

The Role of Organizational Innovative Capabilities in Achieving Strategic Agility:

An analytical study of the opinions of administrative leaders in private universities in the Kurdistan Region of Iraq

Sabir Sadiq Abdulkhalik¹, Daroon Faridun Abdullah², Mehvan Shareef Yousif³

¹ Department of Business Management, Faculty of Law, Political Science and Management, Soran University'

² Department of Business Management, College of Administration and Economics, University of Sulaimani'

³ Department of Management Sciences, College of Administration and Economics, University of Zakho

DOI: <https://doi.org/10.31918/twejer.2471.49>

Published: 21/07/2024

Abstract

The changes in the business environment have caused organizations to focus a lot on improving their organizational innovative capabilities to achieve a sustainable competitive advantage by keeping pace with these changes and developing their strategic agility to meet the demands of their customers. This research investigates the role of organizational innovative capabilities in achieving strategic agility among administrative leaders in private universities in the Kurdistan Region of Iraq. Based on the nature of the research and the objectives it seeks to achieve, a descriptive-analytical approach has been relied upon. In this research quantitative method was used through questionnaires to collect data and the target samples were 238 administrative leaders, including deans of faculties/colleges, vice deans, heads of departments, coordinators of departments, and unit administrators who were selected through simple random sampling as academic and administrative leaders in private universities in all the cities in the Kurdistan region. The data has been analyzed with the help of several statistical methods, the correlation coefficient, and multiple linear regressions as a measure of the strength of the linear relationship and impact between the two variables of organizational innovative capabilities and strategic agility. Statistical data were analyzed and hypotheses were tested using the SPSS program. The results of the research showed that organizational innovative capabilities have a strong relationship with strategic agility. Additionally, the results revealed that organizational innovative capabilities have a positive and significant effect on strategic agility. Therefore, strategic agility can be achieved by possessing organizational innovative capabilities, and the study recommends that organizations be fully aware of market changes and the needs of customers, and adopt innovative capabilities to achieve strategic agility.

Keywords: *Organizational Innovative Capabilities, Strategic Agility, Private Universities, Kurdistan Region of Iraq.*

1. Introduction:

Innovation capabilities are a source of prosperity and economic growth (Ajmain *et al.*, 2019). Based on this, companies with a high degree of innovation capability are on average twice as profitable as other companies (Tidd & Bessant, 2020). Innovation enables companies to manage their capabilities from support to integration of capabilities and from stimulation to successful innovation (YuSheng & Ibrahim, 2020). Hence, a growing number of companies engaged in global competition are placing greater emphasis on innovation as the primary catalyst for competitiveness (Rajapathirana & Hui, 2018). Innovation capability means the ability, potential, talent, and ability to achieve innovation in the future (Arianto *et al.*, 2015). Additionally, according to Dadfar *et al.* (2013), innovation capability refers to an organization's capacity to incorporate novel ideas into its product strategy to enhance its range of products. Baragde & Baporikar (2017) pointed out that organizational innovation can be the adoption of an idea or behaviour that is new to the organization, where the innovation can be a new service, a new technology or a new administrative practice. Besides, organizational innovation has been described by Abidin *et al.* (2011) as a process of organizational transformation that directly impacts an organization's technological and social systems. On the contrary, organizational innovation capability is reliant on intellectual resources including employee competency and the effectiveness of knowledge management (Martín-de-Castro *et al.*, 2011). Numerous aspects influence organizational innovation capability; for example, an employee's knowledge and skills are directly related to the organization's innovation capability (Roman *et al.*, 2020). Therefore, organizational innovation capability can improve organizational performance by reducing costs as well as improving employee and customer satisfaction.

Adapting to change must be a top priority for organizations to survive and thrive in a turbulent and competitive business environment (Battour *et al.*, 2021). A key method that organizations should adopt is strategic agility (Shams *et al.*, 2021). The strategic agility concept is considered one feature that differentiates new organizations due to their ability to adapt and continuous flexibility in their work. There are several strategic agility concepts, but these concepts are all involved in reflecting the quick response to changes in the labour market (Abu-Radi & Al-Hawajreh, 2013). Agility refers to the core capabilities an organization exhibits to cope with a dynamic business environment, these functions enable

organizations to recognize, adapt, and respond to such environments (Iddris *et al.*, 2014). According to Vecchiato (2015), strategic agility is the ability to continuously modify and adapt an organization's core business strategy in response to strategic goals and shifting external conditions to develop new products, services, business models, and value-adding innovations. In terms of strategy, agile organizations are perceptive to market changes and opportunities, they can reorganize their resources to take advantage of such opportunities and are committed to working together to prevent sluggish reactions brought on by internal conflicts (Doz & Kosonen, 2010). Additionally, according to Tabe-Khoshnood & Nematizadeh (2017), strategic agility refers to an organization's ability to quickly identify and react to threats and opportunities given by a business environment. Correspondingly, organizations are required to provide adapted products to meet customers' modified needs through the development of innovation capabilities (Falahat *et al.*, 2020). Therefore, focus structures such as innovation capability and strategic agility should be kept in mind by organizations that make every attempt to improve their performance.

1. 1. Research Problem, Questions & Objectives:

This research problem aims to investigate the role of organizational innovative capabilities in achieving strategic agility in private universities in the Kurdistan Region of Iraq. Specifically, it seeks to identify the factors that contribute to the development of innovative capabilities in these universities and how these capabilities enable them to adapt and respond strategically to the dynamic and uncertain environment of the higher education sector. Moreover, the higher education sector in the Kurdistan Region has recently faced many challenges and developments during the COVID-19 era. The most prominent of these developments that private universities are facing is the intensity of intense competition (Ranking), globalization, and unprecedented changes in the needs and demands of customers, as well as COVID-19 (Hazelkorn, 2021), which created pressure for the private universities to search for methods and scenarios and re-draft their strategies to enable them to achieve Strategic agility in light of these developments. By addressing this issue, this study seeks to provide valuable insights into the role of organizational innovation capabilities in achieving strategic agility in private universities in the Kurdistan region of Iraq. These findings can inform university administrators about the importance of fostering a culture of innovation and developing capabilities that enable universities to take advantage of the challenges and opportunities in the ever-changing landscape of higher education. Therefore, according to these challenges, the main questions of this research are raised as follows:

1. What is the level of organizational innovative capabilities in private universities in the Kurdistan region of Iraq?
2. What is the level of strategic agility in private universities in private universities in the Kurdistan region of Iraq?
3. Is there a relationship between organizational innovative capabilities and strategic agility?
4. Is there an impact of organizational innovative capabilities on strategic agility?

As well as the following objectives are proposed for the research:

1. Understanding the level of organizational innovative capabilities in private universities in the Kurdistan region of Iraq.
2. Understanding the level of strategic agility in private universities in the Kurdistan region of Iraq.
3. Examining the relationship between organizational innovative capabilities and strategic agility.
4. Investigating the impact of organizational innovative capabilities on achieving strategic agility.

2. Literature Review:

2. 1. Organizational Innovative Capabilities:

Organizations that consistently innovate are more likely to create and preserve competitive advantage (Tidd & Bessant, 2020). In the era of globalization, the ability to innovate plays a crucial role in determining which entities can thrive and progress rapidly. For businesses, innovation holds the potential to establish a competitive edge in the context of the globalization phenomenon. For a country, innovation capabilities are a source of prosperity and economic growth (Ajmain *et al.*, 2019). The availability of innovative capabilities and the willingness of individuals or organizations to apply novel theoretical concepts into action are associated with innovation (Bedford *et al.*, 2020). Based on this, companies with a high degree of innovation capability are on average twice as profitable as other companies (Tidd & Bessant, 2020). Therefore, most companies competing in the global economy pay increasing attention to innovation as the main driver of competition (Dervitsiotis, 2010; Rajapathirana & Hui, 2018). According to Lawson & Samson (2001), innovation is the ability to continuously transform knowledge and ideas into new products, processes, and systems for the benefit of

the firm and its stakeholders. Quintana *et al.* (2011) define innovation as the capacity of an organization to produce innovations continuously. In addition, according to the definition of Ngo & O'Cass (2013), innovation is the application of knowledge and skills embedded in company routines and processes to perform innovative activities related to technical and non-technical innovations.

Innovation capability encompasses a broad range and operates at different levels to fulfil the strategic needs of a company and adapt to various conditions and competitive environments (Guan & Ma, 2003). From the perspective of organizations, innovation capability is crucial for achieving strategic competitiveness. According to Bell (2009), innovation capability refers to the knowledge and expertise necessary for effectively assimilating and enhancing existing technologies, as well as generating new ones. Additionally, Wonglimpiyarat (2010) states that innovation capability refers to the ability to significantly improve and change existing technologies and to create new ones. Moreover, according to Dahlgaard-Park & Dahlgaard (2010), organizations must improve the leadership, people, partnership, and organizational capability to adopt innovation processes. Lichtenthaler (2011) stated that innovation capability means the ability of a firm to create knowledge, such as intellectual property, and the successful implementation of the applicable knowledge and creative ideas within a firm to achieve market value. Konsti-Laakso *et al.* (2012) believe that innovation capability is an organization's ability to generate new ideas, take advantage of opportunities, and optimize innovativeness. Innovation capability is also considered to be the capacity of a firm to exploit its knowledge to achieve innovative performance by offering new products, services, processes, and systems (Slater *et al.*, 2014).

