



THE ROLE OF ORGANIZATIONAL FLEXIBILITY IN ORGANIZATIONAL SUCCESS WITHIN THE FRAMEWORK OF THE SUSTAINABLE DEVELOPMENT MODEL: DESCRIPTIVE AND ANALYTICAL RESEARCH IN THE MINISTRY OF INDUSTRY AND MINERALS

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Article history:	Abstract:
<p>Received: 6th September 2023 Accepted: 6th October 2023 Published: 7th November 2023</p>	<p>The research aims to test the relationship and impact of organizational flexibility as an independent variable on organizational success as a responsive variable and the presence of sustainable development as a mediating variable in the Ministry of Industry and Minerals, and then try to come up with a set of recommendations that contribute to the relationship. This research was applied to a group of members of the councils of the Ministry of Industry and Minerals, who numbered (125) individuals and the researcher used the questionnaire as a main tool for collecting information and measuring the level of the research variables and the relationships of correlation and influence between them. In order to process the data and information, the statistical analysis program (SPSS) was used to reach the results through a group of statistical methods. The research reached several results, which were: The most important of which is the high level of research variables (organizational flexibility, sustainable development, organizational success) in the Ministry of Industry and Minerals, in addition to verifying the existence of highly significant correlations and influence between the research variables and their sub-dimensions, and arriving at a set of recommendations that support this relationship and in a way that enhances the Ministry's practices. Industry and minerals in achieving regulatory success within the framework of sustainable development.</p>

Keywords: sustainable development, organizational success, organizational flexibility, Ministry of Industry and Minerals

INTRODUCTION

Research problem: Flexibility enables organizations to face environmental changes because it makes the organization more responsive to change, as it is considered an ability to deal with situations of uncertainty and direct the organization's operations in a way that enables it to succeed and achieve its goals. In order for organizational flexibility to be achieved, it is necessary to understand the nature of the organization and its ability to achieve organizational success. Within it, therefore, the research problem revolves around the following question: What is the impact of organizational flexibility on organizational success in organizations through the dimensions of sustainable development? The importance of the research: The importance of the research is the lack of Arab studies that have dealt with the impact of organizational flexibility on success, as it is considered a recent topic at the Arab level, within the limits of researchers' knowledge, and to shed more light on the relationship of organizational flexibility and organizational success, as this research is a modest effort to complete the studies through... Identify the role of organizational flexibility in organizational success through sustainable development. Research Objectives The current research seeks to achieve the following objectives: 1. Introducing the concept of organizational flexibility, organizational success, and sustainable development. 2. Studying the relationship between organizational flexibility and organizational success mediated by the dimensions of sustainable development. Approved methods for collecting data: To obtain the data and information necessary to complete this research, reach the results, and achieve the research objectives, the two researchers relied on the following methods: 1. relying on many Arabic sources, including books, magazines, dissertations, and university dissertations. 2. Relying on sources obtained from the international information network (the Internet). Research limits: The time limits are for the period 2022-2023. Research



Methodology: The researcher adopted the descriptive approach, which is an appropriate approach for the study.
Research hypothesis: The basic research hypothesis is: "Is there a role for organizational flexibility in organizational success through sustainable development?"

ORGANIZATIONAL FLEXIBILITY

First: The concept of organizational flexibility

There are many concepts of organizational flexibility as follows:

Organizational flexibility is defined as: "The organization's ability to adapt as quickly as possible to unexpected changes in the environment, such as the emergence of a new competitor or the launch of an alternative product that could capture a large share of the market, the closure of traditional outlets as a result of new innovations achieved by competitors, and the emergence of administrative and political risk." All of the above are examples of shocks that the organization is exposed to without prior preparation and require a quick and appropriate reaction" (6). It is defined as the extent to which an organization is able to understand and absorb various environmental situations and changes, and then adapt to them" (29). Pointed out that modern society is characterized by irregularity, an increased level of complexity and uncertainty, and low levels of the ability to predict, so projects need to develop their capabilities to work in an environment that may be very complex. These practices are known as organizational flexibility, which means the ability to deal with change. (11)

While (Hassoun) said that it is "the extent of the organization's readiness to achieve adaptation to changing environmental conditions, and to enable it to provide a regulatory environment whose effects are reflected in organizational positions".(12)

Second: The importance of organizational flexibility

The importance of organizational flexibility can be clarified through the following: (4)

-1.Organizational flexibility is a condition for increasing the ability of organizations to face the important and rapid environmental changes that occur quickly in the markets efficiently and effectively and to enable them to manage their activities under these circumstances, and it is necessary to adopt it to manage the state of continuous change in the market for high-tech products in light of environmental uncertainty.

