



The impact of strategic flexibility in achieving organizational excellence

A field study in a number of private colleges

HashemJassam Mohammed Kassar Prof. Dr. Ahmed Hashem Al-Saqal
College of Administration and Economics/Department of Business Administration/Iraqi
University

495

Abstract-

The aim of the study is to measure the impact of strategic flexibility in achieving organizational excellence. The problem of the theoretical study arose in the presence of a weakness in the adaptation of the studied private colleges to the educational environment. The study relied on the comprehensive inventory method using a questionnaire. A group of private colleges were selected as a community for the study due to their importance in providing educational services. For the study sample, a sample of (114) senior and middle administrative leaders in the colleges under study were used. A number of statistical programs were used depending on the statistical program (smartpls v.3.3.9). Some of them are related to descriptive statistics such as the arithmetic mean and standard deviation, and some are related to inferential statistics by testing several hypotheses to reveal the relationship of influence and variance between the independent (strategic flexibility) and the dependent (institutional excellence) variables. The research reached several results, the most important of which is that the use of strategic flexibility affects Positively in increasing the chances of excellence in the private colleges investigated.

Keywords: strategic flexibility, organizational excellence

DOI Number: 10.14704/nq.2022.20.11.NQ66052

NeuroQuantology 2022; 20(11): 495-507

Introduction:

aspects, all of this generated research ideas necessary to reach the development of modern and advanced approaches and methods to maintain high quality levels; To achieve superiority as an important advantage.

Research problem:

Colleges, like other institutions, seek to survive and grow in the market, and work on development General strategies and their implementation to ensure that they achieve their goals, but the colleges are facing new and increasing challenges, including financial challenges, local and international competition, and the pressures of the diverse and changing labor market requirements. Flexibility of a strategy that adapts to environmental variables. The main question of the study problem is the extent to which the studied

Excellence in organizations includes the organization's practices to achieve goals, or the ability to outperform competitors, achieve outstanding performance that exceeds customer expectations, and satisfy all stakeholders. Therefore, there are a lot of efforts and continuous and collective work from all levels of the institution and its employees and employing their capabilities to reach a high level of performance and achievement, and because there are many internal and external factors that are considered as challenges and pressures, and at times they may be opportunities that institutions face due to the effects of globalization and the rapid change in Global markets, taking into account the influential political, economic, structural and technological



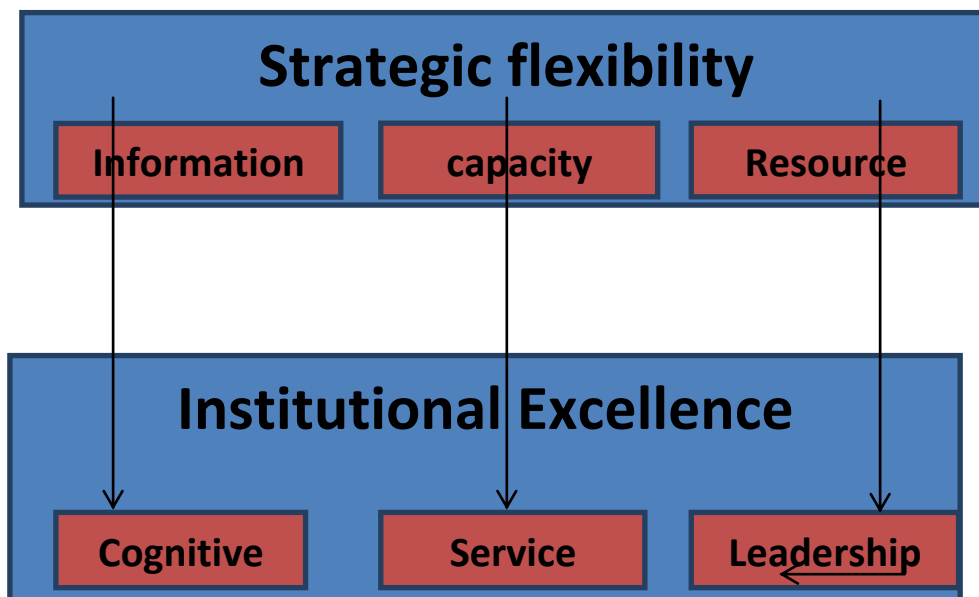
and future changes and to update their methods of work, which ensures them achieving strategic flexibility in order to reach institutional excellence.

research aims:

The research seeks to achieve a number of goals in the light of the intellectual dilemma or the field problem, which reaches in essence to reveal the impact of strategic flexibility in achieving institutional excellence. Based on this, the research aspires to achieve its goals.