In addition, Vicente *et al.* (2015) opined that companies that can introduce new products or services use a hybrid strategy combination of innovation behaviour, strategic capability, and internal technology processes. Rajapathirana & Hui (2018) stressed that innovation capability enables organizations to apply necessary and appropriate technologies to develop new products, meet the market needs, and survive competition. Innovation capability is acknowledged as the driving force of competition and a fundamental survival tool in the global business environment (Yang *et al.*, 2019). Furthermore, innovation capability is described by Ferreira *et al.* (2020) as complex activities that assist in the generation and adoption of new ideas and lead to a set of products, services, or models of business. Some studies have shown common factors shared by innovative organizations, particularly those

that affect the abilities required for managing innovation (Ye *et al.*, 2021). It can be stated that organizational innovation capabilities are the degree of change in the way the organization is managed. In this regard, organizational innovative capabilities can be described as their potential to generate innovative outputs (Saunila *et al.*, 2014). Many factors affect an organization's ability to innovate; for instance, the knowledge and skills that employees bring to the organization are directly related to the organization's ability to innovate (Roman *et al.*, 2020). The performance of innovative organizations is of course, better than that of less innovative organizations, and the development of innovative capabilities may depend on the development of certain marketing capabilities through a network of relationships. Therefore, organizational innovation capabilities can improve organizational performance by reducing costs and improving employee and customer satisfaction.

2. 1. 1. Dimensions of Organizational Innovation Capabilities:

Innovation capability has a wide range of dimensions and components in the literature. It is also possible to understand the source of the innovation capabilities that refer to the learning processes the procedures that make the resources effective and the procedures that enable the reconfiguration of the resources. According to Schweitzer (2014), innovative capabilities represent the ability to purposefully create, expand or modify an existing resource base, and these capabilities are concerned with changing, supporting, and creating a competitive advantage based on their innovative nature.

Additionally, Le Thi *et al.* (2016) presented a set of seven criteria for evaluating innovation capabilities that cover many aspects and these dimensions of innovation capabilities can be stated through the following: knowledge exploitation capabilities, entrepreneurial capabilities, risk management capabilities, networking capabilities, development capabilities, change management capabilities, market and customer knowledge. The debate about which dimensions to include in any organizational innovation capability must take place in a broader context. This research, therefore, is designed to aim at identifying and designing a conceptual model of innovation capability in private universities. It has been proven that organizations that have distinct innovation capabilities that are reflected through forms of technology and innovation in the field of management have achieved satisfactory business

results, and these dimensions of organizational innovation capabilities can be demonstrated through the following:

1. Knowledge exploitation capabilities:

Assorted studies have shown that there is a relationship between innovation and the creation and allocation of knowledge in an organization (Martínez-Román *et al.*, 2011). The ability to exploit knowledge has a significant positive relationship with the performance of organizations, considering that knowledge is one of the most valuable resources for innovation, and it is also considered one of the most important main motives for business success (Le Thi *et al.*, 2016). Moreover, Prusak (2001) asserts that businesses in such a knowledge-based economy can preserve their competitive advantage by utilizing their special knowledge and enhancing their ability to learn more quickly than competitors. Every new unit of knowledge applied effectively results in a marginal performance improvement, in contrast to the traditional factors of production governed by decreasing returns (Gold *et al.*, 2001). Concerning knowledge exploitation capabilities, Bapuji *et al.* (2011) have confirmed that external knowledge supports a company's internal knowledge and the combination of these two strengthens the company's competitive advantages and helps increase business efficiency.

2. Structure Support Capabilities:

Ideation and organizational structures are related to the structures and systems that successful innovation requires. It includes the generation, development, and application of innovations, as well as how the organization's work tasks are organized. Adams *et al.* (2006) highlight the importance of the ability to create consistency between innovation values and behaviour and the organizational context structures, and procedures, as well as the ability to move innovative activity across organizational boundaries. Rangus & Slavec (2017), propose that flexibility and openness of structures help to encourage new idea generation. According to Dixit and Nanda (2011), a supportive organizational structure is crucial for enhancing communication within the organization. Regarding the complexity, formality, and concentration of decision-making inside an organization, the organizational structure is mostly influenced by management and leadership capability (Mirkamalian & Rezaian, 2015).

3. Change Management Capabilities:

The most frequently referred to capabilities in business process management are change management capabilities (Wong *et al.*, 2014). Entering a new market means that the company must face numerous opportunities and challenges caused by environmental differences. Organizations must have the ability to meet the increasing demands of customers, and they must have the ability to deal with external changes to adapt to the local environment to increase productivity and efficiency (Le Thi *et al.*, 2016). In addition, Bhargava *et al.* (2011) explain that deliberate changes in the innovation capabilities of the organization can be a source for innovative products, and it is a form of marketing innovation, leading to the implementation of a new marketing method that involves significant changes in the organization's marketing mix in product design or packaging, product presentation, product promotion, or pricing (Bhargava *et al.*, 2011).

4. Market and Customer Knowledge Capabilities:

Customer knowledge management is considered a valuable strategic asset for companies, enabling them to enhance innovation, identify emerging market opportunities, and foster long-term customer relationship management (Fidel *et al.*, 2015). Research conducted by Le Thi *et al.* (2016) demonstrates a noteworthy positive correlation between market and customer knowledge and firm performance. Nevertheless, there exist divergent viewpoints regarding the impact of market and customer knowledge on firm performance. Besides, Le Thi *et al.* (2016) explain that the capabilities of the market and customer knowledge support a company's capabilities of development because when organizations produce a new product that receives great interest in the market, they can follow a price-skimming strategy, which helps them increase profits and reduce the cost of customer retention. These capabilities help organizations to change products and develop business strategies to increase their market share and gain customer loyalty.

5. Organizational Learning Capabilities:

Organizational learning presents essential elements of aspects such as discipline, desire, decision-making, and coordination (Urban & Gaffurini, 2018; Wetzel & Tint, 2019). Besides, Tu & Wu (2021) believe that higher-order learning is the fundamental construct surpassing comparative advantage in product value as it gives a firm a comparative advantage in learning, and, consequently, in innovation. Organizational learning is widely regarded as imperative to achieving competitive advantage, superior financial performance, and

capability renewal, particularly as it cannot be copied (Wu & Chen, 2014). According to Qi & Chau (2018), organizational learning is an important performance indicator to assess overall organizational performance since it can assist with the knowledge resources needed for maintaining university growth and continuity. Learning enables organizations to link organizational memory to knowledge, products, processes, and technologies as well as mainstream capabilities (Vecchiato, 2015).

6. Networking and IT Capabilities:

Networking capabilities should be the focus of the organizations' management to enhance their ability to manage in this complex (Human & Naudé, 2009). The most frequently referred to capabilities in business process management are change management capabilities (Wong *et al.*, 2014) and information technology (IT) capabilities (Melville *et al.*, 2004). The study of Le Thi *et al.* (2016) confirms that communication abilities have a significant positive relationship with the performance of the organization. Additionally, Pittaway *et al.* (2004) show that establishing communication networks with other organizations is critical in developing the creative capabilities of organizations, when the product becomes exemplary and knowledge is distributed across organizations, this leads to deepening cooperation with other organizations, formally or informally.

2. 2. Strategic Agility:

In recent years, specialized literature has introduced the relatively new management idea of strategic agility as a developing management paradigm. Within the business environment, agility is commonly understood as the ability of the firm to quickly respond and adapt to continuous changes in the markets, thus organizational agility acts as a performance outcome (Žitkienė & Deksnys, 2018). One essential method that organizations should adopt is strategic agility (Shams *et al.*, 2021; Bondzi–Simpson & Agomor, 2021). Adapting to change should be the priority of organizations to survive and thrive in a turbulent and competitive business environment (Battour *et al.*, 2021). The researches show that agile organizations can work in an environment that requires rapid changes, and these changes are often complex and systematic, so most researchers suggest that organizations that work according to strategic planning shift towards strategic agility as a result of the increasing speed of change in the future (Doz, 2020). Likewise, according to Clauss *et al.* (2021) strategically, agile

organizations can remain competitive by focusing on their goals while responding to unforeseen environmental fluctuations in their workflow. They can be described as organizations that can rapidly change and readjust strategic direction through adaptability. Rapidly with changing requirements (threats), exploiting (opportunities) and trends (Clauss *et al.*, 2021).

The strategic agility concept is considered one of the features that differentiate new organizations due to their ability to adapt and continuous flexibility in their work. There are several concepts of strategic agility, but they all include responding quickly to changes in the labour market (Abu-Radi & Al-Hawajreh, 2013). According to Vecchiato (2015), strategy agility is the ability to continuously change and adapt strategy direction in the core business in response to strategic ambitions and changing environment, then generate new models of business, new services, and innovative ways to bring value to the organization. Furthermore, Kumkale (2016) considers that strategic agility is a tool for organizations to create a competitive advantage. According to Tabe-Khoshnood and Nematizadeh (2017), "strategic agility" is a concept made up of two elements: sensing agility and knowledge management. They believe that strategic agility is the ability of an organization to detect and respond fast to opportunities and threats presented by a business environment. Ravichandran (2018) emphasizes that agility as a strategy enables organizations to manage a changing business environment by acting quickly and proactively in response to challenges and opportunities. Arokodare *et al.* (2019) believe that it is the art of leading an organization's ability in a rapidly changing business environment.