-2.Organizational flexibility is a condition for increasing the organization's ability to face the important and rapid environmental changes that occur quickly in the markets efficiently and effectively and enabling it to manage its activities in all circumstances, and it is necessary to adopt it to manage the state of continuous change in the market for high-tech products in light of environmental uncertainty. (14)

-3.To respond to its contribution to increasing the ability of organizations to display their products and services in multiple markets, and to increase their ability to create real value for customers, and to make the organization quick to respond to any change in changing customer demands. It is important for the growth and survival of organizations, and it is concerned with generating opportunities for the organization to improve the quality of life for its classes. The society.

-4.Through flexibility, the organization obtains the power and control that enables it to control its environment and the ability for sustainable development. In addition, flexibility gives the organization the capabilities to respond to demands effectively, such as fluctuations in the market and the increase in customers' demands and desires for goods and services. (14)

5. -Enhancing organizations' ability and capabilities to respond to changing needs and desires of customers, and revealing any customer preferences and their interest in the organization's marketing capabilities through the process of interaction between them and their customers.

-6.The importance of recognizing the speed of responding to problems is a priority, as the intensity of competition has increased recently, as the cost of delay is greater than the cost of error in some cases, and organizational flexibility has a positive impact such as profitability, continued customer satisfaction, quality of productive work and profession, productivity, innovation... .etc. (17)

-7.Its impact in determining the value of the organization and the value of its business, and its high impact on organizational performance and strategic success in light of environmental changes because it works to align strategies in the accelerating external environment. (23)

Third: Characteristics of organizational flexibility

There are many characteristics of a flexible organizational structure that can adapt to environmental changes, the most important of which are as follows: (2)

-1.Decentralization: Decentralization refers to the concentration of authority in the hands of one person. Many practitioners believe that central structures cannot meet the requirements of the organization in this changing environment. The organization must have the principle of delegating authority and making it decentralized, as innovative individuals want freedom.



-2. Empowerment: This means that every employee can make the appropriate decision, as the structures must allow the employee to make the decision without relying on the presence of a person above him who makes the decision on his behalf, especially jobs in which the employee deals directly with the public:

-Adaptation: refers to the speed of adaptation to environmental changes surrounding the organization.

-Increase the scope of supervision, and direct supervision gives greater freedom to employees.

Fourth: Types of organizational flexibility

Researchers have classified organizational flexibility into different types: (25)

-1. Proactive flexibility: It reflects the organization's ability to anticipate change in the future.

2. -Flexibility of reaction: It represents the organization's ability to respond quickly and efficiently to the current environment.

-3. Structural flexibility: the ability to change the organization's structure, communication processes, and decision-making mechanism.

-4. Temporary flexibility and permanent flexibility: carried out by the organization at times that call for response and available capacity to confront changes when the organization takes a defensive or offensive position towards flexibility.

Fifth: The benefits of organizational flexibility

The organization possesses basic characteristics for the way it operates, as it possesses the ability to adapt to agile leadership that works to manage the work in a strong governance manner and achieve organizational flexibility, as it is embodied in the following benefits: (14)

-1. Strategic adaptability: It gives organizations the ability to deal successfully with changing circumstances, even if this means moving away from their core business.

-2. Agile leadership: It allows organizations to respond quickly and confidently to studied risks and appropriately to all opportunities and threats.

-3. Strong governance: Flexibility and responsibility are demonstrated in all sections of the organizational structure, based on the organization's culture that is based on transparency, trust and innovation, and this ensures that it remains loyal to its values and vision.

Sixth: Classifications of organizational flexibility

Organizational flexibility reflects the organization's ability to adapt and its ability to respond to various types of competition and disturbances in its environment, as it is represented as follows: (20)

-1. Flexibility of the organizational structure: one of the components of the organization's successful business management, as it is represented by its ability to make the organization capable of endless adaptation, whether there is change or not.

-2. Human resources flexibility: In modern organizations, individuals are embodied as the only organizational element that has the ability to absorb modern concepts and ideas, and deal with them flexibly to enhance competitiveness.

-3. Functional flexibility: related to organization so that the organization is able to change some of its interim goals and practical functions that could not be accomplished.

-4. Production flexibility: It is the necessity of having a characteristic or feature that complements the design of the parts of the system by adapting machines and tools to various high-quality production tasks.

