

# THE ROLE OF STRATEGIC FLEXIBILITY IN ENHANCING ORGANIZATIONAL INNOVATION

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## ABSTRACT

*The research aims to test the relation and effect of strategic flexibility as an independent variable in organizational creativity as a dependent variable in a number of educational hospitals affiliated to the Iraqi Ministry of Health in Baghdad governorate and within the Al-Karkh and Al-Rusafa sectors. The data were collected from 102 respondents and the questionnaire was based on 39 articles and the analytical descriptive research method was used, The researcher used correlation coefficient (Spearman) and regression analysis for relationship analysis and hypothesis testing.*

## LITERARY REVIEWS

### A. Strategic

Organizational process to solve problems in an innovative way based on the development of the current reality of the Organization in preparation for the future by relying on the strengths and strengthening and focus on the weaknesses and try to reduce the effected.

### The Dimensions of Strategic flexibility :

- **Human Capital Flexibility:** Human capital is the sum of knowledge, capabilities, skills, capabilities, and other characteristics embodied in individuals and individuals, whether innate or acquired, that contribute to the economic value of the organization that successful organizations must understand the relationship between business outcomes and employees.
- **The flexibility of information:** expressing truth, observation or perception, or any tangible or intangible feeling used to reduce uncertainties about a given situation or event and to add knowledge to an individual or group.
- **Flexibility of the processing chain** "A system consisting of parts that include material suppliers, production facilities, distribution services and customers, all linked together through the feed flow of materials forward and the flow of information back

- **Flexibility of expansion:** the ability to expand capacity effortlessly: it is the ability to rapidly enhance available capacity through mergers and acquisitions without affecting the performance of the manufacturing system and the quality of manufactured .

### **B. Organizational Innovation:**

the ideas or methods or behaviors emerging and followed in the organizational performance resulting from the crystallization of ideas developed by a group of innovation staff.

### **The dimensions of organizational creativit**

- **Innovation Service Product:**

The main criterion for evaluating creativit is that the production is new, pure and valuable, which meets at the same time, and the production can appear in many different forms according to the function of this activity and according to its nature, degree and level of originality, value and interest for the society.

- **Innovation Marketing:** There has been a big bet on innovation marketing, which has become a win-win consumer loyalty and at the same time
- **Innovation Behavior**an action that seeks to produce a new, appropriate and scalable production.
- **InnovationProcesses** : the process by which new production methods are introduced, the use of new management approaches, and new technology that can be used to improve production and management processes .
- **Innovation Strategy:** not only research and development and supply of new products, it requires excellence in quality management and reduction of costs and a number of activities that contribute to create a picture of the organization, as the superiority of innovation organizations lies in adding value to everything that works .

## **RESEARCH METHODOLOGY**

**a) Research Problem :**The problem can be embodied by the following main question: **what is the role of the strategic flexibility of the organizations investigated in enhancing the organizational innovation of these organizations and from which the following sub-questions arise:**

- 1 .What is the most important philosophical contributions of administrative thought through the accumulated literature and the theoretical efforts on the variables of research?
- 2 .What is the level of strategic flexibility in the organizations in question?
- 3 .To the level of organizational creativit in the organizations in question?
- 4 .To what extent are the organizations being able to diagnose the reality and level of strategic flexibility and their role in enhancing their organizational innovation?

**B) The Hypothesis of Research**

-The first main hypothesis: There is a significant statistical correlation between strategic flexibility and organizational innovation.

-The second hypothesis: There is a statistically significant effect of the variable of strategic flexibility in organizational innovation).

**C) The main boundaries of the research are: Spatial boundaries:** Central Child Hospital, Al-Yarmouk Teaching Hospital, Al-Karama Educational Hospital, Ibn

Al-Nafees Al-Alimi Hospital, Al-Kindi Teaching Hospital, Al-Shaheed Dhari Teaching Hospital.

The temporal boundary: The temporal boundary was the period that began since the distribution of the questionnaire to the research community and its return for the period from 15/2/2018 to 25/5/2018. The human boundaries were represented: directors, heads of departments and managers of the people in the examined hospitals, the research (120) distributed the questionnaire form and received (102) valid for statistical analysis.