As stated by Kurniawan *et al.* (2020) strategic agility is the organization's ability to discover, review and adaptively reshape its strategies when facing the dynamics of an environment for changing business, it is the mechanism that the organization takes to manage changes, expected risks, threats, and external opportunities. By the same token, Doz (2020) noted that strategic agility assists organizations in avoiding "rigidity traps" and over-reliance on external embeddedness by prohibiting organizational recession and orienting toward more operational flexibility. The strategic agility literature shows that an agile organization can succeed in a competitive environment through responsiveness, competence, flexibility, and speed, which ensures its continued relevance and survival. Strategic agility includes the capabilities and competencies that lead to the survival of the organization in the development of the business environment, therefore, researchers point to the importance of strategic orientation as well as

making plans and strategies with high flexibility. It can be stated that strategic agility is the ability of an organization to detect and initiate a rapid response to business environmental changes through the opportunities and threats existing in the business environment, hence, giving a rapid response through organisational innovative capabilities and the recombination of resources, processes, and strategies.

2. 2. 1. Dimensions of Strategic Agility:

The review of the strategic agility literature shows that strategic agility is achieved when organizations develop a particular set of capabilities that constitutes the key dimensions of strategic agility. The work by Doz & Kosonen (2008) suggests three main meta-capabilities as dimensions that enhance an organization's ability to renew its business model and thus enable strategic agility: strategic sensitivity, leadership unity, and resource fluidity (Doz & Kosonen, 2010; Doz, 2020). All three capabilities must support each other and be developed together to function in an integrated manner in achieving strategic agility (Doz, 2020), firms cannot choose only one capability, but they must have a combination of the three capabilities. At this point, according to the type of research conducted in private universities, three other dimensions including rapid response, flexibility in service delivery, and strategic renewal are added to the strategic agility, with the addition of two other dimensions (strategic sensitivity and resource fluidity) which are described above, so these three dimensions are added as a requirement for this variable.

1. Quick Response:

Organizations must develop capabilities that enable them to quickly adapt to changing market conditions to remain competitive in the current and uncertain economic environment (Felipe *et al.*, 2017). Through the creation of business strategies, the application of technology, the utilization of human resources, and the enhancement of their abilities, agile organizations are developing innovative and quick ways to respond to changes (Hosein, 2012). In addition, meeting customer needs quickly, entering and exiting alliances quickly (Oyedijo, 2012), providing new services in time, taking advantage of opportunities and minimizing risks in a changing business environment are tasks that agile organizations perform to react to the upcoming changes (Qin & Nembhard, 2015; Al-Romeedy, 2019). Organizational strategic agility is a quick response to changes in a turbulent market environment. Organizational strategic agility has been theorized as a broad organizational competence for the discourse of

unforeseen modifications that may occur by reacting quickly and creating changes and competitive opportunities in the business environment (Gyemang & Emeagwali, 2020).

2. Flexibility in Providing Services:

The competitiveness in service businesses will drive the global economy in the twenty-first century (Delmonico *et al.*, 2018). Therefore, a paradigm shift in terms of customer orientation and adaptability is necessary for service operations. According to studies, service operations and activities naturally require flexibility (Brozovic *et al.*, 2016). In addition, there are four factors to determine whether an organization is implementing strategic agility or not, these factors are response, efficiency, flexibility, and speed (Tikkanen, 2014). To meet the demands of a dynamic environment and be responsive to consumer expectations, organizations are primarily concentrating on the development of service flexibility (Brozovic *et al.*, 2016). A customer service flexibility strategy is proposed to be one of the most important business strategies in dynamic environments (Tajeddini *et al.*, 2020).

3. Strategic Renewal:

Due to the insistent change in operating environments, many organizations are now faced with the need to renew themselves. To give an example, digitalization has severely manipulated various companies where organizations, adjusting to the shrinking demands for their former cash-generating products and services, are forced to make difficult decisions, such as restructuring and layoffs (Schneider, 2018). Business model and strategic renewal seem to be very difficult for successful companies (Horst & Moisander, 2015), and thus one of the objectives for the concurrent enterprises is to build such an organisation that is capable of continuous, trauma-free renewal in an automatic, spontaneous and reactive way (Najmaei, 2011; Baumgartner & Mangematin, 2018). Organizations are required to renew their strategy to survive in the present time and the future (Ocasio *et al.*, 2018). Thus, strategic renewal has emerged as a critical capability for comprehending organizational long-term survival and prosperity (Riviere *et al.*, 2018).

4. Strategic Sensitivity:

Strategic sensitivity is explained as the sharpness of perception of, and the intensity of awareness and attention to, strategic situations as they occur, in real-time, or very close to real-time (Doz, 2020). An organization can identify business opportunities and threats and be sensitive to the renewal and transformation of existing businesses (Doz & Kosonen, 2010;

Doz, 2020). Additionally, strategic sensitivity consists of three combinations of insight, foresight, and simple exploration, with the greatest importance on insight (Adim and McLeton, 2021). It involves being open to as much knowledge, intelligence, and innovation as possible by developing and sustaining relationships with a diverse range of people and organizations (Adim & Maclayton, 2021). Correspondingly, these phenomena are described by Sull (2009) as consistently identifying and taking opportunities quicker than competitors.

5. Resource Fluidity:

Resource fluidity is related to an organization's capability to reconfigure and acquire a set of added resources and capabilities that enable it to generate value for consumers and transition toward modern business models (Kale *et al.*, 2019). Resource Fluidity means rapidly redistributing resources by integrating interconnected capabilities closely related to human resources (teamwork) that ensure the sharing of knowledge and employee assets that have strategic potential with capabilities that refer to the main intangible assets such as competencies and technology. Which can generate, absorb and transform the exploitation of acquired opportunities (Battisella, 2017). Moreover, Debellis *et al.* (2021) explain resource fluidity as the ability to implement the agreed strategic changes by redistributing resources, so that they are flexible to modify, adapt and reconfigure the business model, as it includes the rapid deployment of resources and restructuring of businesses to take advantage of strategic opportunities.

3. Research Method:

Based on the above arguments and literature and in line with the objectives of the research and its hypotheses, a model of the research was developed in which a set of variables constituting the current research were highlighted to get an initial perception of a set of correlation and impact relationships between the variables of the study. Hence, To address the research problem and sequentially achieve its objectives, the researcher built a conceptual model that shows the nature of the correlation and regression between the two variables, as shown in Figure (1).

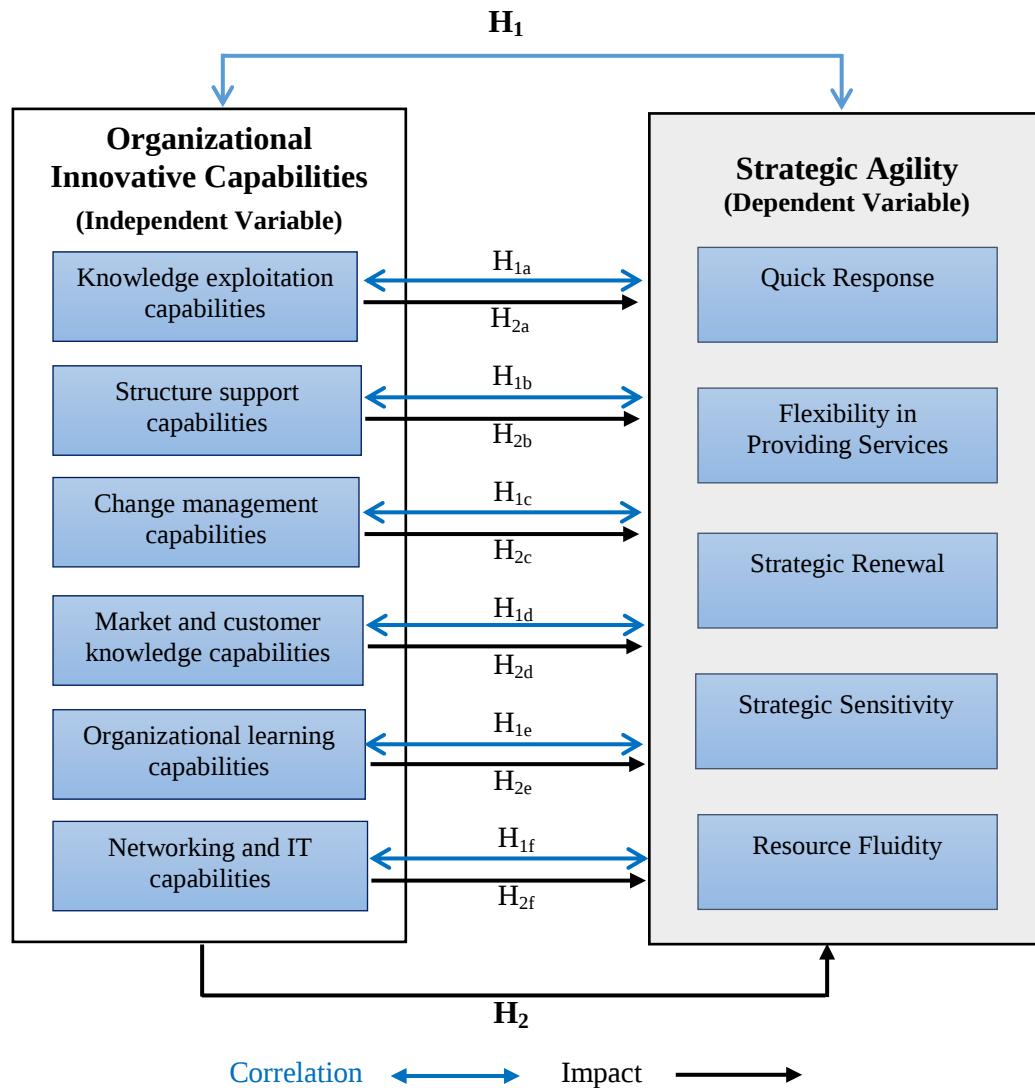


Figure (1): Proposed Research Model by Researcher

3. 1. Research Hypothesis:

From the above discussion, the research hypothesis contains two main hypotheses and each hypothesis has several sub-hypotheses based on the dimensions of the organizational innovative capabilities variable.