Seventh: Dimensions of organizational flexibility

The requirements for organizational flexibility are numerous, as follows: (22)

1. -Flexibility of operations

Operational flexibility provides rapid response to changes, and its goal is to achieve the maximum amount of Efficiency and reducing risks in a volatile market, and refers to the well-known devices, machines, equipment and software used in converting inputs into outputs. (Mohammed, 2018: 83) It reflects the ability to change the size and mix of the organization's business activities. (25)

-2. Flexibility of the structure

It is the ability to make the organization capable of endless adaptation, whether in the presence of change or not, and it is the organizational capacity with dynamic characteristics that can be built and invested to build adaptive and proactive strategies to allow the continuity of competitive superiority to be achieved in a constantly changing environment, as it is one of the components of the organization's successful business management, as it is represented by its ability To make the organization capable of endless adaptation, whether there is change or not. (20)

(Quinn and Al-Kaabi) defined it as the ability to change the organization's structure, communication processes, and decision-making mechanism. (25)

-3. Strategic flexibility



Strategic flexibility represents the organization's ability to identify changes occurring in its external environment and quickly employ its resources to respond quickly and act immediately when the time for change comes. It requires sustained caution and taking appropriate measures for implementation in record time (2).

-4. Technological flexibility

The extent to which the organization possesses intellectual efforts and innovative technologies capable of transforming resources, knowledge, and processes into final goods and services, thus facilitating the flow of information and communications in the organization, which increases its ability to respond to unexpected changes and events.

ORGANIZATIONAL SUCCESS

First: The concept of organizational success

The concept of organizational success is among two main results of successful organizational practices, which are employee citizenship and reducing conflict between workers and management or between the boss and the subordinate. These two results are the decisive element for achieving competitive advantage for successful organizations, which focuses on the importance of studying organizational citizenship behavior, as it stems from contributing to improving the overall performance of the organization, through managing the mutual relations between employees in the various sections and departments, which contributes to increasing the volume of the total outputs achieved. The employee's organizational behavior also helps reduce the organization's need to allocate scarce resources to maintenance functions, and maintain the unity of cohesion in the organization. (19)

(Hamdan) defines that organizational success is: "a function of the ability, efficiency, readiness and desire of the organization to achieve organizational goals in a way that is based on having individuals with high learning and experience, looking at the professional needs of employees, and how some factors affect individuals in their lives." Professionalism, which should lead to enhancing the success and effectiveness of employees to ensure organizational success".(13)

(Al-Tamimi) defined that organizational success is: "the ability of the organization's management to obtain knowledge, experiences, and ideas, and to successfully and accurately analyze the experiences and history of corresponding organizations, which can only be achieved with successful management of knowledge and taking into account the fact that the success of corresponding organizations may be a transition." (1)

What is determined by organizational success is "the ability to perform work efficiently and effectively, as well as to bear responsibilities and resolve all disputes and problems that may occur within the organization and that may hinder the achievement of its goals" (15)

(Ibrahim) explained that the concept of organizational success is defined as: "a great force that contributes to changing planning and improving the organization's internal and external environment".(8)

(Aziz and Khamis) believe that the concept of organizational success is: "a measure that shows the organization's ability to exploit its available resources and achieve balance in the environment in which it operates in the long term and in a way that achieves its goals".(22)

(Omar and Suleiman) indicated that organizational success is: "Continuing to create the future for the organization as it sees it to provide the potential needs of its customers, investing in critical opportunities preceded by strategic planning and helping to motivate the organization's members to achieve the vision and goals and promoting the basic behaviors necessary for the organization's success".(3)

Second: The importance of organizational success

(Hashim) identified the importance of organizational success with the following points: (19)

-It enables the organization to face sudden environmental changes and emergency events related to financial and material aspects...etc.

-It helps the organization provide all its human, material, financial, and information needs according to what it needs.

-Raising the level of employee performance and investing in their potential and abilities in a way that leads to progress and development.

-Helping the organization establish accurate standard performance rates.

-Creating an appropriate climate of trust and ethical dealings that eliminates the possibility of increasing employee complaints against the organization.

-Evaluating human resources management programs and policies because the results of the process can be used as indicators to judge the accuracy of these policies. (7)

-Helps the organization achieve its strategic goals and plans.

-The organization's ability to ensure the success of the plans and policies it has developed (28)

Third: Objectives of organizational success

Organizational success aims to achieve a set of goals represented in the following points: (28)



- 1.Creating a smart organization.
- 2.Make room and give freedom to managers in managing employees and managing the affairs of the organization.
- 3.Restructuring the organizational structure and existing systems (including the organization's culture) so that they support workers to spread knowledge and achieve the organization's goals.
- 4. -Improving productivity by training and directing employees at all levels.

