

THE IMPACT OF DYNAMIC CAPABILITIES OF ORGANIZATION IN STRATEGIC RENEWAL FIELD RESEARCH

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ABSTRACT:

The Research Aims To Demonstrate The Impact Of The Organization's Dynamic Capabilities in The Strategic Renewal Of Fallujah University, And An Intentional Sample Was Selected From (65) Person From University Leaders Represented By (The University President , The Assistant President For Scientific Affairs, The Assistant President Of The University For Administrative Affairs, The Deans Of The Colleges, The Deans' Assistants, Department Managers, Department Heads) Of Its Community (70) Person , The Researcher Adopted The Analytical Descriptive Approach In The Achievement

Of His Research, The Questionnaire Was Used As A Main Tool In Data Collection. The Researcher Used Correlation Coefficient (Pearson) And Regression Analysis To Analyze The Relationship And Determine Hypotheses , and The research reached a number of conclusions, the most important The Existence Of A Positive Correlation Relationship And A Significant Positive Impact Between The Dimensions Of Dynamic Capabilities And Strategic Renewal.

Key words: *Dynamic Capabilities (DC) , Strategic Renewal (SR).*

LITERATURE REVIEW:

A- Dynamic Capabilities:

A Set Of Organized Activities And Actions Used By The Organization To Enhance Its Competitiveness To Help It Maintain A Key Role In The Industry In Which It Operates (Chukwuemeka & Onuoha , 2018:8).

Dynamic Capabilities Dimensions

- **Sensing Capabilities:** Is The Process Of Identifying And Harmonizing Market And Technological Opportunities Through Access To Knowledge About The Internal And External Ecosystem Of The Organization (Adam Et Al , 2018 : 50). And He Shows The Extent To Which The Organization Can

Generate About Market Information And How It Is Used At The Right Time By Adapting And Adapting Resources And Capacities To Environmental Changes (Hou , 2008 : 1258) . Sensing Requires Managers And Employees To Be Wary Of Changes In Their Business Environment And To Be Sensitive To Volatile Consumer Demands (Borland Et Al , 2016 : 304).

- **Learning Capabilities:** Is The Ability To Renew The Existing Operational Capabilities Of The Organization With New Knowledge (Pavlou & El Sawy , 2011 : 247). Learning Capabilities Is Very Important In Organizations Because It Shows How To Perform Tasks More Effectively And Efficiently As A Result Of Experiments,

Reflecting The Success Or Failure Of Organizations(Ambrosini & Bowman , 2009 : 35) As Shows (Tashman & Marano , 2010 : 502) And (Deya , 2016: 21) that Learning Capabilities Help Organizations Create Organizational And Technical Knowledge For The Purpose Of Developing Innovations And Solutions To Their Current Problems. and the Learning Activities Are Positively Linked To The Existence Of Organizational Structures As They Facilitate Appropriate Communication Lines And Allow The Adoption Of Knowledge Developed . The Focus Of The Organization Learning And Sharing Knowledge Is A Must Because It Helps Them Improve Their Organizational Efficiency So That They Can Rely More On Them(Johara , 2018 : 22).

- **Reconfiguration Capabilities:** Restructuring Or Reconfiguration Capabilities Are One Of The Key Elements For Identifying Resources And Investment Opportunities ,They Are Needed Whenever Environmental Changes Or Opportunities For The Organization Develop (Amiripour Et Al , 2017: 38). Zolfaghari (2015) Defined Restructuring Capabilities As The Ability Of The Organization To Modernize, Reorganize And Integrate Resources And Processes Within The Organization To Accommodate Changes In Its Surrounding External Environment(Al-Hamiri & Khalil, 2018:103). The Restructuring Capabilities Make It Easier For Organizations To Evolve And Can Also Become A Mechanism For Them To Access New Resources And Capitalize On The Benefits Of Innovation. They Also Promote Both Technological Innovation And Market Innovation In Order To Build A Sustainable Competitive Advantage For The Organization(Zhou Et Al , 2017 : 5).

B- Strategic Renewal

That It Redefining The Organization's Relationship With Its Markets And Competitors In Industry By Changing The

Methods And Methods In Which It Competes Substantially (Sakhdari , 2016 : 7).

