



P-ISSN: 2789-1240 E-ISSN:2789-1259

NTU Journal for Administrative and Human Sciences

Available online at: <https://journals.ntu.edu.iq/index.php/NTU-JMS/index>



## **Diagnosing and analyzing the dimensions of strategic flexibility: a field study of the opinions of a sample of functional staff in Presidency of the University of Mosul in Nineveh Governorate.**

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### **Article Informations**

**Received:** 15-03- 2025,  
**Accepted:** 30-04-2025,  
**Published online :** 01-03-2026

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### **Key Words:**

Strategic flexibility in terms of its dimensions  
University of Mosul

### **A B S T R A C T**

This study aimed to diagnose the reality of the dimensions of strategic flexibility (productive flexibility, competitive flexibility, human capital flexibility, market flexibility, and information flexibility) in the field under study (the University of Mosul Presidency). It tested the main hypothesis, which is "the availability of the dimensions of strategic flexibility in terms of its sub-dimensions." The study adopted a descriptive approach, with data collected through a questionnaire designed to measure the dimensions of strategic flexibility. The questionnaire was administered to a random sample of 300 university staff. The data were analyzed using SPSS version 24 to conduct descriptive and inferential analyses, and AMOS for structural equation modeling (SEM) to test the hypothesis. The results demonstrated a significant availability of the dimensions of strategic flexibility in the field under study, confirming the statistical consistency between the sub-dimensions and flexibility as a comprehensive construct. These results are evidence of the ability of educational institutions to increase their level of adoption of strategic flexibility to enhance their effectiveness. The study recommends enhancing these dimensions through institutional policies that support flexibility in planning and decision-making processes.



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## **Introduction:**

Academic institutions today face growing challenges that necessitate the adoption of flexible strategies to enable them to respond effectively to rapid environmental, technological, and organizational changes. Strategic flexibility is one of the modern administrative concepts that enhance organizations' ability to adapt to contemporary challenges by improving their productive efficiency, enhancing competitiveness, investing in human capital, and developing market and informational flexibility. In this context, the University of Mosul is considered a model academic environment that needs to activate strategic flexibility concepts to ensure the continuity of its performance and the achievement of its strategic goals amidst the rapid developments in the higher education sector. Therefore, this study aims to diagnose and analyze the reality of strategic flexibility dimensions at the presidency of the University of Mosul by surveying the opinions of a sample of functional staff, providing a comprehensive overview of the level of adoption of these dimensions and their impact on enhancing the university's efficiency and ability to face future challenges.

## **First Section: Study Methodology**

### **Study Problem:**

In light of the rapid developments in the academic and technological environment, strategic flexibility is a fundamental pillar for university institutions to excel and ensure their sustainable performance in achieving their educational, research, and societal missions. The University of Mosul is a prominent example of institutions seeking to enhance their strategic capabilities, based on its pioneering role in Nineveh Governorate. From this perspective, this study aims to reveal the reality of the dimensions of strategic flexibility at the university and assess its level of maturity in adopting these dimensions, with the aim of enhancing strengths and seizing development opportunities. The research questions revolve around:

What is the extent of strategic flexibility, as reflected in its dimensions (Productive flexibility, Competitive flexibility, Human capital flexibility, Market flexibility, Information flexibility) at the University of Mosul?

### **Significance of the Study:**

**Scientific Importance:** The study contributes to enriching the scientific literature on strategic flexibility by providing an analytical model to diagnose its reality in an academic environment.

**Practical Importance:** The study provides practical insights for university administration regarding the strengths and weaknesses of strategic flexibility dimensions, helping to develop its strategies.

**Administrative Importance:** The study assists decision-makers at the University of Mosul in identifying ways to enhance organizational and administrative flexibility to ensure the effective achievement of strategic goals.

### **Study Objectives:**

1. Diagnose the level of adoption of strategic flexibility dimensions at the presidency of the University of Mosul based on the opinions of functional staff.

Analyze the relationship between strategic flexibility dimensions in the University.

Identify the main challenges facing the university in applying various flexibility strategies.

Provide proposals and recommendations to enhance strategic flexibility at the University of Mosul in line with the requirements of the modern academic environment.

