

Impact of strategic flexibility on the organization's effectiveness by mediating organization creativity: Analytical research *

تأثير المرونة الاستراتيجية في فاعلية المنظمة الدور الوسيط للإبداع التنظيمي: بحث تحليلي

Sarah Hussein Abdul Hussein

Assist. Prof. Dr. Saadoon Muhsin Salman

سارة حسين عبد الحسين

أ.م.د. سعدون محسن سلمان

Ministry of Education
Baghdad, Iraq

College of Administration and Economics, University of Baghdad
Baghdad, Iraq

sara.hussein1203b@coadec.uobaghdad.edu.iq

saadoon@coadec.uobaghdad.edu.iq

Abstract

This research aims to know the effect of strategic flexibility on the organization effectiveness through the mediating role for creativity Organizational through studying the impact of the dimensions of strategic flexibility (capacity flexibility, resource flexibility, information flexibility, coordination flexibility) on the dimensions of the organization's effectiveness (environmental adaptation, productivity, achieving goals) and in the middle of creativity Organizational dimensions (fluency, originality, sensitivity to problems, risk taking), through an analytical study conducted in six directorates of the Iraqi Ministry of Education.

The descriptive analytical method was used In the application of the research, the questionnaire was used as a tool for data collection It was prepared using ready-made standards The questionnaire was distributed to a sample of (131) individuals in (6) directorates. The sample top management senior and middle represented by (general manager, assistant general manager, department manager, assistant department manager, division official), the five-point Likert scale was used to determine the answers to the questionnaire items, the statistical programs (SPSS) and (Excel) were used to extract the results.

Through the results, it is clear that there is a role for the mediating variable, organizational creativity, in increasing the impact of strategic flexibility on the organization effectiveness.

keywords: Strategic flexibility, organization effectiveness, organizational creativity.

المستخلص

يهدف هذا البحث الى معرفة تأثير المرونة الاستراتيجية في فاعلية المنظمة عن طريق الدور الوسيط للإبداع التنظيمي من خلال دراسة تأثير الابعاد الخاصة بالمرونة الاستراتيجية (مرونة القدرات، مرونة الموارد، مرونة المعلومات، مرونة التنسيق) على ابعاد فاعلية المنظمة (التكيف في البيئة، الانتاجية، تحقيق الاهداف) وبتوسط الإبداع التنظيمي بأبعاده (الطلاقة، الاصاله، الحساسية للمشكلات، المخاطرة)، من خلال دراسة تحليلية تم اجرائها في ستة مديريات في ديوان وزارة التربية العراقية.

وقد تم الاعتماد على المنهج الوصفي التحليلي في تطبيق البحث اذ استعملت الاستبانة كأداة لجمع البيانات وتم اعدادها باستعمال مقاييس جاهزة، ووزعت الاستبانة على عينة بلغ عددها (131) فرداً في (6) مديريات شملت العينة من الادارات العليا والوسطى تمثلت بـ(مدير عام، معاون مدير عام، مدير قسم، معاون مدير قسم، مسؤول شعبة)، تم استخدام مقياس ليكرت الخماسي لتحديد الاجابات على فقرات الاستبانة ، واستخدام البرنامج الاحصائي (Spss) و (Excel) لاستخراج النتائج.

ومن خلال النتائج يتبين ان هنالك دور للمتغير الوسيط الابداع التنظيمي في زيادة تأثير المرونة الاستراتيجية في فاعلية المنظمة.

الكلمات الرئيسية: المرونة الاستراتيجية، فاعلية المنظمة، الابداع التنظيمي

1. Introduction

Business organizations face many challenges that forced them to have a “strategic” approach in their work towards achieving their goals, and then ensuring their survival and continuity in light of a changing environment full of challenges as a result of increasing environmental uncertainty, and organizations that seek to adopt a flexible strategy that helps overcome on all the forces that affect the work environment and this achieves the organization effectiveness, Achieving it is the main editor and goal for any organization. Strategic flexibility is an advantage that helps improve the performance of creativity, as organizations need to focus on creativity. Creativity in general is a major requirement and an indicator It indicates the success of the organization or not in achieving its goals.

