that may play a great role at the level of the ministry's leadership, as well as to identify the level of the impact of strategic sensitivity on building the ministry's immune system. Therefore, the researchers can build a hypothetical model that will be a reference for future studies.

2. Materials and methods:

2.1 Measures:

Strategic sensitivity (the independent variable), which included 9 items and is based on a scale (Adim and Isoboye, 2021).

Organizational immunity (the dependent variable), which included 20 items and depends on the scale (Al-Sayyah, 2020).

2-2 The hypothetical chart:

In light of the review of the literature related to strategic sensitivity and organizational immunity, a hypothetical research plan was developed based on the research problem and its objectives. The hypothetical research plan identified the main variables and their dependent dimensions. The dimensions of strategic sensitivity were represented by strategic foresight and strategic insight. While the dimensions of organizational immunity were represented by organizational learning, organizational memory, and organizational DNA. As shown in Figure1.

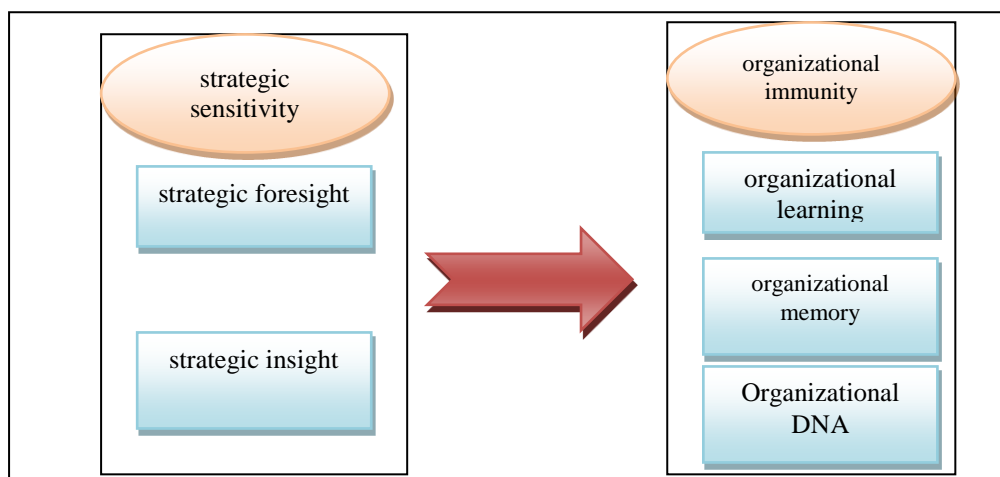


Figure1: The research conceptual model

The source: Prepared by the researchers.

2- 3 The research hypothesis:

The research hypothesis includes the following:

There is no significant effect of strategic sensitivity with its dimensions on organizational immunity with its dimensions. The sub-hypotheses are divided into:

H1: There is no significant effect of the dimensions of strategic sensitivity on the dimension of organizational learning.

H2: There is no significant effect of the dimensions of strategic sensitivity on the dimension of organizational memory.

H3: There is no significant effect of the strategic sensitivity dimensions on the organizational DNA dimension.

2.4 Research variables:

2.4-1 Sensitivity the strategy:

It means open strategic processes through reporting a large capacity of information by maintaining relationships with a variety of individuals and organizations and emphasizing strategic vigilance and high-quality internal dialogue to achieve the organization's goals as quickly as possible with the lowest possible costs (Flaih and Chalab, 2022). It defines as the ability to anticipate the future and sense changes by obtaining a large amount of information and the province has important relationships with a group of individuals and organizations in order to be able to respond to environmental change surrounding them (Abu Salma, 2021). Strategic sensitivity also contributes to strengthening organizational identity and achieving competitive advantage over other organizations (Hamed, 2023). Strategic sensitivity included two dimensions:

- **Strategic foresight:** It is a process that limits a perception of things that are expanded by evaluating the implications of current actions and decisions, discovering problems, and avoiding them before they occur. It serves as an early warning and guidance through which the implications of the present are considered to know future events and formulate a proactive strategy (Adebile et al., 2017). It examines uncertain future options to better anticipate changes and their impacts. This is done by exploring and providing insight into the nature of potential future changes and building a close partnership with multiple actors to form broader perspectives on those changes (Hamel and Yoccoz, 2022).
- **Strategic insight:** It works as a part of strategic flexibility, it identifies as monitors and interprets of the factors that stimulate change, identifies potential impacts on the organization and launches appropriate organizational responses, and includes learning and anticipating trends in the business environment and focuses on the short and long terms (Adim and Maclayton, 2021). It also means the ability to analyze and monitor future developments in business, market, and technology that may present impositions or threats to the organization (Alubadia and Taherb, 2021).