1. Identifying the extent of interest in strategic flexibility in the private colleges investigated.
2. Recognizing the importance of strategic flexibility and its role in achieving institutional excellence in private colleges.

Hypothetical study scheme:



influence relationship

research assumes:

-The

It represents the descriptive analytical approach and the appropriate approach for this research, as it focuses on the exact description of the phenomenon or problem

private colleges use strategic flexibility in achieving institutional excellence. In light of the main question, several questions arise:

- 1-Does the flexibility of resources contribute to supporting institutional excellence in the researched private colleges?
- 2-Does the flexibility of capabilities contribute to supporting institutional excellence in the provision of services at private colleges?
- 3-Does the flexibility of information contribute to supporting institutional excellence in the researched private colleges?

research importance:

The importance of the research lies in trying to provide an information base that can be employed for the researched private colleges in order to face current

re is no significant effect relationship between the strategic flexibility variable and the variable Institutional excellence.

Research Methodology:



required for a specific action. (Roca-Puig, 2005:2078)

Strategic resilience goals:

One of the goals of strategic resilience is to respond to a dynamic environment through continuous changes in the deployment of resources and strategic actions. According to a resource-based audit, strategic resilience is an effort to exploit valuable resources to achieve a competitive advantage. It means that strategic resilience is an enterprise's upfront ability to rapidly reallocate and transfer resources and the production process making response to environmental disruptions, threats from other entrants, and technical changes (Makhloufi, 2021:6). Therefore, strategic flexibility highlights the flexible use of resources, and these resources are used effectively in product development processes to gain core competitiveness in uncertain markets where strategic flexibility enhances the resource value of innovation (Li Y, 2017:476). The organization that continues in its rapid growth in its ability to adapt to changing environment variables, and in its severity in achieving strategic flexibility, will be able to find new strategic options through different levels of management, where the key to success in organizations lies in the ability to recognize the need for change, as well as On understanding how it affects their strategies (Pauwels & Matthyssens, 2004:502)

Factors affecting organizations' need for strategic flexibility:

Globalization and the accompanying revolution in information and communication technology require institutions (service or commercial) to respond to the requirements of customers and service recipients, to provide what they need as quickly as possible, and there are many factors that affect the severity of

to be studied by looking at the previous research studies related to the topic.

Research sample and community:

A number of private colleges were selected as a research community, including (Al-Hikma College, Tigris College, Al-Salam College, Al-Mamoun College, Al-Nisour College, Baghdad College of Economic Sciences, College of Heritage) and to determine the size and sample of the research, which numbered 137, and the number of retrieved questionnaires was 114, subjected to statistical analysis.

literature reviews

First, strategic flexibility

The concept of strategic flexibility:

Strategic flexibility is the organization's ability to lead change or respond to environmental change. (Combe et al, 132: 2012) and as a result of a combination of several factors, including global competition, short life cycle of services and products, and pressure of workers from the many offers by other institutions. All of these factors have greatly affected all institutions, and one of the solutions is strategic flexibility that simulates and deals with these challenges (Chen et al, 2017: 2)

The importance of strategic flexibility:

The importance of strategic flexibility comes through its ability to adapt and respond to changes that work to give the organization agility in front of external developments, in addition to giving the institution (diversity and speed) as diversity ensures that the institution has a wide range of applicable measures to confront various environmental pressures, while speed gives The ability of the institution and its ability to meet the needs of change in the environment indicates the high speed, which means the least time



et al., 2018:4) as shown by (Li, Y., 2017:476) Strategic flexibility has a special type of organizational capacity to reallocate the organization's resources, operations, and strategies to manage and reorganize environmental changes. It is also considered an immediate response in a proactive or reactive way to opportunities or market threats. An organization with strategic flexibility can reduce response time to changes and enable redistribution Resources more effectively and thus enhance the resource value of innovations. Strategic flexibility also depends jointly on the full flexibility of the resources available to the organization and on the flexibility of the organization to apply those resources to alternative courses of action.

