

Practices of Strategic Flexibility and Their Impact on Achieving the Policy of Quality of Institutional Performance an Applied Study in the General Organization for Automotive Oils in the Iraqi National Oil Ministry – Baghdad

Sami Ahmed Abbas^a, Zeyad Mustafa Hamed Khawka^{b*}, Khaldiya Mustafa Atta^c, ^{a,b,c}Dept. of Business Administration, Economics & Administration College Al Iraqla University, Baghdad, Iraq, Email: ^{b*}zeyad.hamed@aliraqla.edu.iq

The research aims to present an analytical presentation on the impact of strategic flexibility practices and their role in achieving the quality of institutional performance policy based on the intellectual data in linking the dimensions of the practices of strategic flexibility (productive flexibility, market flexibility, flexibility in human capital, competitive flexibility in the General Organization for Oil Industry) The cars in the Iraqi National Oil Ministry and their impact in achieving the quality performance policy of (control, training, continuous improvement, motivation) and to achieve the objectives of the research, a questionnaire was developed and distributed to (78) specialists and the purpose of data processing using many statistical methods using the statistical program (SPSS) to come up with an appropriate scientific outcome within this vital topic, the researchers have reached a number of conclusions, the most important of which is the existence of a strong positive correlation between the total strategic flexibility practices and the policy of institutional performance quality.

Key words: *Strategic Flexibility Practices, Institutional Performance Quality Policy Introduction.*

Introduction

Over the past century, strategic management has witnessed a major development in the course of strategic research. Various conceptual models and frameworks have contributed to the success of organizations in general. This has led to the emergence of new directions and applications in the field of strategy, focusing on the strategic flexibility of the representative to ensure the organization responds easier and faster to the unexpected changes that occur in the competitive environment (Mehmet Ali, et al., 2019; McGahan, 2019).

Research Methodology

First: The problem of the study:

Business organizations in general seek to improve their competitive position by improving the level of quality of business performance. In order to achieve this, it is necessary to adopt strategic flexibility as it helps the organization to adapt to different environmental variables through flexible use of resources and re-arrangement of operations and to respond to the requirements of customers and preferences as soon as possible. The problem of the research can be summarized by raising questions and my words:

1. What is the level of application of strategic flexibility in the researched company?
2. Does the company have a perception of the importance of strategic flexibility in achieving quality business performance?
3. What is the level of strategic flexibility and quality performance practices of the researched company?
4. What is the role of the practices of strategic flexibility in the quality of the institutional performance of the researched company?
5. To which extent strategic flexibility affects the quality of the company's performance?
6. What is the role of the practices of strategic flexibility in the quality of the institutional performance of the researched company?

Second: The Research goals:

1. Identify the frameworks and concepts for each of the practices of strategic flexibility and the quality of institutional performance and associated ideas
2. Identify the methods used by a company in the practices of strategic flexibility and quality of institutional performance.
3. Develop developmental proposals to improve the quality of institutional performance in accordance with the performance indicators for the areas of institutional work.
4. Informing the leaders of the researched company about the subject of the study to benefit from them in case they are applied.
5. Identify the level of quality of institutional performance in the researched company.

Third: The importance of the Research:

1. The study focused on two variables: strategic flexibility and the quality of institutional performance.
2. This study addresses real and actual problems that require finding appropriate and specific solutions at the same time.

Fourth: Research hypotheses:

- The first main hypothesis: There is a significant correlation between strategic flexibility and the quality of institutional performance, and the following hypotheses are subdivided.
 1. There is a significant correlation between productivity flexibility and quality of institutional performance.
 2. There is a significant correlation between market flexibility and the quality of institutional performance.
 3. There is a significant correlation between the flexibility of human capital and the quality of institutional performance.
 4. There is a significant correlation between competitive flexibility and quality of institutional performance.
- The second main hypothesis There is a significant impact relationship between strategic flexibility and the quality of institutional performance and the following hypotheses are subdivided: -
 1. There is a significant impact relationship between productivity flexibility and quality of institutional performance.
 2. There is a significant impact correlation between market flexibility and the quality of institutional performance.
 3. There is a significant impact relationship between the flexibility of human capital and the quality of institutional performance.
 4. There is a significant impact relationship between competitive flexibility and quality of institutional performance.

