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**FROM THE WORK ENVIRONMENT: A STUDY ON INNOVATION AND ORGANIZATIONAL FLEXIBILITY IN EMPOWERING GENERATION Z**

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**ABSTRACT**

This study aims to examine the impact of innovation on organizational flexibility, with teamwork as a mediating variable, within the Food Products Company – Babylon Branch. The research problem is framed around the question: Is there an effect of innovation on organizational flexibility? The study adopts a descriptive-analytical methodology, utilizing a questionnaire as the primary data collection tool. The sample consists of 60 respondents, including the General Manager, Deputy General Manager, board members, and heads of productive and service departments. The validity of the scale was confirmed by expert opinions (80% approval threshold), and reliability was tested using the test-retest method, yielding a Pearson correlation coefficient of 95%.

Statistical measures employed include percentages, arithmetic means, standard deviations, Spearman's rank correlation coefficient (Rs), and multiple regression analysis. The descriptive results indicate high evaluations for most innovation-related items (e.g., delegation of authority, consideration of employee opinions). The arithmetic mean for organizational flexibility was 3.73 (high level), while the mean for continuance commitment was 3.25 (medium level).

Inferential statistics revealed that the innovation style explains 15.6% of the variance in organizational flexibility ( $R^2 = 0.156$ ), with a significant regression model ( $F = 18.267$ ,  $p = 0.000$ ). Therefore, the null hypothesis is rejected, confirming a statistically significant effect of innovation on organizational flexibility.

The study concludes that innovation is an essential means for keeping pace with scientific developments, reducing errors, and enhancing organizational flexibility through teamwork. Recommendations include improving managers' innovation skills through specialized training, increasing needs-based studies within the organization, raising managerial responsibility, and leveraging foreign non-governmental organizations for practical training opportunities.

**Keywords:** Innovation, organizational flexibility, teamwork, empowerment, Food Products Company.

**1. INTRODUCTION**

Innovation manifests in several dimensions, including product innovation, process innovation, marketing innovation, and organizational innovation. Organizational flexibility includes strategic flexibility, process flexibility, and resource flexibility. The integration of these dimensions leads to the creation of an organization capable of continuous adaptation and achieving a sustainable competitive advantage.

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The process of innovation and flexibility is influenced by several factors, most notably the organizational culture that supports creativity, transformational leadership, resource availability, and openness to the external environment. Modern technology also plays an important role in enhancing both concepts by accelerating communication and decision-making processes.

The importance of innovation and flexibility lies in their ability to enable institutions to face crises and sudden changes, achieve sustainability, and increase competitiveness. They also contribute to improving institutional performance and enhancing customer satisfaction, as well as supporting growth and market expansion.

Despite their importance, institutions face several challenges in applying innovation and flexibility, such as resistance to change, weak resources, organizational constraints, and fear of risk. Bureaucracy may also hinder innovative initiatives and reduce the institution's ability to adapt. Iraq cannot remain outside the circle of future preparedness, not because it lacks the capability to be outside the spirit of the age alone, but also due to the futility of a policy of self-isolation and ignoring the radical change movement in the world, its effects, and directions, especially since this policy is considered an impossibility in light of technology development in all its forms across the entire world.

Technology has been adopted as one of the basic variables in the analysis and study of the organization; however, daily work is also highly sensitively influenced by group behavior. Through this process, the administrative leader can directly influence the behavior of individuals. The dynamics of innovation generally stem from the continuity of changing conditions within the organization.

## **2. RESEARCH METHODOLOGY**

### **Research Problem**

Innovation in the organizational context is linked to the institution's ability to generate new ideas and transform them into valuable products, services, or processes. Innovation is a multi-dimensional concept, including technological innovation, administrative innovation, and organizational model innovation. The literature on innovation management has emphasized that innovation is not limited to invention but extends to improving existing processes and developing work methods to enhance efficiency and effectiveness. In light of this, the research problem will be formulated as a question: Is the study of the impact of innovation on organizational flexibility?

### **2.1 Research Importance**

The importance can be identified as organizational flexibility referring to the institution's ability to adapt to environmental changes and respond quickly to crises and challenges. It is manifested in the flexibility of organizational structures, human resource flexibility, and decision-making flexibility. Studies in organizational behavior have addressed this concept as one of the main determinants of institutions' survival in turbulent environments. The relationship between innovation and flexibility is based on dynamic interaction; organizational flexibility provides an environment that allows experimenting with new ideas without fear of failure, while innovation contributes to enhancing the organization's ability to adapt by finding unconventional solutions. From this perspective, it can be said that innovation represents a tool for flexibility, while flexibility is a necessary condition for innovation to occur.