### **Study Hypothesis:**

The research is based on the hypothesis that strategic flexibility dimensions are available at an overall level, as indicated by their sub-dimensions (productive flexibility, competitive flexibility, human capital flexibility, market flexibility, and informational flexibility) among the functional staff at the presidency of the University of Mosul.

### Study Limitations:

The spatial boundaries of the study were limited to the presidency of the University of Mosul in Nineveh Governorate, while the temporal scope spanned from January 1, 2025, to February 10, 2025.

### Study Population and Sample:

The study population consisted of functional staff at the presidency of the University of Mosul, totaling (1,300) individuals. A random sample of (320) employees was selected, with (320) questionnaires distributed to the respondents. Of these, (307) were retrieved, and (300) were valid for analysis, representing a response rate of (93%) and a sample representation of (23.08%) of the total population.

**Table 1.** Number and percentage of questionnaires distributed to the study sample.

Population size	Number of distributed questionnaires	Number of returned questionnaires		Number of valid questionnaires for analysis	
		Number	%	Number	%
1300	320	307	95%	300	93 %

Prepared by the researchers

## Second Section: Theoretical Framework of Strategic Flexibility

### The Concept of Strategic Flexibility

There is a historical sequence to the emergence of the concept of strategic flexibility. Initially, the concept of flexibility appeared in a general sense, then transitioned into the administrative field, where organizations interacted with this concept and its dimensions. These organizations sought positive interaction by addressing manufacturing flexibility, preparing the necessary flexibility to manage human resources, and eventually generalizing this concept across all organizational functions, culminating in the adoption of the concept of strategic flexibility.

According to strategic flexibility is a characteristic that allows modern organizations to prepare for (largely unpredictable) changes in their environment [1] . views strategic flexibility as the ability to adapt to a changing environment by implementing continuous changes and systematic measures [2] suggest that the essence of strategic flexibility lies in the options, mechanisms of change, and freedom of choice[3] . define it as the organization's ability to predict and anticipate trends and events in the business environment to formulate an appropriate response through proactive steps[4] . emphasizes that it represents the set of capabilities an organization possesses to respond effectively to uncertain changes in the business environment [5] .

pointed out that integration, as a dimension of mental flexibility, expresses an individual's ability to flexibly adapt to various challenges and situations, enabling them to deal with changes effectively and with balance[6] . This concept is clearly reflected in the strategic leader who embraces strategic flexibility, as this ability enables them to redirect resources and adjust plans according to changing circumstances, contributing to enhancing the organization's ability to confront dynamic challenges[7] .

### The Importance of Strategic Flexibility

The importance of strategic flexibility lies in enabling organizations to adapt to environmental complexity, uncertainty, and rapid disruptions, helping them respond quickly to competitive pressures and enhance their dynamic capabilities to maintain continuity and excellence [8] .

1. It enables the organization to identify major shifts in the external environment quickly and effectively.
2. It enhances the organization's ability to adopt strategies that support performance improvement by anticipating future changes.

3. It is linked to an innovation culture that reduces resistance to change and simplifies the organizational structure, facilitating the exploitation of new opportunities.
4. It supports the flexible use and coordination of resources to enhance knowledge management efficiency.
5. It increases the positive impact of technological capabilities on exploratory innovation.
6. A high level of strategic flexibility enhances technical creativity.

### **Objectives of Strategic Flexibility**

Strategic flexibility enables organizations to achieve a sustainable competitive advantage, even in highly volatile business environments. Additionally, strategic flexibility aims to [9] .

1. Achieve a distinguished competitive position to ensure survival, continuity, and growth.

Respond quickly to activities and changing customer demands.

Secure market share, thereby improving processes, products, and working conditions, increasing production, and achieving organizational excellence.

### **Dimensions of Strategic Flexibility**

#### **1. Productive Flexibility**

defines productive flexibility in service organizations as the organization's ability to deliver its services flexibly through what is known as service flexibility, which refers to the service system's ability to innovate and deliver new services quickly [10] . This flexibility is measured by the diversity of services that can be offered and the speed of the notes that productive flexibility in service organizations reflects the organization's ability to modify its operational processes dynamically, serving as a measure of how quickly it can transition from offering traditional services to developing innovative services that align with customer expectations [11] .