2.4-2 Organizational immunity:

It is a group of organizational forces designed to confront external threats and risks to protect the organization and maintain its continuity and business continuity, which constitute a barrier to preventing negative external influences on it (Al-Badayneh, 2021). It is a set of procedures, policies, and programs that automatically show their impact on emergency incidents in the form of reaction through its systems, individuals, or culture (Hashem, 2023). It consists of three dimensions:

- **Organizational learning:** refers to the organization's use of its capabilities in the field of knowledge and information to change inherited behaviors and create knowledge of higher value (Fanjan et al., 2020). Its role is evident in reducing common errors at work and transferring the organization to a learning unit that possesses a common vision in various fields of knowledge. , Organizational learning has a prominent role in forming interactions between leaders and subordinates through the exchange of ideas and information between them and informal groups (Al Bawardi, 2020). It can be used to fall off organizational learning and accumulate knowledge in individual sand groups to build creative and innovative organizations (Saaed et al., 2020). A learning organization can be described as an intelligent and creative organization that can accomplish its tasks and develop exceptional solutions to deal with the changes and crises imposed on it (Al-Janabi and Mhaibes, 2023).
- **Organizational memory:** it is an appropriate metaphor that can be used to define the knowledge and information that the organization has and the processes it carries out to store and retrieve it when it is needed (Hussein et al., 2021). It is considered the place where the accumulated group of data, information, and knowledge about the organizational experiences (Sen and Okun, 2023).

•**Organizational DNA:** It is the basic that builds blocks or genetic code of an organization to show its characteristics and qualities that distinguish it from other organizations (Ardalan et al., 2021). It is also defined as the vision, values, and feelings that enable employees to understand and embrace the goal to enhance the strength of the organization (Güloğlu et al., 2021).

2.4-3 The relationship between strategic sensitivity and organizational immunity

Referring to the concept of organizational immunity that he developed (Xue et al., 2020) which considered it as a set of processes through which the organization takes all necessary measures to respond to risks promptly to maintain its normal functioning. Mace, (2016) believed that strategic sensitivity is one of the most important measures that organizations can take to continue their work as it is a mindset that contains strategic insight and strategic foresight through which managers anticipate future trends in the environment with a deep intuitive understanding. It requires a set of capabilities and procedures necessary for the organization to relate to its business environments and to enable strategic responses, through which the environment is scanned, forecasted, experimented, and reformulated strategies (Sampath et al., 2021). Strategic sensitivity was considered one of the most important foundations on which organizations rely to strengthen their immunity and make them immune to external threats. Wang et al., (2010) believed that organizational immunity must be moderate and balanced the immune deficiency or increased immune sensitivity both expose the organization to danger moderation and balance are necessary to activate organizations' immunity well.

2.5 Analysis the research sample:

The questionnaire was relied upon to collect information from the study sample, which consisted of (330) questionnaires valid for analysis out of 349 questionnaires. Table 1 shows the social characteristics of the research sample.

Table1: The social characteristics of the research sample.