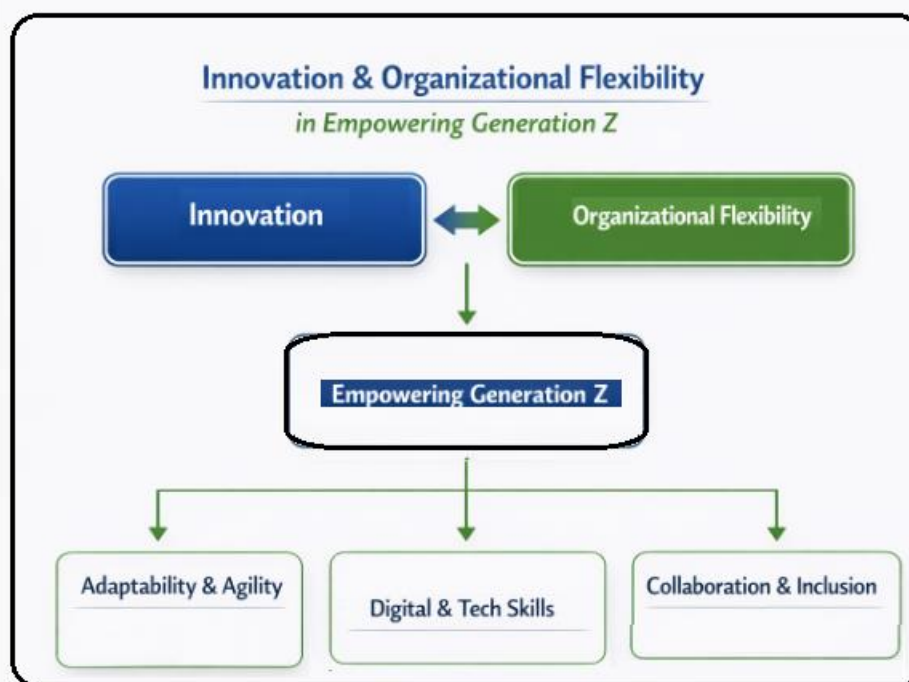
### **2.2 Research Objectives**

The research objectives are focused on the following:

1. Identify the concept of innovation and organizational flexibility.
2. Present the concept of organizational flexibility, its importance, and identify the adopted measures.

### 2.3 Research Hypotheses

There is a significant correlation between innovation and organizational flexibility. Likewise, there is an impact of innovation on organizational flexibility with the mediating role of teamwork.



### 2.4 Research Boundaries

1. **Spatial Boundaries:** The Food Products Company – Babylon Branch was selected.
2. **Time Boundaries:** 2025-2026.
3. **Subject Boundaries:** Study of the impact of innovation on organizational flexibility.

### 2.5 Data Collection Method and Tools

1. Regarding the theoretical aspect, reliance was placed on Arabic and foreign books, various periodicals, and the global internet network.
2. Regarding the applied aspect, the researcher relied on a questionnaire form submitted to a group of managers, their assistants, department heads, and division managers present in the Food Products Company.

### Statistical Measures Used

1. Percentages.
2. Arithmetic mean.
3. Standard deviation.
4. Spearman's rank correlation coefficient (Rs).

### 2.6 Validity of the Scale

The researcher relied on face validity in measuring the validity of the scale by presenting the scale items, instructions, and alternatives to a group of specialized experts to judge the validity or invalidity of the items in identifying the research variables. Some modifications were made to

certain test words as they did not suit the research sample. The researcher maintained approval of (80%) of the experts' opinions. All items received an approval rate of (80%) or more.

**Table No. (1) Showing Experts' Opinions on the Validity of Items**

| Items                                                        | Appro<br>vers | Rejec<br>ters | Calcul<br>ated | Tab<br>ular | Signific<br>ance<br>Level |
|--------------------------------------------------------------|---------------|---------------|----------------|-------------|---------------------------|
| 1,2,3,5,7,8,10,11,12,14,15,16,17,18,<br>20,21,22,23,25,26,28 | 10            | 0             | 10             | 3.84        | Significan<br>t           |
| 4,6,9,13,19,24,27                                            | 9             | 1             | 6.4            | 3.84        | Significan<br>t           |

## 2.7 Reliability of the Scale

The researcher used the test-retest method to find the reliability of the test. The scale was applied to a randomly selected sample from the Food Products Company numbering (80), with a retest interval of (15) days. Using the Pearson correlation coefficient to find the relationship between the first and second applications, the reliability coefficient was found to be (95%), which is considered acceptable compared to the evaluation values of the correlation coefficient significance.

## 2.8 Data Analysis Method

The following is a description and diagnosis of the study variables regarding the level of innovation and its impact on organizational flexibility in teamwork.

## 2.9 Previous Studies

- **Shaban et al. (2022):** Found a significant correlation and impact between strategic innovation and organizational commitment at the University of Kufa.
- **Ibrahim et al. (2025):** Concluded that organizational innovation supports entrepreneurial thought in universities despite bureaucracy and funding constraints.
- **Al-Khazaali (2024):** Confirmed that innovative leadership enhances creativity and motivates employees to adopt new ideas in the tourism sector.
- **Institutional Innovation Study (2021):** Showed that institutional innovation improves performance and stimulates creative ideas through procedural development and human resource investment.
- **Mulhambani et al. (2022):** Found that organizational flexibility improves administrative performance and facilitates adoption of modern technologies in universities.
- **Mohamed (2024):** Confirmed that institutions relying on strategic intelligence are more capable of adapting to future changes.