#### **Importance of Productive Flexibility**

The importance of productive flexibility in service organizations has increased due to rapid changes in the work environment and rising customer expectations, making it a fundamental factor in enhancing competitiveness. The following points highlight its importance [12] :

1. Improving service quality through continuous adaptation to customer needs, enhancing their satisfaction.

Effectively responding to demand changes by offering customized services that align with evolving customer requirements, such as service delivery time, quality, and methods.

Reducing operational costs by redesigning service processes flexibly to achieve efficiency and effectiveness.

Enhancing market competitiveness by offering innovative and diverse services that attract and retain customers.

Improving service supply chain management, fostering better integration between the organization's operations and its partners in service delivery.

In this context, indicate that strategic improvisation relies on pre-planning to adapt alternatives flexibly and quickly under complex and uncertain conditions, forming a cornerstone for achieving productive flexibility. This approach enables organizations to modify their production processes efficiently in response to environmental changes, improving production efficiency, reducing waste, and eliminating organizational rigidity by creating operational dynamism that enhances immediate response to challenges [13] .

#### **2. Competitive Flexibility**

defines competitive flexibility as the organization's ability to respond to changes in beneficiary needs resulting from surrounding changes [14] . view competitive flexibility as the ability of organizations to resist competitors and their favorable behavior, reorganize essential resources, allocate them effectively, and respond to customer demands. It is characterized by the diversity of strategic options available to compete effectively and meet the unique needs of consumers [15] . defines competitive flexibility as the organization's ability to respond to changing customer needs, diagnose economic environmental changes, and adapt to them, thereby enabling the organization to compete in highly competitive markets, exploit opportunities, and counter competitor threats. It is measured through

indicators such as competitive activities in global markets, analysis of external environmental changes, and pricing strategies that reflect competitiveness and reduce production costs[16].

Competitive Strategy for Organizations:

argues that effective market competition requires adopting advanced competitive strategies, which consist of three main components[17]:

1. Method of Competition: Includes product strategy (quality, innovation, excellence), distribution strategy (networks, channels, expansion), location strategy (geographic presence, localization), and manufacturing strategy (efficiency, technology, quality).

Arena of Competition: Involves selecting the competitive field (target market, sector), identifying target markets (demographics, consumer behavior), and analyzing competitors (strengths, weaknesses, strategies).

Basis of Competition: Represents assets (tangible, intangible, human), skills (technological, managerial, marketing), and sustainable competitive advantage (innovation, quality, service).organization's response to customer needs within a short period.

### **3.Human Capital Flexibility**

define human capital flexibility as the organization's ability to operate through non-hierarchical structures and adopt a flexible organizational culture by promoting knowledge sharing, comprehensive functional training, and unconventional work procedures[18].

Importance of Human Capital:

The importance of human capital is evident in several key aspects, as highlighted below[19]:

The importance of human capital lies not in its inputs but in its outputs. For example, the outputs of higher education are available to all competing organizations, but the key lies in those organizations that achieve unique advantages in results when utilizing them.

Quantitative measures such as the number of employees and years of service are not decisive in achieving organizational excellence compared to competitors. Instead, the focus should be on identifying talented individuals.

Preparing qualified and experienced human capital is the key to economic and social development.

Human capital is the foundation of scientific research, its techniques, and the application of its results.

Human capital is the basis of creativity and innovation, which are essential for competitiveness.

Motivation is defined as "the action that drives an individual to adopt a suitable perspective to accomplish assigned tasks satisfactorily by stimulating their emotions and desires, urging them to perform specific tasks efficiently and effectively[20]:

### **4. Market Flexibility**

Market flexibility is one of the important characteristics that grant organizations the ability to discover new markets and products quickly and effectively. It aims to expand market reach and target new markets by efficiently and effectively meeting customer requirements while optimally utilizing organizational resources. view this capability as reflecting the organization's efficiency in producing and distributing its products in key markets quickly and at competitive costs. It also represents the organization's ability to discover new markets and enter them instead of maintaining and expanding its existing market share[21]. define market flexibility as the organization's ability to reassess its marketing efforts in domestic and international markets within a short period, responding to and adapting to internal and external environmental changes to ensure development and continued competition[22].