Fifth: The research community and its sample:

The General Organization for Automotive Oils in the Iraqi Ministry of National Oil - Baghdad, which is affiliated to the Iraqi Ministry of Oil - was selected to conduct the research as it is the largest institution for the oil derivatives industries in Iraq to test the applied side and the data was collected for the period (10 / 6 / 2018 – 16 / 2 / 2019) The research sample was represented by the research community of (85) represented by senior leaders who are the level of director and heads of specialized departments and administrators concerned with quality and officials of the people and engineers responsible for the quality of performance in

the institution, according to which (78) questionnaires were distributed all returned any response rate was (100%) .

Sixth: Research Tool:

The research in obtaining data on the practical side was based on a questionnaire prepared for measuring the strategic flexibility practices of the General Organization for Automobile Oils Industry of the Ministry of Oil. Human competitiveness, competitive flexibility (tested on the scale adopted by (McCardle, et al., 2019, Yousaf, et al., 2018) and composed (16) paragraph distributed over four dimensions of the practices of strategic flexibility of paragraphs (1-21) and the second is devoted to measuring the quality of performance policy. For the founders, which were tested using the scale adopted by the researcher in (Salama, 2010) and consisting of (20) paragraphs of (22-41). To ensure the consistency and consistency of the questionnaire was subjected to the equation of the coefficient (Alpha-Kronbach) and the value of the practices of strategic flexibility (866.), while the quality of institutional performance policy (08606).

Seventh: The statistical methods used in the research:

The researchers used the descriptive analytical approach in determining the research problem, which was to highlight the practices of strategic flexibility in the quality of institutional performance, known as the analytical descriptive approach is used to study accurate descriptions of the phenomena through which significant progress can be made in solving problems, where researchers designed a questionnaire that included two axes To measure the practices of strategic flexibility and its relationship with each dimension of institutional performance, and through the analysis of dimensions, and their conformity with the standards contained in the study literature. The second axis to measure the dimensions of the quality of institutional performance.

(Theoretical framework for research)

The concept of strategic flexibility

The concept of strategic flexibility has attracted the attention of many researchers in the fields of strategic management, industrial management, and information technology because of its importance in the growth and success of organizations competing in changing business environments (Waleed Al-Khamees, and Khalid Ahmed,2018). Researchers argue that the high level of competition, unreliability and uncertainty demand the use of the concept of strategic flexibility to make or make strategic decisions in a timely manner because traditional management practices are not suitable for the new dynamic environment (Hong, et al., 2017; Mercedes, et al., 2018), pointed out that each organization faces circumstances in which it may have to adjust the strategy to suit changing industry conditions, competition, new customers' requirements and preferences, initiatives of competing organizations to gain

more market shares, new opportunities and threats, the spread of advanced technology, and others. Important events affecting the organization's work require an adjustment in its strategic components through the strategic flexibility with which it operates with the appropriate opportunity to move to a new strategy (Ginter, Peter, 2018), asserts that flexibility requires managers to be well balanced. It is appropriate to allocate the necessary resources, to proceed with the implementation of a particular decision and to avoid investing excellent or good money in bad projects (Samuel J. Mantel Jr, and Scott M, 2017). It also requires that the organization be educated and has skills in securing, owning and transferring knowledge, and in modifying its behaviour to disseminate knowledge resources quickly among all employees (Anna, and Nicolai J ,2011), noted that strategic flexibility is essential for organizations as they emphasize flexible use of resources, reorganization of operations, and the emergence of dynamic capabilities that enable organizations to achieve competitive advantage in volatile markets, adding that they create an environment in the organization through which to improve their situation And make it use and absorb new information.

Dimensions of strategic flexibility

Researchers' views on determining the dimensions of strategic flexibility were varied, but some agreed that (Aghil, et al.,2018; Trinitapoli, Jenny, and Sara Yeatman, 2018) agreed that strategic flexibility has four dimensions. Which are:

- **Productive flexibility:** means the ability of the organization to change its operations in a specific way, a measure of how quickly the organization to convert its operations from the products of the old track to the production of new products in new paths, as well as the rapid adaptation of changes in the circumstances facing the organization that require them to move from One product to another or from one production level to another and measure flexibility by the amount of time it took.
- **Competitive flexibility:** Competitiveness refers to the efforts, procedures, innovations and all administrative, marketing, production and development activities practiced by organizations in order to gain more space in the markets they are interested in (López-Fernández, and Ana,2019). Competitive flexibility represents the ability of the organization to resist the behaviour of current and new competitors, and its ability to easily rearrange its important resources, deploy them, devote to production market processes, respond to customer demands, and diversify its strategic options available to it to compete effectively. Emphasize the response to the unique needs of consumers, partners and technological change, and the process of innovation and creativity.
- **Human Capital Flexibility:** Employees are a key source of competitiveness. Organizations that create a climate of mutual trust and respect for individual desires encourage open communication between employees. Organizations continuously

build a team spirit that leads to victory. . It has made it easier for employees to share ideas and share knowledge. Each worker is expected to engage in a single strategic direction with great enthusiasm and morale to achieve a set of current and future organizational goals (Kumar, and Nisha Bamel, 2018).

- **Market flexibility:** The ability of an organization operating in the market to reassess its marketing efforts over a short period, in response to environmental variables (Melani, and Marsha, 2010). it indicates the ability of the organization to rapidly modify its marketing efforts in a dynamic environment. Author in (Laeven, Luc, 2010), explained that what reflects the organization's ability to manufacture and modify its products according to customers in the markets. The different organization that deals with represents market flexibility

The concept of quality of institutional performance

The concept of the quality of institutional performance represents behavioural phrases describing the performance of the individual after passing the experiences of a particular curriculum after meeting a predetermined level of empowerment. Best in the Organization (Jennifer, et al.,2018), asserts that corporate performance is a comprehensive philosophy and set of guiding principles for continuous improvement in the organization by using quantitative methods and human resources to improve processes within the organization that exceed the current and future customer needs. (David L., and Stanley Davis, 2014), explains that institutional performance is a business performance approach that increases the competitiveness of an organization through continuous improvements in processes and personnel in product quality. The needs of customers through achieving satisfaction with the product, and confirms (Robert E. Hinson, and Patrick,2018), that institutional performance directly related to the ability of the commodity to perform the expected function, or so-called reliability, as well as the degree of ease of maintenance of the product on satisfactory performance.

Dimensions of the quality of institutional performance: Several dimensions of the quality of institutional performance, but most researchers agreed on the dimensions of the following: -

- **Oversight:** Oversight is an essential management function in the organization and contributes significantly to ensure the achievement of the quality of institutional performance. Ashraf AM, et al., defined it as monitoring or observation (Ashraf AM, et al.,2017), and oversight is defined as supervision and review by a higher authority to define how the project works and to ensure that resources are used according to what is allocated to them. Permanent and continuous follow-up by the supervisory authority to ensure D) that what is happening within the organization is in accordance with the plans and policies established (Bishop, and Jacob, 2012).

- Decision-making: Author in (Shin ,2010), indicates that the decision-making process is one of the most important topics that have multiple views on its definition due to the different interpretations of researchers and writers because there is a difference in their philosophical, scientific, social and ideological backgrounds, because the decision-making process permeates all dimensions of the institution's life 1- Strategy - related to the design of a long-term plan of action to achieve a specific goal 2. Employment - related to the way in which individuals and groups work on a daily basis. (Koop, Christel, and Chris Hanretty, 2018), emphasizes that rational decision-making is the process by which institutions use objective information and empirical evidence to build decisions and there is broad consensus on the positive impact of decision-making and performance
- Training: Organizations pay great attention to the training process, as the training aims to develop the capabilities of workers in the work to improve the quality of their performance, and provides the individual through training with the new skills and information required to achieve the strategy of the organization in the environment, and because of the nature of the changes experienced by organizations at present These variables are technological, economic or organizational, therefore it is imperative to make changes in the capabilities of workers with the new developments and changes in order to achieve what organizations want to reach (Pushpak, Taunk, and Rene, 2018).
- Continuous improvement: A process that draws the attention of senior management to think about the ways in which managers and employees of the organization at all levels can be motivated to find effective ways to reduce costs for a product or service (Hilton, 2005: 234). Small recurring vocabulary as compared to major long-term changes by reducing variable costs at appropriate rates (Moein, and Ninda ,2018), is a way to continuously improve cost-related processes by examining product-manufacturing phases in a way that reduces unit costs. The one of the product or service provided by (Moein, and Ninda Lutfiani, 2018).