H1: There is a statistically significant correlation between Organizational Innovative Capabilities and Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).

H_{1a}: There is a statistically significant correlation between Knowledge exploitation capabilities and Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).

H_{1b}: *There is a statistically significant correlation between Structure support capabilities and Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{1c}: *There is a statistically significant correlation between Change management capabilities and Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{1d}: *There is a statistically significant correlation between Market and customer knowledge capabilities and Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{1e}: *There is a statistically significant correlation between Organizational learning capabilities and Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{1f}: *There is a statistically significant correlation between Networking and IT capabilities and Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H2: Organizational Innovative Capabilities have a statistically significant impact on Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).

H_{2a}: *Knowledge exploitation capabilities have a statistically significant impact on Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{2b}: *Structure support capabilities have a statistically significant impact on Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{2c}: *Change management capabilities have a statistically significant impact on Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{2d}: *Market and customer knowledge capabilities have a statistically significant impact on Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{2e}: *Organizational learning capabilities have a statistically significant impact on Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

H_{2f}: *Networking and IT capabilities have a statistically significant impact on Strategic Agility in Private Universities in KRG ($\alpha \leq 0.05$).*

3. 2. Data collection and sample selection:

To collect data, a questionnaire was used as a quantitative method in this research. To achieve better results, the five-point Likert scale coded strongly disagree = 1, to strongly agree = 5 has been used in this research, which was emphasized by Robson and Newman (2014). The data used to achieve the objectives of the research, the data sample was collected through questionnaires in three languages (Kurdish, English, and Arabic), which are the three official languages used in universities, to make it more transparent for the participants. The

target sample for this research were 238 administrative leaders among approximately 600 of them, including deans of faculties/colleges, vice deans, heads of departments, coordinators of departments, and unit administrators, who were selected through simple random sampling as leaders in private universities in all cities in the Kurdistan Region of Iraq.

3. 3. Data analysis tools and measurements:

To be able to choose the appropriate method of analysis, the level of measurement should be understood. The data has been analyzed with the help of several statistical methods, the Statistical Package for Social Sciences SPSS 26.0 has been used to perform descriptive, frequency, and reliability analysis, as well as the correlation coefficient as a measure of the strength of the linear relationship between the two variables of organizational innovative capabilities and strategic agility, and multiple linear regression was used to conduct statistical data analysis and hypothesis testing.

3. 4. Reliability Measurement:

The reliability measurement has been conducted for this research. Questionnaire reliability means that the questionnaire test gives the same results if it is re-applied under the same situation. Reliability was measured by extracting the correlation coefficient between the items of the questionnaire. For that reason, the analysis of reliability by using Cronbach's alpha method has been applied. The results are acceptable when the value of Cronbach's alpha is equal to or greater than (0.70), and the reliable measurement of the results of this research is shown in Table (1). The results revealed that the highest value of the reliability coefficient by Cronbach's alpha method was the level of variables recorded for the Strategic Agility variable, which was (0.927). The highest value of the reliability coefficient by Cronbach's alpha method at the dimensional level was for the Networking and IT capabilities dimension in the Organizational Innovative Capabilities variable and recorded (0.845). Nevertheless, Market and customer knowledge capabilities in the Organizational Innovative Capabilities with a reliability coefficient of (0.740) recorded the lowest value of the reliability coefficient by Cronbach's alpha method. Moreover, for the overall indicator level and all the questionnaire's (55) items, the value of the reliability coefficient was (0.971).

Variables	Dimensions	Number of Questions	Reliability Value
-----------	------------	---------------------	-------------------

Organizational Innovative Capabilities	Knowledge exploitation capabilities	5	0.748
	Structure support capabilities	5	0.783
	Change management capabilities	5	0.786
	Market and customer knowledge capabilities	5	0.740
	Organizational learning capabilities	5	0.821
	Networking and IT capabilities	5	0.845
Organizational Innovative Capabilities		30	0.918
Strategic Agility	Quick Response	5	0.833
	Flexibility in Providing Services	5	0.841
	Strategic Renewal	5	0.766
	Strategic Sensitivity	5	0.840
	Resource Fluidity	5	0.792
Strategic Agility		25	0.927
Overall Questionnaire		55	0.971

Table (1): Reliability measurement through Cronbach's alpha method

Source: Prepared by Authors

4. Results and Discussion:

4. 1. Demographic Data:

Demographic data of the participants has been collected from different aspects based on the research area and the results are summarized in Tables number. 2, 3, 4, 5, and 6. There are 171 (71.8%) male participants and 67 (28.2%) female participants among the 238 samples collected in 17 Private Universities in KRG.

Table (2): Demographic data: Gender

Gender	Frequency	Percentage
Male	171	71.8
Female	67	28.2

Source: Survey Calculation

In addition, the age distribution of the participants shows that 131 (55%) of them are between 31-40 years old, which shows most of the respondents, while only 23 (9.7%) of them are under 30 years old, followed by 57 (23.9%) of them aged from 41 to 50, as well as 27 (11.3%) of respondents aged over 50 years old.

Age	Frequency	Percentage
Under 30 years	23	9.7

From 31 - 40	131	55
From 41 - 50	57	23.9
Over 50 Years	27	11.3

Table (3): Demographic data: Age

Source: Survey Calculation

Moreover, regarding the respondents' educational backgrounds, it can be noticed that 109 (45%) of the respondents have a master's degree, while just 7 (2.9%) of them have a diploma degree, and 68 (28.6%) of the participations are the Ph.D. holders, as well as 29 (12.2%) of respondents, have Bachelor degree, and 25 (10.5%) have Higher Diploma degree.

Table (4): Demographic data: Educational Level

Educational Level	Frequency	Percentage
Diploma	7	2.9
Bachelor	29	12.2
Higher Diploma	25	10.5
Master	109	45.8
PhD	68	28.6

Source: Survey Calculation

Besides, according to the participant's years of service, 104 (43.7%) of them served between 6 to 10 years, which displays the majority of the participants, while those with between 16 and 20 years of service are 20 (8.4%) participants, similarly, those with more than 21 years of service are 21 (8.8%) participants, followed by 50 (21%) participants between 11 and 15 years are in service, and 43(18.1%) of the participants have less than 5 years of university service.

Table (5): Demographic data: Years of Service

Years of Service	Frequency	Percentage
Less than 5 Years	43	18.1
6 - 10 years	104	43.7
11 - 15 years	50	21.0
16 - 20 years	20	8.4
More than 21 Years	21	8.8

Source: Survey Calculation

As shown in Table (5) below, it can be observed that 87 (36.6%) of the participants constituting the majority are heads of department, followed by there are unit administrators with 69 (29%) participants, and 55 (23.1%) of them are coordinators of departments, besides 15 (6.3%) of the participants are deans of the colleges and only 12 (5%) of the participants are vice deans.

Table (6): Demographic data: Job Position

Job Position	Frequency	Percentage
Unit Administrator	69	29.0
Coordinator of Dept.	55	23.1
Head of Dept.	87	36.6
Vice Dean	12	5.0
Dean	15	6.3

Source: Survey Calculation

4. 2. Correlation Analysis:

To approve or reject the hypotheses (H1 to H1f) Pearson correlation is used. Hypothesis number one states that “There is a statistically significant correlation between Organizational Innovative Capabilities and Strategic Agility in private universities in KRG ($\alpha \leq 0.05$)”. The outputs of the SPSS 26 analysis are shown in Table (7).

Table (7): The correlation between Organizational Innovative Capabilities and Strategic Agility

Correlation	Strategic Agility	Sig. (2-tailed)
Organizational Innovative Capabilities	0.867**	0
**. Correlation is significant at the 0.01 level (2-tailed).		
N=238		

Source: Output of SPSS

As represented in Table (7), the correlation coefficient between organizational innovative capabilities as a whole and strategic agility is statistically significant and direct ($r=0.867$, $p<0.01$), and the value of this correlation is also strong. The level of organizational innovative capabilities is high and this result is consistent with the results obtained by (Najafi-Tavani *et al.*, 2018, Lei *et al.*, 2019; AlTaweel & Al-Hawary, 2021). As a result, hypothesis number one (H1) is accepted which states that there is a statistically significant correlation between organizational innovative capabilities and strategic agility in international universities in KRG ($\alpha \leq 0.05$). Therefore, the results showed that organizational innovative capabilities have a strong relationship with strategic agility. Previous works of (Pereira *et al.*, 2019; Cunha *et al.*, 2020; Bondzi–Simpson & Agomor, 2021; AlTaweel & Al-Hawary, 2021) in this regard asserted the role that innovative capabilities played in achieving strategic agility. Such work suggests that innovative capabilities help organizations sense their environments for exploitation opportunities, adapt and respond quickly, and use their resources effectively and efficiently. Furthermore, this means that two variables are more likely to behave similarly than would be expected if they were random. However, this does not imply causality that the high provision of organizational innovative capabilities is highly

correlated with strategic agility. Nevertheless, organizational innovative capabilities are not the cause of strategic agility, which means that there is a possible connection that may need to be investigated further. A correlation factor may be found to prove that there is a causal factor between these two factors. Regarding the correlation between the dimensions of organizational innovative capabilities and strategic agility, Table (8) shows the results.