The research problem was formulated in the form of questions revolving around the impact of strategic flexibility on the organization effectiveness by mediating organizational creativity. Building a proposed hypothetical model. As for the reason for choosing this ministry, it is one of the bodies responsible for providing the most important services related to the welfare and culture of citizens, which is education, and its importance lies in its attempt to provide a theoretical knowledge base that can be employed in the surveyed directorates in order to face current and future changes, and to update its methods in Work, its structures and increase its effectiveness, by highlighting the rapid developments in modern strategic topics, especially the concept of strategic flexibility, as it gives the ability to respond to environmental changes to achieve the organization effectiveness and to show the organizational creativity of the employees and the organization and its role in achieving the organization's goals set.

2- Theoretical literature review

2-1 Strategic flexibility

Prepare Ansoff (1965) One of the first authors to explore the concept of flexibility The strategy In his book "Strategy the organization" From a contingency perspective, he suggested that external organizational flexibility can be achieved through a mix of products and a market, which is sufficiently diversified to minimize the negative impact from disruptions that could arise (Miltenburg, 2003: 50) Strategic flexibility began as a new management approach for organizations as a countermeasure to the traditional strategic management goal of choosing a single better business plan (Yawson, 2020: 408) The strategic resilience literature takes a reactive or proactive perspective. The first describes the ability the organization on responding to environmental changes, the second The ability to model, shape, or transform the environment (Miroshnychenko et al, 2021:672).

Determines (Brinkmann) and his colleagues Strategic resilience is the ability of organizations to respond quickly and purposefully to competitive opportunities and threats. It is especially required for new organizations, which are exposed to particularly ambiguous and uncertain environments with rapidly changing conditions (Brinkmann et al, 2019: 155(Strategic flexibility refers to the ability to the organization To respond to uncertainty by adjusting its objectives with the support of superior knowledge and capabilities.

2-2 Importance Strategic flexibility

The importance of strategic flexibility for (service and business) organizations is as follows (Alabbadi & Al-Masaeed, 2020: 264) :

- Increasing the organization's ability to adapt to the rapid environmental changes efficiently and effectively, enabling it to manage its activities in light of environmental uncertainty.
- Enhance interaction between organizations and customers By responding to needs and desires they changing.
- Increase capacity organizations on creating real value for customers By increasing the supply of its products in many markets.
- The ability to change as quickly as possible in the main areas of the organization's business strategy.

2-3 Dimensions of strategic flexibility

The literature that dealt with the concept of strategic flexibility indicated that there is a difference in how it is measured, and this is due to the environment (Al Khalifa, 2021) To measure the strategic flexibility variable that fits with the environment of the organization in question, which includes four dimensions: flexibility of resources, flexibility of coordination, flexibility of information, and flexibility of capabilities.

2-3-1 Flexibility of resources: Resources refer to all the inputs including tangible and intangible assets (capital, assets, information, operations, etc.) that are used by the organization to implement strategies and achieve desired objectives. Because of the scarcity and versatility of resources, organizations can obtain many benefits and advantages by developing strategic flexibility in order to share and use their scarce resources in a flexible manner. Resource flexibility is described using three dimensions: (a) a set of alternatives, (b) a cost, (c)) the time (Yousuf et al, 2021:3), Resource flexibility emphasizes the ability to pool resources with multiple uses, expand the resource base and match existing opportunities (Yi et al, 2017: 164).

2-3-2 Flexibility of coordination: Refers to the capabilities to create new resource groups through an internal coordination process (Kamasak et al, 2017: 279), Organizations can use the flexibility of coordination to respond to changes in a dynamic environment and exploit opportunities, and as a result enhance the performance of the organization. It enables the organization to reconfigure and redesign the usual administrative processes and apply them in a new way. In addition, coordination includes three main processes: (a) defining production and marketing strategies to identify the market segments it aims to reach by offering products, (b) defining the resources needed to produce and distribute products in light of production and marketing strategies, and (c) reallocating Resources by forming effective and appropriate marketing channels that support production strategies in target markets (Yousuf et al, 2021:4).