Motivation

Motivation is the most important means affecting the quality of institutional performance, as it aims to motivate individuals to raise their efficiency and abilities and influence their behaviours and direct this behaviour towards achieving the goals set for the organization by increasing their loyalty to the organization, researchers and scientists differ in terms of determining the concept of incentives where he knew (Ravinder Koul, and Chanut, 2018), as the internal feeling of the individual in which the desire is born to take a certain activity or behaviour aimed at achieving certain goals, and put (Maher) as the material and moral compensation that is provided to individuals as compensation for their outstanding

performance, as a result, the compensation that Get it the Re quid pro quo for his outstanding called an incentive or reward (De Smedt, Fien, et al,2018).

Research analytical framework

- Analysis results

Alfa Cronbach's coefficient

Table 1: Alpha Cronbach's coefficient for the questionnaire

Cronbach's Alpha	N of Items
.866	78

The values of the coefficient of stability in Table (1) indicate that the questionnaire in general has a very high coefficient of stability in achieving the objectives of the study.

Table 2: shows the results of the Alpha-Cronbach test for the dimensions of study variables

Variables	Cronbach's Alpha	N of Items
Productive flexibility	.821	5
Market flexibility	.785	6
Flexibility of human capital	.851	5
Competitive flexibility	.850	5
Censorship	.819	4
Decision making	.894	4
Training	.853	4
continuous improvement	.825	4
Motivation	.912	4

Table (2) shows the values of the stability coefficients for the questions of the dimension of the independent variable (strategic flexibility) and the dimensions of the dependent variable (the quality of institutional performance) in the questionnaire, as it is clear that these results indicate that the questionnaire is stable and the level of stability is very high and credible can measure what was set for and benefit from Their results in interpretation.

First: the independent variable strategic flexibility

Four sub-dimensions (productivity flexibility, market flexibility, flexibility of human capital, competitive flexibility) measure this variable. The general standard deviation and the coefficient of variation (0.37) (10.3%), respectively, confirms the importance of strategic flexibility in the sample, the following is a diagnosis of the reality of sub-variables:

1. Productive flexibility:

Table (3) refers to the arithmetic meanings, standard deviations and differential coefficients related to (production flexibility). As for the questions, this variable was measured by five questions, and the results were divided among the highest level of answer and achieved by the fourth question. Confirmed by the standard deviation (1.09) and the coefficient of variation (25.8%), this is an indicator of possession foundation's ability to change its product line up easily.

2. Market flexibility:

The data of Table (3) refer to the arithmetic meanings, standard deviations and differences coefficients related to the sample's point of view regarding (market elasticity). As for the questions (0.95) (26.4%), on the level of questions, this variable was measured by six questions. The hypothesis is extreme (3), and the high dispersion between the answers is confirmed by the reversal F standard (0.95) and coefficient of variation (% 25.9), an indication of the institution to provide a variety of performances in pursuit of excellence.

3. Flexibility of human capital:

Table (3) also reflects a general arithmetic mean of the third sub-variable (the elasticity of human capital) above the standard mean (3.47). This variable was divided into five questions, the results of which were distributed among the highest level of the answer. The first question was achieved with a mean value of (3.87) which is higher than the hypothetical mean of (3). The coefficient of variation (22.6%), which is an indicator that the institution is always following the developments and changes issued by competitors.

Table 3: Duplicates and their percentages, arithmetic mean, standard deviation and coefficient of variation for the dimensions of the independent variable (strategic flexibility)

Questions	Totally Disagree (1)		Disagree (2)		Not Sure (3)		agree (4)		Totally Agree (5)		Coefficient of variation	Arithmetic mean	standard deviation
	ت	%	ت	%	ت	%	ت	%	ت	%			
1 The Foundation seeks to be proactive in creating new products	4	5.1 %	16	20.5 %	8	10.3 %	35	44.9 %	15	19.2 %	33.2%	3.53	1.17
2 The Corporation is working on adjusting existing products according to market developments.	3	3.8 %	20	25.6 %	14	17.9 %	30	38.5 %	11	14.1 %	33.7%	3.33	1.12
3 The company has a variety of resources to produce different products	3	3.8 %	19	24.4 %	4	5.1 %	33	42.3 %	19	24.4 %	33.7%	3.59	1.21
4 The organization has the ability to easily change its product range	3	3.8 %	6	7.7%	3	3.8 %	24	30.8 %	42	53.8 %	25.8%	4.23	1.09

