

The Role of the Strategic Flexibility in Achieving the Strategic Alignment

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Abstract

This research aims at demonstrating how strategic flexibility in its many forms (information flexibility, human resource flexibility, reaction flexibility, proactive flexibility) can help achieve the strategy alignment with its dimensions (technology of information, organizational processes, employees, and customers). To achieve the current goal, this research was based on the descriptive analytical method, where the questionnaire was relied on in collecting the primary data. The SPSS statistical program was also used and the statistical methods (the mean – the s.d. – the relative importance). (130) questionnaires were distributed in the private universities in the city of Karbala (University of the Warith of the Prophets - Ahl Al-Bayt - Al-Tuff - Al-Safwa – Al- Ameed - Al-Hussein - Al-Zahra - Al-Zahrawi). (122) questionnaires are returned and the results of the research came to the conclusion that there is an important impact between the strategic flexibility and the strategic alignment in general and in detail, which indicates that the research sample universities seek to possess information and foundations of strategic flexibility, which directly affect their ability to strategically alignment for their educational services and are characterized by a high degree of efficacy.

Keywords: *Strategic flexibility, strategic alignment.*

Introduction

This research examines the strategic flexibility of the organizations and how to integrate systems and processes to achieve the strategic alignment for the sample of the study. As a large number of organizations are active in international business, yet they remain local by staying in their countries of origin, it comes to mind how these organizations interact with changes in both local and foreign frameworks. Strategic alignment is one of the new methods in the science of modern business strategies, as it urges the organization to listen to its external environment like customers, suppliers, competitors, technology ... etc., and this new method has come to bring the organization closer to its surroundings, and familiarize the organization with these surroundings and help it analyze them. The findings revealed that the adoption of the strategic flexibility (information flexibility, human resource flexibility, response flexibility, proactive flexibility) and the strategic alignment (information technology, organizational processes, employees, customers) enabled the organization, the sample of the research, to align effectively with the environmental dynamics. Furthermore, it was revealed that the organizations who

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exploited the strategic flexibility in their operations were able to maximize their core capabilities and hence deliver more value for goods and services than their competitors.

Methodology of the Research

Problem of the Research

The educational sectors suffer from many administrative, scientific, and logistical problems, which call for achieving communication for all stakeholders such as, departments, employees and customers, and this process needs to provide the requirements of strategic alignment by achieving many variables, perhaps the most important of which is strategic flexibility. Based on the foregoing, the study attempts to answer a number of questions, the most important of which are:

1. What is the extent to which the strategic alignment achieved in the organizations, the sample of the research?
2. What is the extent to which the strategic flexibility adopted in the organizations, the sample of the research?
3. Is there an impact of the strategic flexibility with its dimensions in achieving the strategic alignment?

Research Significance

The research derives its importance from the nature of the problem that it addresses, which is represented in the extent of diagnosing strategic flexibility and its impact on strategic alignment in the surveyed universities, and it derives its significance from the following points:

1. Directing management thinking to use strategic flexibility in alignment by considering strategic alignment as a behaviour that managers tend to make in decision-making.
2. Drawing the attention of the researchers and managers in all organizations when they use the strategic flexibility to pay attention to strategic alignment to increase the capability of the universities to compete and survive.

Research Objectives

The following are the main objectives of the research:

1. Identifying the term strategic alignment and its dimensions.
2. Identifying the term strategic alignment and its elements and its effectiveness.
3. Determining the level of strategic flexibility of the sample of the research.
4. Determining the level of strategic alignment of the universities.
5. Identifying the extent to which strategic flexibility is affected by strategic alignment.

Hypotheses of Research

The First Major Hypothesis: The organizations, the sample of the research, possess strategic flexibility in its various dimensions.

The Second Main Hypothesis: The organizations, the sample of the research, achieve the required strategic alignment to fulfil their goals.

The Third Main Hypothesis: Strategic flexibility has no statistically important impact on the strategic alignment, leading to the following hypotheses:

1. The dimension (flexibility of information) has no statistically significant impact on the strategic alignment.

2. In terms of strategic alignment, the dimension (the flexibility of human resources) has no statistically significant effect.
3. The dimension (response flexibility) has no statistically significant impact on the strategic alignment.
4. The dimension (proactive flexibility) has no statistically significant impact on the strategic alignment.

The Fourth Main Hypothesis: There is no multi- significant with a statistically importance for the dimension of strategic flexibility in the strategic alignment.