2-3-3 Flexibility of information: The organization's ability to obtain the required information from both transactional and analysis systems. Information flexibility can be separated into two sub-structures: reporting flexibility, which is the company's ability to extract and display relevant data from its transaction systems, and analytical flexibility, which is the organization's ability to extract and use historical data from its data archives for analysis and decision support (Singh et al. al, 2013:1445). It is the possibility of using the information in different situations and by different users (Al-Oqabi, 2018: 56).

2-3-4 Flexibility of Capabilities: It is the organization's ability to make full use of new and more effective resources to meet the needs of its customers (Al-Tahrawi, 2019: 63). Flexibility of capabilities is defined as dynamic capabilities as it relates to new resources suitable for intervariable variables, includes intangible resources and assets such as skills, learning and knowledge (Al Khalifa, 2021: 48).

2-4 Organization effectiveness

The organization effectiveness is critical to the management of the organization because it measures the accuracy and efficiency of the organization in achieving its business objectives (Kulachai et al, 2021: 245), and its ability to exploit the opportunities of its environment to access scarce and valuable resources to perform its function (Sadq et al, 2020: 1837). Most authors view the organization effectiveness as a very complex phenomenon, organizations face pressures from stakeholders, competitors, technological progress and economic challenges (Adero & Odiyo, 2020: 9), The extent of the organization's ability to satisfy and achieve stakeholder goals and meet the needs and desires of customers (Al Haraisa , 2018: 167). The organization effectiveness in the public sector is to evaluate the means used (inputs), processes, products (outputs) and the results achieved. An evaluation of an organization's effectiveness can be through the evaluation of economic resources, costs, results, service quality, financial performance, and overall efficiency (Tuan et al, 2021: 191).

2-5 Importance of organization effectiveness

According to success measurements, the organization can be considered effective if it is able to achieve the following (Al-Anzi, 2016: 407-408):

- Ensuring the scarce expertise, skills and valuable resources represented in human, intellectual, cognitive and social capital.
- Adopting creative coordination between resources and workers' experiences in order to create products or services that are adapted according to the changing needs and demands of customers.
- Actively transforming experiences and skills into final products and services useful to society.
- The ability to change the organization for its goals with changing surrounding conditions.

2-6 Dimensions of Organization Effectiveness

The three dimensions (achievement of goals, adaptation to the environment, productivity) were chosen as dimensions for studying the organization effectiveness by reviewing a number of researchers that I touched on, and the following is an explanation of the nature of these dimensions:

2-6-1 Achieving goals: The concept of effectiveness basically represents the outcome of achieving a set of goals that the organization aspires to achieve, whether it represents a goal or a reason for its existence in the environment determined by its founding license and its bylaw, or reflects the reality of goals of a practical nature for the organization's attempts to invest energies, survival, adaptation and growth in Environment (Al-Anzi, 2020: 219). The goals are characterized by adaptation and change with changes in the environment, and the goals are distributed in organizations with strategic and active orientation to strategic, tactical and operational goals (Aba Bakr et al., 2019: 547).

2-6-2 Adaptation environment: Surrounding the organization is one of the most important factors affecting its effectiveness, especially if we consider the organization as an integrated system with many other systems. Adaptation is a basic criterion involved in determining the levels of productivity, efficiency and satisfaction that can be Its achievement in the organization (Mazara, 2019: 182), is the organization's ability to modify its behavior, processes and systems in response to environmental change (Akhigbe & Harcourt, 2020: 156), this dimension is characterized by the organization's ability to predict the internal and external problems that it will face in the future to find, and the ability Solutions, and ways to ensure control over them as much as possible. Adaptation with the environment helps to harmonize the resources of the organization and its ability to the nature of the work of the environment in order to achieve the best performance (Al-Gharibawi & Abbas, 2021: 311).

2-6-3 Productivity: Refers to the organization effectiveness to improve its efficiency (Kulachai et al, 2021: 248), that productivity means efficiency and effectiveness. Efficiency is the comparison of the expected resources (inputs) with the result obtained (outputs), and effectiveness evaluates the degree to which the chosen course of action leads to the achievement of the results that it was designed to achieve (Obi & Oparanma, 2018: 73). Factors that affect the organization effectiveness, especially with regard to personnel, must also be addressed to achieve overall effectiveness (Akhtar et al, 2018: 770). The productivity growth of effective communication in the workplace is an important issue for the success or failure of the organization. Managers need to define and accurately explain goals to be achieved and inform employees of the responsibilities and duties that must be met. If the future line is clear then workers will know exactly what they need to do and how to focus on it, which leads to increased productivity (Bucăța & Rizescu, 2017: 52).