Table (8): The correlation between organizational innovative capabilities dimensions and strategic agility value

Correlations	Strategic Agility	p-value
Knowledge exploitation capabilities	0.646**	0.000
Structure support capabilities	0.658**	0.000
Change management capabilities	0.731**	0.000
Market and customer knowledge capabilities	0.745**	0.000
Organizational learning capabilities	0.796**	0.000
Networking and IT capabilities	0.799**	0.000
**. Correlation is significant at the 0.01 level (2-tailed).		
Pearson Correlation		
N=238		

Source: Output of SPSS

Table (8) presents the findings of the analysis conducted to explore the relationship between Organizational Innovative Capabilities dimensions and Strategic Agility. The results of this investigation reveal six important findings, which are detailed below: 1) Knowledge exploitation capabilities exhibit a significant positive relationship with Strategic Agility ($r=0.646$, $p<0.01$). This finding provides evidence in support of the hypothesis "H1a," indicating that organizations' ability to effectively exploit knowledge is related to their capability to adapt to and embrace environmental changes. Le Thi *et al.* (2016) have previously emphasized the significant positive impact of knowledge exploitation on organizational performance in the context of accepting environmental changes. 2) Structure support capabilities are significantly related to Strategic Agility ($r=0.658$, $p<0.01$). Consequently, the hypothesis "H1b" is accepted. This finding suggests that organizations with strong structure support capabilities are more likely to possess higher levels of strategic agility. The ability of the organizational structure to provide support and facilitate agile decision-making processes contributes to the organization's overall agility. 3) Change management capabilities show a significant positive relationship with strategic agility ($r=0.731$, $p<0.01$). Hence, hypothesis "H1c" is accepted. This finding emphasizes the importance of effective change management practices in strengthening strategic agility.

Organizations that excel in managing and implementing change are better equipped to respond and adapt quickly to dynamic environments. 4) Market and customer knowledge capabilities are significantly related to strategic agility ($r=0.745$, $p<0.01$). Thus, the hypothesis "H1d" is accepted. This finding highlights the importance of market and customer knowledge in driving strategic agility. Organizations with a deep understanding of their markets and customers can anticipate changes in demand, identify emerging trends, and quickly adjust their strategies to remain agile. 5) Organizational learning capabilities show a significant positive relationship with strategic agility ($r=0.796$, $p<0.01$). Therefore, the hypothesis "H1e" is accepted. This finding underscores the importance of creating a learning organization culture that fosters continuous learning, knowledge sharing, and experimentation. Organizations that prioritize and promote learning are better positioned to adapt and thrive in dynamic and uncertain environments. 6) Networking and IT capabilities show a significant positive relationship with strategic agility ($r=0.799$, $p<0.01$). As a result, hypothesis "H1f" is accepted. This finding emphasizes the role of network and information technology capabilities in increasing the organization's strategic agility. Effective networking allows organizations to access valuable resources, knowledge, and information from external sources, while strong IT capabilities enable efficient communication, data analysis, and decision-making processes. The findings of this analysis provide strong evidence that dimensions of organizational innovative capabilities are significantly correlated with strategic agility in private universities in the Kurdistan region. These results emphasize the importance of knowledge exploitation, structure support, change management, market and customer knowledge, organizational learning, and network and information technology capabilities in enhancing strategic agility in this particular context.

4. 3. Regression Analysis:

Simple linear regression has been used to confirm or reject hypotheses (H2 to H2f). Hypothesis number eight states that "**H2: Organizational innovative capabilities has a statistically significant impact on strategic agility in private universities in the KRG ($\alpha \leq 0.05$)**". The outputs of the SPSS 26 analysis are shown in table (9).

Table (9): The multiple regression between Organizational Innovative Capabilities and Strategic Agility

Organizational Innovative Capabilities	Unstandardized Coefficients		Standardized Coefficients	t	R Square	Sig.
	B	Std. Error	Beta			

	0.950	0.036	0.867	26.687	0.751	0.00
a Dependent Variable: Strategic Agility						

Source: Output of SPSS

As shown in Table (9) the value of R Square for organizational innovative capabilities is 0.751, which means that 75.1% of the changes in the value of strategic agility can be explained by changes in organizational innovative capabilities, and the rest of the changes can be explained by other factors that are not mentioned in this study model. The value of Standardized Beta is 0.867, which means any change in organizational innovative capabilities by one standard deviation leads to a change in strategic agility by 0.867, and the (t-value) of organizational innovative capabilities (26.687) is statistically significant. Therefore, hypothesis number (H2) is accepted which states that organizational innovative capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).” The results revealed that organizational innovative capabilities have a significant and positive impact on strategic agility. In this regard, the result indicates that the ultimate goal of innovation capability can be achieved through strategic agility, which allows organizations to be aware of market changes and their customers' needs. For that reason, strategic agility is considered a prerequisite for innovation capability (Iddris *et al.*, 2014; ALTaweel & Al-Hawary, 2021; Yildiz & Aykanat, 2021; Brand *et al.*, 2021). This result can be explained by the fact that universities that adopt innovative capabilities based on the development of practical scenarios resulting from sensing changes in the higher education environment have more opportunities to improve their strategic position, achieve knowledge exploitation and acquire the greatest market and customer knowledge in comparison to their competitors. This research also shows that organizational innovative capabilities affect strategic agility in its role, as Kohtamaki *et al.* (2020) emphasized the role of innovation in the impact of strategic agility on the organization. Moreover, the effectiveness of the dimensions of organizational innovation capabilities on strategic agility is discussed below through the proposed hypothesis.

H2a: Knowledge exploitation capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

Table (10): The multiple regression between Knowledge exploitation capabilities and strategic agility

Dimension	Unstandardized Coefficients		Standardize d Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Knowledge exploitation capabilities	0.643	0.049	0.646	12.998	0.417	0.000

Source: Output of SPSS

According to Table (10), the value of R square for Knowledge exploitation capabilities is 0.417, which means that 41.7% of strategic agility changes can be explained by the changes in Knowledge exploitation capabilities and the rest of the changes can be explained by other factors that are not mentioned in this study model. The value of standardized Beta is 0.646, which means any increase in Knowledge exploitation capabilities by one standard deviation leads to an increase in strategic agility by 0.646, and the t-value of Knowledge exploitation capabilities (12.998) is statistically significant. It can be concluded that hypothesis “H2a” is accepted which states that, Knowledge exploitation capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

H2b: Structure support capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

Table (11): The multiple regression between Structure support capabilities and strategic agility.

Dimension	Unstandardized Coefficients		Standardize d Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Structure support capabilities	0.612	0.046	0.658	13.428	0.433	0.000

Source: Output of SPSS

As shown in Table (11), the value of R square Structure support capabilities is 0.433, which means that 43.3% of strategic agility value changes can be explained by the changes in Structure support capabilities and the rest of the changes can be explained by other factors that are not mentioned in this study model. The value of standardized Beta is 0.658, which means any increase in Structure support capabilities by one standard deviation leads to an increase in strategic agility by 0.658, and the t-value of Structure support capabilities (13.428) is statistically significant. It can be concluded that hypothesis “H2b” is accepted which states that Structure support capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

H2c: Change management capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

Table (12): The multiple regression between change management capabilities and strategic agility.

Dimension	Unstandardized Coefficients		Standardize d Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Change management capabilities	0.682	0.041	0.731	16.461	0.534	0.000

Source: Output of SPSS

As proved in Table (12), the value of R square for change management capabilities is 0.534, which means that 53.4% of strategic agility value changes can be explained by the changes in Change management capabilities and the rest of the changes can be explained by other factors that are not mentioned in this study model. The value of standardized Beta is 0.731, which means any increase in change management capabilities by one standard deviation leads to an increase in strategic agility by 0.731, and the t-value of change management capabilities (16.461) is statistically significant. It can be concluded that hypothesis “H2c” is accepted which states that, change management capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

H2d: Market and customer knowledge capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

Table (13): The multiple regression between Market and customer knowledge capabilities and strategic agility.

Dimension	Unstandardized Coefficients		Standardize d Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Market and customer knowledge capabilities	0.755	0.044	0.745	17.166	0.555	0.000

Source: Output of SPSS

As revealed in Table (13), the value of R square for Market and customer knowledge capabilities is 0.555, which means that 55.5% of strategic agility value changes can be explained by the changes in Market and customer knowledge capabilities and the rest of the changes can be explained by other factors that are not mentioned in this study model. The value of standardized Beta is 0.745, which means any increase in Market and customer knowledge capabilities by one standard deviation leads to an increase in strategic agility by 0.745, and the t-value of Market and customer knowledge (17.166) is statistically significant. It can be concluded that hypothesis “H2d” is accepted which states that, Market and customer knowledge capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

H2e: Organizational learning capabilities have a statistically significant impact on Strategic Agility in private Universities in KRG ($\alpha \leq 0.05$).

Table (14): The multiple regression between Organizational learning capabilities and strategic agility.