5	The Foundation is committed to providing the necessary resources to produce when new information becomes available	7	9.0%	6	7.7%	18	23.1%	22	28.2%	25	32.1%	34.2%	3.67	1.26
Productive flexibility												3.34	1.16	
6	The company strives to introduce new products always in pursuit of excellence	9	11.5%	29	37.2%	17	21.8%	16	20.5%	7	9.0%	42.0%	2.78	1.17
7	The Foundation's management is working to increase its market share	8	10.3%	25	32.1%	17	21.8%	19	24.4%	9	11.5%	40.9%	2.95	1.20
8	We are always looking for opportunities in new markets	6	7.7%	20	25.6%	12	15.4%	30	38.5%	10	12.8%	37.0%	3.23	1.19
9	The company is working	2	2.6%	10	12.8%	19	24.4%	36	46.2%	11	14.1%	27.4%	3.56	0.97

	to increase the volume of sales in its markets													
10	The Foundation offers various offers in pursuit of excellence	2	2.6 %	10	12.8 %	10	12.8 %	46	59.0 %	10	12.8 %	25.9%	3.67	0.95
11	The organization can respond to customers' requests quickly	2	2.6 %	16	20.5 %	20	25.6 %	29	37.2 %	11	14.1 %	30.9%	3.40	1.05
Market flexibility												Market flexibility	3.60	0.95
12	The Foundation trains employees to acquire outstanding skills	2	2.6 %	3	3.8 %	14	17.9 %	43	55.1 %	16	20.5 %	22.6%	3.87	0.87
13	Employees are making clear efforts to meet work needs	3	3.8 %	13	16.7 %	20	25.6 %	33	42.3 %	9	11.5 %	30.1%	3.41	1.02
14	Employees have the ability to perform various tasks with the same efficiency	5	6.4 %	15	19.2 %	20	25.6 %	30	38.5 %	8	10.3 %	33.3%	3.27	1.09

15	Employees are skilled and able to adapt to internal changes	3	3.8 %	11	14.1 %	20	25.6 %	38	48.7 %	66	7.7 %	28.1%	3.42	0.96
16	The Foundation is interested in influencing employees to align their behavior with new tasks	2	2.6 %	15	19.2 %	17	21.8 %	37	47.4 %	77	9.0 %	28.9%	3.41	0.99
Flexibility of human capital												25.6%	3.47	0.89
17	The Foundation always follows developments and changes issued by competitors		0.0 %	13	16.7 %	21	26.9 %	37	47.4 %	77	9.0 %	25.2%	3.49	0.88
18	The organization works to control its costs to meet its competitors		0.0 %	6	7.7 %	21	26.9 %	37	47.4 %	14	17.9 %	22.4%	3.76	0.84
19	The enterprise benefits from the development of	2	2.6 %	3	3.8 %	15	19.2 %	39	50.0 %	19	24.4 %	23.2%	3.90	0.91

	information technology to improve the level of products offered to customers													
20	The Corporation is studying the implications of competitors' products on their products.	1	1.3%	8	10.3%	6	7.7%	4	53.8%	2	26.9%	23.8%	3.95	0.94
21	The institution has the ability to respond quickly to competitive pressures.		0.0%	6	7.7%	1	16.7%	3	47.4%	2	28.2%	22.1%	3.96	0.87
Competitive flexibility												14.9%	3.75	0.56
Total strategic flexibility												10.3%	3.59	0.37

4. Competitive flexibility:

Table (3) also referred to the arithmetic meanings and standard deviations and the coefficients of variation related to the fourth sub-variable (competitive flexibility). As for the questions, this variable was measured by five questions. The results were divided between the highest answer level and achieved by the fifth question. The answers are confirmed by the standard deviation (0.87) and the coefficient of variation (22.1%) The research institution has the ability to respond quickly to competition pressures.

Second: dependent variable (quality of institutional performance)

This variable is measured by five sub-dimensions (control, decision-making, training, continuous improvement, motivation). The general standard deviation and the coefficient of variation (0.57) (18.3%), respectively, the following is a diagnosis of the reality of sub-variables:

Table 4: Duplicates, their percentages, arithmetic mean, standard deviation and the coefficient of variation for the dimensions of the dependent variable (the quality of the institutional performance).