In this context, emphasize that strategic thinking represents the ability to analyze the external environment and foresee the future, enabling effective decision-making that enhances organizational competitiveness. This concept is clearly evident in market flexibility, where strategic thinking enables organizations to adapt to market variables and explore new opportunities, enhancing their ability to respond to customer needs quickly and efficiently, breaking organizational rigidity, and achieving sustainability in dynamic markets[23].

### **Informational Flexibility**

Informational flexibility is a valuable strategic resource for organizations that should be managed and invested in using advanced technological tools to ensure its flow at maximum speed and minimum cost, thereby adding value through alignment with flexible scientific decision-making methods[24].

views informational flexibility as the organization's ability to retrieve and analyze historical data from its archives to assist in decision-making and provide support. It also represents the adaptability of information, meaning that information must be flexibly available to be effectively used in decision-making processes across different managerial levels. For this reason, informational flexibility is determined by leveraging information collected from organizations and circulated across managerial layers to support decision-making[25] .

Sustainability reflects the importance of considering the short- and long-term environmental, social, and economic impacts of organizational decisions and actions, making it a critical factor in long-term business success. Here, information resilience emerges as a key dimension of strategic resilience, as sustainability relies heavily on the availability of accurate and up-to-date information to support planning and decision-making processes. Through information resilience, organizations are able to collect, analyze, and effectively utilize data to keep pace with changes, helping them achieve successful and sustainable sustainability in a dynamic business environment[26] .

**Importance of Informational Flexibility:**

Informational flexibility holds significant importance, as highlighted below

Enhancing Organizational Performance and Productivity: The advantages of informational flexibility are evident in the periodic design of products using modern methods to reduce costs, striving to offer products that ensure customer satisfaction and fulfill their desires, and exploring new opportunities in global markets by introducing new products to secure a competitive advantage in the same sector.

Increasing Decision-Making Effectiveness: Informational flexibility simplifies tasks assigned to top management and facilitates organizational decision-making by providing accurate data and information in a timely manner.

Boosting Activities: Informational flexibility increases discipline and order within management and departments, enhancing employees' awareness of ongoing developments through continuous information provision.

**Third Section: Presentation and Analysis of Field Study Results**

Description and Diagnosis of Respondents' Answers Regarding the Strategic Flexibility Variable

This section describes and diagnoses the strategic flexibility variable based on its dimensions, as reflected in the respondents' answers to the items representing each dimension, as follows:

Items	Response Scale	Mean	Standard Deviation	Relative Importance
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**Productive Flexibility**

The data in Table (2) indicate a consensus among the respondents regarding the items of the productive flexibility dimension (X1-X5). The overall agreement rate (strongly agree, agree) among respondents was (70.33%), indicating a positive trend in their responses based on the five-point Likert scale. The overall disagreement rate (disagree, strongly disagree) was (10.87%), while neutral responses accounted for (18.80%). The mean score was (3.83), and the standard deviation was (0.99). The relative importance of the productive flexibility dimension was (76.60%), which is a good level, reflecting clear agreement among respondents on these items based on their personal perspectives.

At the partial level, item (X2), which represents the university administration's deliberate use of modern technology to improve the quality of services provided to beneficiaries, achieved the highest relative importance of (77.27%), with a mean score of (3.86) and a standard deviation of (0.93). In contrast, item (X5), which represents the university administration's deliberate promotion of creativity to improve service quality, achieved the lowest relative importance of (71.20%), with a mean score of (3.56) and a standard deviation of (1.05).