## 3. THEORETICAL FRAMEWORK

### First Topic: Concept of Innovation

Innovation in economics is a creative process that leads to finding a new, unique idea and putting it into practice. Thus, innovation means using a new idea or method, or developing a new theory, invention, or method for producing a specific commodity (Hamidan, 2023:45).

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Innovation occurs when an individual attempts to research and answer many questions that are out of the ordinary or have not been previously investigated, resulting in a type of simulation and thinking distinct from conventional thinking and simulation.

The forms of innovation are numerous and varied, typically including one of the following:

- Innovating new products or materials and distributing them in markets after being protected by trademarks, patents, or granting privileges.
- Innovating technologies that help develop devices, machinery, tools, along with innovation in transportation, distribution, assembly, and manufacturing methods leading to increased productivity (Al-Saeed, 2024:54).
- Organizational innovation, which is the ability to restructure organizational, administrative, and procedural structures and operate them so that these structures can respond to environmental changes, especially technical innovations.
- Innovation in administrative performance and behavior, such as innovating new techniques, modern training methods, and devising unique solutions to certain human and material problems faced by the institution and applying these solutions (Hamed, 2014:78).

### **First: Concept of Innovation**

Innovation is defined as the ability to practice gradual and intermittent creativity simultaneously, gathering multiple and contradictory structures, processes, and cultures within the same organization (Zonooz, 2016:20). The term innovation also refers to the organization's ability to explore and exploit the unique talents, skills, and abilities of employees, enhancing its competitiveness in both modern technologies or new markets (Shaker, 2017:547). Innovation is also defined as the organization's ability to allocate necessary resources to achieve success in both exploitation and exploration activities to achieve profits and ensure the organization's long-term survival in a competitive business environment (Ahmed & Ismail, 2019:255). It is also defined as the organization's ability to manage complex and conflicting components simultaneously, such as exploration with exploitation, efficiency with effectiveness, radical innovation with continuous innovation, and alignment with adaptation (Al-Karaawi, 2021:145). It is also a philosophy focusing on the necessity of understanding and quickly responding to the needs of the organization's current markets and customers, while also discovering and adapting to emerging markets and changing customer needs (Al-Aridhi & Hamza, 2022:108). Innovation is defined as the ability to exploit and explore in a continuous dynamic manner, especially when organizations operate in changing and uncertain environments (Musleh & Abdullah, 2023:152).

Based on the above, innovation is defined as "a set of strategies that focus on optimally exploring and exploiting resources and interacting with situations by employing these strategies for the optimal exploitation of scarce resources, as well as enhancing aspects of business innovation through continuous research and development" (Musleh & Abdullah, 2023:152).

The innovation environment includes the organizational environment of the institution (internal), as well as the cultural, political, social, and economic environment. The organizational environment that hosts and prepares suitable conditions for innovation often possesses certain characteristics that encourage and enhance creativity, such as adopting organizational values that develop and nourish innovative behavior, encouraging acceptance of change rather than resisting it, experimenting with new ideas and giving them opportunities, showing willingness to provide the means for their success, and bearing the consequences of their failure. This environment tends towards decentralization and avoids individualistic management style, thus developing

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participatory discussion of opinions, setting specific and diverse goals, and supporting means to achieve them using communication and information transfer skills, with communication channels open to the internal and external environment to receive feedback, suggestions, ideas, and evaluate them objectively (feedback). Consequently, this environment increases individuals' self-confidence and develops their ability to question and accept criticism, encouraging imagination and creativity for giving and building. Such an environment is often characterized by excellence and the ability to challenge problems and obstacles and mitigate their severity. As for the non-innovative environment resistant to change and accepting challenges, it adopts organizational values that kill the creative climate, demolishes all opinions, ideas, and suggestions, rejects criticism, does not accept change and seizing opportunities for growth and development, and languishes in traditional environments where management is authoritarian, individuals' roles are drawn and limited, leading to low morale and lack of self-confidence (Hamidan, 2013:53).

The cultural environment has the greatest impact on motivating and driving individuals towards innovation and creativity, whether through educational means and designed programs dedicated to discovering and enhancing individual and collective talents, or through various media institutions to support orientation, awareness, and emphasis on creative incentives.

A stable political environment and the support it provides for innovation activity encourage these energies at the level of individuals and organizations, making it one of the desired objectives in development plans by establishing research, study, and development institutions and providing them with necessary material and human needs and material and moral incentives according to available capabilities. Furthermore, the availability of objective factors ensuring freedom of speech and expression helps unleash the energies and talents of individuals. The ability to innovate wanes in conditions characterized by tyranny, despotism, and the crushing of spirits (Musleh & Abdullah, 2023:152).