Flexibility Capacity:

Strategic resilience capabilities can be defined as normal, dynamic capabilities or respond to resource-based environmental and legitimacy theories. It is studied from the process management approach, using the stages associated with the unexpected event: before (anticipation), during (adaptation) and after (transformation). This is because resilience, as a dynamic process, has two different paths and the stages require specific organizational capabilities. The first path of the flexibility process is through absorption capabilities, where repetition, toughness and agility are core capabilities. The second path is used related to adaptive capabilities, and to this end, adaptability is the core of capabilities. As for the stages, proactive flexibility is required before the event; Deploy the absorptive and adaptive capabilities during the event; Reactive flexibility brings out capabilities after the event. Or capabilities increase organizational performance through unanticipated and sense-making events. show possibilities Flexibility without

institutions in terms of strategic flexibility, including the following (Al Khalifa,2021:42)

- 1- Stability or turbulence in the external environment: Strategic flexibility is necessary only in dynamic environments. Its effect can be detrimental in relatively stable environments because it leads to higher-than-expected costs if it continues to maintain strategic flexibility.
- 2- Characteristics of customers and service recipients: The rapid change in the tastes, needs and desires of customers and service providers has greatly contributed to the need for institutions to adopt strategic flexibility to deal with customers with changing tastes and needs.
- 3- Technological change: It is one of the factors that influence environmental disturbances and can benefit from strategic flexibility to manage the constant dust situation in the business environment, where organizations that carry out activities based on technology that is rapidly evolving and serving customers with changing needs and desires have the flexibility to adapt to these developments.

Dimensions of strategic flexibility:

Resource Flexibility:

Resource flexibility refers to the organization's ability to deal with all its financial, human, knowledge and skill resources, which gives it the ability to activate its strategic options through different management systems (Otoum, A, 2015, 30). Flexibility of resources works on the ability to transfer flexible resources to multiple uses, it expands the selection of scarce resources (Wei, 2014:36). and flexibility of coordination. Resource flexibility can be distinguished by the range of different products that the resource can efficiently apply in development and manufacturing. Resource flexibility is higher when the time and cost to switch to a lower alternative resource is used (Wang



achieved when institutions are able to exceed expectations (Qawasmeh, 2013: 7) Institutional excellence is defined as a system for evaluating the results of an organization's business in light of its interaction with the elements of the internal environment (weakness and strength) and Foreign Affairs (Opportunities and Threats) (Abdul-Wahhab 209:2018,)

The importance of institutional excellence:

The importance of institutional excellence emerges through its role in opening up irresistible business and wide spaces for institutions, and that success in facing the challenges of comprehensive competition is achieved through the management's interactive dealing with cases of effective innovation and in processing new and emerging information and presenting it in the form of products that satisfy the needs of customers. Brown, R, 2004: 12) Institutional excellence also contributes to creating enthusiasm, encouraging and attracting good ideas and efficient people, and that distinguished ideas emanate from all levels of the institution, and that the institution is more distinguished if it is able to spread innovative thinking at all levels, through the availability of an effective management of excellence. (Stewart, 2010: 97)

Institutional Excellence Objectives:

The competitive pressures emerging from today's market require organizations to evolve and maintain a high level of coherence between their strategies, procedures, programmes, practices and performance. The rapidly changing landscape of the globalized market has placed new demands on enterprises. In order to stay ahead of the competition, organizations need to reinvent themselves by injecting new ideas and strategies to

time reference. It would demonstrate the importance of identifying and developing different capabilities that enhance organizational resilience. In terms of its capabilities, its relationship to the capabilities of the operating system has been established. It is related to business continuity management through crisis management (Corrales-Estrada, 2021:6).

Flexibility of information:

In light of the rapid development of institutions, the importance of information systems has increased, as they play an essential role in all stages of strategic management, especially when setting goals and formulating strategy. Information is defined as data that is processed by information systems to become more useful to decision makers so that it is evaluated in current use or when making strategic decisions in the future (Botosan, 2005, 131).

Information flexibility is also known as the ability of an organization to obtain necessary information from information systems. It is divided into two types: flexibility of reporting, which means the ability of the organization to explore necessary relevant information; decision making and support (Mackinnon et al., 2008:7).

Second: Institutional Excellence:

Institutional excellence has become a necessary requirement for institutions operating in various sectors, whether service or production, and it has become important that our institutions adopt the need to work with excellence. As excellence is a state of mind for employees, managers and everyone in the organization. Distinguished institutions maintain high levels of performance and meet or exceed the expectations of all stakeholders (Metaxas & Koulouriotis, 2014: 2). Excellence is a daily event that can be



Possible factors to achieve institutional excellence:

Mention (Osman, 2021:683) that excellence can be achieved through the following factors:

- 1- Innovation and improvement of the work process and management of organizational knowledge, for example, through knowledge leadership, knowledge culture, knowledge technology, and the knowledge process.
- 2 - Possess the ability to manage the strategy and excellent implementation of the plan quickly and economically, and continuous improvement in the long term.
- 3- Improving the various business processes used by industries in future contracts.
- 4- Linking excellence to organizational efficiency and effectiveness in the competitive environment.
- 5- Linking the leaders of institutions with human resource management, operational strategy and organizational commitment.