**Table 2.** Frequency Distributions, Means, Standard Deviations, and Relative Importance of the Productive Flexibility Dimension

	strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)					
	Numbe	%	Numbe	%	Numbe	%	Numbe	%	Numbe	%				
X1	84	28.00	134	44.67	55	18.33	21	7.00	6	2.00	3.70	0.92	74.07	
X2	57	19.00	143	47.67	74	24.67	20	6.67	6	2.00	3.86	0.93	77.27	
X3	97	32.33	120	40.00	52	17.33	26	8.67	5	1.67	3.63	0.93	72.53	
X4	81	27.00	138	46.00	50	16.67	23	7.67	8	2.67	3.66	0.93	73.27	
X5	73	24.33	128	42.67	51	17.00	34	11.33	14	4.67	3.56	1.05	71.20	
Overall Average		26.13		44.20		18.80		8.27		2.60	3.83	0.99	76.60	
Total	70.33				18.80		10.87							

Source: Prepared by the researcher based on outputs from (SPSS V.26), n=300

### **Competitive Flexibility**

The data in Table (3) indicate a consensus among the respondents regarding the items of the competitive flexibility dimension (X6-X10). The overall agreement rate (strongly agree, agree) was (69.47%), indicating a positive trend in their responses based on the five-point Likert scale. The overall disagreement rate (disagree, strongly disagree) was (15.60%), while neutral responses accounted for (14.93%). The mean score was (3.81), and the standard deviation was (1.09). The relative importance of the competitive flexibility dimension was (76.24%), which is a good level, reflecting clear agreement among respondents on these items based on their personal perspectives.

At the partial level, item (X7), which represents the university administration's focus on responding quickly to competitive pressures by enhancing its capabilities, achieved the highest relative importance of (77.93%), with a mean score of (3.90) and a standard deviation of (1.07). In contrast, item (X10), which represents the university administration's focus on developing innovative marketing methods to effectively address competition, achieved the lowest relative importance of (75.20%), with a mean score of (3.76) and a standard deviation of (1.24).

**Table 3.** Frequency Distributions, Means, Standard Deviations, and Relative Importance of the Competitive Flexibility Dimension.

Source: Prepared by the researcher based on outputs from (SPSS V.26), n=300

**Human Capital Flexibility**

The data in Table (4) indicate a consensus among the respondents regarding the items of the human capital flexibility dimension (X11-X15). The overall agreement rate (strongly agree, agree) was (66.34%), indicating a positive trend in their responses based on the five-point Likert scale. The overall disagreement rate (disagree, strongly disagree) was (14.13%), while neutral responses accounted for (19.53%). The mean score was (3.75), and the standard deviation was (1.06).

The relative importance of the human capital flexibility dimension was (74.92%), which is a good level, reflecting clear agreement among respondents on these items based on their personal perspectives.

At the partial level, item (X13), which represents the university administration's focus on motivating its human resources to ensure effective task execution, achieved the highest relative importance of (77.87%), with a mean score of (3.89) and a standard deviation of (1.05). In contrast, item (X15),

Items	Response Scale								Mean	Standard Deviation	Relative Importance (1)	Mean	Standard Deviation	Relative Importance	
	strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)								Strongly Disagree (1)
	Number	%	Number	%	Number	%	Number	%							
<b>X6</b>	80	26.67	128	42.67	44	14.67	36	12.00	12	4.00	3.76	1.10	75.20		
<b>X7</b>	102	34.00	117	39.00	31	10.33	48	16.00	2	0.67	3.92	1.07	72.93		
<b>X8</b>	82	27.33	127	42.33	64	21.33	22	7.33	13	4.33	3.80	1.06	73.27		
<b>X9</b>	85	28.33	124	41.33	40	13.33	42	14.00	9	3.00	3.78	1.10	75.60		
<b>X10</b>	107	35.67	90	30.00	45	15.00	40	13.33	18	6.00	3.76	1.24	75.20		
<b>Overall Average</b>		30.40		39.07		14.93		12.53		3.07	3.81	1.09	76.24		
<b>Total</b>	69.47		14.93		15.60										
X11	69	23.00	133	43.67	73	23.67	28	9.00	10	3.33	3.83	1.05	75.78		
X12	70	23.33	145	48.33	56	18.33	34	11.33	1	0.33	3.10	1.33	74.47		
X13	99	33.00	137	45.67	57	18.67	17	5.67	7	2.33	3.90	0.98	78.87		
X14	77	25.67	132	43.67	62	20.67	36	12.00	13	4.33	3.12	1.33	73.68		
X15	76	25.33	138	45.67	59	19.67	37	12.33	12	4.00	3.12	1.08	73.66		
<b>Overall Average</b>		26.07		40.27		19.53		10.46		3.67	3.46	1.07	74.75		
<b>Total</b>	66.34		19.53		14.13										

which represents the university administration's focus on providing an advanced educational environment to develop the skills of its affiliates, achieved the lowest relative importance of (73.20%), with a mean score of (3.66) and a standard deviation of (1.14).