Variables		Frequency	Percentage
Sex	Male	224	68%
	Female	106	32%
	Total	330	100%
Variables		Frequency	Percentage
Academic qualification	Technical Diploma	19	6%
	Bachelor's	188	57%
	Higher Diploma	12	4%
	Master's	61	18%
	Ph.D.	50	15 %
	Total	330	100%
Variables		Frequency	Percentage
Age	Less than 30 years	3	1%
	30-35 years old	25	8%
	35-40 years old	56	17%
	40-45 years old	79	24%
	45-50 years old	60	18%
	50 years and more	107	32%
	Total	330	100%
Variables		Frequency	Percentage
Years of Service	Less than 5 years	3	1%
	From 6 - less than 10	12	4%
	11 less than 15 years	60	18%
	16 - less than 20 years old	98	30%
	21 - less than 25 years old	106	33%
	26 years and more	89	26%
	Total	330	100%

2.6 Measuring the validity and reliability of the Cronbach's Alpha scale tool:

We note from Table 2, according to the responses of the studied sample, that the reliability coefficient values for the main variables and their sub-dimensions ranged between 0.741 - 0.960. These are high percentages based on acceptable reliability values. We also note that the structural validity coefficient values extracted through the square root of Cronbach's alpha coefficient were acceptable and high among the sample responses. Thus, the scales are ready for final application and are characterized by stability and accuracy. In addition, it shows the necessary validity at the level of the field application environment in the Iraqi Ministry of Education.

Table 2: Cronbach's Alpha scale

T	The value of the structural validity coefficient	Cronbach alpha value	Main variables and its sub-dimensions
1	0.897	0.805	Strategic foresight
2	0.907	0.823	Strategic insight
3	0.935	0.875	Strategic sensitivity
4	0.960	0.921	Organizational learning
5	0.949	0.901	Organizational memory
6	0.956	0.913	Organizational DNA
7	0.980	0.960	Organizational immunity

2.7 The descriptive analysis for the collected data:

The strategic foresight dimension was measured with 4 items. As shown in Table 3, Item 1 states "The senior leadership in the ministry diagnoses environmental disturbances and develops proactive solutions to them", came in first place, with a higher weighted average (3.306) and was at an average level. While it reached a deviation for this item was 0.736, this requires that its relative coefficient of variation be 22.25% and a relative benefit of 66.12% has been achieved. When studying the measurement items for the same dimension, we note that Item 4, which states (the senior leadership in the ministry is aware of future challenges and is interested in formulating processes to accommodate new events and developments and determines response options) came in last place by obtaining the lowest weighted average (3.224). While the deviation for this item was 0.779. This requires that its relative coefficient of variation be 24.15% and a relative benefit has been achieved 64.48%, which shows that the answers are appropriate for the intermediate-level category in the field. "This indicates that some of the sudden challenges caused by what is happening in the work environment are difficult to diagnose and comprehend, even if that leadership has strategic foresight, and therefore it is difficult to develop response options to them. After strategic insight, it obtained an overall weighted mean of 3.257 and was of a moderate level with a deviation of 0.592.

This requires that the coefficient of variation reach 18.17%. Naturally, this confirms the agreement of the sample on what is included in the dimension at a moderate level, which indicates that the ministry, the study sample, seeks to some extent to diagnose all the problems and environmental disturbances to adapt to them and improve work performance.

Table 3: Descriptive measures of strategic foresight

	Items	Mean	Standard Deviation	Coefficient of Variation
1	It diagnoses environmental disturbances and develops proactive solutions to them	3.306	0.736	22.25
2	It works on developing future scenarios to confront developments in the environment.	3.273	0.726	22.18
3	It capitalizes on emerging opportunities in its external environment by adopting renewable technologies and practices	3.224	0.738	22.90
4	Recognizes future challenges and is interested in formulating processes to accommodate new events and developments and identifying response options.	3.224	0.779	24.15
The overall average		3.257	0.592	18.17

The strategic insight dimension was measured by five measurement items. As shown in Table 4, Item 3 states “The ministry’s senior leadership is working to adapt its curricula and programs to suit the segment of its beneficiaries.” It ranked first and received the highest weighted mean (3.412). While the deviation of this item was 0.719, this requires that its relative coefficient of variation be 21.06%, and a relative benefit of 68.24% was achieved, which shows that the answers are appropriate for the high-level category in the field. Item 1 states the following: “The ministry’s senior leadership responds to all citizens’ requirements through an analytical reading of the nature of their needs and ways to improve the services provided. It came in last place by obtaining the lowest weighted average (3.303), while the deviation of this item was 0.755. This requires that its coefficient of variation be the relative benefit (22.87%), and a relative benefit of 66.06% was achieved, which is what it is suitable for the moderate level category in the field. After insight, an overall weighted mean of 3.355 which was a moderate level with a deviation of 0.583. This requires that the coefficient of variation reach 17.39%. Naturally, this confirms the sample’s agreement on what is included in the dimension at a moderate level, which indicates that the ministry sampled in the study is working at a level below what is required to meet the needs of citizens. This may be due to the limited guidance of employees in this framework and the simplicity of interest. Collecting the necessary information regarding the variables of the external environment and analyzing the levels of change in its conditions in turn, affects the type of programs approved in the ministry and the procedures for adapting and updating curricula to achieve the aspirations of the generation and achieve the goals of providing the best level of service.