Dimension	Unstandardized Coefficients		Standardize d Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Organizational learning capabilities	0.688	0.034	0.796	20.232	0.634	0.000

Source: Output of SPSS

As revealed in Table (14), the value of R square for organizational learning capabilities is 0.634, which means that 63.4% of strategic agility value changes can be explained by the changes in organizational learning capabilities and the rest of the changes can be explained by other factors that are not mentioned in this study model. The value of standardized Beta is 0.796, this means any increase in organizational learning capabilities by one standard deviation leads to an increase in strategic agility by 0.796, and the t-value of organizational learning capabilities (20.232) is statistically significant. It can be concluded that hypothesis “H2e” is accepted which states that organizational learning capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

H2f: Networking and IT capabilities have a statistically significant impact on Strategic Agility in private Universities in KRG ($\alpha \leq 0.05$).

Table (15): The multiple regression between Networking and IT capabilities and strategic agility.

Dimension	Unstandardized Coefficients		Standardize d Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Networking and IT capabilities	0.675	0.033	0.799	20.439	0.639	0.000

Source: Output of SPSS

As revealed in Table (15), the value of R square for networking and IT capabilities is 0.639, which means that 63.9% of strategic agility value changes can be explained by the changes in networking and IT capabilities and the rest of the changes can be explained by other factors that are not mentioned in this study model. The value of standardized beta is 0.799, this means any increase in networking and IT capabilities by one standard deviation leads to an increase in strategic agility by 0.799, and the t-value of networking and IT capabilities (20.439) is statistically significant. It can be concluded that hypothesis “H2f” is accepted

which states that, networking and IT capabilities have a statistically significant impact on strategic agility in private universities in KRG ($\alpha \leq 0.05$).

5. Conclusion:

The main objective of this research is to investigate the role and impact of organizational innovative capabilities in achieving strategic agility among administrative leaders in private universities in the Kurdistan region of Iraq. The results of the research showed that organizational innovative capabilities have a strong relationship with strategic agility. Moreover, the research indicates that innovative capabilities assist organizations in sensing their environments for exploitation opportunities, adapting and responding quickly, and using their resources effectively and efficiently. In addition, the results revealed that organizational innovative capabilities have a positive and significant effect on strategic agility. The findings of the research also show that the goal of innovation capability can be attained through strategic agility, enabling organizations to be responsive to market changes and customer preferences. It can be concluded that universities seek to adapt to the changes in the work environment by obtaining enough flexible organizational resources and actively feeling the opportunities and threats in the work environment so that they can create suitable scenarios for these changes. The administrative leaders of private universities are aware of the importance of providing exceptional services to their students and adopting contemporary management approaches that help them in research and development processes to keep pace with customer demands which were evident in the dimension of Networking and IT capabilities. Organizations' knowledge improves their innovative capabilities to create services that meet customer demands by reallocating available resources to exploit opportunities and avoid threats. Innovative capabilities equip organizations with information about the business environment and customers who are university students and enable them to develop new processes to create needed services. This goal can be achieved through a contemporary administrative approach from university leaders that supports continuous strategic agility and is reflected in improving productivity and achieving increased returns in the long term.

5. 1. Contributions to the Literature:

This study contributes to the organizational innovation capability and strategic agility literature in several ways. This research shows that knowledge exploitation capabilities,

structure support capabilities, change management capabilities, market and customer knowledge capabilities, organizational learning capabilities, and network and IT capabilities are important components of capabilities in private universities to achieve strategic agility.

5. 2. Limitations and future studies:

Although this research has addressed the critical variables of management science, which are organizational behaviour and strategic management, some limitations should be considered in future studies. Limited studies on organizational innovative capabilities and strategic agility in the literature limit the comparison of findings with other studies. Future studies should consider that this research was implemented in private universities in the Kurdistan region of Iraq, hence, future studies should go towards conducting such research in public universities as well to discover the perspective role of organizational innovative capabilities.

References:

- Abidin, S. B. Z., Mokhtar, S. S. B., & Yusoff, R. Z. B. (2011). A systematic analysis of innovation studies: A proposed framework on the relationship between innovation process and firm's performance. *The Asian Journal of Technology Management*, 4(2), 65-83.
- Abu-Radi, S., & Al-Hawajreh, K. M. (2013). *Strategic agility and its impact on the operations competitive capabilities in Jordanian private hospitals*. Jordan: Middle East University.
- Adams, R., Bessant, J., & Phelps, R. (2006). Innovation management measurement: A review. *International journal of management reviews*, 8(1), 21-47.
- Adam, V., & Maclayton, I. (2021). Strategic sensitivity and corporate responsiveness of fast-moving consumer goods companies in Rivers State, Nigeria. *Journal of Strategic Management*, 6(1).
- Ajmain, M. T., Mahpuz, A. N. A., Rahman, S. N. H. A., & Mohamad, A. M. (2019). Industrial revolution 4.0: Innovation and challenges of Islamic education teachers in teaching. *BITARA International Journal of Civilizational Studies and Human Sciences* (e-ISSN: 2600-9080), 2(1), 38-47.
- Al-Romeedy, B. S. (2019). Strategic agility as a competitive advantage in airlines—case study: Egypt Air. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 3(1), 1-15.
- AlTaweel, I. R., & Al-Hawary, S. I. (2021). The mediating role of innovation capability on the relationship between strategic agility and organizational performance. *Sustainability*, 13(14), 7564.
- Arokodare, M. A., Asikhia, O. U., & Makinde, G. O. (2019). Strategic agility and firm performance: The moderating role of organisational culture. *Business Management Dynamics*, 9(3), 01-12.
- Aryanto, R., Fontana, A., & Afiff, A. Z. (2015). Strategic human resource management, innovation capability and performance: An empirical study in Indonesia software industry. *Procedia-Social and Behavioral Sciences*, 211, 874-879.
- Bapuji, H., Loree, D., & Crossan, M. (2011). Connecting external knowledge usage and firm performance: An empirical analysis. *Journal of Engineering and Technology Management*, 28(4), 215-231.
- Baragde, D., & Baporikar, N. (2017). Business innovation in Indian software industries. *Journal of Science and Technology Policy Management*, 8(1), 62-75.

- Battistella, C., De Toni, A. F., De Zan, G., & Pessot, E. (2017). Cultivating business model agility through focused capabilities: A multiple case study. *Journal of Business Research*, 73, 65-82.
- Battour, M., Barahma, M., & Al-Awlaqi, M. (2021). The Relationship between HRM Strategies and Sustainable Competitive Advantage: Testing the Mediating Role of Strategic Agility. *Sustainability*, 13(9), 5315.
- Baumgartner, M. A., & Mangematin, V. (2018). Strategy renewal: breaking the mould with new business models. *Journal of Business Strategy*, 40(2), 22-31.
- Bell, M. (2009). *Innovation Capabilities and Directions of Development*, STEPS Working Paper 33, Brighton: STEPS Centre.
- Bhargava, M., Chatterjee, R., Grimpe, C., & Sofka, W. (2011, October). Marketing innovation and R&D capabilities—More than one way to innovation success. In *3rd European Conference on Corporate R&D and Innovation CONCORD-2011, Seville*.
- Bondzi-Simpson, P. E., & Agomor, K. S. (2021). Financing public universities in Ghana through strategic agility: Lessons from Ghana Institute of Management and Public Administration (GIMPA). *Global Journal of Flexible Systems Management*, 22(1), 1-15.
- Brand, M., Tiberius, V., Bican, P. M., & Brem, A. (2021). Agility as an innovation driver: towards an agile front end of innovation framework. *Review of Managerial Science*, 15(1), 157-187.
- Brozovic, D., Nordin, F., & Kindström, D. (2016). Service flexibility: conceptualizing value creation in service. *Journal of Service Theory and Practice*, 26(6), 868-888.
- Clauss, T., Kraus, S., Kallinger, F. L., Bican, P. M., Brem, A., & Kailer, N. (2021). Organizational ambidexterity and competitive advantage: The role of strategic agility in the exploration-exploitation paradox. *Journal of Innovation & Knowledge*, 6(4), 203-213.
- Cunha, M. P., Gomes, E., Mellahi, K., Miner, A. S., & Rego, A. (2020). Strategic agility through improvisational capabilities: Implications for a paradox-sensitive HRM. *Human Resource Management Review*, 30(1), 100695.
- Dadfar, H., Dahlgaard, J. J., Brege, S., & Alamirhoor, A. (2013). The linkage between organisational innovation capability, product platform development and performance: The case of pharmaceutical small and medium enterprises in Iran. *Total quality management & business excellence*, 24(7-8), 819-834.
- Dahlgaard-Park, S. M., & Dahlgaard, J. (2010). Organizational learnability and innovability: A system for assessing, diagnosing and improving innovation excellence. *International Journal of Quality and Service Sciences*, 2(2), 153–174.
- Debellis, F., De Massis, A., Petruzzelli, A. M., Frattini, F., & Del Giudice, M. (2021). Strategic agility and international joint ventures: The willingness-ability paradox of family firms. *Journal of International Management*, 27(1), 100739.