Questions	Totally Disagree (1)		Disagree (2)		Not Sure (3)		agree (4)		Totally Agree (5)		Coefficient of variation	Arithmetic mean	standard deviation
	ت	%	ت	%	ت	%	ت	%	ت	%			
2 2 Specific control mechanisms depend on the plan	2	2.6%	12	15.4%	2 2	28.2%	3 0	38.5%	1 2	15.4%	29.1%	3.49	1.02
2 3 Use the results of the evaluation of previous plans in the preparation of future plans	2	2.6%	22	28.2%	2 5	32.1%	2 7	34.6%	2	2.6%	29.9%	3.06	0.92
2 4 You find that the clarity of the instructions and laws lead to the speed of completion of the work		0.0%	20	25.6%	3 3	42.3%	2 0	25.6%	5	6.4%	27.9%	3.13	0.87
2 5 Contribute to the implementation of laws that lead to the speedy completion of work	1	1.3%	24	30.8%	2 9	37.2%	2 1	26.9%	3	3.8%	29.5%	3.01	0.89

Oversight											17.8 %	3.1 8	0.5 7	
26	It focuses on the principle of dialogue and discussions among working individuals to reach decisions		0.0 %	23	29.5 %	20	25.6 %	29	37.2 %	6	7.7%	29.9 %	3.2 3	0.9 7
27	Suitable based on the future vision of their business paths	1	1.3 %	19	24.4 %	19	24.4 %	29	37.2 %	10	12.8 %	30.7 %	3.3 6	1.0 3
28	Keen on the need to overcome all the difficulties faced by individuals working during		0.0 %	22	28.2 %	20	25.6 %	26	33.3 %	10	12.8 %	30.9 %	3.3 1	1.0 2
29	The process of implementing their own decisions	1	1.3 %	20	25.6 %	20	25.6 %	31	39.7 %	6	7.7%	29.9 %	3.2 7	0.9 8
Decision making											25.0 %	3.2 4	0.8 1	
30	Contribute to the development of training courses to develop the capabilities and skills of individuals working	1	1.3 %	19	24.4 %	20	25.6 %	35	44.9 %	3	3.8%	28.2 %	3.2 6	0.9 2
31	To perform work	2	2.6 %	30	38.5 %	17	21.8 %	23	29.5 %	6	7.7%	34.9 %	3.0 1	1.0 5
32	Allows working individuals to learn and acquire new	1	1.3 %	33	42.3 %	17	21.8 %	19	24.4 %	8	10.3 %	35.6 %	3.0 0	1.0 7

	knowledge in the field.													
33	It is based on determining the training needs of employees by comparing the expected performance	3	3.8 %	27	34.6 %	20	25.6 %	20	25.6 %	8	10.3 %	35.8 %	3.04	1.09
Training												26.6 %	2.96	0.82
34	It believes that investigating failures in the study and taking corrective actions are among the most important things that help improve the work of the institution	3	3.8 %	32	41.0 %	20	25.6 %	19	24.4 %	4	5.1 %	35.1 %	2.86	1.00
35	Interested in the process of continuous renewal and training to develop their own capabilities	5	6.4 %	31	39.7 %	20	25.6 %	14	17.9 %	8	10.3 %	38.9 %	2.86	1.11
36	Management is keen to continuously review the development of curricula that contribute to the improvement	3	3.8 %	22	28.2 %	23	29.5 %	28	35.9 %	2	2.6 %	31.2 %	3.05	0.95
37	The work of the institution	3	3.8 %	33	42.3 %	26	33.3 %	15	19.2 %	1	1.3 %	31.9 %	2.72	0.87

continuous improvement												27.5 %	3.0 1	0.8 3
3 8	It is keen to develop a spirit of respect and appreciation among the individuals working to motivate them to quality in performance	3	3.8 %	26	33.3 %	1 8	23.1 %	2 5	32.1 %	6	7.7%	34.6 %	3.0 6	1.0 6
3 9	Rewards and incentives are given to individuals to raise their morale and activate the processes of innovation and creativity by them.	2	2.6 %	22	28.2 %	2 4	30.8 %	2 2	28.2 %	8	10.3 %	32.8 %	3.1 5	1.0 3
4 0	It seeks to provide a system of rewards and incentives fair and satisfactory to all individuals working in the institution.	5	6.4 %	18	23.1 %	2 8	35.9 %	2 1	26.9 %	6	7.7%	33.8 %	3.0 6	1.0 4
4 1	Interested in providing a package of moral incentives (thanks, praise, appreciation certificates) to encourage individuals	2	2.6 %	25	32.1 %	2 5	32.1 %	2 1	26.9 %	5	6.4%	32.4 %	3.0 3	0.9 8

working to provide the best services to the institution.														
Motivation											19.2	3.1	0.5	
											%	1	9	
Total quality of institutional performance											18.3	3.1	0.5	
											%	0	7	