**Table 4.** Frequency Distributions, Means, Standard Deviations, and Relative Importance of the Human Capital Flexibility Dimension .

Items	Response Scale										Mean	Standard Deviation	Relative Importance
	strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)				
	Number	%	Number	%	Number	%	Number	%	Number	%			
X16	86	28.67	127	42.33	35	11.67	38	12.67	14	4.67	3.78	1.13	75.53
X17	107	35.67	115	38.33	28	9.33	39	13.00	11	3.67	3.89	1.14	77.87
X18	118	39.33	96	32.00	39	13.00	41	13.67	6	2.00	3.93	1.12	78.60
X19	70	23.33	154	51.33	43	14.33	23	7.67	10	3.33	3.84	0.98	76.73
X20	109	36.33	97	32.33	44	14.67	35	11.67	15	5.00	3.83	1.18	76.67
<b>Overall Average</b>		32.67		39.27		12.60		11.73		3.73	3.85	1.11	77.08
<b>Total</b>	71.94				12.60		15.46						

Source: Prepared by the researcher based on outputs from (SPSS V.26), n=300

#### Market Flexibility

The data in Table (5) indicate a consensus among the respondents regarding the items of the market flexibility dimension (X16-X20). The overall agreement rate (strongly agree, agree) was (71.94%), indicating a positive trend in their responses based on the five-point Likert scale. The overall disagreement rate (disagree, strongly disagree) was (15.46%), while neutral responses accounted for (12.60%). The mean score was (3.85), and the standard deviation was (1.11). The relative importance of the market flexibility dimension was (77.08%), which is a good level, reflecting clear agreement among respondents on these items based on their personal perspectives.

At the partial level, item (X18), which represents the university administration's efforts to ensure a quick response to the evolving needs of beneficiaries, achieved the highest relative importance of (78.60%), with a mean score of (3.93) and a standard deviation of (1.12). In contrast, item (X16), which represents the university administration's efforts to build proactive strategies to address changes

in the labor market, achieved the lowest relative importance of (75.53%), with a mean score of (3.78) and a standard deviation of (1.13).

**Table 5.** Frequency Distributions, Means, Standard Deviations, and Relative Importance of the Market Flexibility Dimension.

Items	Response Scale										Mean	Standard Deviation	Relative Importance
	strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)				
	Number	%	Number	%	Number	%	Number	%	Number	%			
X16	86	28.67	127	42.33	35	11.67	38	12.67	14	4.67	3.78	1.13	75.53
X17	107	35.67	115	38.33	28	9.33	39	13.00	11	3.67	3.89	1.14	77.87
X18	118	39.33	96	32.00	39	13.00	41	13.67	6	2.00	3.93	1.12	78.60
X19	70	23.33	154	51.33	43	14.33	23	7.67	10	3.33	3.84	0.98	76.73
X20	109	36.33	97	32.33	44	14.67	35	11.67	15	5.00	3.83	1.18	76.67
<b>Overall Average</b>		32.67		39.27		12.60		11.73		3.73	3.85	1.11	77.08
<b>Total</b>	71.94		12.60		15.46								

Source: Prepared by the researcher based on outputs from (SPSS V.26), n=300

#### Informational Flexibility

The data in Table (6) indicate a consensus among the respondents regarding the items of the informational flexibility dimension (X21-X25). The overall agreement rate (strongly agree, agree) was (69.33%), indicating a positive trend in their responses based on the five-point Likert scale. The overall disagreement rate (disagree, strongly disagree) was (15.67%), while neutral responses accounted for (15.00%). The mean score was (3.77), and the standard deviation was (1.10). The relative importance of the informational flexibility dimension was (75.43%), which is a good level, reflecting clear agreement among respondents on these items based on their personal perspectives.

