

Article

Organizational Flexibility and Its Impact on Organizational Effectiveness

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Abstract: The purpose of the study is to determine how organizational flexibility affects how well the QaisKoba factory produces food goods. To this purpose, organizational flexibility was classified as an independent variable, and work satisfaction, productivity, and goal achievement were designated as dependent variables of organizational effectiveness. A questionnaire with a sample of 25 administrative leaders from the QaisKoba factory was utilized to test the research assumptions. The statistical application SPSS was used to extract the data. The study came to a number of conclusions, the most notable of which being that organizational flexibility has an impact on organizational success in various dimensions and is correlated with it.

Keywords: Organizational flexibility, organizational effectiveness.

1. Introduction

Organizations frequently struggle to accomplish their objectives because of the many obstacles they face and the unpredictable environment in which they work. Organizational flexibility is crucial and must exist in order for organizations to succeed and attain greatness. This is because different organizations have different potentials and capacities, as well as different resources at their disposal. Because effectiveness has become the center of attention to preserve competitiveness, this enables them to meet challenges and hurdles by changing pathways at the correct time to ensure the organization's survival and continuity in the business environment. The current study is divided into four sections: the research methodology is covered in the first section; the theoretical aspect of the research variables (organizational effectiveness and flexibility) is covered in the second section; the research's practical framework is covered in the third section; and a set of conclusions and recommendations is covered in the fourth section.

2. Materials and Methods

Section One: Research Methodology

First: Research Problem

Organizations have crises, particularly when the business environment is changing quickly. Businesses who fail to adapt to these developments in a competent manner will undoubtedly face a serious issue. Since organizational flexibility is an effective management strategy that ultimately leads to success and reflects on the effectiveness of the organization and increases its productivity in line with its goals, a strong factor is required to assist these organizations in coping with these crises and embracing

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organizational flexibility to deal with these changes, whether in the internal or external environment. In light of this, the following inquiries form the core of the research problem:

1. To what extent are the study variables available in the examined organization?
2. What effect might organizational flexibility have on the efficacy of the organization?
3. Is there a statistically meaningful correlation between the dependent variable of organizational efficiency and the independent variable of organizational flexibility?

Second: Research Importance Organizational flexibility and organizational effectiveness, two crucial subjects that have a big impact on improving organizational procedures and forming the organizational atmosphere, are the characteristics that make the research so vital. This research also makes a modest contribution by offering an intellectual discussion of variables that, to the best of the researcher's knowledge, have not been connected in previous studies. Lastly, it concludes with some recommendations that may be useful to the officials in the organization under investigation.

Third: Research Objectives The present study endeavors to accomplish multiple goals, chief among them being the determination of the extent to which:

1. organizational efficacy and flexibility are present in the organization under investigation.
2. Outlining a theoretical framework incorporating the factors of the study.
3. Being aware of the nature of the connection in the examined organization between organizational success and flexibility.

Forth :research hypothesis model

Prepared by the researcher

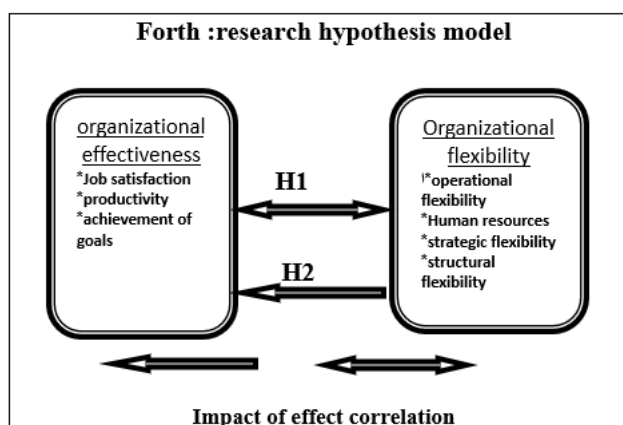


Figure 1. the hypothetical framework of the research

Fifth: Research Hypotheses The current research adopts the following hypotheses:

A. Main Hypothesis 1: There is a significant correlation between organizational flexibility and its dimensions with organizational effectiveness.