Likewise, the social and economic environment must prepare suitable conditions for raising and nurturing the individual consciously, developing their potential and self-capabilities, encouraging and caring for talents, and ensuring adequate income and an easy life that alleviates their daily problems and worries and the time they might waste securing basic living requirements. An individual who endures daily suffering and lives in uncomfortable material conditions cannot be a creative, innovative individual, even if they have the talent and potential, because psychological and material discomfort is enough to kill any desire in this individual for creativity and giving. Likewise, a society that respects the scholar, creator, and thinker, appreciates their efforts, and rewards them takes a positive step towards building the country's scientific and civilizational progress and prevents the migration of human capabilities and competencies to where they find respect and appreciation (Al-Ali, 2015:76).

### **Second: Emergence of Innovation**

Studying any subject requires the researcher to go back to the early beginnings to understand the development of that subject, whether related to concepts or procedures followed in the study. When reviewing the literature addressing innovative behavior, we note that discussion of innovation is old. Gerard (1774) discussed this subject and called it the concept of genius, referring to the faculty through which a person makes new discoveries in a specific field (Bander, 2012:31). Spearman (1931) is considered the first to provide an explanation of the innovative process, emphasizing the mental aspect, indicating that innovative output can be explained using three bases: perceiving experience, perceiving relationships, and then deducing correlates (Abdul

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Ghaffar, 2013:245). Undoubtedly, credit goes to Guilford for raising the subject of innovation, beginning discussion around 1950, after which it received attention from many psychologists. The concept of innovation is factorially and psychologically linked to Guilford's mental structure, as he added two specific traits of innovative behavior patterns to the mental processes known at that time: convergent innovative behavior and divergent innovative behavior (Abu Hatab, 2018:702). Guilford classified the statistical factors extracted by psychologists by following the factor analysis method, resulting in a new classification based on all studies conducted in this field (Abu Hatab, 2012:649).

Taylor pointed to an important idea that deepens our understanding of the nature of innovative behavior, believing that innovation differs in depth, not in type. He identified five levels of innovative thinking:

(1) **Expressive innovativeness level:** Taylor considers this the most expressive level of innovation and necessary for the emergence of all subsequent levels. It appears in independent expression without needing skill, originality, or quality of production, exemplified by children's spontaneous drawings.

(2) **Productive innovation level:** At this level, there is a tendency to restrict and control free activity and develop performance style within specific conditions. Individual output may not differ significantly from others, as proportions and types are considered in production.

(3) **Inventive innovation level:** Important characteristics of this level include invention and discovery, involving flexibility in perceiving new relationships, as the innovator expresses new ways and methods of perceiving stimuli through their output.

(4) **Innovative innovation level:** This level appears only in a few people and requires significant modification of principles or rules governing a particular aspect.

(5) **Emergent innovativeness level:** At this level, a new principle or assumption emerges at the fundamental and most innovative level (Abu Hatab & Sadiq, 2018:391-392).

### **Third: Importance of Innovation**

The importance of innovation lies in the following (Kazim, 2022:260; Al-Douri, 2021:52):

1. Attempting optimal exploitation of the organization's current efficiencies and searching for new efficiencies to invest for the organization's benefit.
2. Innovation helps absorb tension resulting from work pressure skillfully.
3. Using innovation enables the organization to deal with a number of conflicting activities.
4. Encourages the organization towards innovation and creativity, thus achieving the best possible performance and contributing to developing new products.
5. Coordinating the organization's current tasks and goals to align with future goals the organization seeks to achieve.
6. Supporting the organization's capabilities for understanding, comprehending, and investing knowledge.

### **Fourth: Dimensions of Innovation**

Researchers did not agree on a single set of dimensions for innovation but varied among themselves regarding one or more dimensions. Through our research and cross-referencing scientific studies, we found that researchers (Abu Asbaa, 2018:68; Saleh & Suleiman, 2020:160) agreed on the following dimensions:

1. **Exploration:** Exploration is of great importance to the organization, as the organization that engages in exploration gains a fundamental competitive advantage over other competing organizations, in terms of exploring new markets, distinctive work methods, or developing products and adding new production lines. Thus, it provides the organization with new, distinctive opportunities it can exploit to achieve more profits. Exploration also supports creativity and innovation within the organization (Ibrahim, 2017:15).
2. **Exploitation:** This dimension focuses on the optimal exploitation of the organization's available resources to ensure achieving the desired production rate, improving the quality of products and services offered, in addition to enhancing its competitive advantage against the intense competition facing organizations in our current era. The exploitation dimension is achieved through good training of employees, benefiting from appropriate performance management and knowledge management by emphasizing the importance of knowledge possessed by both employees and management about the organization through their previous experiences and using an appropriate feedback system (Abu Al-Ghanam, 2015:114).

**Second Topic: Organizational Flexibility**

Organizational flexibility is one of the topics that has received clear attention in the field of management in recent decades due to its relationship with organizational effectiveness and the degree of work accomplishment within it. Organizational flexibility expresses the individual's orientation towards the organization. It includes a strong desire to remain a member of it. Flexibility is manifested in the employee exerting additional efforts at work. Committed individuals towards their organizations are a source of strength that helps the organization survive and compete with other organizations (Al-Adaileh, 1995:32).