Strategic Renewal Dimensions:

- **Reanimating:** As The Process By Which The Organization Focuses On The Creation Of New Competence Or Skill From The Supervisory Levels In The Organization Through Learning Which Is In The Form Of Double Loops , And These Organizational Activities Rely Heavily On Double Learning Processes (Sriboonlue & Ussahawanitichakit , 2014 :47). Reanimating Is Seen As A Revitalization Process That Involves The Activation Of Existing Skills And Experiences In A Dynamic Unit Independent Of The Organization That Aims To Test A New Product Or Technology That Does Not Require Any Speed(Begin Et Al , 2012 : 24).
- **Rejuvenation:** Rejuvenation Is Defined As The Degree To Which The Organization Revitalizes Its Main Structures. And It Indicates A Major Change In Organizational Structure , Strategy, Technology And Individual Behavior (Sriboonlue & Ussahawanitichakit , 2014 :48) . And It Is Involves Both The Efficiency And The Formation Of The Effective Systems And Skills That Organizations Need To Achieve Sustainable Growth(Stopford & Baden-Fuller, 1990 :401).
- **Venturing:** Zahra Et Al (2004) Defined The Venturing As Entering The Organization In New Markets Or Expanding Into Existing Markets In Order To Achieve Performance That Distinguishes It From Others (Naldi & Achtenhagen , 2011 :36). Block & Macmillan(1993) And Sharma & Chrisman(1999) Show That The Main Objective And Impact Of Venturing Is To Create New Production Lines And New Markets By Using New Structures And Resources That Are Often The Response Of The Organization To Opportunities Outside

The Scope Or Rules That You Set (Verbeke , 2007: 587-588).

- **Restructuring:** Restructuring Means The Reorganization Of New Sections Of The Organization As Well As The Structuring Of New Products And Priorities Of Their Own. The Mechanism Is Characterized By A Specific Level Of Speed, A Process Of Change Accompanied By Risks Significantly (Begin Et Al , 2012 : 24). (Baden-Fuller & Volberda ,1997: 108) And(Filippos & Kalliopi , 2013: 20) Believe That Restructuring In Organizations Is A Fast-Paced Method, But This Speed Makes Them More Dangerous To Manage Organizational Change Processes Than Venturing. It Is Expected To Be More Effective In Reorganizing And Aligning The Core Competencies Of The Organization.

RESEARCH METHODOLOGY:

A- Research Problem:

The Problem Of Research Focuses On (University Of Fallujah) As One Of The Iraqi Universities That Are Undergoing Great Changes And Accelerated , As Its Leaders Seek To Develop Their University To Keep Pace With Developments In The Education Sector , But It Is Not As Easy As We See her , Especially After The Development Of Private Colleges In Iraq , Which Attracted Many Students Who Do Not Have The Required Scientific Level , As Well As Travel Many Of Them Out Of Iraq For The Purpose Of Obtaining High Scientific Certificates Despite Their Low your Rates , Hence, We Find The Main Problem Of Research:

Did The Leaders Of The University Of Fallujah Can To Employ The Dynamic Capabilities Of Their University Effectively in order to achieve The Strategic Renewal Required For The Success Of The University?.

B- Research Hypotheses:

It Subject The Achievement Of The Research Targets As The Following Hypotheses:

1- THE FIRST HYPOTHESIS:

(There Is A Statistical Correlation Relationship Between The Dimensions Of Dynamic Capabilities And Strategic Renewal) And This Hypothesis Includes Three Secondary Hypotheses , As Follows

1-1 First Secondary Hypothesis:

(There Is A Statistical Correlation Relationship Between Sensing Capabilities And Strategic Renewal)

1-2 Second Secondary Hypothesis:

(There Is A Statistical Correlation Relationship Between Learning Capabilities And Strategic Renewal)

1-3 Third Secondary Hypothesis:

(There Is A Statistical Correlation Relationship Between Reconfiguration Capabilities And Strategic Renewal).

2- THE SECOND MAIN HYPOTHESIS:

(There Is A Significant Positive Impact Between The Dimensions Of Dynamic Capabilities And Strategic Renewal) And This Hypothesis Includes Fourth Secondary Hypotheses , As Follows :

2-1 First Secondary Hypothesis:

(There Is A Significant Positive Impact Between Sensing Capabilities And Strategic Renewal).

2-2 Second Secondary Hypothesis:

(There Is A Significant Positive Impact Between Learning Capabilities And Strategic Renewal).

2-3 Third Secondary Hypothesis:

(There Is A Significant Positive Impact Between Reconfiguration Capabilities And Strategic Renewal).

B- SOCIETY AND RESEARCH SAMPLE:

The Research Community Consists Of (70) Leaders Of The University Of Fallujah , And Were Selected Deliberately And The Sample Was (65) People , Represented By The President Of The University , Assistant Rector For Scientific Affairs , Assistant To The Rector For Administrative Affairs , College Deans , Deans' Assistants , Section Managers , Heads Of Departments).