Dimensions of institutional excellence:

Leadership Excellence:

Excellence in leadership is one of the most important pillars based on modern management, which requires superior leadership capabilities to be able to keep pace with the developments and changes imposed by the era of knowledge. Al Shobaki, MDistinguished institutions are the ones that have leaders working to shape the future and achieve it, and they act as good role models through their commitment to the values and ethics of the institution, and they build trust all the time, they also enjoy flexibility, and they work to enable the organization to predict and respond in a timely manner to ensure success (Hassoun, 2018:37) Leadership has emerged as an important concept for research in recent years in the higher education sector. The changing nature of

achieve business excellence. Fok-Yew, 2013: 14)

Many studies have shown the scientific goals of institutional excellence, which contribute more to the achievement of institutional excellence. (2018)

- 1- Paying attention to customers and focusing on them in all business.
- 2 - Excellence in the surrounding business environment and work to compete in the international market.
- 3- Seeking learning, development and creativity at work to improve the institution's position in the global market.
- 4- Consistency of leadership and goal, and work on defining plans and strategies on a regular basis.
- 5- Work on the development of the employees of the institution and their participation in decision-making.

Characteristics of institutional excellence:

Institutional excellence ensures that all organizational systems are compatible and work coherently together. We can say that excellent organizations can be distinguished by the following characteristics: (Nenadál, j, 2018:54)

- 1- It significantly exceeds the average performance within the relevant business branch.
- 2- Their leaders can access organizational identity supported by clear vision, mission and values.
- 3- They understand that adding the highest value to stakeholders is the main reason for their existence.
- 4- They are strongly oriented to the requirements of all stakeholders, not just external customers.
- 5- They see that excellent results are reached as a logical effect of advanced and constantly evolving management systems.



strategies to meet the needs and expectations of the stakeholders and achieve its desired goals. (Mohamed Soliman, 2021: 995)

Cognitive Excellence:

Organizations must have a proper management system for success. The world is changing at an increasingly rapid pace, and the interdependence between institutions and economies is growing and becoming increasingly strong. To remain competitive in this environment, organizations need to innovate, continually improve, and manage the needs and expectations of stakeholders. The development of organizations depends on their abilities to create and acquire knowledge, to learn, to share what has been learned and put into practice, and to adapt to a changing environment, and organizations can turn threats into opportunities. With knowledge, organizations can innovate, create organizational processes, grow and sustain and gain competitive advantages. (Calvo-Mora, 2016, 662)

Researchers have identified many qualities that distinguish knowledge from other resources of the organization, and these qualities are intangible, vague and difficult to measure, vital, increasingly usable and can be used in different processes at the same time, embodied in people, have a widespread impact on the organization, and can be used. For a long time, the university is the first and most important institution that should enter into knowledge management, in other words, colleges are the most appropriate institutions to adopt this principle (SamyS, 2017: 49)

field research framework

the higher education sector leads us to believe that effective leadership and committed employees in their educational institutions are necessary and important for educational institutions to be able to deal with the demand for colleges (Yahaya, 2016: 190)

Service Excellence:

In this age of progress where the world was uniting with a competitive global market, service excellence is an important criterion in achieving competitive advantage. The pursuit of service excellence is an important organizational agenda in the uncertainties of the business environment. This is because Service Excellence has been empirically proven as a business strategy, in many mega organizations such as Disney World and Marriott Corporation that have proven their competitive market leadership. Many other researchers have also recommended Service Excellence as an effective strategy for enhancing customer satisfaction which has been proven in increasing the organization's profits. Therefore, service excellence is undeniable as an important factor in stimulating the growth of institutions and thus, improving the reputation of institutions by providing service excellence is a primary objective of service providers irrespective of any business including the higher education industry. In other words, developing and gaining the customer's trust by providing outstanding service is the best long-term strategy. Operations and service management means that a distinguished organization works on managing and improving operations to support its policies and

First: Examination of the search criteria:



The table shows (1) complex stability values (CR) for the strategic flexibility variable, which was collected within the acceptable limits, as it ranged between (0.885-0.899), is a good indicator, as the results showed a high stability of the research scale questions for the strategic flexibility variable.