Sub-hypotheses:

1. There is a significant correlation between operational flexibility and organizational effectiveness and its dimensions.
2. There is a significant correlation between human resources flexibility and organizational effectiveness and its dimensions.
3. There is a significant correlation between strategic flexibility and organizational effectiveness and its dimensions.
4. There is a significant correlation between structural flexibility and organizational effectiveness and its dimensions.

B. Main Hypothesis 2: There is a significant impact of organizational flexibility and its dimensions combined on organizational effectiveness and its dimensions.

Sub-hypotheses:

1. The dimensions of organizational flexibility combined have a significant impact on job satisfaction.
2. The dimensions of organizational flexibility combined have a significant impact on productivity.

3. The dimensions of organizational flexibility combined have a significant impact on the achievement of goals.

Sixth: Research Tool and Measurement Tests The questionnaire was the primary source for data collection for the current research, and its items were designed based on the five-point Likert scale. It included two sections: the first section covered organizational flexibility, while the second was dedicated to the dimensions of organizational effectiveness.

Table 1. Research Measures

Measurement source	Items number	Number of items	Dimensions	Research variables ⁰
Abdul Nuri 2019	1-5	5	Operational flexibility	organizational flexibility
	6-10	5	Human resource flexibility	
	11-15	5	Strategic flexibility	
	16-20	5	Structural flexibility	
Muhammad 2019	21-25	5	Job satisfaction	Organizational effectiveness
	26-30	5	productivity	
	31-35	5	Achievement of goals	

Prepared by the researcher

Section Two: Theoretical Aspect of the Research

First: The Intellectual Foundation of Organizational Flexibility

1. Concept of Organizational Flexibility The concept of organizational flexibility has evolved significantly since the Industrial Revolution. Business success depends on several factors, including the ability to adapt to a changing environment, respond to it, create opportunities, predict future events, and adopt flexible work structures. Conversely, some organizations have collapsed and disappeared due to the dynamic impact of the environment and their inability to respond quickly and adapt to sudden events. Flexibility means the ability to act freely within a given timeframe, while organizational means a social unit organized and managed systematically to achieve specific goals. Thus, organizational flexibility can be defined as a preventive method that enables the organization to deal with uncertainties and changes in the business environment [1]. [2] defined it as the organization's ability to adopt changes in the environment and adapt to them, which can be external (influencing the environment) or internal (making adjustments within the organization). [3] emphasized that it is the ability that enables organizations to perform different tasks and face environmental fluctuations) [4] defined it as when, where, and how people work flexibly, as it is an essential part of achieving the organization's goals. [5] viewed organizational flexibility as the organization's ability to adapt to sudden and unexpected events [6] described it as the organization's capacity to enhance its response to rapid changes in an uncertain environment. [7] defined it as the strategic vision of the management team directed toward the future by decision-makers who share current organizational issues and new projects. From the previous presentation of the concept of organizational flexibility according to the perspectives of researchers, it can be said that organizational flexibility represents the organization's ability to mobilize its resources, adapt, and keep pace with developments, make comprehensive changes, and reduce routine to respond to unexpected conditions and events in the business environment.
2. The Value of Organizational Adaptability Unexpected events frequently arise in organizations, and in order to handle these situations and modify, they need to be able to quickly adapt and perform better. According to [8] organizational flexibility boosts worker motivation and productivity, which satisfies customer needs and boosts competitiveness rates. As in [3] explanation, the significance of this rests in its ability to assist the organization in identifying its competitive standing in the business environment and in attaining a flexible balance for all the activities conducted within

the firm. According to [4] organizational flexibility fosters empowerment and decision-making, advances the organization's ability to function sustainably, and improves the process of development and innovation. It also has an impact on the company's capacity for growth and profitability. According to [9], organizations must possess organizational flexibility in order to survive, compete successfully, and maintain a customer-focused culture at all organizational levels. This is because of the fast-paced changes and growing disruptions in today's world. According to [7], organizational flexibility lowers individual effort as it turns into a fully collaborative process and increases profitability, customer satisfaction, product/service quality, and innovation levels. Based on the aforementioned, the researcher draws the conclusion that organizational flexibility is crucial for achieving goals and ensuring an organization's survival in the business world. It also helps organizations exist that are able to respond and adapt to sudden changes in the environment, thus making the organization effective.