2-7 Organizational creativity

The concept of creativity is analyzed in scientific literature as an individual's characteristic and ability to solve problems, a process or the product of a creative activity, and also as an interaction between the environment and the creator, that the organization's creativity is the organization's ability to generate ideas and implement them using internal and external competencies to achieve a competitive advantage, the organization's competencies are the symbiosis of knowledge and skills and capabilities of internal and external participants (Dementjeva & Stašys, 2021: 59). Organizations operating in complex and dynamic environments have demands to adopt adaptive and responsive methods, because the dynamic and complex environment requires organizations to change rapidly and be flexible in innovation. As a result of globalization and technological changes, the business environment requires that organizations continue to improve the performance standards of their members. Therefore, creativity is an important competence that is built and enhanced by all members of the organization through experience and training (Sammy, 2021:8).

Both of (Scheibe & Gupta, 2017: 300) defines organizational creativity as the process of generating new and constructive ideas in the complex social environments of organizations. Creativity and innovation are closely related, and while organizations need creativity in order to innovate. Additionally, it is the creation of a new and useful product, service, idea, procedure, or process by individuals working together in a complex social context (Runco & Pritzker, 2020: 556).

2-8 Importance of organizational creativity

Creativity is one of the elements that helps to achieve organizational success along with research and development, knowledge, experience and qualifications (Thawabieh et al, 2016: 1). Creativity within the organization is the initiator and the main factor for the development of personal, professional, entrepreneurship and social skills. Attributing creativity or organization is a continuous, enjoyable and risky interactive achievement between the organization and its environment. Creativity is the vital source of the organization, especially at a time when innovation is the main component of anything related to business success (Madžar et al, 2021: 219).

Organizational creativity helps organizations gain new and valuable experiences, which is an attempt to make a change in the social or economic purpose of the organization (Alkaffaf et al, 2018: 679). It increases competition between organizations, develops and improves work procedures, improves human and material resources, develops and updates talents through learning, training and practice, and organizational creativity works on openness by creating new ideas and facing challenges and difficulties facing these ideas and the priorities for their implementation (Jaffal & Alshawabkeh, 2021: 175) and (Park et al, 2015: 900–901).

2-9 Dimensions of organizational creativity

In order to know the main pillars of organizational creativity, it is necessary to focus on its dimensions. Therefore, the dimensions scale (Salima et al, 2021) was relied on (originality, flexibility, fluency, sensitivity to problems, risk) because the dimensions are proportional to the organization in question, with an accommodation dimension of flexibility , as follows:

2-9-1 Authenticity: Refers to an individual's ability to come up with unique and innovative ideas, i.e. the ability to do something that others cannot expect or to generate different perspectives from others so that if a person gets the same incentive as others, he can come up with different ideas from them, meaning that whenever a person gets the same incentive as others, he can come up with different ideas from them. I said the popularity of the idea increased the degree of its originality (Duan, 2017: 1822) and both (Al-Sheyab and Abu Hammour, 2014: 21) know that it indicates the presence of the ability to produce new solutions, the original creative employee does not repeat the ideas of his colleagues surrounding him in the work environment, and stays away from Repeating

their traditional solutions to problems, the creative employee is also able to discover relationships between activities and tasks that to the average administrator might seem contradictory.

2-9-2 Fluency: Refers to the amount of concepts created by the individual, i.e. the ability to suggest many different possible solutions to a problem or the ability to solve the problem (Duan, 2017: 1822), meaning that an individual can generate a large number of ideas, alternatives and solutions. The focus is on the number of ideas and not on their type or quality (El-Tabal, 2020: 80).