**Concept of Organizational Flexibility**

Before examining researchers' definitions of organizational commitment, we pause at the linguistic concept of flexibility: it means covenant, adhering to something without leaving it, the one committed to something, continuously maintaining it (Ibn Manzur, 1956). It also linguistically means: covenant, closeness, support, and love (Salamah, 2003:87).

As for the terminological concept, definitions of organizational flexibility have varied due to differing researcher perspectives, such as Salancik (1977), Buchanan (1974), Sheldon (1971). However, clarifying the concept has been accompanied by some complexity due to focusing on flexibility towards the work environment and incorporating several areas such as: flexibility towards work, flexibility towards duties and internal work tasks, flexibility towards the organization, flexibility towards the profession, flexibility towards the work group, and others, which expressed basic variables in organizational flexibility (Hamadat, 2006). Porter (1968) views flexibility as "the individual's readiness to exert great effort for the benefit of the organization, possessing a strong desire to stay in the organization, and accepting the organization's main values and goals." Sheldon (1971) sees it as "positive evaluation of the organization and determination to work towards achieving its goals," which is the level of positive feeling generated in the individual towards the organization they work for, loyalty to it, and achieving its goals with a continuous feeling of connection and pride in working for it.

Porter et al. (1974) is among the works that addressed flexibility from an administrative perspective, defining it as "the strength of the individual's identification with and attachment to their organization." They concluded that there are three characteristics that significantly influence determining individuals' organizational flexibility:

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1. Strong belief in the organization and acceptance of its goals and values.
2. Readiness to exert maximum effort in service of the organization.
3. Strong desire to maintain continued membership in the organization (Al-Ahmadi, 2004).

Buchanan (1974) views organizational commitment as the individual's advocacy and support for the organization, resulting from the interaction of three elements:

1. **Identification:** Means adopting the organization's goals and values as goals and values of the individual working in it.
2. **Involvement:** Means the individual's psychological absorption or immersion in the organization's activities.
3. **Loyalty:** Means the individual's feeling of strong emotional attachment to the organization.

### Importance of Organizational Flexibility

This importance is due to several reasons:

1. It represents one of the basic indicators for predicting many behavioral aspects, especially employee turnover rate, as committed individuals are assumed to stay longer in the organization and work more towards achieving its goals.
2. Its field has attracted both managers and human behavior scientists because it is desirable behavior by organizations (Nassan, 2001:32).
3. It represents an important element in linking the organization and its employees, especially at times when organizations cannot provide appropriate incentives to drive these individuals to work and achieve high levels of performance.
4. Individuals' commitment to organizations is a stronger indicator than job satisfaction for employee continuation and survival in their workplaces.
5. Individuals' commitment to their organizations is also an important factor in predicting organizational effectiveness (Abdul Baqi, 2005).

### Dimensions of Organizational Flexibility

Literature indicates that there are different dimensions of organizational commitment, not just one dimension. Although most researchers in this field agree on the multiplicity of commitment dimensions, they differ in identifying these dimensions (Nassani, 2001:123; Al-Ahmadi, 2004:78). After reviewing many previous studies and literature, the researcher found that most studies addressing organizational flexibility focused on specific dimensions. However, the researcher will adopt in this study some other dimensions deemed to have a vital impact and active role in achieving organizational success and continuity, confronting crises and emergency changes, and facing fluctuations and sudden, unexpected events. These dimensions are as follows (Zaki, 2019):

1. **Compatibility:** The value dimension is one of the most important success elements. Value compatibility here means the extent of compatibility between employee values and organizational values. Most organizational behavior studies have confirmed that one of the most important causes of job satisfaction is the compatibility of individual values with organizational values, where the individual works in a stimulating environment that raises their morale, reflecting on their performance and work generally. Hence the importance of organizations striving to achieve value compatibility between individual values and organizational values, because achieving this compatibility in an integrated framework reduces opportunities for value conflict and highly contributes to achieving goals.
2. **Implementation:** Implementation is achieving or practically executing an idea, plan, model, or policy, with multiple fields. When the employee is aware of their goals in

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organizational life and how the future vision gives their life purpose and meaning, their implementation becomes their imprint in life, allowing them to balance the roles they play in life.

3. **Prioritization:** Prioritization means the skill by which things or matters are arranged in a specific order according to their importance. It allows making decisions that require specific organization or arrangement considering various factors, available information, and diverse activities. It also provides important options based on which decisions are made. "The essence of distinguished thinking in time management can be summarized in one phrase: prioritize and execute." The organization classifies job tasks according to the principle of most important first, accomplishes work at specified times, and adopts policies that eliminate unnecessary activities and work.
4. **Roles and Responsibilities:** Roles and their alignment are among the most important activities a person can perform to achieve their organizational goals, being a means to achieve those goals. Each defined role is a unique value expected to be provided by the individual striving to achieve those goals, which in turn reduces organizational friction. Clarifying and aligning roles enables leaders to facilitate cross-functional collaboration and helps product managers focus on factors that create competitive advantage for organizations. Organizations are more successful when everyone understands their roles and responsibilities within the team. When roles and responsibilities are unclear, cross-functional teamwork is suboptimal. The negative impact usually appears in managers' inability to succeed in leading cross-functional teams. Each organization must establish performance measures used to evaluate outcomes and timeframes for reporting and evaluation (Al-Shaar, 2016).
5. **Interaction and Synergy:** This is the process of cooperation and exchange of knowledge and expertise within the organization. When available, this reflects on employees' feeling of general responsibility towards the organization, considering it as their entity and stability.
6. **Leadership Capabilities:** These are a set of correct procedures, decisions, and actions taken by the leader that lead to positive results. These stem from a personal talent refined by experience gained by the leader through practical practice. Building leadership capabilities opens the door to effective innovation and helps managers improve their capabilities to enhance trust among all stakeholders working in the organization and society (Issa, 2022).