3. **Variety in organizational flexibility:** The difference in organizational flexibility kinds. Because of varying viewpoints, the researcher observed a lack of agreement among academics when categorizing the various forms of organizational flexibility. The ideas of [10], which encompass operational, structural, strategic, and human resource flexibility, are, however, consistent with the results of the current study. These kinds will be the main subjects of the organizational flexibility assessment. These dimensions will be explained in the following manner:

A. Strategic Flexibility: Strategic flexibility is highly significant in a dynamic environment and uncertainty. This type of flexibility is described as a source of capabilities that provide organizations with competitive advantages. Organizations should adopt a flexible strategy to overcome all forces affecting the work environment. [11] indicated that strategic flexibility requires executable strategic options and reducing response time to unforeseen events. [2] identified four distinct levels of strategic flexibility:

- a. Strategic flexibility as a range of strategic business options.
- b. Strategic flexibility as the speed of changing competitive priorities within the organization.
- c. Strategic flexibility as diversity in business operations.
- d. Strategic flexibility as the ability to transition from one business to another.

(3) explained that it focuses on balancing disturbances and responses to achieve stability. It is defined as the ability of organizations to identify changes in the external environment and respond quickly to implement activities, closely associated with environmental uncertainty (10). Based on the above, the researcher finds that strategic flexibility consists of organizational capabilities derived from strategic options, enabling the organization to fully utilize available resources to meet customer needs and expectations.

B. Structural Flexibility: This is a means to achieve the organization's mission and goals. Organizations with rigid, top-down controlled structures extending across many management levels fail to respond effectively and efficiently to rapid environmental changes. [11] indicated that structural flexibility involves adopting horizontally and vertically expanded task strategies to respond quickly to external environmental changes. [9] defined structural flexibility as managerial capabilities to adapt the organizational structure to changing conditions successfully. [7] noted that structural flexibility means the ability to direct system capabilities within the administrative framework for decision-making and communication, adapting to changing conditions in a modern way and eliminating routine procedures. Organizational structures can be classified into:

1. **Mechanical structures:** characterized by a high degree of centralization, task allocation, meticulous planning and control systems, and highly ordered procedures.
2. **Organic structures:** These structures are flexible and can handle increased coordination needs and performance-oriented tasks. [12] added that structural flexibility involves the internal environment's adaptability, diverse roles, multi-

skilled employees, and simplified policies to face unforeseen conditions. Based on the above, the researcher believes that structural flexibility is achieved through adopting a structure with few management levels, facilitating communication between top management and other levels, and decentralization by delegating authority for quick response to customer demands and environmental changes.

C. Operational Flexibility: Strategic thinking, which links the volume of operations rather than their types, is what defines operational flexibility. Examples of this include production flexibility, technology adoption, and converting inputs into outputs (goods/services) [11]. Operational flexibility was defined by [7] as the ability to quickly adapt to changes that cause brief variations in an organization's operations. Among the things that constitute operational flexibility are:

1. **Functional flexibility:** The ability to change the type of work through job design, allowing employees to switch between tasks.
1. **Numerical flexibility:** Changing the number of employees or distributing work hours over a specific period.

[12] indicated that operational flexibility contributes to innovative proposals for streamlining work processes and completing tasks efficiently, avoiding routine behaviors that waste time. Based on the above, the researcher concludes that this type of flexibility reflects the organization's dynamic capabilities to adapt its activities to environmental changes to meet customer needs.

D. Human Resources Flexibility: Human resources flexibility is a significant focus in research as it enables the organization to adapt to rapid changes through superior human capital performance. [13] mentioned three dimensions of human resources flexibility:

1. **Skill flexibility:** The capabilities possessed by employees.
2. **Behavioral flexibility:** The ability to adapt to specific requirements.
3. **Practice flexibility:** The ability of human resources to adapt to certain situations, quickly execute procedures, and modify and apply them.