2-9-3 Sensitivity to problems: it is the ability to perceive weaknesses in a situation or problem by looking at the stimulus from different angles (El-Tabal, 2020: 80). An unfamiliar look, he has more sensitivity to the problem or situation (Al-Amiri, 2019: 202). This means that some individuals are faster than others in noticing the problem and verifying its presence in the situation. There is no doubt that discovering the problem represents a first step in the process of searching for a solution. The ability to notice unusual things in a person's surroundings, or to repurpose them and ask questions about them. There is no doubt that individuals who are more sensitive to realizing the shortcomings of different situations increase their chance to delve into research, thus the potential for creativity increases (Khawaldeha et al, 2021: 2723).

2-9-4 Risk: Defined in several ways across different disciplines. In the context of creativity, it is "the effect of uncertainty on goals". Risk taking is an individual characteristic or an organizational tendency to encourage workers to think differently and to tolerate errors, the dimension of risk deals with tolerance of unfolded uncertainty and ambiguity in the workplace, in the case of high risk taking bold new initiatives can be taken even when the results are unknown, risk is also an attribute. A characteristic of organizational culture is that organizations with independent cultures encourage the risk of creativity and innovation (Mnisri & Wasieleski, 2020: 248).

3- Methodology

This study used the descriptive analysis method. The questionnaire was used as a tool for data collection, and it was prepared using ready-made measures, and the questionnaire was distributed to a sample of (131) individuals in (6) directorates. As the used the five-point Likert scale to determine the answers to the paragraphs of the questionnaire, using ready-made statistical programs (Spss) to extract the results.

3-1 Proposed research model

The main idea of the research model is to identify the importance of the role that strategic flexibility (independent variable) plays in organization effectiveness (dependent variable) by mediating organization creativity in auditing its activities and tasks through interrelationships and influence, Figure (1) shows the proposed research model.