Community and the Sample

The present research included (122) individuals and the sample was intended and represented (Deans - Associate Deans - Heads of Scientific Departments) of the private universities in the city of Kerbala (University of Warith Al-Anbiya - Ahl al-Bayt - Al-Taf - Al-Safwa – Al- Ameen - Al-Hussain - Al-Zahra - Al-Zahrawi) where (130) forms were distributed and (122) were retrieved from them.

Limits of the Research

The following are some of the limitations of the research:

Spatial Limits: The research is applied in the private universities in Kerbala governorate (University of Warith Al-Anbiya , Ahl Al-Bayt , Al-Taf , Al-Safwa , Al- Ameen, Al-Hussein, Al- Zahra, Al-Zahrawi).

Review of the Previous Studies

Strategic Flexibility

The Strategic Flexibility Concept

It refers to the ability of the firms to adapt and change in response to its environment. It is one of the most critical criteria for their success, regardless of technological, political, economic, or competitive circumstances, especially in living in a fast work environment. In the light of this changing and strong competition, the organizations must work to keep up with market changes and be able to sustain a high level of change. Thus, the organizations must be more aware, distinct, and adaptable. That is to say, it is feasible to adjust to environmental conditions both inside and outside the organization by using this method [1, 2]. Some studies have given different definitions of the strategic flexibility, as seen in Table 1:

Table No. (1) The Strategic Flexibility Concept

No.	Researcher's Name	Definition
1	Aldahash et al. [3]	It is the available abilities and capabilities in the resources of the organization that enable the organization to switch between multiple strategies in response to changing environmental conditions.
2	Owusu- Tucker and Stacey [4]	It is the ability of the organization to survive and succeed in a competitive environment that has a rapid changing and multi dimensions.
3	Owusu- Tucker and Stacey [4]	It is the capacity to respond swiftly and adapt to the changing elements of a dynamic environment in order to compete in the business world.
4	Wu et al. [5]	It is the ability of the organization to foresee change or adjust fast to change in the face of strong competitive conditions that allows it to build or maintain a competitive edge.

The Sources: Zahi O. Abu-Nahel Wafiq H. Alagha, Mazen J. Al Shobaki, Samy S. Abu-Naser, Suliman A. El Talla, (2020)," The Reality of Applying Strategic Flexibility in Non-Governmental Hospitals", International Journal of Academic Management Science Research (IJAMSR) , ISSN: 2643-900X , Vol. 4, Issue 7, July , Pages: 144-170 .

There are five conditions of the strategic flexibility, they are [7] [6]:

1. The Scope: It demonstrates the ability of the organization to manage the marketing of products and services.
2. The Scale: it displays the ability of the organization to control what is produced by using flexibility strategy in the activities of the organization and its resources.
3. The Delivery: The speed with which the organization develops and delivers its items to customers might be used to measure this factor.
4. The Product: It refers to the ability of the organization to respond to the changes that may happen in market.
5. The Process: This aspect illustrates the ability of the organization to respond to all technological developments in the field of the work. This feature demonstrates the ability of the organization to respond to all technological advancements that happen in the field of work.

The Strategic Flexibility Dimensions

The researchers discovered numerous viewpoints on the dimensions of the strategic flexibility, and based on these viewpoints, the researchers determined the dimensions of the strategic flexibility by selecting the following dimensions: (flexibility of information, human resources, proactive flexibility, and reactive flexibility) [1], and they judged the following dimensions to be the most appropriate for the study and its society:

Flexibility of the Information

Flexibility of Information

It is the ability of the organization to retrieve and analyze historical data from its archive in order to assist it in making choices and providing support [7]. It also represents the ability of the information to be adapted. As a result, information must be available in a flexible manner, so that it can be used effectively in the decision-making process by various administrative levels, and for that reason the flexibility of the information has been determined by utilizing information that is gathered from organizations and circulated through administrative layers in an attempt to benefit from it in decision-making. The flexibility of information is determined by the amount of accurate information collected from the surrounding environment and from service recipients, which aids the organization in developing plans and goals and determining how to achieve them, as well as increasing the satisfaction of service recipients. Thus, flexibility is separated into two sections: The flexibility of identification, which is the ability of the organization to monitor and collect the required information related to the activity of the organization, and the linkage and analysis flexibility, which is the ability of the organization to extract data from its operations, analyze and link it, and work on putting it to use in the decision-making process [1].