[14] indicated that this flexibility reflects the organization's capability to adapt and respond to internal and external environmental requirements effectively. [15] defined it as the organization's responsiveness to continuous changes in the dynamic business environment and the possession of a diverse skill set in its human capital. Based on the above, the researcher finds that human resources flexibility enhances the organization's ability to face environmental changes and is a valuable resource, necessitating diversity to enhance organizational capabilities.

Secondly / The Intellectual Foundation of Organizational Effectiveness

1. Concept of Organizational Effectiveness

Researchers have not reached a consensus on the concept and metrics of organizational success, making it a complex and controversial topic. The ability of an organization to achieve its goals is frequently referred to as effectiveness. The distinction between operational goals, or what the organization actually accomplishes, and official goals, or what they purport to achieve, should be made, according to (Steers) [16]. It is described as the organization's long-term capacity to use strategies to accomplish its objectives by [17]. In a similar vein, it is defined as the extent to which an organization accomplishes its objectives by [18]. According to Reetu et al, the ability of an organization to accomplish its objectives over an extended period of time is referred to as organizational effectiveness. According to [19], it is the capacity of the company to fulfill its objectives while preserving the firm's viability and advancement while guaranteeing customer happiness. According to [20], it is the degree to which an organization is effective in achieving its vision and goals by utilizing its resources to the fullest. According to [21], the idea is predicated on how well an organization is able to obtain the resources it needs to regulate its surroundings, provide security, and provide support. According to the researcher, the ability to thrive and advance in the corporate environment is the ultimate

indicator of managerial and organizational success, and this is referred to as organizational effectiveness.

2. Importance of Organizational Effectiveness

Organizations must navigate numerous challenges to achieve success, making the enhancement of organizational performance crucial. Organizations cannot endure in the commercial environment without efficacy, claim [16]. According to [17], firms that are considered effective typically provide superior quality goods and exhibit greater adaptability when confronted with challenges. Organizational performance and effectiveness are inextricably linked, according to [18]. This is because an organization's ability to succeed depends on its ability to accomplish goals, and an organization may be successful in certain areas but not in others. [20] emphasize that a thorough grasp of business development difficulties demonstrates the significance of organizational success. and the organization's total performance, which includes its capacity for innovation and development over its entire lifetime as well as its ability to align business traits, organizational dynamics, strategic requirements, and future developmental requirements. Effectiveness within a company is therefore more valuable strategically. [21] goes on to say that attaining objectives, obtaining necessary resources, and developing into an effective organization via collaboration, dedication, and worker satisfaction all contribute to organizational effectiveness.

Based on the aforementioned, the researcher thinks that achieving an organization's goals—which are directly related to strategic goals and serve as the basis for the organization's existence—and introducing numerous, ongoing innovations and improvements are what make an organization effective.

3. Dimensions of Organizational Effectiveness

A. Job Satisfaction: The workplace influences employees' emotional states. Employee dedication to their work and commitment to their organization is influenced by satisfaction with current working conditions and the rewards provided. Consequently, firms should work to create a positive workplace culture for employees that sets them apart from other companies, as job satisfaction influences productivity and lowers absenteeism and turn over [22]. According to [23], job satisfaction is a gauge of how happy workers are with their jobs. [23] observes that the degree of satisfaction increases with the number of tasks accomplished in a pleasant setting and the satisfaction of workers' requirements. According to [24] every company hoping to be competitive in the business world and look to the future should prioritize employee satisfaction, which is based on the caliber of the company's relationship with its workers.

Taking the aforementioned into consideration, the researcher defines job satisfaction operationally as the sense of self-motivation and contentment with tasks assigned, which aids in the accomplishment of organizational objectives.