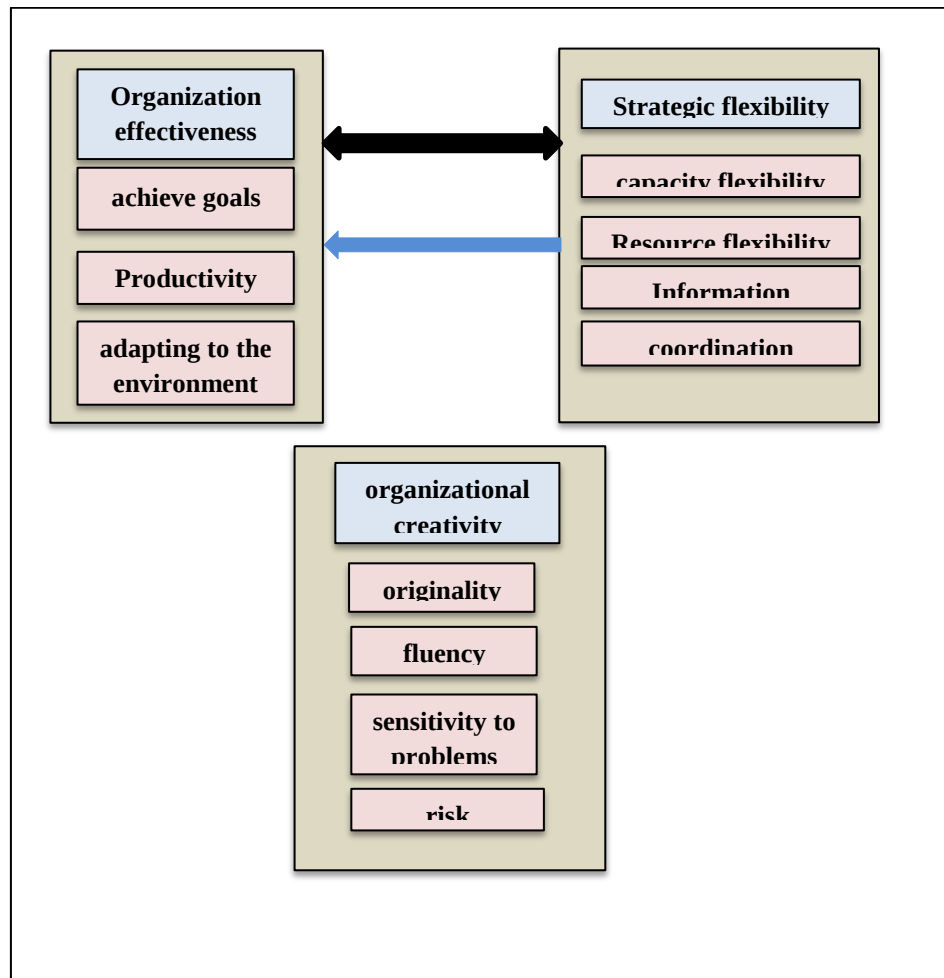


Figure (1) The proposed research model

3-2 Research Hypotheses

- a- **The first main hypothesis:** There is no significant effect of strategic flexibility on the organization effectiveness
- b- **The second main hypothesis:** There is no significant effect of strategic flexibility on organizational creativity.
- c- **The third main hypothesis:** There is no significant effect of organizational creativity on the organization effectiveness.
- d- **The fourth main hypothesis:** There is no statistically significant effect of strategic flexibility in Organization effectiveness mediated organizational creativity.

3-3 population and research sample

The most prominent characteristics of the researched sample can be identified by focusing on five main areas, they can be clarified through Table (1) as follows:

Table (1) The characteristics of the research sample

Properties		frequent	%
Gender	Male	63	48.1
	female	68	51.9
Total		131	100.0
age	25 to less than 30 years old	2	1.5
	30 to less than 35 years old	14	10.7
	35 to less than 40 years	23	17.6
	40 to less than 45 years	25	19.1
	45 years and over	67	51.1
Total		131	100.0
Educational attainment	Secondary school	2	1.5
	Diploma Technical	13	9.9
	Bachelor	82	62.6
	Diploma higher	3	2.3
	Master degree	19	14.5
	PhD	12	9.2
Total		131	100.0
Years of service	Less from 5 years old	1	0.8
	5 to less than 10 years old	12	9.2
	10 to less than 15 years	31	23.7
	15 to less than 20 years old	30	22.9
	20 to less than 25 years	18	13.7
	25 years and over	39	29.8
Total		131	100.0
Career Level	general manager	4	3.1
	assistant general manager	9	6.9
	department manager	22	16.8
	assistant department manager	15	11.5
	division official	81	61.8
Total		131	100.0

4- Practical Framework

To test the first main hypothesis, which states (**There is no significant effect of strategic flexibility on the organization effectiveness**) by using a simple linear regression model as follows:

Table (2) The effect of strategic flexibility on Organization effectiveness

dependent variable independent variable	Organization Effectiveness							
Strategic flexibility	Transactions		Values t calculated	Sig.	Coefficient of determination R ²	Values (F) calculated	Indicati on level	Decision
	Constant (α)	0.256	1.242	0.216	0.635	224.038	0.001	There is an effect
	Beta β	0.931	14.968	0.001				

The results of the table (2) show a model for the effect of the independent variable (strategic flexibility) on the dependent variable (organization effectiveness) under the level of morale (sig = 0.001) which is smaller than the significance value (0.05) and the calculated (F) value (224.038), as the value of the coefficient of determination reached ($R^2 = 0.635$), which indicates that strategic flexibility explains its value (63.5%) of the organization's effectiveness and the value of ($\beta = 0.931$), which means that the change of one unit of the strategic resilience variable will lead to a change in the dependent variable, the organization effectiveness by (93.1%), and this confirms the incorrectness of accepting the main hypothesis and accepting the alternative hypothesis that states (**the presence of an effect with a significant significance for strategic flexibility in the organization effectiveness**).

Testing the second major hypothesis which states (**There is no significant effect of strategic flexibility on organizational creativity**) by using a simple linear regression model as follows:

Table (3) The effect of strategic flexibility on organizational creativity

dependent variable independent variable	Organizational Creativity							
	Transactions		Values t calculated	Sig.	Coefficient of determination R^2	Values (F) calculated	Indication level	Decision
Strategic flexibility								
	Constant (α)	0.079	.311	0.757	0.531	146.276	0.001	There is an effect
	Beta β	0.927	12.094	0.001				

The results of the table (3) show a model for the effect of the independent variable (strategic flexibility) on the dependent variable (mediator) (organizational creativity) below the level of significance ($\text{sig}=0.001$), which is smaller than the significance value (0.05) and the calculated function of the (F) value (146.276). The value of the coefficient of determination was ($R^2=0.531$), which indicates that strategic flexibility explains what its value is (53.1%) of organizational creativity, and the value of ($\beta=0.927$), which means that the change of one unit of the strategic flexibility variable leads to a change in the variable Organizational creativity with a percentage of (92.7%), and this confirms the incorrectness of accepting the main hypothesis and accepting the alternative hypothesis which states **(there is a significant effect of strategic flexibility in organizational creativity)**.