Flexibility of Human Resources

It is one of the intangible assets of the organization that is developed via re-allocating and reconfiguring resources and procedures. It aids the organization in adapting to changes in the environment [1], whereas, [8] describes it as all knowledge, skills, and abilities embodied by working persons, regardless of whether they are innate or acquired, and that are working to contribute value to the organization. It aims to adapt human power characteristics such as knowledge, skills, and behaviours, as well as the flexibility of workers' skills and abilities for alternative uses, as well as the extent of rearranging these

skills, and the specific behaviours of workers on a large scale that allow them to be adapted to specific situations. As a term, flexibility of human resource refers to the abilities, experiences, and knowledge of the employees of the organization that can be translated into human energy that can be directed to assess needs and carry out complex activities [9].

Flexibility of the Response

It is the ability of the organizations to notice and respond to changes in the external environment after they have occurred, and organizations that rely on flexibility of response usually focus on defensive maneuvers after conducting extensive tests [10]. It also refers to the ability of the organizations to distribute available resources and adapt its activities in order to be compatible with changing environmental conditions [11], and establish a state of adaptation to changes in the environment [12]. It is the ability to respond quickly and decisively to the changes in the current environment of the organization [1].

The Proactive Flexibility

It refers to the capacity of the organizations to use the available resources, talents, and competences in order to respond quickly, or implement innovations at all levels in order to deal with uncertainty of the external environment, which is linked to the availability of conditions [13], or it is the ability to create and exploit chances while also anticipating and preparing for unforeseen environmental conditions. It also encompasses the resources and competencies which are necessary to alter the environment and effect the desired transformation [12, 14]. It is also the ability of the organizations to establish new strategies for product development in order to respond to the future changes in the competitive environment in the market. As well as, accepting the risks via experience and leading the search for environmental possibilities and forecasting future changes in the external environment [15, 16]. The Proactive flexibility helps shape long-term customer trends in the future, by creating unique products and services, as well as joining and aggressively competing in the market to get a competitive edge that allows the company to maintain its competitive position and remain in the market [1, 17].

The Strategic Alignment

The Strategic Alignment Concept

The core idea of strategic alignment is based on the philosophy of contingency in management. The performance of an organization is influenced by the balance between the strategy of the organization and its surrounding environment. This context is reflected in both the external and internal environments of the organization [18, 19]. Therefore, the organizations work in a specific context by fostering synergies between the strategy, the operations, the organizational resources, and the technological capabilities. The organizational mission, goals, and plans must be integrated and aligned with business strategies [20, 21]. [22] Indicated that the strategic alignment is a dynamic feature over time, where some researchers drew up a definition as in Table 2:

Table No. (2) The Strategic Alignment Concept

No.	Researcher's Name	Definition
1	Kim, et al. [23]	It refers to the integration of platforms, processes, and responses to changes in the external environment.
2	Chi, et al. [20]	It is the process of bringing strategy, operations, organizational resources, and technical capabilities together in a way that makes sense.
3	Jacobsen and Johnsen [24]	It refers to the degree of alignment and integration between the strategies of the organization.
4	Bianchini, et al. [25]	It is the performance of an organization as a result of the adjustment of two or more aspects, such as strategy, structure, technology, culture, and environment, while maintaining and

		focusing on information technology.
5	Price [26]	It is a dynamic process of adapting to change and unpredictability in the environment. Because of the changes that the organizations face in the business environment, even if the strategic alignment is achieved, it cannot be maintained.

Dimensions of the Strategic Alignment

The current study seeks to analyze the strategic alignment by combining a number of characteristics to provide a more comprehensive picture. Technology of the information, organizational processes, employees, and customers are examples of these dimensions [27, 28].

Technology of the Information

Technology is regarded as a strategic asset that can assist organizations in emerging markets with a positive reputation and gaining social acceptance [29]. The literature on the strategic alignment and information technology (IT) emphasizes the need of harmonizing technology and business components, which refers to the mutual reinforcement and leadership of business plans, information technology strategies, business processes, and (IT) information technology operations [20]. This must be done in tandem with the alignment of strategic goals with (IT) information technology services [26]. As a result, the only way to create value through information technology investment is through strategic alignment, which permits the optimum use of information technology in the organization [30].