- Delmonico, D., Jabbour, C. J. C., Pereira, S. C. F., de Sousa Jabbour, A. B. L., Renwick, D. W. S., & Thomé, A. M. T. (2018). Unveiling barriers to sustainable public procurement in emerging economies: Evidence from a leading sustainable supply chain initiative in Latin America. *Resources, Conservation and Recycling*, 134, 70-79.
- Dervitsiotis, K. N. (2010). A framework for the assessment of an organization's innovation excellence. *Total Quality Management*, 21(9), 903-918.
- Dixit, G. K., & Nanda, T. (2011). Strategic alignment of organizational culture and climate for stimulating innovation in SMEs. *International Journal of Innovation, Management and Technology*, 2(1), 77.
- Doz, Y. (2020). Fostering strategic agility: How individual executives and human resource practices contribute. *Human Resource Management Review*, 30(1), 100693.
- Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long range planning*, 43(2-3), 370-382.
- Doz, Y., & Kosonen, M. (2008). The dynamics of strategic agility: Nokia's rollercoaster experience. *California Management Review*, 50(3), 95-118.
- Falahat, M., Ramayah, T., Soto-Acosta, P., & Lee, Y. Y. (2020). SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. *Technological Forecasting and Social Change*, 152, 119908.
- Felipe, C. M., Roldán, J. L., & Leal-Rodríguez, A. L. (2017). Impact of organizational culture values on organizational agility. *Sustainability*, 9(12), 2354.
- Fidel, P., Schlesinger, W., & Cervera, A. (2015). Collaborating to innovate: Effects on customer knowledge management and performance. *Journal of Business Research*, 68(7), 1426-1428.
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185-214.
- Guan, J., & Ma, N. (2003). Innovative capability and export performance of Chinese firms. *Technovation*, 23(9), 737-747.
- Gyemang, M., & Emeagwali, O. (2020). The roles of dynamic capabilities, innovation, organizational agility and knowledge management on competitive performance in the telecommunication industry. *Management Science Letters*, 10(7), 1533-1542.
- Hazelkorn, E. L. L. E. N. (2021). What do global university rankings tell us about US geopolitics in higher education? *US Power in International Higher Education*.
- Horst, S. O., & Moisander, J. (2015). Paradoxes of strategic renewal in traditional print-oriented media firms. *International Journal on Media Management*, 17(3), 157-174.

- Hosein, Z. (2012). The role of emotional intelligence on workforce agility in the workplace. *International Journal of Psychological Studies*, 4(3), 1-48.
- Human, G., & Naudé, P. (2009). Exploring the relationship between network competence, network capability and firm performance: A resource-based perspective in an emerging economy. *Management Dynamics: Journal of the Southern African Institute for Management Scientists*, 18(1), 2-14.
- Iddris, F., Baffour Awuah, G., & Abraha Gebrekidan, D. (2014). The role of innovation capability in achieving supply chain agility. *International Journal of Management and Computing Sciences*, 4(2), 104-112.
- Kale, E., Aknar, A., & Başar, Ö. (2019). Absorptive capacity and firm performance: The mediating role of strategic agility. *International Journal of Hospitality Management*, 78, 276-283.
- Khoshnood, N. T., & Nematizadeh, S. (2017). Strategic agility and its impact on the competitive capabilities in Iranian private banks. *International Journal of Business and Management*, 12(2), 220-229.
- Konsti-Laakso, S., Pihkala, T., & Kraus, S. (2012). Facilitating SME innovation capability through business networking. *Creativity and Innovation Management*, 21(1), 93-105.
- Kumkale, İ. (2016). Organization's tool for creating competitive advantage: strategic agility. *Balkan and Near Eastern Journal of Social Sciences*, 2(3), 118-124.
- Kurniawan, R., Budiastuti, D., Hamsal, M., & Kosasih, W. (2020). The impact of balanced agile project management on firm performance: the mediating role of market orientation and strategic agility. *Review of International Business and Strategy*, 30(4), 457-490.
- Lawson, B., & Samson, D. (2001). Developing innovation capability in organisations: a dynamic capabilities approach. *International journal of innovation management*, 5(03), 377-400.
- Le Thi, T. H., Pham, T. L., Ho, T. T. Q., & Tran, T. K. C. (2016). The relationship between innovation capabilities and efficiency of foreign-invested enterprises in Vietnam. *VNU Journal of Science: Policy and Management Studies*, 32(2).
- Lichtenthaler, U. (2011). Open innovation: Past research, current debates, and future directions. *Academy of Management Perspectives*, 25(1), 75-93.
- Martín-de Castro, G., López-Sáez, P., & Delgado-Verde, M. (2011). Towards a knowledge-based view of firm innovation. Theory and empirical research. *Journal of Knowledge Management*.
- Martínez-Román, J. A., Gamero, J., & Tamayo, J. A. (2011). Analysis of innovation in SMEs using an innovative capability-based non-linear model: A study in the province of Seville (Spain). *Technovation*, 31(9), 459-475.

- Melville, N., Kraemer, K., & Gurbaxani, V. (2004). Information technology and organizational performance: An integrative model of IT business value. *MIS Quarterly*, 283-322.
- Mirkamalian, S. M., & Rezaian, S. (2015). The impact of organizational structure and culture of innovation: a comparative study of the central organization of Payam Noor University, Applied Science, Islamic Azad University and Tehran University. *Innovation Management*, 4(1), 109-131. (In Persian).
- Najmaei, A. (2011). Dynamic business model innovation: An analytical archetype. In *International Conference on Information and Financial Engineering* (pp. 165-171).
- Ngo, L. V., & O'cass, A. (2013). Innovation and business success: The mediating role of customer participation. *Journal of Business Research*, 66(8), 1134-1142.
- Ocasio, W., Laamanen, T., & Vaara, E. (2018). Communication and attention dynamics: An attention-based view of strategic change. *Strategic Management Journal*, 39(1), 155-167.
- Oyedijo, A. (2012). Strategic agility and competitive performance in the Nigerian telecommunication industry: an empirical investigation. *American International Journal of Contemporary Research*, 2(3), 227-237.
- Pereira, V., Mellahi, K., Temouri, Y., Patnaik, S., & Roohanifar, M. (2019). Investigating dynamic capabilities, agility and knowledge management within EMNEs-longitudinal evidence from Europe. *Journal of Knowledge Management*, 23(9), 1708-1728.
- Pittaway, L., Robertson, M., Munir, K., Denyer, D., & Neely, A. (2004). Networking and innovation: a systematic review of the evidence. *International journal of management reviews*, 5(3-4), 137-168.
- Prusak, L. (2001). Where did knowledge management come from? *IBM Systems Journal*, 40(4), 1002-1007.
- Qi, C., & Chau, P. Y. K. (2018). Will enterprise social networking systems promote knowledge management and organizational learning? An empirical study. *Journal of Organizational Computing and Electronic Commerce*, 28(1), 31-57.
- Qin, R., & Nembhard, D. A. (2015). Workforce agility in operations management. *Surveys in Operations Research and Management Science*, 20(2), 55-69.
- Quintane, E., Mitch Casselman, R., Sebastian Reiche, B., & Nylund, P. A. (2011). Innovation as a knowledge-based outcome. *Journal of Knowledge Management*, 15(6), 928-947.
- Rajapathirana, R. J., & Hui, Y. (2018). Relationship between innovation capability, innovation type, and firm performance. *Journal of Innovation & Knowledge*, 3(1), 44-55.

- Rangus, K., & Slavec, A. (2017). The interplay of decentralization, employee involvement and absorptive capacity on firms' innovation and business performance. *Technological Forecasting and Social Change*, 120, 195-203.
- Ravichandran, T. (2018). Exploring the relationships between IT competence, innovation capacity and organizational agility. *The Journal of Strategic Information Systems*, 27(1), 22-42.
- Riviere, M., Suder, G., & Bass, A. E. (2018). Exploring the role of internationalization knowledge in fostering strategic renewal: A dynamic capabilities perspective. *International Business Review*, 27(1), 66-77.
- Roman, M., Roman, M., & Prus, P. (2020). Innovations in agritourism: Evidence from a region in Poland. *Sustainability*, 12(12), 4858.
- Saunila, M. (2014). Innovation capability for SME success: perspectives of financial and operational performance. *Journal of Advances in Management Research*, 11(2), 163-175.
- Schneider, M. (2018). Digitalization of production, human capital, and organizational capital. In *The impact of digitalization in the workplace*, Springer, Cham, pp. 39-52.
- Schweitzer, J. (2014). Leadership and innovation capability development in strategic alliances. *Leadership & Organization Development Journal*, 35(5), 442-469.
- Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for “agile” multinationals. *Journal of International Management*, 27(1), 100737.
- Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for “agile” multinationals. *Journal of International Management*, 27(1), 100737.
- Slater, S. F., Mohr, J. J., & Sengupta, S. (2014). Radical product innovation capability: Literature review, synthesis, and illustrative research propositions. *Journal of Product Innovation Management*, 31(3), 552-566.
- Sull, D. (2009). How to Thrive in Turbulent Markets. *Harvard Business Review*, 87(2), 78-88.
- Tajeddini, K., Martin, E., & Ali, A. (2020). Enhancing hospitality business performance: The role of entrepreneurial orientation and networking ties in a dynamic environment. *International Journal of Hospitality Management*, 90, 102605.
- Tidd, J., & Bessant, J. R. (2020). *Managing innovation: integrating technological, market and organizational change*. John Wiley & Sons.
- Tikkanen, J. (2014). Dynamic capability influence on Strategic agility: a case study in the energy conservation industry. *Master Science in Economics and Business Administration, Oulu Business School: University of Oulu*.