Test the third major hypothesis, which states **(there is no significant effect of organizational creativity on the organization effectiveness)** by using a simple linear regression model, as follows:

Table (4) effect organizational creativity in the organization effectiveness

dependent variable independent variable	Organization Effectiveness							
	Transactions		Values t calculated	Sig.	Coefficient of determination R^2	Values (F) calculated	Indication level	Decision
Organizational Creativity								
	Constant(α)	0.806	6.386	0.001	0.761	411.613	0.001	There is an effect
	Beta β	0.803	20.288	0.001				

The results of the table (4) show a model for the influence of the independent variable (mediator) (organizational creativity) on the dependent variable (organization effectiveness) below a level of significance ($\text{sig} = 0.001$) which is smaller than the significance value (0.05) and the calculated value of (F) value (411.613) The value of the coefficient of determination was ($R^2=0.761$), which indicates that organizational creativity explains its value (76.1%) of the organization effectiveness,

and the value of ($\beta = 0.803$), which means that a change in one unit of the organizational creativity variable leads to a change in a variable The organization effectiveness by (80.3%), and this confirms the incorrectness of accepting the main hypothesis and accepting the alternative hypothesis which states **(there is a significant effect of organizational creativity on the organization effectiveness)**.

Testing the fourth main hypothesis, which states (there is no statistically significant effect of strategic flexibility in **Organization effectiveness mediated organizational creativity**).

We note from the table (5) that the value of the direct effect of the independent variable strategic flexibility in the mediating variable **organizational creativity** It was (0.927) with a standard error (S.E.=0.076) and a critical value (C.R.=12.141), which is statistically significant at the level of significance (1%), because the significance value of this effect has reached (0.000), which is less than the level of significance (1%).

It is also clear from the table (5) that the value of the direct effect of the mediating variable organizational creativity in the dependent variable Organization effectiveness It reached (0.573) with a standard error (S.E.=0.051) and a critical value (C.R.=11.345), which is also statistically significant at the level of significance (1%), because the significance value of this effect has reached (0.000), which is less than the level of significance (1%).

As we can see from the table (5) that the value of the direct effect of the independent variable strategic flexibility in the dependent variable organization effectiveness It reached (0.401) with a standard error (S.E.= 0.064) and a critical value (C.R.=6.240), which is statistically significant at the level of significance (1%), because the value of the significance of this effect has reached (0.000), which is less than the level of significance (1%), while the value of the indirect effect has reached (0.531).

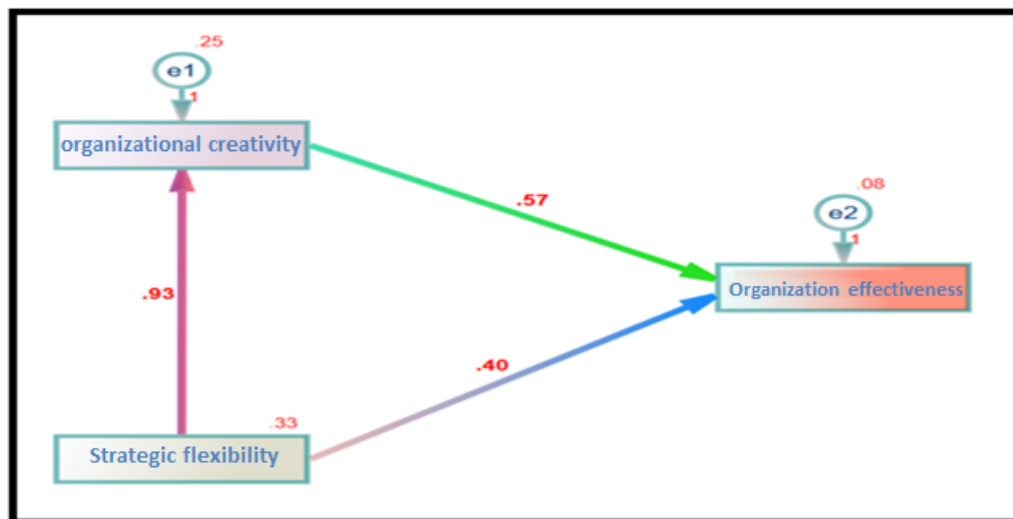
From the results, it is clear that there is a role for the mediating variable organizational creativity Increasing Effect Strategic flexibility in the organization effectiveness, By comparing the values of the influence Direct and indirect variables between variables, which showed that the results of the value the influence The indirect variable of the independent variable strategic flexibility in the dependent variable Organization effectiveness Which is (0.531), which is greater than the value of the direct effect of the independent variable, strategic flexibility in the dependent variable Organization effectiveness and amounting to (0.401), and this means that the mediation of the mediating variable organizational creativity to effect the independent variable is strategic flexibility in the dependent variable Organization effectiveness It is a total mediation compared to a direct relationship.