The Organizational Processes:

Because of the critical role of organizational (regulatory) operations in the execution of the strategy, the researchers emphasized the need of aligning functional processes to improve organizational performance and achieve its goals by reducing physical distances and barriers. It also makes it possible to share more information and do it more quickly between different occupations [31]. Finally, it successfully and efficiently achieves the main aim of the organization. The most difficult aspect of process alignment is the conflict that exists between many of them, which is caused by goals that are incompatible and a lack of proper frameworks for the interaction between the many functional processes [32]. Thus, by better understanding the relationships between organizational activities, conflict can be reduced through the interchange of viewpoints and values, which can be accomplished by realigning procedures with the strategic priorities of the organization [33].

The Workers

Fredrickson emphasizes that participation in the strategic planning process is not restricted to the top executives of the organization. Therefore, the strategic alignment horizon should be stretched from top management to lower levels to allow for better identification of potential flows in the mutual relations of strategies in various organizational functions [32]. The strategic alignment is also considered as a self-regulating cultural phenomenon within the organization, which involves self-perceptions of internal and external stakeholders agreeing on what is more important to the success of the organization [34]. As a result, the employee can comprehend that the strategic alignment refers to individuals in the organization having comparable perspectives on the relevance of strategic priorities. According to the literature, the staff (workers) should not be tasked with implementing the plan until the strategic alignment has been established [35].

The Customers

Customers have risen to prominence as a critical facet of the strategic alignment, because of the efforts of the organization must first and foremost be directed at the client.

Furthermore, each existence of the organization is based on the value it gives to its consumers, and this necessitates that enterprises devote their full attention to their clients [36], and direct the customer's empowerment and engagement in the public sector [37]. As well as, the strategic alignment improves the efficiency of marketing initiatives while also providing great value to customers [38]. [39] Came up with the term "alignment" to describe an approach for improving Customer Relationship Management (CRM). This form of the concentration over the customers must be taken into the account of the trade-offs between the organization and the customers who support the strategic alignment [22].

Opinions of the Sample

In this paragraph, the study attempts to describe and diagnose the opinions of the sample of the study about its adopted variables, which are the independent variable, the aspects of the strategic flexibility (Flexibility of information, human resources, response flexibility, and proactive flexibility) And the dependent variable, which is the strategic alignment and its dimensions (information technology, operations, employees, customers). Table (3) indicates the general description of the opinions of the sample of the study.

Table (3) Sample's of the Research Opinions about the Variables

Dimensions	Mean	S.D.	Coefficient of Variation	Intensity %
Information Flexibility	3.86	1.30	0.34	77.2%
Human Sources Flexibility	2.99	1.20	0.40	59.8%
Response Flexibility	3.08	1.21	0.39	61.6%
Proactive Flexibility	3.31	1.47	0.44	66.1%
The Strategic Flexibility X	3.29	1.47	0.44	66%
Information Technology	3.48	1.22	0.35	69.7%
Operations	3.31	1.23	0.37	66%
Workers	3.10	1.16	0.38	62.0%
Customers	3.02	1.16	0.38	60.5%
The Strategic Alignment Y	2.71	1.64	0.69	0.47

Table (3) demonstrates demonstrates that all means were greater than the hypothetical mean which accounted (3) except for the flexibility of the human resources and the strategic alignment which were the mean for them (2.99 and 2.71) and this fulfils the first hypothesis, which states (the organizations, the sample of the research, have the strategic flexibility in its various dimensions).

The Strategic Flexibility

The weighted mean of the independent variable 'the strategic flexibility' reached (3.29), which is greater than the hypothetical mean which accounted (3), and the s.d. reached (1.47), and this indicates the homogeneity of the data, and the coefficient of variation reached (0.44) and the percentage of the intensity of the answer of the sample of the study about this variable reached (66%), and this indicates that the opinions of the sample give attention to this variable, as the organization benefits from the information it keeps to help it support decision-making. As well as, the management of the organization constantly working on creating options for expanding the services provided to the customers, what was reflected positively on its answers and this is what we see clear. The weighted means for the dimensions of information flexibility, response flexibility, and proactive flexibility that belong to the variable were higher than the hypothetical mean,

except for the flexibility of human resources, the weighted mean reached (2.99), which is less than the hypothetical mean, and the intensity of the answer for all the studied samples

And the intensity of the answer for all the sample of the study was higher than (50%), as the lowest percentage for the intensity of the answers of the sample of the study was (59.8%) for the dimension of flexibility of human resources.