schedule (1) Statistical indicators of the strategic flexibility variable								
Average Extracted Contrast(AVE)	compound stability CR	Alfakronbach	P Values	T	standard error	saturates	questions	Dimensions
0.618	0.889	0.841	0.000	8.410	0.073	0.610	V1	Resource flexibility
			0.000	30.982	0.028	0.861	V2	
			0.000	17.371	0.047	0.814	V3	
			0.000	28,547	0.030	0.863	V4	
			0.000	13.940	0.054	0.754	V5	
0.607	0.885	0.836	0.000	18.737	0.042	0.784	B1	capacity flexibility
			0.000	17,622	0.044	0.781	B2	
			0.000	9.126	0.075	0.687	B3	
			0.000	36.345	0.024	0.861	B4	
			0.000	12,519	0.062	0.770	B5	
0.640	0.899	0.859	0.000	17.938	0.044	0.794	N1	Information Flexibility
			0.000	26,327	0.031	0.821	N2	
			0.000	27,938	0.030	0.832	N3	
			0.000	16,749	0.046	0.772	N4	
			0.000	19.964	0.039	0.780	N5	

The table shows (2) complex stability values (CR) for the institutional excellence variable, which he collected within the acceptable limits, as it ranged between (0.921- 0.929), is a good indicator, as the results showed a high stability of the research scale questions for the institutional excellence variable

schedule (2) Statistical indicators of the institutional excellence variable								
Average Extracted Contrast(AVE)	compound stability CR	Alfakronbach	P Values	T	standard error	saturates	questions	Dimensions
0.724	0.929	0.904	0.000	26.222	0.033	0.856	C1	Leadership Excellence
			0.000	29,310	0.029	0.863	C2	
			0.000	38.852	0.023	0.895	C3	
			0.000	17,509	0.045	0.786	C4	
			0.000	26,986	0.031	0.849	C5	
0.707	0.923	0.895	0.000	17.923	0.043	0.763	G1	Service Excellence
			0.000	24,684	0.034	0.848	G2	



			0.000	40.149	0.022	0.899	G3	e
			0.000	27.962	0.031	0.864	G4	
			0.000	21.312	0.039	0.824	G5	
0.702	0.921	0.893	0.000	28.148	0.030	0.853	H1	Cognitive Excellence
			0.000	12,597	0.059	0.739	H2	
			0.000	39,857	0.022	0.876	H3	
			0.000	34.050	0.026	0.893	H4	
			0.000	18.125	0.045	0.818	H5	

Second: Diagnosing the search variables:

The results shown in the figure (1) Overall, the strategic flexibility variable achieved the highest arithmetic mean at (Al-Nisour College), as its value reached (4.307), a very good level, and with a standard deviation (0.514), while the lowest arithmetic mean was at (**Baghdad College of Economic Sciences**)It reached a value of (3.705) at an average level and with a standard deviation of (0.556). In general, for all colleges, the strategic flexibility variable achieved an arithmetic mean with a value of (4.077) and a good level with a standard deviation of (0.590), as the results generally indicate that most colleges have the organizational and strategic capacity in providing rapid response in time.the appropriate.