1. Oversight

Table (4) reflects a general arithmetic mean of the sub-variable (control) around the standard mean (3.18) and the general standard deviation and the coefficient of variation (0.57) (17.8%) respectively, and in terms of questions, this variable was measured by four Questions, as shown in Table (4), and the results were distributed among the highest level of answer and achieved by the first question, where the average value of (3.49), which is about the value of the hypothetical mean of (3), and a high dispersion between the answers confirmed by the standard deviation (1.02) and a coefficient of variation (29.1%), an indication of the adoption of specific mechanisms to control the plan followed.

2. Decision making

The data of table (4) refers to the arithmetic meanings, standard deviations and differences coefficients related to the sample's point of view regarding (decision-making). (25%), respectively, and in terms of questions, this variable was measured by four questions, the results of which were distributed among the highest level of answer and achieved by the second question, where the average value of (3.36), which is above the value of the hypothetical mean (3) The high dispersion between the answers is confirmed by the standard deviation (1.03) and the coefficient of variation (30.7%), which is an indicator of the keenness to overcome all the difficulties faced by individuals working during the process of implementation of decisions.

3. Training

The data of table (4) refer to the arithmetic meanings, standard deviations and difference coefficients related to the sample's point of view regarding (training). As for the questions, this variable was measured by four questions, as shown in table (4), and the results were distributed among the highest level of answer and achieved by the first question, where the average value of (3.26) It is about the hypothetical mean value (3), and the high dispersion between the answers is confirmed only by the standard deviation (0.92) and the coefficient of variation (28.2%).

4. Continuous improvement

Table (4) reflects the general arithmetic mean of the fourth sub-variable (continuous improvement) around the standard mean (3.01) and the general standard deviation and the coefficient of variation (0.83) (27.5%), respectively. During the four questions, as shown in Table (4), the results were distributed among the highest level of answer and achieved by the third question, where the value of the mean (3.05), which is about the value of the hypothetical mean of (3), and high dispersion between the answers confirmed by deviation The standard (0.95) and the coefficient of variation (31.2%), an indication by the sample on the keen management to continuously review the Taiwir approaches that contribute to the improvement of the work of the Organization.

5. Motivation

The data in Table (4) refer to the arithmetic media, the standard deviations and the coefficients of difference related to the sample's point of view regarding (Motivation), The table reflects a general arithmetic mean of the variable around the standard mean (3.11), and the general standard deviation and the coefficient of variation (0.59) (19.2%), respectively, As for the questions, this variable was measured by four questions, and the results were distributed among the highest level of answer, The mean value of the mean (3.15), which is about the value of the hypothetical mean of (3), and a high dispersion between the answers confirmed by the standard deviation (1.03) and the coefficient of variation (32.8%), This is an indication by the sample to give rewards and incentives to individuals to raise their morale and activate the processes of innovation and creativity.