1. The Strategic Alignment

The weighted mean of the dependent variable 'the strategic alignment' reached (2.71) which is smaller than the hypothetical mean amounted (3) and the s.d. reached (1.64) and this indicates the extent of the homogeneity of the data, and the coefficient of variation reached (0.69) and the percentage of the intensity of the answer of the sample of the study about this variable amounted (0.47), and this indicates that the views of the sample do not realize the importance of this dimension. As for the weighted means of the dimensions of information technology, organizational processes, the employees, and the customers that belong to the variable were higher than the hypothetical mean, and the intensity of the answer for all the sample of the study was higher than (50%), as it reached the lowest percentage for the intensity of the answer of the sample reached (60.5%) for the dimension the customers.

Second: Testing the Hypotheses (Impact Relationships)

The study aims at presenting statistical analyses through which the influence relationships between the two interpretive variables (dimensions of the strategic flexibility) with the dependent variable (the strategic alignment) which are tested through the simple regression and the multiple regression. The research assumed that there are significant effect relationships between the explanatory variables of the study dimensions of the strategic flexibility (X) and the dependent variable the strategic alignment (Y), and it was represented by a number of hypotheses, and these relationships will be revealed and analyzed by using the (Beta coefficient), and (the value of F) and (the coefficient of determination (interpretation) R²).

The Third Main Hypothesis: There is no important impact of the strategic flexibility (X) on the strategic alignment (Y). Four sub-hypotheses are derived from this hypothesis:

The First Sub-Hypothesis: There is no important impact of the information flexibility in the strategic alignment. It is obvious through Table 1 there is a significant effect of the information flexibility (X1) in the strategic alignment, and the estimated regression equation was that ($Y = 0.898 + 0.701 X_1$) and it explains (56%) of the nature of the relationship between (X) and (Y), and this indicates that (56%) of the changes that occur in the strategic alignment are caused by the change occurs in the information flexibility (X1), and the value of (F) which is calculated for the simple regression model (154.424) which is greater than the tabular (F) which is counted (6.85), with the significant level of (F) (Sig = 0.000) and therefore the decision is to reject the null hypothesis and the alternative hypothesis which states that there is a significant effect for the information flexibility (X1) in the strategic alignment.

Table (4) Estimating the Parameters of the Simple Linear Regression Model to Measure the Effect of the Information Flexibility (X1) on the Strategic Alignment (Y1)

Dependent Variable Independent Variable	The Strategic Alignment Y		Value of (t) Calculated for Regression Coefficient	Value of (F) Calculated for Regression Model	Tabular F	Sig.	R ²
	Constant	β					
Information Flexibility X1	0.898	0.701	12.427	154.424	6.85	0.000	0.563

n=122

The Second Sub- Hypothesis: There is no important impact of the flexibility of the human resources in the strategic alignment. It is displayed in Table 4, there is a significant effect of the flexibility of human resources (X2) in the strategic alignment, and the estimated regression equation was ($Y = 1.199 + 0.638X_2$), which explains (51.6%) of the nature of the relationship between (X) and (Y), which means that (51.6%) of the changes that occur in the strategic alignment are caused by the change in the flexibility of human resources (X2), and the value of the calculated (F) for the simple regression model reached (128,000), which is greater than the tabular value of (F) which counted (6.85), with significant level for (F) is (Sig= 0.000), and therefore the decision is to reject the null hypothesis and accept the alternative hypothesis, which states that there is a significant effect of the flexibility of human resources (X2) in the strategic alignment (Y).

Table (5) Estimating the Parameters of the Simple Linear Regression Model to Measure the Effect of the Human Resource Flexibility (X₂) in the Strategic Alignment (Y)

Dependent Variable / Independent Variable	The Strategic Alignment Y		Value of (t) Calculated for Regression Coefficient	Value of (F) Calculated for Regression Model	Tabular F	Sig.	R ²
	Constant	β					
Flexibility of the Human Resources X₂	1.199	0.638	11.314	128.000	6.85	0.000	0.516

n=122

The Third Sub-Hypothesis: There is no important impact of the flexibility of the response in the strategic alignment. Table 5 shows a significant effect of the flexibility of the response (X3) in the strategic alignment, and the estimated regression equation was ($Y = 1.377 + 0.586X_3$), which explains (45.7%) of the nature of the relationship between (X) and (Y), which means that (45.7%) of the changes that occur in the strategic alignment are caused by the change in the flexibility of the response (X3), and the value of the calculated (F) for the simple regression model reached (100,986), which is greater than the value of the tabular (F) which is counted (6.85), with the significance level for (F) is (Sig= 0.000), and therefore the decision is to reject the null hypothesis and accept the alternative hypothesis, which states that there is a significant effect of the flexibility of the response (X3) in the strategic alignment (Y).