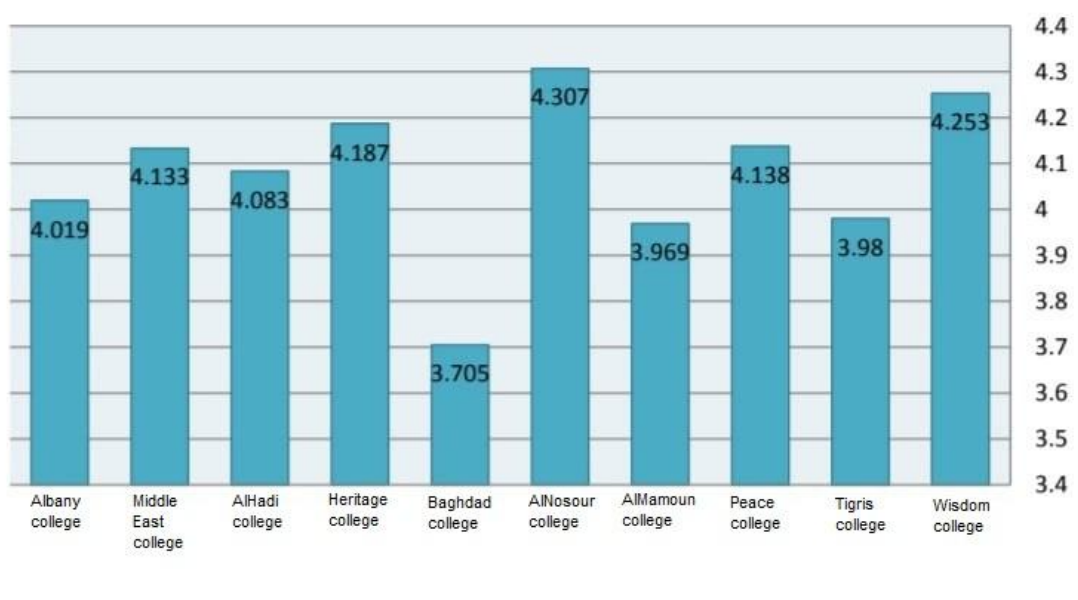


Figure (1) Arithmetic mean of colleges

The results are shown in the shape (2) In total, the institutional excellence variable achieved the highest arithmetic mean at (Al-Nisour College), as it reached (4.267) level With a standard deviation of (0.815), the lowest arithmetic mean was at (Albany College) alt reached a value of (3.848) with an average level and a standard deviation of (0.713). In general, for all faculties, the variable of institutional excellence achieved an arithmetic mean of (4.072) and a good level with a standard deviation of (0.696), as the results generally indicate that all faculties adopt a strategy that directs workers to provide unique services and directed to serve the beneficiaries in the first place.



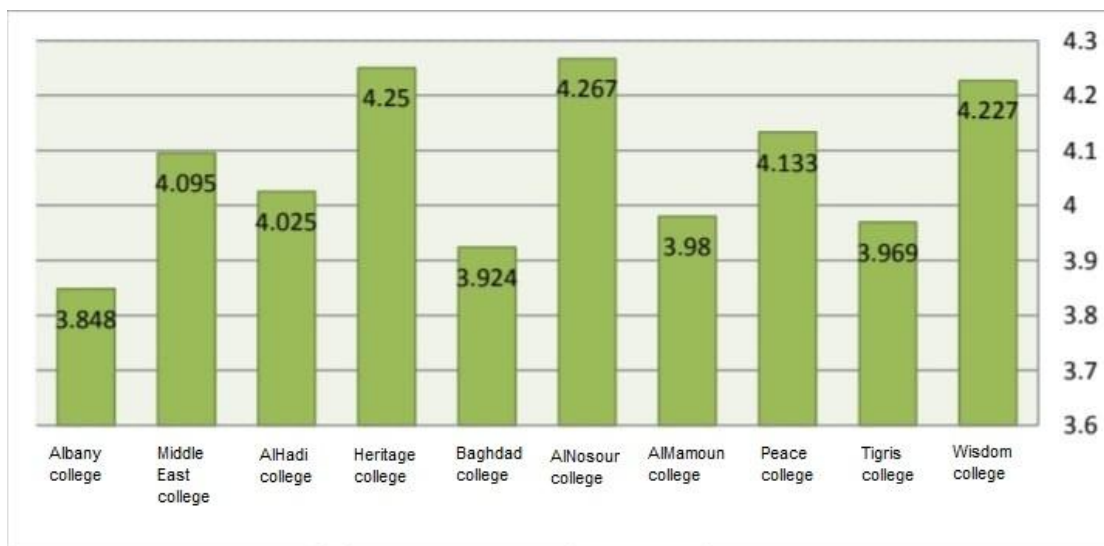


Figure (2) The arithmetic mean of colleges according to the institutional excellence variable

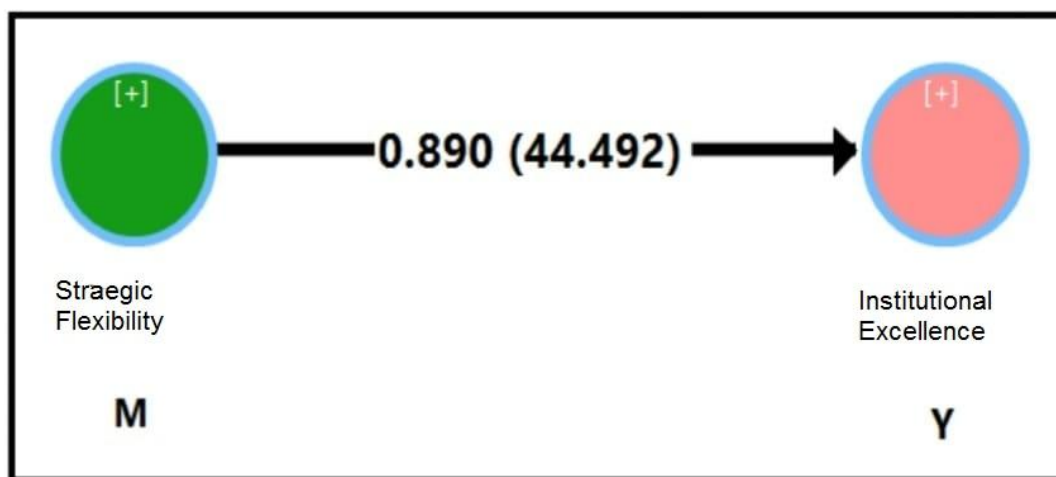
Hypothesis Test:

(There is no significant effect between the strategic flexibility variable in the institutional excellence variable (The table shows) (3) and shape (3) Statistical indicators for testing hypotheses between the strategic flexibility variable in institutional excellence. achieved value (t) calculated for the estimated model (44.492). And it is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope of the strategic flexibility variable. **Strategic flexibility in Institutional Excellence**) At the level of significance (5%) i.e. with confidence (95%), which indicates that the strategic flexibility variable has an effective and essential impact on institutional excellence.

- The results indicated that the value of the marginal slope coefficient of the strategic resilience variable was (0.892), and this indicates that increasing the strategic resilience variable by one unit will lead to an increase in (institutional excellence) by (89%).
- The results show that the effect size (f²) The variable of strategic flexibility was significant, as it was recorded Its value is (3.795), which is greater than (0.35).
- It is indicated by the value of the corrected determination coefficient Adjusted (R²) of (0.790) that the strategic flexibility variable is able to explain (79%) of the changes that occur in (institutional excellence), while the remaining percentage (21%) is dependent on other variables not included in the research model.
- The results showed that the predictive relationship index (Q²) for the strategic flexibility variable, Its value is (0.464), which is greater than zero, and accordingly, the model has predictive relevance



Schedule (3) Statistical indicators between strategic flexibility in institutional excellence								
Q ²	Adjusted (R ²)	(R ²)	VI	effect size f ²	P Values	T	β	Strategic flexibility
0.464	0.790	0.791	1	3.795	0.000	.44,492	0.892	



appearance (3) The effect of strategic flexibility on organizational excellence

Source: programSmartPls V.3.3.3.9

Conclusions:

classrooms, green spaces, and good clubs for students.

Recommendations:

1. The researcher recommends that college leaders have the powers to spend financial resources, at least, regarding the progress of the educational process, from the need for scientific laboratories, equipping them with the latest advanced equipment, providing qualified teaching staff, and paying attention to work-related aspects, which will improve the flexibility of resources.
2. The necessity of providing information systems for building an information base on environmental variables and

- 1-The researcher concluded that the financial resources are available, but there are many difficulties in using them due to the investors' control over the exchange decisions, which led to weakness in some aspects of the flexibility of the resources. For example, the lack of laboratories, the continuous change in the teaching and occupational staff, and the lack of attention to the requirements of occupational health and safety, although the results indicated that Colleges have the resources to deal with changing environmental conditions.
- 2-The researcher concluded that the colleges provide services at a high level, as they are characterized by good



7- Makhloufi, L., Azbiya Yaacob, N., Laghouag, AA, Ali Sahli, A., & Belaid, F. (2021). Effect of IT capability and intangible IT resources on sustainable competitive advantage: Exploring moderating and mediating effect of IT flexibility and core competency. *Cogent Business & Management*, 8(1), 1935665.

8-Li, Y., Li, PP, Wang, H., & Ma, Y. (2017). How do resource structuring and strategic flexibility interact to shape radical innovation?. *Journal of Product Innovation Management*, 34(4), 471-491.

9-Pauwels, P., & Matthyssens, P. (2004). Strategic flexibility in export expansion: growing through withdrawal. *International Marketing Review*.

10-Al Khalifa, S., & Abdulla, MHM (2021). Crisis management and strategic flexibility: the moderating role of e-readiness. The case of government authorities in the kingdom of Bahrain (Doctoral dissertation, Brunel University London).

11-Otoum, A., Khalaf, HB, Bajbeer, A., & Hamad, HB (2015). The Level of Test-Wiseness for the Students of Arts and Science Faculty at Sharourah and Its Relationship with Some Variables. *Journal of Education and Practice*, 6(29), 102-113.

12-Wei, Zelong, Yi, Yaqun, & Guo, Hai (2014). Organizational learning ambidexterity, Wisenblit, Joseph Z., (1989). Crisis Management planning among US corporations: Empirical evidence and a proposed framework, *SAM Advanced Mgt.*, J., 54, (2), 31-41.

13-Wang, X., Qi, Y., & Zhao, Y. (2018). Individual unlearning, organizational unlearning and strategic flexibility: The down-up change perspective. *Baltic Journal of Management*.