- Tu, Y., & Wu, W. (2021). How does green innovation improve enterprises' competitive advantage? The role of organizational learning. *Sustainable Production and Consumption*, 26, 504-516.
- Vecchiato, R. (2015). Creating value through foresight: First mover advantages and strategic agility. *Technological Forecasting and Social Change*, 101, 25-36.
- Vecchiato, R. (2015). Creating value through foresight: First mover advantages and strategic agility. *Technological Forecasting and Social Change*, 101, 25-36.
- Wetzel, R., & Tint, B. (2019). Using Applied Improvisation for Organizational Learning in the Red Cross Red Crescent Climate Centre. In *Sensuous Learning for Practical Judgment in Professional Practice* (pp. 47-73). Palgrave Macmillan, Cham.
- Wong, W. P., Tseng, M. L., & Tan, K. H. (2014). A business process management capabilities perspective on organisation performance. *Total Quality Management & Business Excellence*, 25(5-6), 602-617.
- Wonglimpiyarat, J. (2010). Innovation index and the innovative capacity of nations. *Futures*, 42(3), 247-253.
- Wu, L., & Chen, J. L. (2014). Knowledge management driven firm performance: the roles of business process capabilities and organizational learning. *Journal of Knowledge Management*. 18(6), 1141-1164.
- Yang, D., Wang, A. X., Zhou, K. Z., & Jiang, W. (2019). Environmental strategy, institutional force, and innovation capability: A managerial cognition perspective. *Journal of Business Ethics*, 159(4), 1147-1161.
- Ye, P., Liu, L., & Tan, J. (2021). Creative leadership, innovation climate and innovation behaviour: the moderating role of knowledge sharing in management. *European Journal of Innovation Management*, 25(4), 1092-1114.
- Yildiz, T., & Aykanat, Z. (2021). The mediating role of organizational innovation on the impact of strategic agility on firm performance. *World Journal of Entrepreneurship, Management and Sustainable Development*, 17(4), 765-786.
- YuSheng, K., & Ibrahim, M. (2020). Innovation capabilities, innovation types, and firm performance: evidence from the banking sector of Ghana. *Sage Open*, 10(2), 2158244020920892.
- Žitkienė, R., & Deksnys, M. (2018). Organizational agility conceptual model. *Montenegrin Journal of Economics*, 14(2), 115-129.

رۆلی توانا داهینه‌ره‌کانی ریکخراوه‌یی له گه‌یشتن به چوستی ستراتیژی: لیکۆلینه‌وه‌یه‌کی شیکاری له‌سه‌ر بۆچوونی سه‌رکرده کارگێڕیه‌کان له زانکۆ ئه‌هلییه‌کانی هه‌ریمی کوردستانی عێراق

پوخته

گۆڕانکارییه‌کانی ژینگه‌ی کار وایکردووه ریکخراوه‌کان زۆر سه‌رنجیان له‌سه‌ر باشت‌کردنی توانا داهینه‌رییه‌کانی ریکخراوه‌یی خۆیان بێت به‌مه‌به‌ستی به‌ده‌سته‌نێنانی سوودی کێپێکی به‌رده‌وام، به‌هاوسه‌نگی له‌گه‌ڵ ئهم گۆڕانکاریانه و په‌ره‌پێدانی چوستی ستراتیژی خۆیان بۆ جێبه‌جێکردنی داواکارییه‌کانی به‌کاربه‌ران. ئهم توێژینه‌وه‌یه ئامانجی لیکۆلینه‌وه‌یه له رۆلی توانا‌کانی داهینانی ریکخراوه‌یی له گه‌یشتن به چوستی ستراتیژی له نێوان سه‌رکرده کارگێڕیه‌کان له زانکۆ تایبه‌ته‌کان له هه‌ریمی کوردستانی عێراق. به‌پشت‌به‌ستن به‌سروشتی توێژینه‌وه‌که و ئهو ئامانجانه‌ی که هه‌ولی به‌ده‌سته‌نێنانی ده‌دات، رێبازی شیکاری وه‌سف‌که‌ر پش‌تی پێ به‌ستراوه. له‌م توێژینه‌وه‌یه‌دا شیوازی چه‌ندایه‌تی له رێگه‌ی راپرسییه‌وه به‌کارهێنرا بۆ کۆکردنه‌وه‌ی زانیاری و نمونه‌ی ئامانجدار ۲۳۸ سه‌رکرده‌ی کارگێڕی بوون، که بریتی بوون له راگری فاکه‌لتی/کۆلیژه‌کان، جیگه‌ی راگره‌کان، سه‌روکی به‌شه‌کان، ریکخه‌ری به‌شه‌کان، و به‌رپرسی یه‌که‌کان که له رێگه‌ی نمونه‌وه‌گرتنی هه‌رپه‌مه‌کی ساده هه‌لبژێردراون وه‌ک پێشه‌نگی ئه‌کادیمی و کارگێڕی له زانکۆ تایبه‌ته‌کان له سه‌رجه‌م شاره‌کانی هه‌ریمی کوردستان. داتا‌کان به‌یارمه‌تی چه‌ندین شیوازی ئاماری و پێژه‌ی په‌یوه‌ندی و چه‌ندین پاشه‌کشه‌ی هێلی وه‌ک پێوه‌ریک بۆ به‌هیزی په‌یوه‌ندی هێلی و کاریگه‌ری نێوان دوو گۆراوه‌ی توانا داهینه‌ره‌کانی ریکخراوه‌یی و چوستی ستراتیژی شیکراونه‌ته‌وه. داتا ئامارییه‌کان شیکراونه‌وه و گریمانه‌کان تاقیکراونه‌وه به‌به‌کارهێنانی به‌نامه‌ی SPSS. ئه‌نجامی توێژینه‌وه‌که به‌شیوه‌یه‌کی سه‌ره‌کی ده‌ریخست که توانا‌کانی داهینانی ریکخراوه‌یی په‌یوه‌ندییه‌کی به‌هیزیان له‌گه‌ڵ چوستی ستراتیژیدا هه‌یه. هه‌روه‌ها، ئه‌نجامه‌کان ده‌ریانخست که توانا‌کانی داهینانی ریکخراوه‌یی کاریگه‌ری ئه‌رینی و به‌رچاویان له‌سه‌ر چوستی ستراتیژی هه‌یه. بۆیه ده‌توانرێت چوستی ستراتیژی به‌خاوه‌نداریتی توانای داهینانی ریکخراوه‌یی به‌ده‌ست به‌یتریت و توێژینه‌وه‌که پێشنیاری ئه‌وه ده‌کات که ریکخراوه‌کان به‌ته‌واوی ئاگاداری گۆڕانکارییه‌کانی بازار و پێداویستییه‌کانی کڕیاره‌کانیان بن، و توانای داهینه‌رانه‌ بگرنه‌به‌ر به‌مه‌به‌ستی به‌ده‌سته‌نێنانی چوستی ستراتیژی.

وشه‌ی سه‌ره‌کی: توانا‌کانی داهینانی ریکخراوه‌یی، چوستی ستراتیژی، زانکۆ تایبه‌ته‌کان، هه‌ریمی کوردستانی عێراق.

دور القابليات الابداعية التنظيمية في تحقيق الرشاقة الاستراتيجية: دراسة تحليلية لآراء القيادات الإدارية في الجامعات الخاصة في إقليم كردستان العراق

الملخص

استوجبت التغييرات في بيئة الأعمال اليوم المنظمات في التركيز كثيراً على تحسين قدراتها الابداعية التنظيمية وذلك من أجل البقاء وتحقيق ميزة تنافسية مستدامة من خلال مواكبة هذه التغييرات وتطوير رشاقتها الاستراتيجية لتلبية متطلبات عملائها. ان الهدف من هذا البحث هي التعرف على دور القدرات الابداعية التنظيمية في تحقيق الرشاقة الاستراتيجية من وجه نظر القيادات الإدارية في الجامعات الخاصة في إقليم كردستان العراق. وبناء على طبيعة البحث والأهداف التي تسعى لتحقيقه فقد تم الاعتماد على المنهج الوصفي التحليلي. حيث تم استخدام الأسلوب الكمي في هذا البحث من خلال الاستبيانات لجمع البيانات والعينة المستهدفة تتكون من ٢٣٨ قائد إداري بما في ذلك عمداء الكليات ومعاونيهم ورؤساء الأقسام ومنسقي الأقسام ومديري الوحدات الذين تم اختيارهم من خلال أخذ العينات العشوائية البسيطة كقيادات الادارية والاكاديمية في الجامعات الخاصة في اقليم كردستان العراق. تم تحليل البيانات بمساعدة عدة طرق إحصائية ، ومعامل الارتباط، والانحدار الخطي المتعدد كمقياس لقوة العلاقة الخطية والتأثير بين متغيري القدرات الابتكارية التنظيمية والرشاقة الاستراتيجية. تم تحليل البيانات الإحصائية واختبار الفرضيات باستخدام برنامج SPSS. أظهرت نتائج البحث بشكل أساسي أن قابليات الابتكارية التنظيمية لها علاقة طردية وقوية بالرشاقة الإستراتيجية. فضلاً عن ذلك، أظهرت النتائج أن قابليات الابداعية التنظيمية لها تأثير إيجابي في الرشاقة الاستراتيجية. لذلك يمكن تحقيق الرشاقة الاستراتيجية من خلال امتلاك قابليات الابداعية التنظيمية، وتوصي الدراسة المنظمات كي يكونوا على دراية تامة بتغيرات السوق واحتياجات عملائها، وتبني قابليات الابداعية من اجل تحقيق الرشاقة الاستراتيجية.

الكلمات المفتاحية: القابليات الابداعية التنظيمية، الرشاقة الإستراتيجية، الجامعات الخاصة، إقليم كردستان العراق.