Table (6) Estimating the Parameters of the Simple Linear Regression Model to Measure the Effect of the Flexibility of Response (X₃) in the Strategic Alignment (Y)

Dependent Variable / Independent Variable	The Strategic Alignment Y		Value of (t) Calculated for Regression Coefficient	Value of (F) Calculated for Regression Model	Tabular F	Sig.	R ²
	Constant	β					
Flexibility of Response X₃	1.377	0.586	10.049	100.986	6.85	0.000	0.457

n=122

Table 6 demonstrates a significant effect of proactive flexibility (X4) in the strategic alignment, and the estimated regression equation was ($Y = 0.853 + 0.741 X_4$), which explains (83.9%) of the nature of the relationship between (X) and (Y), which means that (83.9%) of the changes that occur in the strategic alignment are caused by the change in the proactive flexibility (X4), and the value of the calculated (F) for the simple regression model was (623.581), which is greater than the value of the tabular (F) which is counted

(6.85), with a significant level for (F) is (Sig = 0.000), and therefore the decision is to reject the null hypothesis and accept the alternative hypothesis, which states that a significant effect of the proactive flexibility (X4).

Table (7) Estimating the Parameters of the Simple Linear Regression Model to Measure the Effect of the Proactive Flexibility (X4) in the Strategic Alignment (Y)

Dependent Variable Independent Variable	The Strategic Alignment Y		Value of (t) Calculated for Regression Coefficient	Value of (F) Calculated for Regression Model	Tabular F	Sig.	R ²
	Constant	β					
Proactive Flexibility X4	0.853	0.741	24.972	623.581	6.85	0.000	0.839

The Fourth Main Hypothesis: There is no significant multi-effect relationship for the dimensions of the flexibility of the strategy (X) in the strategic alignment (Y). In order to accept the above main hypothesis or not accepting it, the (F) – Test was used to analyze the significance of the multiple linear regression model, as illustrated in Table 8 (See Appendix VIII) which is built according to the following formula:

Table (8) Estimating the Parameters of the Multiple Linear Regression Model to Measure the Effect of the Dimensions of the strategic Flexibility (X) on the Strategic Alignment (Y)

Dependent Variable Independent Variable	The Strategic Alignment Y		Value of (t) Calculated for Regression Coefficient	Value of (F) Calculated for Regression Model	Tabular F	Sig.	R ²
	Constant	β					
Information Flexibility X1	0.593	0.012	0.209	176.862	3.48	0.000	0.858
Flexibility of the Human Resources X2		0.149	2.850				
Flexibility of Response X3		0.023	0.434				
Proactive Flexibility X4		0.628	12.988				

It is evident from the previous Table that: -

$$Y = 0.593 + 0.012 X_1 + 0.149 X_2 + 0.023 X_3 + 0.628 X_4$$

1. The value of (F) which is calculated for the multiple linear regression model which amounted (176,862) and it is greater than the tabular (F) (3.48) at the level of significance (Sig = 0.000).
2. The value of the coefficient regression of the flexibility of the information in the strategic alignment was (0.012), which means that the strategic alignment in the company in question will change with amount (0.012) if the interest in the flexibility of information (X1) increases by one unit, which indicates the stability of the significance of the multiple linear regression model at the level of significance (sig = 0.000). From the above, it is clear that the flexibility of the information (X1) has an effect on the strategic alignment at the mentioned level, i.e., with a significant degree (1%).
3. The value of the coefficient regression of the flexibility of the human resource (X2) in the strategic alignment amounted (2.850), which means that the strategic alignment in the company under study will change with amount (2.850) if the interest in the flexibility of the human resources (X2) increases with amount one unit, which indicates the stability of the significance of the multiple linear regression model at the level of significance (Sig = 0.000). From the above, it is clear that the flexibility of the human resources (X2) has an impact on the strategic alignment at the mentioned level, i.e., with a significant degree (1%).