In light of the above, compatibility, implementation, prioritization, roles and responsibilities, interaction and synergy, and leadership capabilities are fundamental factors in the effectiveness of organizational flexibility. By adopting them, the organization's capability and flexibility will be enhanced, and from another perspective, increasing organizations' adaptive capacities to threats inside and outside the organization (Issa, 2022).

### **Objectives of Organizational Flexibility**

Organizations seek to adopt flexibility in organization in an attempt to enhance their organizational capacity and direct response to turbulent environments by developing the innovation characteristic of products, services, and processes, as well as providing a set of objectives characterized by this type of flexibility, including:

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1. Identifying the main characteristics of dynamic organizations to change their current direction towards innovation and distinguished performance.
  2. Additional analysis of the set of organizational changes to adapt them to the external environment by conducting an in-depth analysis of the relationship between internal flexibility and external flexibility to understand its impact on innovation and creativity.
  3. Seeking to perceive and manage disturbances and uncertainty in the external environment and successfully overcome them.
  4. Effectively responding to varying levels of environmental uncertainty by activating structural contingency theory and generating a type of compatibility between structural organization characteristics and environmental aspects (Al-Jarrah, 2022).

Zaki (2019) emphasized that organizational flexibility plays a major role in improving the organization's work reality through its ability to make the organization capable of adapting to surrounding environmental conditions in light of accelerating changes by enjoying several objectives it has always sought to achieve, including:

- Organizational flexibility aims to maintain organizational effectiveness by developing strategies that adapt to work environment changes to face expected difficulties.
- Organizational flexibility enhances the organization's adaptability and ability to respond to emergency changes.
- Organizational flexibility aims to develop the necessary skills to diversify the work culture in the organization, as it works to modify procedures and organizational regulations according to internal and external environment variables.
- Organizational flexibility aims to keep pace with strategic plans for the environment within the context of contemporary dynamic social, economic, and technological changes, requiring that plans be compatible with that development so the organization obtains certain competitive advantages.

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#### **4. PRACTICAL ASPECT**

##### **3.1 Introduction**

This chapter concerns presenting and analyzing field results after conducting statistical treatments and extracting results, diagnosing the reality of the study variables (dependent, independent, and mediating) in the colleges subject of the research.

##### **4.2 Research Methodology**

The method is the clear path or approach to learning or education, using all experiences that students live through school planning and care, and developing their personalities for the better. The researcher believes there is a clear relationship between curriculum and program in terms of generality and specificity through which they can be distinguished, consisting of the curriculum being broader and more comprehensive than the program, as the curriculum is represented by a set of programs. Al-Hamdan in contemporary curriculum indicates that the curriculum comes from the nature of variables, so the current research will rely on the descriptive method and the analytical method to explain the research variables.

##### **4.3 Statistical Population**

Achieving the study's objectives and identifying the original population requires precise identification of the original population and good knowledge and adequate study before any point because each population has its own characteristics (Mahjoub, 2002: 164). Based on the above,

the researcher selected a purposive sample consisting of the General Manager, Deputy General Manager, Board of Directors members (numbering 10), and heads of productive and service departments (numbering 17) who have an influential role in leading the company, directing it, making decisions, participating in decision-making, formulating strategies that achieve the company's goals, as well as extensive experience in the leadership field and the effective role of senior leadership in supplying markets with goods and services that contribute to serving the national economy. Table (2) below describes the sample members.

**Table (2) Description of the Study Sample**

| No. | Variables (Personal Characteristics) | Frequency | Percentage |
|-----|--------------------------------------|-----------|------------|
| 1   | <b>Educational Attainment</b>        |           |            |
|     | Preparatory or less                  | 8         | 13.3%      |
|     | Diploma                              | 8         | 13.3%      |
|     | Bachelor's                           | 21        | 35%        |
|     | Higher Diploma                       | 16        | 26.6%      |
|     | Master's                             | 7         | 11.1%      |
|     | Doctorate                            | 0         | 0%         |
|     | <b>Total</b>                         | 60        | 100%       |
| 2   | <b>Age Group</b>                     |           |            |
|     | 20 or less                           | 0         | 0%         |
|     | 21-30                                | 0         | 0%         |
|     | 31-40                                | 14        | 23.3%      |
|     | 41-50                                | 30        | 50%        |
|     | 51-60                                | 15        | 25%        |
|     | 61 or more                           | 1         | 1.6%       |
|     | <b>Total</b>                         | 60        | 100%       |