The overall effect of the independent variable is strategic flexibility in the dependent variable Organization effectiveness It reached (0.932). note That the value of the coefficient of determination is R^2 for the independent variable strategic flexibility in organizational creativity has reached (53.1%), and the value of the coefficient of determination is R^2 for the effect of the independent variable, the strategic flexibility and the mediating variable organizational creativity The organization effectiveness has reached (81.6%). As for the value of the coefficient of determination R^2 for the influence of the independent variable, the strategic flexibility in the organization effectiveness reached (63.5%).

Table (5) direct effect and indirect of strategic flexibility in the organization effectiveness by mediating organizational creativity

search variables			influence indirect	direct effect	standard error S.E	critical value C.R.	morale influence direct	indication	Mediation type
Strategic flexibility	--->	organizational creativity	---	.927	.076	12.141	***	moral	---
organizational creativity	--->	Organization effectiveness	---	.573	.051	11.345	***	moral	---
Strategic flexibility	--->	Organization effectiveness	.531	.401	.064	6.240	***	moral	college mediation

Figure (2) shows the direct and indirect impact of strategic flexibility on the organization effectiveness by mediating organizational creativity.

**Figure (2) The direct and indirect impact of strategic flexibility on the organization effectiveness by mediating organizational creativity**

5. Conclusions

The interest of the surveyed directorates of the Ministry of Education in strategic flexibility and its adoption in a correct and continuous manner, leads the directorates to have the organization effectiveness that enables it to achieve its goals by adapting and responding to the changes that occur in the external environment.

Adopting strategic flexibility and applying it to the directorates of the Ministry of Education surveyed and encouraging workers to engage in risky business with the aim of excellence and excellence and presenting new ideas to develop work spontaneously that would push the directorates towards organizational creativity.

Organizational creativity significantly contributes to enhancing the organization effectiveness, and this indicates that the surveyed directorates of the Ministry of Education implement many programs and workshops in the field of community service, and have the financial and human capabilities required to effectively achieve their goals.

The availability of strategic flexibility in the directorates of the Ministry of Education investigated in terms of keeping pace with technological developments and benefiting from them in the process

of storing and retrieving information when necessary would have a significant impact on the organization effectiveness.

The indicators of organizational creativity bring about changes in terms of strategic flexibility in the directorates of the Ministry of Education surveyed, through the lack of encouragement for workers in the directorates to excel in a spirit of risk-taking and orientation towards risk and skills of debate and dialogue fluently, as well as the lack of their efforts to seize good opportunities.

It appeared that organizational creativity played a prominent role with the organization effectiveness. This confirms the importance of organizational creativity in the directorates of the Ministry of Education investigated to create an appropriate climate that provides support for the directorates' orientation towards effectiveness.

The study proved that there is a mediating role for organizational creativity in increasing the impact of strategic flexibility on the organization effectiveness, this means the ability of the surveyed directorates of the Ministry of Education to present new ideas for developing work and this enhances the impact of strategic flexibility on the organization effectiveness.

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