4. The value of the coefficient regression for the flexibility of the response (X3) in the strategic alignment reached (0.434), which means that the strategic alignment in the company in question will change with amount (0.434) if the interest in the response flexibility (X3) increases with amount one unit, which indicates the stability of the significance of the multiple linear regression model at the level of significance (Sig = 0.000). From the above, it is clear that the flexibility of the response (X3) has an effect on the strategic alignment at the mentioned level, i.e., with a significant degree (1%).

5. The value of the coefficient regression of the proactive flexibility (X4) in the strategic alignment reached (0.628), which means that the strategic alignment in the company under study will change with amount (0.628) if the interest in the proactive flexibility (X4) increases with amount one unit, which indicates the stability of the significance of the multiple linear regression model at the level of significance (Sig = 0.000). From the above, it is clear that the proactive flexibility (X4) has an effect on the strategic alignment at the mentioned level, i.e., with a significant degree (1%).

6. The value of the interpretation coefficient (R2) reached (0.858), which explains (85.8%) of the nature of the relationship between (X) and (Y), which means that (83.9%) of the changes that occur in the strategic alignment are caused by changes in the strategic flexibility of the company in question, as for the remaining percentages which amounted (14.2%) are explained by other variables not included in the current research scheme.

From the foregoing, it is clear that there is a multi – effect relationship with a moral significance for the dimensions of the strategic flexibility in the strategic alignment, and this indicates the rejection of the null hypothesis that stated (there is no multi – effect relationship with a moral significance for the dimensions of the strategic flexibility (X) in the strategic alignment (Y)) and the acceptance of the alternative hypothesis which states (there is a multi – impact relationship with a moral significance for the dimensions of the strategic flexibility (X) in the strategic alignment (Y))

Conclusions

The results of the theoretical and applied study led to a set of conclusions, which are as follows:

1. Universities did not adopt the modern administrative thought which is directed towards the students and based on the flexibility of the strategy, and they did not consider it as a philosophical perspective affecting their operations it works to guide them and then cannot achieve their goals, as it does not work for the benefit of the students, and therefore it is difficult for them to identify target markets and the respond to the students' needs and market desires.

2. The statistical results showed the existence of a significant correlation and impact relationship between the strategic flexibility and the strategic alignment in general and in detail, which indicates that the universities under study have the information and foundations of the strategic flexibility that will directly affect their ability to strategically align their educational services and interactions with the students which are characterized by a high degree of effectiveness.

3. It turns out that the administration of the universities, the sample of the research, is interested in the strategic flexibility. That is the level of its interests is okay, but it is looking forward to a high level of the interest in the future.

4. The strategic flexibility is one of the main pillars of the modern way of competition in the organizations in general and universities in particular, in order to communicate effectively and frequently with the students and various parties related to the university, and this encourages the building of the strategic alignment and the development of new and developed relationships and methods, and this means that these universities are not

far from their local communities and they are an important, active and positive part of the social fabric of the society.

5. The view of the universities to the strategic flexibility is a positive view of competition and distinction. However, some universities see that the strategic flexibility is a constraint or obstacle to the university, which confirms the need for these universities to pay attention to the strategic flexibility through integration and interdependence between the strategic flexibility and the strategic alignment.

Recommendations

There are a set of recommendations that have been reached from the conclusions, which are as follows:

1. Increasing the interest of the universities with the strategic flexibility, and it is one of the characteristics of the modern era and one of its advanced secrets that are able to shorten time, effort, and costs and provide the tools to meet the needs of the students and achieve their value and benefit.
2. Consolidating the conviction among the senior management and the professors in the universities for the necessity of using the strategic flexibility as it is the most important reason for the success of the university. The Supreme Council stressed the importance of the strategic flexibility, and considered flexibility one of the basic foundations of the university to conduct a comprehensive and periodic review of the methods and contexts of work.
3. Conducting a comprehensive and periodic review of the methods and contexts of the work and the procedures of the strategic alignment to determine their suitability for the application of the strategic flexibility, and the use of more modern methods and procedures that achieve effective benefit from the use of this alignment.
4. The need for the universities to rely on the research sample in their work on determining the strategic flexibility in a way that makes it possible to use appropriate strategic alignment methods to ensure the creation and increase of demand.
5. Conducting the necessary scientific research and surveys that determine the actual need to implement the strategic alignment, as well as predicting the benefits arising from the implementation of these activities and the costs that can be borne and compared to determine the feasibility of the strategic flexibility.

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