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| No. | Variables (Personal Characteristics)         | Frequency | Percentage |
|-----|----------------------------------------------|-----------|------------|
| 3   | <b>Total Length of Service</b>               |           |            |
|     | 1-5                                          | 0         | 0%         |
|     | 6-10                                         | 10        | 16.6%      |
|     | 11-15                                        | 10        | 16.6%      |
|     | 16-20                                        | 10        | 16.6%      |
|     | 21-25                                        | 5         | 8.3%       |
|     | 26-30                                        | 10        | 16.6%      |
|     | 31 or more                                   | 15        | 25%        |
|     | <b>Total</b>                                 | 60        | 100%       |
| 4   | <b>Length of Service in Current Position</b> |           |            |
|     | 1-5                                          | 15        | 25%        |
|     | 6-10                                         | 8         | 13.3%      |
|     | 11-15                                        | 15        | 25%        |
|     | 16-20                                        | 4         | 6.6%       |
|     | 21-25                                        | 6         | 10%        |
|     | 26-30                                        | 0         | 0%         |
|     | 31 or more                                   | 12        | 20%        |
|     | <b>Total</b>                                 | 60        | 100%       |

*(Table prepared by the researcher based on the questionnaire form)*

### **Questionnaire Analysis**

#### **4.4 Introduction**

This chapter will study two important aspects to present the research results: descriptive statistics and inferential statistics.

#### **4.5 Descriptive Statistics**

The sample members' opinion was considered weak if the required weight for responses was below 50%, average if between 50% and less than 75%, and high if 75% or above.

#### **Description and Diagnosis of Research Variables**

| No. | Question                                                                                                                | Agree<br>(Freq/Weight) | Neutral<br>(Freq/Weight) | Disagree<br>(Freq/Weight) | Weighted<br>Mean | Required<br>Weight | Evaluation |
|-----|-------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------|---------------------------|------------------|--------------------|------------|
| 1   | Innovation enables employees to increase the management's ability to solve problems and make decisions                  | 39 (2.34)              | 10 (0.4)                 | 1 (0.02)                  | 2.76             | 92%                | High       |
| 2   | Innovation helps empower employees to know the degree of developing trainees' analytical and logical thinking abilities | 40 (2.4)               | 8 (0.32)                 | 2 (0.04)                  | 2.76             | 92%                | High       |
| 3   | Authority is concentrated with the leader alone                                                                         | 32 (1.92)              | 15 (0.6)                 | 3 (0.6)                   | 2.58             | 86%                | High       |
| 4   | The leader does not consider employees' opinions in the decision-making process                                         | 42 (2.52)              | 7 (0.28)                 | 1 (0.02)                  | 2.82             | 94%                | High       |
| 5   | The leader continuously                                                                                                 | 45 (2.7)               | 5 (0.2)                  | 0                         | 2.9              | 96.6%              | High       |

| No. | Question                                                                      | Agree<br>(Freq/Weight) | Neutral<br>(Freq/Weight) | Disagree<br>(Freq/Weight) | Weighted<br>Mean | Required<br>Weight | Evaluation |
|-----|-------------------------------------------------------------------------------|------------------------|--------------------------|---------------------------|------------------|--------------------|------------|
|     | gives orders to employees                                                     |                        |                          |                           |                  |                    |            |
| 6   | Employees are not allowed to oppose the leader's opinion                      | 43 (2.58)              | 7 (0.28)                 | 0                         | 2.86             | 94%                | High       |
| 7   | There are strict laws and regulations by which employees are held accountable | 41 (2.46)              | 5 (0.2)                  | 4 (2.08)                  | 2.74             | 91.3%              | High       |
| 8   | The leader delegates some of their authority to subordinates                  | 42 (2.52)              | 7 (0.28)                 | 1 (2.02)                  | 2.82             | 94%                | High       |
| 9   | The leader considers subordinates' opinions in the decision-making process    | 46 (2.76)              | 3 (0.12)                 | 1 (2.02)                  | 2.9              | 96.6%              | High       |
| 10  | The leader welcomes employees' opinions, ideas, and inquiries                 | 36 (2.16)              | 9 (0.18)                 | 5 (0.1)                   | 2.44             | 81.3%              | High       |
| 11  | Employees feel that their opinions are taken into consideration               | 44 (2.64)              | 4 (0.16)                 | 2 (0.04)                  | 2.84             | 94.6%              | High       |

| No. | Question                                                              | Agree<br>(Freq/Weight) | Neutral<br>(Freq/Weight) | Disagree<br>(Freq/Weight) | Weighted<br>Mean | Required<br>Weight | Evaluation |
|-----|-----------------------------------------------------------------------|------------------------|--------------------------|---------------------------|------------------|--------------------|------------|
| 12  | The leader considers humanitarian matters when employees violate laws | 48 (2.88)              | 1 (0.04)                 | 1 (0.02)                  | 2.94             | 98%                | High       |
| 13  | The leader delegates full authority to subordinates                   | 45 (2.7)               | 5 (0.2)                  | 0                         | 2.9              | 96.6%              | High       |

The results of description and diagnosis proved to be realistic and logical, receiving a high evaluation. Thus, the final result for both theoretical and applied studies is that evaluating employee empowerment plays an important and fundamental role in the company, which matches the study hypothesis.