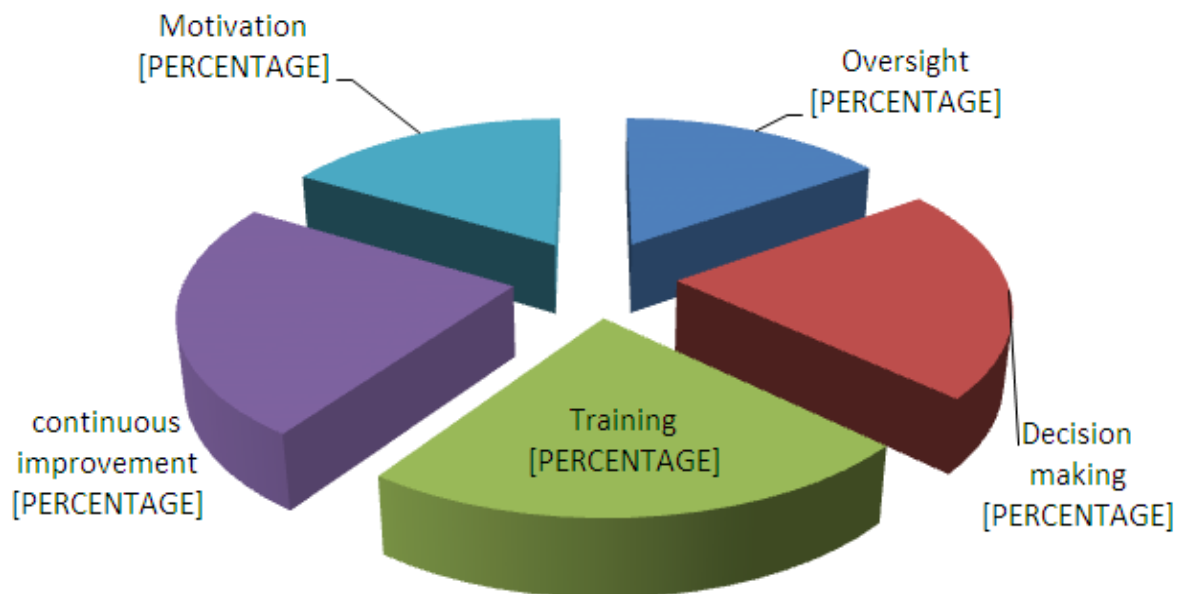
- The order of importance according to the coefficient of variation to dimension the independent variable strategic flexibility.

Figure (1) shows that the (competitive flexibility) came in terms of the order of primary importance compared to the other dimensions by the coefficient of variation (15%).

- Order of importance according to the coefficient of variation to dimension of the dependent variable quality of institutional performance

Figure (2) indicated the dimensions of the variable quality of institutional performance divided according to the relative importance of the coefficient of variation and shows that (control) ranked first compared to the rest of the dimensions, where the coefficient of variation (15%).

Figure 2. shows the order of importance of the variable quality of institutional performance



The first main hypothesis

Which is that (there is a significant correlation between strategic flexibility and the quality of institutional performance), has been derived from these hypothesis four sub-hypotheses, namely:

1. There is a significant correlation between productivity flexibility and quality of institutional performance.
2. There is a significant correlation between market flexibility and the quality of institutional performance.
3. There is a significant correlation between the flexibility of human capital and the quality of institutional performance.
4. There is a significant correlation between competitive flexibility and quality of institutional performance.

Table 5: shows the correlation coefficient (pearson) between strategic flexibility and dimensions and the quality of institutional performance

		Strategic Flexibility X	Productive flexibility X1	Market Flexibility X2		Capital flexibility X3	Competitive flexibility X4
Quality of institutional performance Y	Pearson Correlation	0.53**	0.55**	0.38**		0.54**	0.34*
	Sig. (2-tailed)	.001	.001	.008		.003	.008
	N		78				

Table 5 shows the correlation assumptions assumed by the first main hypothesis; the table confirms that there is a positive and significant correlation between strategic flexibility and its dimensions and between the quality of institutional performance, with this result, the first main hypothesis and its sub-hypotheses can be accepted.

The second main hypothesis

(There is a significant impact relationship between strategic flexibility and the quality of institutional performance). It has four sub-hypotheses:

1. There is a significant impact relationship between productivity flexibility and the quality of institutional performance.
2. There is a significant impact relationship between market flexibility and the quality of institutional performance.
3. There is a significant impact relationship between the flexibility of human capital and the quality of institutional performance.
4. There is a significant impact relationship between competitive flexibility and the quality of institutional performance.

Table 6: Variance Analysis of Regression Model for Variable Dimensions Strategic Flexibility over Variable Quality of Institutional Performance.

The independent variable and its dimensions	Constants		(R ²) Selection coefficient	Calculated (F) value	(P) value of the moral level	The dependent variable
	β	A				
Working Pressure X	.53	.82	.48	20.9	.001	Quality of institutional performance (Y)
The role ambiguity (X1)	.55	.67	.40	18.7	.001	
Clash of the Role (X2)	.38	.25	.25	8.3	.008	
Workload (X3)	.33	.22	.33	10.7	.003	
Work environment (X4)	.29	.39	.24	7.39	.008	
Tabular value (f) with a significance level of 0.05					n = 78	

Table (6) shows the acceptable significance because all the values of significance (p) are smaller than (0.05) in the statistical system output for all dimensions, which is an assertion to the effect of the variable of strategic flexibility and its dimension in the variable quality of marketing performance.

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