Fourth: Components of organizational success

There are many factors, including the following: (8) Trust: That is, it is important for leaders to have self-confidence and trust in others, and to create the appropriate conditions for trust in workers, so that they perform their duties competently and competently. (15) (Adaptation, exploitation of resources, balance of power, cohesion, appropriateness of communications, independence, problem solving, creativity .

Fifth: Factors of organizational success

The factors of organizational success are explained in the following points as follows: (18) Speed, flexibility, integration, innovation

Sixth: Dimensions of organizational success

-1.Efficiency

It is the ability to do things correctly, as well as the ability to achieve specified results (outputs) with the least use of resources (inputs). Efficiency focuses on the concept of making the most of available resources at the lowest costs. The organization's ability arises as a result of persistent efforts to develop the organization's ability to do something. (28)

The multi-dimensional concept of effectiveness includes several criteria, the most important of which are: (27) (achieving goals, securing resources, inputs, internal processes, satisfaction of parties and groups, conclusions and recommendations

SUSTAINABLE DEVELOPMENT

The emergence of environmental problems and their aggravation are several unforeseen challenges to the social sciences and to the daily concerns of citizens, governments, and private interests, as what the world faces today is no longer limited to the situation depicted in the Club of Rome report issued in 1972, entitled "The Limits to Growth," represented by the depletion of natural resources. (38) which can be met, albeit in a limited and inefficient way, by replacing natural capital with physical capital, by inventing new products that replace resources. Environmental degradation, most of which has occurred over the past century, indicates that the dominant economic model (capitalist liberalism) is An "extractive economy" that depletes non-renewable resources, exploits renewable resources beyond their capacity to survive, and alters the chemistry of the Earth and distorts its ecosystems, causing irreparable damage to land, water and air (see 30). Therefore, it can be said that excessive exploitation and the destruction that accompanies development are a product of modern industrial society, especially its system of values and beliefs and its political structure. Although this "modern" belief system has many achievements, it also has its dark side, represented by social injustice and environmental corruption. However, most people They are so immersed in this model of modernity that they are unable to recognize that "the structures and processes that underpin everyday life are the cause of environmental destruction and social injustice" (31).

Paul Hawken put it well when he stated that modernity has "naturally produced a dominant commercial culture that believes that all inequalities, whether social or of resources, can be solved through development, innovation, finance and growth – always growth" (35)

In this context, Charlene Spretnak presented a description of the characteristics of this modernity that includes the following:

-1.Homo Economicus / That is, the priority is given to economic well-being, which will lead to achieving well-being in other areas of life.

-2.Progressivism/that is, technology will find solutions to all problems and that the human condition will gradually improve through abundance.

-3.Industrialization tendency: that is, large-scale production will lead to abundance, which in turn will lead to the creation of consumerism.

-4.Consumerism/that is, the consumption of material goods is the source of human happiness.

5- Individualism, which refers to competition for individual benefit and giving individual interests priority over public interests (42).

This focus on the role of the economy and economic growth has dominated economic and political decision-making, as the economy has become the basis of meaning and relationship in modern society (40). The economic tendency is so strong that the economy is viewed as an established fact rather than a means to achieve a better situation. Within this belief system, money and its owners become the supreme commodity, and the standards of



luxurious, extravagant life driven by widespread consumerism override all other considerations. The market becomes the primary determinant of what happens in society, and the belief is strengthened that abundance (through widespread production and consumption) will solve all problems. For its part, the media, especially television, which became the main tool for socialization in modern industrial society, contributed to emphasizing the priority of wealth and money in determining the individual's position in society (see for instance: 32). As a result of this misleading illusion that arose through this belief in progress and development and the myth of human evolution, Russell asserts that "we now consume more in one year than man has consumed in the entire period extending from the birth of Christ until the dawn of the industrial revolution" (41)

Therefore, despite the international commitment to sustainable development, and although it may seem clear at first glance, it has been defined, understood and applied in very different ways, causing a high degree of ambiguity around the meaning of the concept, which is considered a difficult, elusive, and deceptive concept. In this context, it is noteworthy that (33) have provided more than eighty different, often competing and sometimes contradictory definitions of the concept. The problem with the concept of sustainable development is that it is affected by power relations between and within countries, and this fact requires a critical review of the concept. It is clear that power relations shape the meanings and language that people use.

But if we look at the minimum common standards for the different definitions and interpretations of sustainable development, we can identify four main characteristics (34). The first one indicates that sustainable development represents a transgenerational phenomenon, that is, it is a process of transformation from one generation to another. This means that sustainable development must occur over a period of time of no less than two generations, and therefore the sufficient time for sustainable development ranges from 25 to 50 years.