C- RESEARCH TOOLS:

The Researcher Used Many Statistical Tools To Complete His Research. The Questionnaire Was Used As A Major Research Tool Consisting Of (45) A paragraph arranged from acceptance to rejection According To The Five-Paragraph Likert Scale. **Table(1)**

Cronbach's Alpha value to questionnaire

Sequence	Dimensions	Cronbach's Alpha value
1	Dynamic capabilities	0.924
2	Strategic Renewal	0.900
Total	All axes	0.949

DATA ANALYSIS:

DESCRIPTIVE ANALYSIS OF SEARCH VARIABLES:

This Research Deals With The Variables Described In The Study thates be from Two-Variable: Dynamic Capacities And Strategic Renewal.

A- View And Analyze Dynamic Capabilities Results:

Responses In The Questionnaire Were Enhanced Through Data As A Secondary Tool, As Well As Personal Interviews And Observation.

D- CRONBACH'S ALPHA:

This Section Shows The Stability Test To Demonstrate The Reliability And Consistency Of Data For The Determination By Means Of The Most Accurate And Widespread Stability Methods , The Stability Factor For The Total answers (0.949) Is Greater Than (0.600). This Confirms That The Paragraphs Of The Questionnaire Have Been Successfully. As Shown In Table (1) The Stability Factor For The Variable Independent Variables (Dynamic Capabilities) (0.924), Which Indicates The Stability Of The Variables Of The Independent Variable, The Variables Of The Variable (Strategic Renewal) Recorded A Stability Coefficient (0.900), Which Indicates That The Paragraphs Of The Variable Adopted For The Test Successfully Exceeded Being Greater Than (0.600) Indicating That There Is High Stability In All Paragraphs Of The Questionnaire And Its Dimensions And Variables As Follows:

This Axis Will Display The Repetition Distribution (Arithmetic Mean , Standard Deviation , Variance Coefficient , Relative Importance) Of The Main Dimensions Of Dynamic Capabilities (Sensing Capabilities, Learning Capabilities, Reconfiguration Capabilities).

Dynamic Capabilities Achieved A High Overall Arithmetic Mean Of (3.92) , Which Is Greater Than The Mean Of (3.40) This Is A Tangible Result That Reflects The Interest Of The University Of Fallujah In Its

Dynamic Capabilities. The Dispersion Rate Of The Answer Was Very Reasonable Indicating The Homogeneity Of The Respondents' Answers. The Standard Deviation And The Difference Coefficient Were (0.48) And (12.26) Respectively, Reflecting A **Table(2)**

Very High Degree Of Harmony And A High Relative Importance Of (78.49). Table (2) Shows The Results Of Analysis Of The Research Data. The Results Were As Follows:

Arithmetic Mean , Standard Deviation , Variance Coefficient , Relative Importance Of Dynamic Capabilities

Sequence	Dimensions	Mean	standard deviation	Coefficient of variation	Relative importance
X1	Sensing capabilities	4.02	0.54	13.38	80.35
X2	Learning capabilities	3.88	0.55	14.13	77.51
X3	Reconfiguration capabilities	3.89	0.53	13.73	77.76
X	Dynamic Capabilities	3.92	0.48	12.26	78.49

B- View And Analyze Of Strategic Renewal Results:

This Axis Will Display The Repetition Distribution (Arithmetic Mean , Standard Deviation , Variance Coefficient , Relative Importance) Of The Main Dimensions Of Strategic Renewal (Reanimating , Rejuvenation , Venturing , Restructuring) .

Strategic Renewal Achieved A High Overall Arithmetic Mean Of (3.83) , Which Is Greater Than The Mean

Table(3)

Arithmetic Mean , Standard Deviation , Variance Coefficient , Relative Importance Of Strategic Renewal

Sequence	Dimensions	Mean	standard deviation	Coefficient of variation	Relative importance
Y1	Reanimating	3.71	0.60	16.10	74.28
Y2	Rejuvenation	3.87	0.59	15.12	77.48

(3.40) This Is A Tangible Result That Reflects The Reality Of The University's Interest In The Strategic Renewal Of Its Colleges And Scientific And Administrative Departments. The Dispersion Rate Was Very Reasonable , The Standard Deviation And The Coefficient Of Variation (0.51) And (13.40), Respectively, Reflect A Good Degree Of Harmony And A High Relative Importance Of (76.55). Table (3) Shows The Results Of Analysis Of The Research Data. The Results Were As Follows:

Y3	Venturing	3.86	0.68	17.52	77.17
Y4	Restructuring	3.86	0.50	13.01	77.29
Y	Strategic renewal	3.83	0.51	13.40	76.55

TEST THE CORRELATION RELATIONSHIP BETWEEN DYNAMIC CAPABILITIES AND STRATEGIC RENEWAL :

The First Major Hypothesis Of The Research Began From The Assumption That (There Is A Statistical Correlation Relationship Between The Dimensions Of Dynamic Capabilities And Strategic Renewal)