### **Organizational Flexibility**

#### **Arithmetic Means and Standard Deviations for the Organizational Flexibility Dimension**

| Item No. | Item (arranged descending by means)                                                      | Arithmetic Mean | Standard Deviation | Rank | Evaluation Degree |
|----------|------------------------------------------------------------------------------------------|-----------------|--------------------|------|-------------------|
| 1        | I would be happy if I spent the rest of my working life in this organization             | 4.22            | 0.73               | 1    | Very High         |
| 2        | I feel happy when I discuss organizational matters with friends outside the organization | 4.14            | 0.83               | 2    | High              |
| 3        | I feel that I am an important part of the organization                                   | 3.97            | 0.89               | 3    | High              |
| 4        | I feel strong emotions connecting me to the organization                                 | 3.41            | 1.28               | 4    | High              |
| 5        | I see that my values align with the organization's values                                | 3.37            | 1.20               | 5    | Medium            |
| 6        | It would be difficult for me to leave my job in this organization                        | 3.29            | 1.35               | 6    | Medium            |

| Item No.                       | Item (arranged descending by means) | Arithmetic Mean | Standard Deviation | Rank | Evaluation Degree |
|--------------------------------|-------------------------------------|-----------------|--------------------|------|-------------------|
| <b>General Arithmetic Mean</b> |                                     | <b>3.73</b>     | <b>0.58</b>        |      | <b>High</b>       |

**Table (3)**

| Item No.                       | Item                                                                                                                                             | Arithmetic Mean | Standard Deviation | Rank | Evaluation Degree |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------|------|-------------------|
| 1                              | One of the main reasons I continue working for this organization is that leaving would make me sacrifice benefits I might not find in my new job | 3.44            | 0.98               | 1    | High              |
| 2                              | One of the important reasons for not leaving my job in this organization is the scarcity of opportunities available to me                        | 3.31            | 1.08               | 2    | Medium            |
| 3                              | I fear leaving my job in this organization without finding alternative work                                                                      | 3.30            | 1.17               | 3    | Medium            |
| 4                              | At this time, my staying at work is due to need, not a desire to stay                                                                            | 3.17            | 1.20               | 4    | Medium            |
| <b>General Arithmetic Mean</b> |                                                                                                                                                  | <b>3.25</b>     | <b>0.50</b>        |      | <b>Medium</b>     |

#### 4.6 Inferential Statistics

**Table (4) Results of Multiple Regression Test for the Effect of Innovation Style on the Level of Organizational Flexibility**

| (VIF) Value | Significance Level | (T) Value | (Beta) Value |
|-------------|--------------------|-----------|--------------|
| 1.069       | 0.551              | -0.597    | -0.033       |
| 2.255       | 0.454              | 0.749     | 0.060        |
| 2.181       | *0.000             | 4.493     | 0.354        |

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| (VIF) Value | Significance Level | (T) Value | (Beta) Value |
|-------------|--------------------|-----------|--------------|
|-------------|--------------------|-----------|--------------|

|               |              |  |  |
|---------------|--------------|--|--|
| $R^2 = 0.156$ | $F = 18.267$ |  |  |
|---------------|--------------|--|--|

\*sig < 0.05

Table (4) shows that the coefficient of determination value ( $R^2 = 0.156$ ) means that the innovation style variable explains (15.6%) of the variance occurring in the dependent variable represented by organizational flexibility. Since the value ( $F = 18.267$ , significance level = 0.000), we reject the null hypothesis and accept the alternative hypothesis stating that there is a statistically significant effect ( $\alpha < 0.05$ ) of administrative leadership on the level of organizational flexibility.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. It was found that the innovation style, at all its levels in the company, is one of the important and essential means to keep pace with scientific developments.
2. It was found that the innovation style has a fundamental effect on reducing errors and occupational accidents, as well as affecting organizational flexibility, by raising trainee efficiency through monitoring weaknesses and working to address them, and strengthening strengths during teamwork.

### Recommendations

1. To raise the level of innovation style skills among managers at all administrative levels in the Food Products Company for the purpose of accurately identifying collective needs, it is preferable to enroll these managers in appropriate job courses.
2. Preparing multiple studies on work negatives, errors, and accidents accompanying the provision of medical services in all health organizations, so that the innovation style is realistic and contributes to preparing practical programs to overcome these negatives and errors.
3. Increasing the number of studies conducted within the health organization and not relying on centralized practical courses opened by central directive, as this allows the organization to identify its specific practical needs.
4. Raising the level of manager responsibility and developing the education center into a department to reach an accurate assessment of empowerment and practical needs, giving greater attention to units responsible for empowerment in affiliated health organizations.
5. Directing efforts to benefit from foreign non-governmental organizations to involve workers in organizations at all levels in practical courses outside the country.

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