B. Efficiency: Different people define productivity differently. For example, some define it as an indicator of how well personnel perform inside the company, while others define it as the amount of work produced given the resources at hand. One way to increase productivity is to [25]

1. An increase in output without increasing organizational inputs.
2. Achieving the same amount of output using fewer inputs while maintaining product quality.
3. Achieving an increase in produced quantity that exceeds the increase in inputs.

Since economists started the process of economic growth, productivity—which is defined as the ratio indicating how successfully an organization converts resources into goods or services—has been a driver of advancement, according to [26] More precisely, it relates to the efficiency with which resources are allocated in order to meet deadlines and meet objectives for both quantity and quality. There are numerous goals for productivity measurement, including:

1. Comparing the performance of the firm with rivals serves strategic goals.

2. Tactical goals: Giving management the ability to oversee the operation of the company.
3. Planning objectives: Evaluating the relative advantages of employing various inputs. Productivity is viewed by the researcher as a means of assessing and tracking the entire performance of the company.

C. Goal Achievement: As is well known, all organizations, no matter what their activity, have objectives they hope to accomplish. Reaching objectives gives team members fresh tools to boost the company's standing and competitive edge, which inspires them to work more. Moreover, there are attributes of objectives that, when strengthened, result in their accomplishment. Among these qualities are the need for goals to be quantifiable, well defined, reachable, and not impractical. There are often two categories of goals:

1. Official objectives: Summarize the purpose and rationale for the organization's formation.
2. Operational goals: Measurable and representative of the organization's outcomes [27]

[28] define goals as the aims that an organization strives to reach and which distinguish the organization from others. The researcher believes that achieving goals represents long-term aims that the organization seeks to accomplish, having a positive impact on aligning all administrative levels within the organization.

Section Three / Practical Aspect of the Research

1. Description and Analysis of Sample Characteristics:

The sample size was 25 individuals from the administrative leadership of an Iraqi food production factory (Qais Kebab Factory / Hilla). All participants were male (100%), and there were no female employees. The majority of the sample were aged between 26-35 years, representing 48%, while 28% were aged 36-45 years, 16% were aged 25 years or younger, and 8% were aged 46-55 years. Regarding years of experience, the distribution was as follows: 64% had 6-10 years, 16% had 5 years or less, 8% had 11-15 years, 8% had 16-20 years, and 4% had more than 21 years. Concerning educational qualifications, the largest percentage had a Bachelor's degree (76%), followed by a Technical Diploma (16%), and only 8% had a Master's degree, with just 2 individuals.

percentage	number	category	details
100%	25	male	Gender
0%	0	female	
16%	4	25 Or younger	Age
48%	12	26 - 35	
28%	7	36- 45	
8%	2	46-55	
0%	0	56 Or older	
16%	4	5 or less	Years of experience
64%	16	6- 10	
8%	2	11- 15	
8%	2	16- 20	
4%	1	21 Or More than	
16%	4	Technical diploma	Educational qualification
76%	19	Bachelor's	
8%	2	Master	
0%	0	phD	

Prepared by the researcher

2. Testing Research Hypotheses and Analyzing Results

Examination of the Association between the Independent Variable of Organizational Effectiveness and the Dependent Variables of Organizational Flexibility Characteristics (Operational, Strategic, Human Resource, and Structural Flexibility):

Organizational effectiveness		Dependent variables
Significance level (.Sig)	Person correlation coefficient	Independent variables
0.000	0.871*	operationall flexibility
0.000	0.791*	Human resource flexibility
0.000	0.842*	Strategic flexibility
0.000	0.722*	Structural felexibility

Source :prepared by researcher based on statistical analysis results .statistically significance at 0.05 level

The correlation values between organizational flexibility and organizational effectiveness, as shown in the table above, are 0.871*, 0.791*, 0.842*, and 0.722* respectively, all indicating positive correlations. This suggests a significant relationship and impact of these characteristics on organizational effectiveness. Operational flexibility has the highest correlation with the independent variable, indicating acceptance of the first sub-hypothesis: "There is a significant correlation between operational flexibility and organizational effectiveness and its dimensions."

Following this, strategic flexibility shows a strong correlation, reflecting acceptance of the third sub-hypothesis: "There is a significant correlation between strategic flexibility and organizational effectiveness and its dimensions."