Table 4: Descriptive measures of strategic insight

Items		Mean	Standard Deviation	Coefficient of Variation
1	It responds to all citizens' requirements through an analytical reading of the nature of their needs and ways to improve the services provided	3.303	0.755	22.87
2	It has a team specialized in collecting information from the external environment, analyzing it, and understanding its requirements.	3.327	0.737	22.15
3	It works to adapt its curricula and programs to suit the segment of its beneficiaries.	3.412	0.719	21.06
4	Diagnoses their weaknesses and develops immediate solutions for them	3.327	0.757	22.76
5	It works to enhance its strengths and invest in the business and services it provides to stakeholders	3.406	0.839	24.63
The overall average		3.355	0.583	17.39

The organizational learning dimension was measured by 8 items. As shown in Table 5, Item 1 states “the ministry’s senior leadership encourages a culture of continuous learning among its employees to generate new knowledge to benefit from internal expertise “, came in first place, obtaining the highest average. Its weight was 3.494, while the deviation in this item was 0.927. This requires that its relative coefficient of variation be 26.52%, and a relative benefit of 69.88% was achieved, which shows that the answers were appropriate for the high-level category in the field. Item 8 states: “The ministry’s senior leadership is working on a job rotation strategy among its members and departments to support the learning and knowledge acquisition process,” and came in the last place with the lowest weighted average (3.033). It was of a moderate level, while the deviation of this item was 1.076, and this requires that its relative coefficient of variation be 35.46%, and a relative benefit of 60.66% was achieved, this explains why the answers are suitable for the moderate-level category in the field. The dimension obtained a total weighted mean of 3.274 and was of a moderate level with a deviation of 0.794. This calls for the coefficient of variation to reach 24.24%. Naturally, this confirms the sample’s agreement on what the dimension includes at a moderate level, which indicates that the ministry seeks on a limited level, to provide its employees with learning opportunities. Developing their potential and improving their level of knowledge. This may be due to the nature of the central system that governs the ministry and the many changes that affect leadership positions.

Table5: Descriptive measures of the organizational learning dimension.

Items		Mean	Standard Deviation	Coefficient of Variation
1	It encourages a culture of continuous learning among its employees to generate new knowledge to benefit from internal expertise	3.494	0.927	26.52
2	It helps employees solve work-related problems to avoid them from occurring in the future	3.367	0.930	27.62
3	It adopts new ideas and methods for performing work and continuously conducts specialized experiments in his/her work.	3.312	0.988	29.82
4	Periodic meetings are held to inform employees of the latest professional developments in the field of specialization	3.239	0.980	30.26
5	It benefits from the experiences she has gone through to improve her current and future performance	3.291	0.961	29.21
6	It allows some employees to take on roles in several teams, groups, or departments to act as liaisons between them	3.221	1.018	31.60
7	It shares up-to-date information with employees about service delivery and business direction	3.233	1.024	31.68
8	It is working on a job rotation strategy between its divisions and departments to support the learning and knowledge acquisition process	3.033	1.076	35.46
The overall average		3.274	0.794	24.24