The most important and widespread of these definitions is that contained in the Brundtland Report (published by the intergovernmental committee established by the United Nations in the mid-1980s and led by Gro Harlem Brundtland to report on environmental issues), which defined sustainable development as "development that meets the needs of the next generation." present without sacrificing or harming the ability of future generations to meet their needs" (43). McNaghten and Urry claim that:

Since the Rio Summit, practical definitions of sustainability have become widely accepted by governments, NGOs and business. These definitions appear to be such as living within the limited constraints of the land, meeting needs without compromising the ability of future generations to meet their own needs, and integrating environment and development (37).

A number of thinkers looked at the Rio Declaration, which adopted that definition, with suspicion and suspicion. Their main concern is that the underlying goal of the concept – tackling the environmentally harmful exploitation of natural resources – was absent at the United Nations Conference on Environment and Development (UNCED). Pallmearts argues that this intentional absence "represented a cleverly disguised step back from international environmental efforts" (39). The criticism focused mainly on two aspects: First, the addition of the word "development" in the formulation of the second principle of the Rio Declaration caused the marginalization of development policies. Second: Placing the word "humanity" at the heart of interest in sustainable development in Principle 1 of the Rio Declaration makes environmental elements, resources, and living organisms subject to human domination, which spoils the delicate balance that was reached at the Stockholm Conference between the right to use natural resources and the responsibility to protect them. Environment (Ibid).

Since its inception, the environmental sustainability movement has been divided - like most other social movements - into a moderate wing, sometimes known as the "weak sustainability movement," and a revolutionary wing, also known as the "strong sustainability movement." Although the sustainable development agenda at the present time reflects the victory of the moderate or reformist environmental wing, as it has become the most acceptable aspect of environmental thought to politicians and governments in advanced industrial countries, the revolutionary wing of the environmental movement has struggled to a greater extent to pay attention to the justice and democratic aspects of environmental danger. Emphasizing that "a sustainable world must be a more equal world" (36).

The practical side of research

Analyzing the trends of influence between the research variables through the use of path analysis to show the influence between the research variables. For this purpose, the path analysis method was used, which is considered one of the important statistical methods that can be used in analyzing the correlation coefficients between variables and dividing them into direct and indirect effects. The results of the analysis of influence relationships using the path method were as follows:

1. .The effect of total organizational flexibility on overall organizational success through sustainable development
The organizational flexibility variable had a direct effect on the total organizational success of (0.31), which is a clear positive effect with statistical significance. As for the indirect effect of the organizational flexibility variable on the total



organizational success through sustainable development as a total, it amounted to (0.21). The results also showed that the total effect (direct and indirect) (Direct) reached (0.53), and the value of the coefficient of determination (R²) for the model reached ((0.5), which expresses the value of the impact of organizational flexibility on organizational success across the dimensions of sustainable development, and its value (0.4) is due to other factors that were not included in the model, note. The moral value of the model was (0.00), as shown in Table (1) below:

Table (1) the effect of organizational flexibility on organizational success through sustainable development

Total effect	Indirect impact through sustainable development	Direct effect	Responsive variable	Influential variable
0.53	0.21	0.31	Organizational success	Organizational flexibility

CONCLUSIONS

- 1.Organizational flexibility is considered a set of capabilities and capabilities that are used to keep pace with internal changes and adapt to external developments that have a tangible impact on the organization.
2. -Organizational flexibility enhances organizations' ability and capabilities to respond to changing customer needs and desires, and to reveal any customer preferences.
- 3.Strategic flexibility represents the organization's ability to identify changes occurring in its external environment and quickly deploy its resources to respond quickly and act immediately when the time for change comes.
- 4.The balance of power represents the amount of positive feelings that members of the organization have toward each other.
- 5.The relative efficiency between outputs, inputs and their indicators in this case is quantitative, despite the apparent difference in the concepts of efficiency that seek to achieve the success of the organization.

RECOMMENDATIONS

1. -Developing awareness among managers and workers of the importance of practicing organizational flexibility by intensifying training programs and holding workshops to strengthen organizational flexibility.
- 2.The necessity of maintaining a moral level after strategic flexibility on the performance of employees by raising the level of strategic flexibility and exercising strategic leadership, efficiency, focus, and effective use of information by developing change strategies to achieve a competitive advantage for the organization.
- 3.The necessity of seeking the assistance of experienced managers and workers by holding competitions to attract those with distinguished competencies.
- 4.Urging employees with the values of work loyalty and belonging to it by holding open meetings between employees and organizing recreational trips to reduce the work burden.
- 5.The necessity of establishing a quality department in every organization to improve it and work in a team spirit within it.

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