At the partial level, item (X23), which represents the university administration's provision of accurate information to support its strategic decisions, achieved the highest relative importance of (77.33%), with a mean score of (3.87) and a standard deviation of (1.14). In contrast, item (X24), which represents the university administration's continuous updating of information systems to meet changing needs, achieved the lowest relative importance of (73.20%), with a mean score of (3.66) and a standard deviation of (1.10).

**Table 6.** Frequency Distributions, Means, Standard Deviations, and Relative Importance of the Informational Flexibility Dimension.

Items	Response Scale										Mean	Standard Deviation	Relative Importance
	strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)				
	Number	%	Number	%	Number	%	Number	%	Number	%			
X21	78	26.00	138	46.00	43	14.33	35	11.67	6	2.00	3.82	1.01	76.47
X22	81	27.00	126	42.00	47	15.67	33	11.00	13	4.33	3.76	1.10	75.27
X23	105	35.00	108	36.00	44	14.67	28	9.33	15	5.00	3.87	1.14	77.33
X24	61	20.33	147	49.00	37	12.33	39	13.00	16	5.33	3.66	1.10	73.20
X25	91	30.33	105	35.00	54	18.00	36	12.00	14	4.67	3.74	1.15	74.87
<b>Overall Average</b>		27.73		41.60		15.00		11.40		4.27	3.77	1.10	75.43
<b>Total</b>	69.33		15.00		15.67								

Source: Prepared by the researcher based on outputs from (SPSS V.26), n=300

#### Summary of the Strategic Flexibility Variable Description

Based on the above, it can be concluded that all responses for each dimension of the strategic flexibility variable were above the hypothetical mean of (3). Table (7) illustrates the relative importance of the strategic flexibility dimensions from the perspective of a sample of functional staff at the presidency of the University of Mosul, using mean scores, standard deviations, and relative importance. The results show that the most important dimension of strategic flexibility is market flexibility, with a mean score of (3.85), a standard deviation of (1.11), and a relative importance of (77.08%). This is followed by productive flexibility, with a mean score of (3.83), a standard deviation of (0.99), and a relative importance of (76.60%). Competitive flexibility ranks third, with a mean score of (3.81), a standard deviation of (1.09), and a relative importance of (76.24%). Informational flexibility ranks fourth, with a mean score of (3.77), a standard deviation of (1.10), and a relative importance of (75.43%). Finally, human capital flexibility is the least important dimension, with a mean score of (3.75), a standard deviation of (1.06), and a relative importance of (74.92%).

**Table 7.** Relative Importance of the Strategic Flexibility Variable Dimensions

Source: Prepared by the researcher based on outputs from (SPSS V.26), n=300

Order	Dimensions	Mean	Standard Deviation	Relative Importance %	
1	Productive Flexibility	3.83	0.99	76.60	Second
2	Competitive Flexibility	3.81	1.09	76.24	Third
3	Human Capital Flexibility	3.75	1.06	74.92	Fifth
4	Market Flexibility	3.85	1.11	77.08	First
5	Informational Flexibility	3.77	1.10	75.43	Fourth

## **Fourth Section: Conclusions and Recommendations**

### **Conclusions**

1. The university demonstrates a clear commitment to adopting modern technologies and fostering creativity as strategic tools for academic and administrative excellence.  
The university invests in human capital development through advanced training programs and an educational environment that enhances research and practical skills.  
The university exhibits high responsiveness to beneficiaries' needs and builds proactive strategies aligned with future labor market changes.  
The university relies on accurate information systems for strategic decision-making, with continuous updates to keep pace with technological advancements.  
The university has made significant progress in reducing cognitive inertia through scientific analysis and innovative management practices

### **Recommendations**

1. Enhance the use of smart technologies and design programs that stimulate creativity to address future academic challenges.  
Develop the work environment by increasing specialized training programs and periodic skill assessments to ensure continuous staff growth.  
Formulate proactive plans to analyze labor market needs and equip beneficiaries with future-ready skills.  
Continuously update information systems to improve data accuracy and support effective strategic planning.  
Adopt modern knowledge management methods and foster an organizational culture that encourages innovation and reduces cognitive inertia.

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