Three Sub-Hypotheses Were Derived To Check The Relationship Shown In Table (4) Expressing The Correlation Matrix Between These Two Variables To Indicate The Availability Of Sufficient Results To Support This Hypothesis Or Not , If The Hypothesis Is Supported , We Determine Its Support Ratio, And The Results Are As Follows:

Table (4) Correlation Relationship Between Dynamic Capabilities And Strategic Renewal (n = 65)

SR \ DC	Reinventing	Rejuvenation	Venturing	Restructuring	Strategic renewal	Significant relations	
						Number	Importance
Sensing capabilities	.552**0	.643**0	.581**0	.337**0	.618**0	5	%100
Learning capabilities	0.670**	0.672**	.753**0	0.567**	.774**0	5	%100
Reconfiguration capabilities	0.551**	0.531**	.609**0	.432**0	.619**0	5	%100
Dynamic capabilities	0.674**	.701**0	.739**0	.513**0	.766**0	5	%100
Significant Relations						20	
						% 100	

Showed The Independent Variable (Dynamic Capabilities) (5) Significant Correlations Relationship With The Dependent Variable (Strategic Renewal) , And Of The Total Relationships Was (5) Relations , These Relations Formed (100%) , And All Of Them Were Significant At The Level Of Significance (0.01) , The Correlation Coefficient Between The Total Dynamic Capacity And The Total Strategic Renewal Was Very High And with Percentage Of (0.7.66 **)

The Above Results Provide Sufficient Support To Accept The main First Hypothesis Of Research (There Is A Statistical Correlation Relationship Between The Dimensions Of Dynamic Capabilities And Strategic Renewal).

TEST THE IMPACT HYPOTHESES BETWEEN DYNAMIC CAPABILITIES AND STRATEGIC RENEWAL USING THE SIMPLE LINEAR REGRESSION MODEL:

In This Section We Focus On Checking The Hypothesis Of The Impact Between The Two Search Variables Using The Simple Linear Regression Model , The Second Main Hypothesis Of The Research Showed That (There Is A Significant Positive Effect Between The

Dimensions Of Dynamic Capabilities And Strategic Renewal) .

The Relationship Was Generally Shown Between The Independent Variable (Dynamic Capabilities) And The Dependent Variable (Strategic Renewal) , There Is A Strong Influence For Dynamic Capabilities On Strategic Renewal , With A Total Value Of ($R^2 = 0.579$). This Value Indicates That The Dynamic Capabilities Explains The Value Of (57.9%) Of The Strategic Renewal Variable , And The Value Of(B) Was ($B = 0.816$) Indicates That The Change In The Independent Variable (Dynamic Capabilities) One Unit Will Result In A Change In The Dependent Variable (Strategic Renewal) By (81.6%), And Table (5) Shows The Relationship Of Impact Between Dynamic Capabilities And Strategic Renewal. This Result Provides Strong Support For Acceptance Of The Second Major Hypothesis Of Research.

(There Is A Significant Positive Impact Between The Dimensions Of Dynamic Capabilities And Strategic Renewal)

(Dynamic Capabilities) $0.816 + 0.625 = Y$ (Strategic Renewal)

Table (5)

The Value Of (B), (F), (R^2) And (Sig) For Regression Models And The Impact Of Dynamic Capacities In Strategic Renewal

SR DC	Total OF Strategic Renewal		Moral relations	
			Number	Importance
Sensing capabilities	0.590	38.995	1	100
	0.373	0.000		
Learning capabilities	0.725	94.263	1	100

	0.593	0.000		
Reconfiguration capabilities	0.595	39.058	1	100
	0.373	0.000		
Total Of Dynamic capabilities	0.816	89.188	1	100
	0.579	0.000		
Moral relations	Number		4	
	Importance			100

The value of (F) calculated at the level of significance (0.05) and the degree of freedom (1.61) = 2.76

The value of (F) calculated at the level of significance (0.01) and the degree of freedom (1.61) = 4.12

B	F
R ²	SIG.

CONCLUSIONS:

The Most Prominent Conclusions That Are researcher Reached , The Validity Of The Main And Subsidiary Research Hypotheses , This Indicates The Existence Of A Positive Correlation Relationship And A Significant Positive Impact Between The Dimensions Of Dynamic Capabilities And Strategic Renewal , While The Learning Capabilities Dimension was have The Greatest Impact On The Strategic Renewal Of The University , This Indicates That The Administration Of The University Of Fallujah CAN Able To Use The Dynamic Capabilities It Possesses (Sensing Capabilities, Learning Abilities, And Reconfiguration Capabilities) In Enhancing The Strategic Renewal Opportunities OF University.

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