**D) Research Tools**

- **Theoretical aspect:** Arab and foreign sources that deal with the variables of research and the available information on the World Wide Web and the contents of the research and letters and texts and articles of Arab and foreign,

- **The practical aspect:** The researcher relied on the questionnaire as the main source in collecting information and data to complete the requirements of the practical aspect and to reach the results. The questionnaire was also provided with oral interviews with the respondents and was used to formulate the research problem in the practical framework in particular. Table (1) shows the sources adopted in the questionnaire design

Table (1) Distribution of questionnaires and sources approved by questionnaire design

Variable	Dimensions	Number of questions	Authorized source
Strategic flexibility	The flexibility of human capital	4	ALI,2015
	Flexibility of information	4	Han,2016
	Flexible processing series	5	singh,2013
	Flexible expansion	5	singh,2013
Organizational innovation	Product innovation service	4	Schwandt,2011
	Innovation Marketing	4	
	Innovation behavior	4	
	Innovation processes	4	
	Innovation strategy	4	

## **DATA ANALYSIS**

This topic is concerned with testing the hypotheses of correlation and influence between the variables of research, based on the following hypotheses:

### **- Variables Correlation**

**(There is a significant correlation between statistical flexibility and organizational innovation), with four secondary hypotheses, as follows:**

**1 .There is a significant statistical correlation between the elasticity of human capital and organizational creativit.**

**2) .There is a significant correlation between the elasticity of information and organizational innovation)**

**3 .There is a significant correlation between the elasticity of the processing chain and organizational innovation**

**4. There is a significant correlation between the elasticity of expansion and organizational innovation**

Table (2) Results of the correlation between strategic flexibility and its secondary variables and organizational creativit

Hypothesis		Variables		Simple correlation coefficient (spearman)	z-test Calculated z value	Researcher remarks
		Independent	Dependent			
Secondary	1-1	The flexibility of human capital	Organizational innovation	0.675	6.7837	Accept the hypothesis with 95% confidence
	1-2	Flexibility of information	Organizational innovation	0.692	6.9545	Accept the hypothesis with 95% confidence
	1-3	Flexible processing series	Organizational innovation	0.724	7.2761	Accept the hypothesis with 95% confidence
	1-4	Flexibility of expansion	Organizational innovation	0.757	7.6078	Accept the hypothesis with 95% confidence
First Main	Flexible strategy	Flexibility of expansion	Organizational innovation	0.779	7.8289	Accept the hypothesis with 95% confidence
Moral Correlation Relations			No.	Five hypotheses are moral among five hypotheses		
			Percentage	100%		
Z tabular value at 95 % confidence level equals to (1,96)						

## **Second: Relationships of the Effect of Strategic Flexibility on the Four Secondary Variables in Organizational Innovation**

The second main hypothesis: (There is a significant statistical significance of the variable of strategic flexibility in organizational creativit). The following four secondary hypotheses are derived:

1. There is a significant statistical significance of the variable of human capital elasticity in organizational creativit.
2. There is a significant statistical significance of the variable of information elasticity in organizational innovation.
3. There is a statistically significant effect of the elasticity of the processing chain in organizational creativit.
4. There is a significant statistical significance of the elasticity of expansion in organizational innovation.

Table (3): Test the hypotheses of the effect of strategic elasticity on secondary variables in organizational innovation

Hypothesis		Variable		Fixed alpha limit $\alpha$	Beta regression coefficient $\beta$	The coefficient of determination R <sup>2</sup> % Explanation ratio	F - test	Researcher remarks
		Independent	Dependent				Calculated F value	
Secondary	1-1	The flexibility of human capital	Organizational innovation	1.375	0.725	48.1 %	92.617	Accept the hypothesis with 95% confidence
	2-1	Flexibility of information	Organizational innovation	0.920	0.816	49.4 %	97.579	Accept the hypothesis with 95% confidence
	3-1	Flexible processing series	Organizational innovation	0.830	0.834	54.9 %	121.822	Accept the hypothesis with 95% confidence
	-14	Flexibility of expansion	Organizational innovation	0.715	0.857	57.1 %	132.986	Accept the hypothesis with 95% confidence
Second main		Strategic flexibility	Flexibility of expansion	Organizational innovation	0.931	65.7 %	191.637	Accept the hypothesis
Moral relation			No.	Five hypotheses are significant among five hypotheses				
			Percentage	100 %				
The value of the tabular F at the confidence level is 95% equal (3.9201)								

## RESULTS

The results of the statistical analysis showed a number of responses, most notably The overlap of the two research variables is theoretically proven as they are looking at one subject, namely, the characterization of the organization in the environment in which it operates, There was a strong positive correlation between the independent variable of strategic flexibility and the dependent variable expressed in organizational creativit ,and theRecommendation. Stay away from fear of future risks and work on the principle of going into difficulties and turning them into investment opportunities that promote innovation work and expand the growth opportunities through the use of all medical possibilities and the creation of cadres to initiate innovation work and try the risk element.

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