The second sub-hypothesis, which states that "There is a significant correlation between human resource flexibility and organizational effectiveness and its dimensions," is accepted since human resource flexibility likewise exhibits a high correlation. Acceptance of the fourth sub-hypothesis follows from structural flexibility's strong correlation but lesser value when compared to the other two: "There is a significant correlation between structural flexibility and organizational effectiveness and its dimensions." B. Examination of the Influential Connection between Organizational Effectiveness and Flexibility: This component investigates the research's central premise, which reads, "Organizational flexibility significantly impacts organizational effectiveness."

Organizational effectiveness					Dependent variables
Significance	Sig.	Beta coefficient t B	Calculated (f) value	R2	Dependent variables
Significant impact	0.000	0.599	61.290	0.872	Operational flexibility
Significant impact	0.000	0.545	63.290	0.861	Human resource flexibility
Significant impact	0.000	0.565	63.290	0.797	Strategic flexibility
Significant impact	0.000	0.544	63.190	0.707	Structural flexibility

Source: prepared by researcher based on statistical analysis results .statistically significance at 0.05 level. f critical value at the 0.05 significance level=7.64

The table above shows the impact of organizational flexibility on organizational effectiveness using simple linear regression. The R^2 values are 0.707, 0.797, 0.861, and 0.872 respectively for operational flexibility, human resource flexibility, strategic flexibility, and structural flexibility. This means that these flexibility characteristics explain 70%, 79%, 86%, and 87% respectively of organizational effectiveness. The calculated F values are greater than the critical F values, indicating their impact on organizational effectiveness. The Beta coefficients are positive and significant, meaning that a one-unit change in operational, human resource, strategic, and structural flexibility results in an increase in organizational effectiveness by these values. Thus, the main hypothesis is accepted: "There is a significant impact of organizational flexibility and its dimensions on organizational effectiveness and its dimensions."

3. Conclusion

1. The results of the study show that organizational flexibility and its four dimensions—strategic, operational, structural, and human resource—have an impact on organizational success and are correlated.
2. One of the most important elements affecting an organization's effectiveness is its operational flexibility. Operational procedures that are flexible have a positive impact on job satisfaction, which in turn affects productivity, which raises activity and effectiveness within the firm.
3. The ability of human resources to adjust to organizational structures, design customized training programs, and put incentive systems in place all contribute to
4. By launching new goods with creative ideas that impact their efficacy, the organization can achieve higher levels of benefit by being more competitive in the current competitive market environment. This is made possible by the company's ability to quickly adjust to changing external and internal situations.
5. Especially in the current competitive environment, institutions possessing a high degree of adaptation and continuous development potential can achieve notable success.
6. It is difficult to achieve organizational flexibility, especially when dealing with instability and significant expenses incurred by the organization to preserve its efficacy and efficiency.

4. Recommendations

1. Encourage a Culture of Innovation and Change by holding frequent brainstorming sessions, idea-sharing sessions, and innovation workshops across companies. Establish a system of rewards for staff members who suggest significant changes or ideas. Frequently convey the value of accepting change by using success stories and leadership messaging.
2. Boost Human Resource Development Leadership: To upskill staff in vital areas like problem-solving, technical proficiency, and leadership, implement customized training programs. Provide mentorship opportunities together with well-defined career growth pathways. Conduct yearly evaluations to match personal development goals with business requirements, and provide incentives or certificates for program completion.
3. Utilize Technology to Improve Production Processes: To find production inefficiencies, do an operational audit. Set aside money to buy or upgrade automation tools and high-tech equipment. Teach production teams how to use new technologies efficiently, and conduct frequent assessments to make sure these developments are fulfilling performance and quality standards.
4. Strengthen Communication and Collaboration: To improve team engagement, implement collaborative technologies such as communication platforms or project management software. Plan frequent interdepartmental meetings and team-building exercises to exchange ideas and progress. Create a feedback

system to quickly detect and resolve communication obstacles and promote a more welcoming and inspired work environment.

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