14-Corrales-Estrada, AM, Gómez-Santos, LL, Bernal-Torres, CA, & Rodriguez-López, JE (2021). Sustainability and resilience organizational capabilities to enhance

communication systems that encourage electronic work.

the reviewer:

1-Abdel Wahab, Mahmoud Osama, (2018), Administrative transparency and its impact on organizational excellence, a field study on Al-Mustansiriya University, Al-Mustansiriya Journal for Arab International Studies, Issue 53, Iraq.

2- Aboback, Mahmud Ismael (2018) Effect of Quality of Life on Organizational Performance: A Study Applied on the Organization of the Society in Gaza, Get On Degree Master's degree in Management Business with a kidney Trading in the University of Islam in Gaza, Palestine.

3- goldfinch, Lion Numan (2018) Role of System Cost on the Basis of Activity Center on the Performance in Investigation of Excellence in Institutional Study Field in Bank Babylon, University Tikrit-College Administration and economy/magazine Tikrit for science administrative and economic/folder4, the number 44.

4-Combe, IA, Rudd, JM, Leeflang, PS, & Greenley, GE (2012). Antecedents to strategic flexibility: Management cognition, firm resources and strategic options. *European Journal of Marketing*.

5-Chen, Y., Wang, Y., Nevo, S., Benitez, J., & Kou, G. (2017). Improving strategic flexibility with information technologies: insights for firm performance in an emerging economy. *Journal of Information Technology*, 32(1), 10-25.

6- Roca-Puig, V., Beltrán-Martín, I., Ecrig-Tena, AB, & Bou-Llusar, JC (2005). Strategic flexibility as a moderator of the relationship between commitment to employees and performance in service firms. *The International Journal of Human Resource Management*, 16(11), 2075-2093.



23-Al Shobaki, MJ, & Abu-Naser, SS (2016). The Dimensions of Organizational Excellence in the Palestinian Higher Education Institutions from the Perspective of the Students.

24- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. *Journal of management development*.

25-Mohamed Soliman Mohamed Ghreeb, Ahmed Mohamed Abdelkader, Sameer Mohamed Sayyd (2021). Institutional Excellence in the Egyptian and Saudi Federations of Football in View of European Model of Excellence EFQM "A Comparative Study". *International Journal of Human Movement and Sports Sciences*, 9(5), 993 - 1003. DOI: 10.13189/saj.2021.090521.

26-Calvo-Mora, A., Navarro-García, A., Rey-Moreno, M., & Periañez-Cristobal, R. (2016). Excellence management practices, knowledge management and key business results in large organizations and SMEs: A multi-group analysis. *European Management Journal*, 34(6), 661-673.

27- Samy S. Abu Naser, Mazen J. Al Shobaki. (2017) Organizational Excellence and the Extent of Its Clarity in the Palestinian Universities from the Perspective of Academic Staff. *International Journal of Information Technology and Electrical Engineering*, ITEE, 2017, 6 (2), pp.47-59.

business continuity management: A literature review. *Sustainability*, 13(15), 8196.

15-Botosan, CA, & Stanford, M. (2005). Managers' motives to withhold segment disclosures and the effect of SFAS No. 131 on analysts' information environment. *The accounting review*, 80(3), 751-772.

16-Mackinnon, William, Gerald Grant, & David, Cray, (2008). Enterprise Information Systems and Strategic Flexibility. *Proceedings of the 41st Hawaii International Conference on System Sciences*, 1-9.

17-Qawasmeh, FM, Darqal, N., & Qawasmeh, IF (2013). The role of organization culture in achieving organizational excellence: Jadara University as a case study. *International Journal of Economics and Management Sciences*, 2(7), 5-19.

18-Metaxas, IN, & Koulouriotis, DE (2014). A theoretical study of the relation between TQM, assessment and sustainable business excellence. *Total Quality Management & Business Excellence*, 25(5-6), 494-510.

19-Brown, R. (2004). School culture and organization: Lessons from research and experience. A background paper for the Denver Commission on Secondary School Reform.

20-Stewart, TA (2010). *Intellectual Capital: The new wealth of organization*. currency.

21-Fok-Yew, O., Ahmad, H., & Baharin, S. (2013). Operational excellence and change management in Malaysia context. *Journal of Organizational Management Studies*, 2013, 1.

22-Osman, MI, Mohammad, R., Yusof, SR, & Chelliapan, S. (2021). Development of an operational excellence framework for organizational performance improvement in the Sudanese aviation industry. *Journal of Industrial Engineering and Management*, 14(4), 681-700.