Table 6 describes and diagnoses the dimension of organizational memory which was measured by six measurement statements. As shown in the same table, Item 1, which states: “The senior leadership in the ministry has databases and expert systems to store knowledge, experience, and skills to benefit from them in later cases,” came in first place with the highest weighted average (3.303). It was moderate, while the deviation for this paragraph was 0.919. This requires that its relative coefficient of variation be 27.81%, and a relative benefit of 66.06% has been achieved. This explains why the answers are appropriate for the moderate-level category in the field. Item 2 states that “the ministry’s senior leadership enables all employees to access the ministry’s databases through a networked information system via computers prepared in advance for this purpose,” came in last place with the lowest weighted average (3.103), which was at an average level. While the deviation of this item was 1.044. This requires that its relative coefficient of variation be 33.64%, and a relative benefit of 62.06% was achieved, which shows that the answers are appropriate for the average level category. The organizational memory dimension obtained a total weighted mean of 3.214 which was a moderate level with a deviation of 0.818. This requires that the coefficient of variation reach (25.44%). Naturally, this confirms the agreement of the sample on what is included in the dimension at a moderate level, which indicates that the ministry works at a limited level by maintaining databases and providing repositories. Updated digital information to maintain the diverse knowledge you possess, and the updated data related to employees that can be used in any emerging need.

Table 6: Descriptive measures of the organizational memory dimension

	Items	Mean	Standard Deviation	Coefficient of Variation
1	It has databases and expert systems to store knowledge, experience and skill to benefit from them in later cases.	3.303	0.919	27.81
2	All employees were able to access the Ministry's databases through a networked information system via computers prepared in advance for this purpose.	3.103	1.044	33.64
3	Maintains employees' postal and email addresses, phone numbers, and any information that enables them to contact them at any moment or emergency, with permanently updated files.	3.285	1.003	30.54
4	It works to prevent errors and deviations through its organizational memory	3.188	0.978	30.66
5	Databases are always updated.	3.255	1.024	31.44
6	It has an organizational information memory that enables it to identify any danger threatening the ministry and its employees.	3.152	1.026	32.55
The overall average		3.214	0.818	25.44

Table 7 diagnoses the Organizational DNA dimension which was measured by six measurement items. Item 1 states that “the senior leadership in the ministry must have coherent organizational values to manage the career path and ensure work by them “, came in first place and received the highest weighted average (3.264) and was of a moderate degree. While the deviation for this paragraph was 0.961. This requires that the relative coefficient of variation be (29.45%), and a relative benefit of 65.28% was achieved, which shows that the answers are appropriate for the intermediate level category in the field. Item six states: “The Ministry’s senior leadership is working to establish a culture of self-control among employees”. The latter was obtained by obtaining the lowest weighted average (3.042) and was at an average level, while the deviation for this paragraph was 1.099. This requires that its relative coefficient of variation be 36.13%, and a relative benefit of 60.84% was achieved, which shows that the answers were appropriate for the intermediate level category in the field. a weighted total mean was and was of a moderate level (3.148) with a deviation of 0.871. This requires that the coefficient of variation reach (27.66%). Naturally, this confirms the agreement of the sample on what is included in the dimension at a moderate level, which indicates that the ministry works at a simple level to motivate employees to adhere to its values. Organizational culture and dissemination of its culture within its internal environment, and this may negatively affect employees in mastering their jobs, performing their assigned job tasks, and their self-control.

Table 7: Descriptive measures of the organizational DNA dimension

Items		Mean	Standard Deviation	Coefficient of Variation
1	It has coherent organizational values to manage the career path and ensure work by them.	3.264	0.961	29.45
2	It has a flexible and clear organizational structure that prevents overlap in powers and defines its administrative levels.	3.248	1.043	32.10
3	It rewards people who demonstrate competence in their work, regardless of their title or position.	3.164	1.036	32.75
4	It avoids favoritism and bias in decision making, making those decisions fair and gaining community acceptance of the services provided.	3.118	1.050	33.66
5	Enables its employees at various administrative levels to participate in decision-making.	3.055	1.068	34.95
6	Establishing a culture of self-control among employees	3.042	1.099	36.13
The overall average		3.148	0.871	27.66

3- Discussing of results:

Figure 2 shows a significant effect of the strategic sensitivity variable on organizational immunity, as it is clear the estimated value of the standard variable (standard impact factor) reached 0.57. This means that the strategic sensitivity variable affects the organizational immunity variable by 57%. At the level of the Ministry of Education, the study sample means that the organizational immunity variable will increase by 57% if attention to strategic sensitivity increases by one unit. We also note that the value of the impact factor is considered a significant value because the value of the Critical Ratio (CR) shown in Table 8 and amounting to 12.454 which is a significant value at the level of significance (P-Value=0.05).” The value of the interpretation factor (R²) was 0.32, which means that the changes that occur in the organizational immunity variable are due to 32% changing strategic sensitivity, and the remaining percentage (68%) is due to other variables that are not included in the study model. The results indicate that there is a significant effect of strategic sensitivity on organizational immunity at the level of the Ministry of Education. These results explain the answer to question (a) of the study’s questions, which states (What is the level of influence of strategic sensitivity on organizational immunity?), as shown by the results above, indicating that strategic sensitivity has an important role in enhancing organizational immunity. Through awareness and perception represented by the leadership’s foresight and foresight, it can diagnose the surrounding environmental conditions and overcome the problems and threats posed by that environment, which strengthens the ministry’s organizational immunity and makes it capable of confronting everything that would weaken its immune system. Based on the above, the null hypothesis can be rejected, and the alternative hypothesis can be accepted, which states (that there is a significant effect of strategic sensitivity on organizational immunity).

Table 8: The effect of strategic sensitivity on organizational immunity

Tracks			Standard regression weights	Non-standard estimation	Standard error	Critical ratio	Moral percentage
Organizational immunity	<---	Strategic sensitivity	.566	.810	.065	12.454	***
SI	<---	Strategic sensitivity	.906	.991	.026	38.862	***
SF	<---	Strategic sensitivity	.909	1.009	.026	39.532	***
O.L	<---	Organizational immunity	.905	.942	.024	38.626	***
OM	<---	Organizational immunity	.934	1.001	.021	47.454	***
DNAO	<---	Organizational immunity	.926	1.057	.024	44.573	***

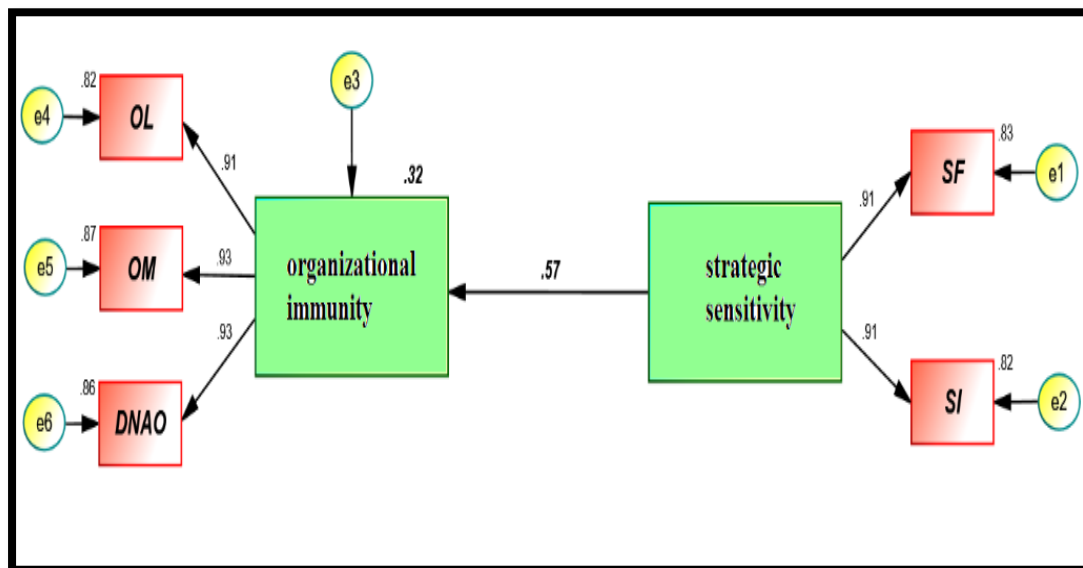


Figure 2: The effect of strategic sensitivity on organizational immunity

It is also clear that there is a positive effect of the dimensions of strategic sensitivity on the dimension of organizational learning, as we note that the value of the standard influence factor reached (0.24 and 0.32) for the dimensions (strategic foresight and strategic foresight) respectively at the level of the Ministry of Education, the study sample. From Table 9, it is clear that the Critical Ratio (CR) values recorded significant percentages in all dimensions, as their significant percentages reached (0.000 and 0.000), respectively, which are morally acceptable percentages because they are less than the standard level (0.05). "This indicates the role of the dimensions of strategic sensitivity to the educational level, which enables the leadership and its employees to increase their experience and skill when performing job duties. Based on the above, the null hypothesis can be rejected, and the alternative hypothesis can be accepted, which states that there is a significant effect of the dimensions of strategic sensitivity on organizational learning.

Table 9: Parameters for testing the impact of strategic sensitivity dimensions on the organizational learning dimension

Tracks			Standard regression weights	Non-standard estimation	Standard error	Critical ratio	Moral percentage
Organizational learning	<---	Strategic foresight	.245	.329	.083	3.937	***
Organizational learning	<---	Strategic insight	.316	.430	.085	5.082	***

It is also clear that there is a positive effect of the dimensions of strategic sensitivity on the dimension of organizational memory, as we note that the value of the standard influence factor reached (0.21 and 0.38) for the dimensions (strategic foresight and strategic foresight) respectively at the level of the Ministry of Education, the study sample. From Table10, it is clear that the Critical Ratio (CR) values recorded significant percentages in all dimensions, as their significant percentages reached (0.000 and 0.000), respectively, which are morally acceptable percentages because they are less than the standard level (0.05).")This indicates that foresight and foresight have a prominent impact in increasing the strength and effectiveness of organizational memory, as through them the ministry can trim and filter information or data, as it has foresight regarding the importance of the knowledge that can be stored and considers it necessary for its future operations and decisions on the one hand, and on the other hand, removing it. The knowledge that has been developed over a long period of time has become obsolete and is useless in preserving it, as it constitutes a burden on the organizational memory and thus no benefit from it in the future. Based on the above, the null hypothesis can be rejected, and the alternative hypothesis can be accepted, which states that there is a significant effect of the dimensions of strategic sensitivity on organizational memory.

Table 10: Parameters for testing the effect of strategic sensitivity dimensions on the organizational memory dimension

Tracks			Standard regression weights	Non-standard estimation	Standard error	Critical ratio	Moral percentage
Organizational memory	<---	Strategic foresight	.208	.288	.085	3.408	***
Organizational memory	<---	Strategic insight	.375	.526	.086	6.133	***

We note that the value of the standard impact factor reached (0.25 and 0.33) for the dimensions (strategic foresight and strategic foresight) respectively at the level of the Ministry of Education, the study sample. From Table 11, it is clear that the Critical Ratio (CR) values recorded significant percentages in all dimensions, as their significant percentages reached (0.000 and 0.000), respectively, which are morally acceptable percentages because they are less than the standard level (0.05).")This indicates that strategic insight has an important role in strengthening the ministry's position and enhancing the organizational reputation it enjoys, through good diagnosis of the needs of the public it deals with and working to meet those needs, which enhances their confidence in it. Based on the above, the null hypothesis can be rejected and the alternative hypothesis can be accepted, which states that there is a significant effect of the dimensions of strategic sensitivity in organizational DNA.

Table 11: Parameters for testing the impact of strategic sensitivity dimensions on the organizational DNA dimension

Tracks			Standard regression weights	Non-standard estimation	Standard error	Critical ratio	Moral percentage
Organizational DNA	<---	Strategic foresight	.252	.370	.090	4.098	***
Organizational DNA	<---	Strategic insight	.329	.491	.092	5.354	***

4- Conclusions:

The most important conclusions reached by the research:

- There is a significant effect of strategic sensitivity on organizational immunity at the level of the Ministry of Education, the study sample, as strategic sensitivity has an important role in enhancing organizational immunity through awareness and awareness represented by foresight and strategic insight among the ministry's leaders.
- All leadership levels in the ministry have a high level of strategic sensitivity based on insight into environmental changes and developments in order to develop the necessary strategies to respond to them and overcome existing problems.
- The ministry's leadership possesses the necessary awareness and understanding of a method that facilitates reading the environmental reality and identifying the threats surrounding it to develop advanced solutions to confront them.
- Some sudden challenges that occur in the work environment may be difficult to diagnose and understand, even if the leadership has foresight and strategic insight, and therefore it is difficult to develop response options to them.
- The ministry's leadership has good insight that prompts it to make informed and wise decisions, through which its curricula and programs are adapted to be compatible with the segment of beneficiaries of its services and the extent of the public's acceptance and satisfaction with them.
- Some societal demands and needs are not fully met by the ministry, or it may take a long period, which affects the level of satisfaction and acceptance of its services provided.
- Lack of sufficient attention to the training and development opportunities provided by the Ministry in order to improve skills and develop capabilities
- Not relying heavily on advanced technological means to update information bases and save them for reference
- The results showed that the ministry does not attach sufficient importance to motivating employees to adhere to its values, its organizational culture and its dissemination within its internal environment, which may negatively affect employees in mastering their jobs and performing the job tasks assigned to them, and thus weakening their immunity.

5- Recommendations:

The most important recommendations seen in the research:

- Leadership levels must have high sensitivity towards all changes and developments in the environment and not underestimate some of them, which may have a significant impact on weakening organizational immunity.
- The necessity of working to meet all societal needs and requirements and not dealing with them selectively, affects a large segment of society and will therefore reflect negatively on its organizational identity.
- It is necessary to provide the ministry with a set of advanced means and techniques to help it preserve and document data and information in order to facilitate reference to it by its decision-makers.
- It is necessary to provide adequate training opportunities and hold educational workshops and seminars in order to develop and improve the skills of its employees.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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تأثير الحساسية الاستراتيجية في المناعة التنظيمية – بحث تحليلي في وزارة التربية العراقية

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مستخلص البحث:

تتميز بيئة العمل الحالية بمجموعة من التغيرات المعقدة والسريعة ، الأمر الذي يتطلب من المنظمات الاستجابة والتكيف مع هذه التغيرات من أجل استدامة أداؤها . من خلال الاعتماد على مجموعة من الأساليب والوسائل الجديدة التي تمكنها من توقع المشكلات والتغيرات المفاجئة ووضع الحلول اللازمة لها. ويأتي ذلك من خلال الحساسية الإستراتيجية التي يمتلكها قادة المنظمات، والتي تمكنهم من استشراف المستقبل واغتنام الفرص المتاحة، مما يساهم في تقديم خدمات أو منتجات متميزة والحفاظ على بقاء المنظمة واستمرارها. يهدف البحث الحالي إلى تحديد أثر الحساسية الإستراتيجية في تعزيز المناعة التنظيمية في وزارة التربية العراقية، حيث تضمن متغير الحساسية الإستراتيجية بعددين (التبصر الاستراتيجي والبصيرة الإستراتيجية)، كما ضم متغير المناعة التنظيمية ثلاثة أبعاد (التعلم التنظيمي، الذاكرة التنظيمية، والحمص النووي التنظيمي)، وتم اختيار عينة قصدية قوامها (349) موظفاً، شملت جميع المستويات القيادية في الوزارة وتكونت من (مسؤول شعبية ، مدير قسم ، معاون مدير عام ، مدير عام ، وكيل ، ومستشار). واستخدم البحث المنهج الوصفي التحليلي والاستبانة كأداة رئيسية للجمع البيانات ، حيث بلغ عدد الاستبانات المناسبة للتحليل (330) ، وأستخدم في التحليل مجموعة من الأساليب الإحصائية مثل معامل الارتباط البسيط (بيرسون)، وأساليب التحليل الوصفي باستخدام (SPSS ، AMOS.v25) . تم التوصل إلى مجموعة من النتائج أهمها التأثير الواضح والكبير للحساسية الإستراتيجية في بناء وتعزيز حصانة الوزارة المعنية، أي أن هناك تأثير معنوي للحساسية الإستراتيجية على المناعة التنظيمية.

نوع البحث : بحث مستل من أطروحة

المصطلحات الرئيسية للبحث : الحساسية الإستراتيجية ، المناعة التنظيمية ، وزارة التربية العراقية