

المنظمة الذكية وأثرها في الحد من تداعيات الزهايمر التنظيمي

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المستخلص :

يهدف البحث الحالي إلى الكشف عن تأثير المنظمة الذكية في الحد من الزهايمر التنظيمي، تجسدت مشكلة البحث للإجابة عن التساؤل الرئيس، هل يوجد تأثير للمنظمة الذكية في الحد من الزهايمر التنظيمي في الشركة عينة البحث؟ اعتمد البحث على فرضية رئيسة مفادها (يوجد تأثير ذو دلالة إحصائية بين أبعاد المنظمة الذكية وقدرتها على الحد من تداعيات الزهايمر التنظيمي)، تجسدت أهمية هذا البحث من الناحية النظرية بكونه يعد من الموضوعات الحديثة على مستوى البيئة العراقية، أما على صعيد الجانب العملي فقد خضع البحث لعينة مكونة من (45) فرداً من العاملين في فرع شركة آسيا سيل في مدينة العمارة. كما خرج البحث بمجموعة من الاستنتاجات والتوصيات. وكان من أهمها يوصي البحث في مجال التطوير التنظيمي بتبني أبعاد المنظمة الذكية للحد من تداعيات الزهايمر التنظيمي.

الكلمات المفتاحية: المنظمة الذكية، الزهايمر التنظيمي، شركة آسيا سيل / فرع العمارة

The Intelligent Organization and its Influence on Reducing Repercussions the Organizational Alzheimer's

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Abstract :

The current research aims to reveal the influence of the intelligent organization in reducing organizational Alzheimer's. The research problem was embodied to answer the main question, is there an influence of the intelligent organization in reducing organizational Alzheimer's in the company of the research sample? The research relied on the main hypothesis that (there is a statistically significant influence between the dimensions of the intelligent organization and its ability to reduce the organizational repercussions of Alzheimer's). The importance of research is embodied on the theoretical side, as its one of the modern topics at the level of the Iraqi environment. And on the practical side, the research was subjected to a sample of (45) individuals working in the branch of Asia cell Company in the city of Al-Amarah. The research came out with a set of conclusions and recommendations. The most important of them was the recommendation of research in the field of organizational development to adopt the dimensions of the intelligent organization to reduce organizational Alzheimer's.

Keywords: Intelligent Organization, Organizational Alzheimer's, Asia Cell Company Branch in the City of Amara

1- Introduction

The intelligent organization model emerged as a contemporary concept based on a set of data related to research and development processes at the level of different organizations, which gradually within to include its development according to the overall perspective. It was accompanied by complications in conjunction with the speed of change and the increase in environmental uncertainty, which indicated, in any case, that time is "turbulent" (Drucker, 1980), or as described by (Abraham, 1994) as an "era of chaos" cite from (Shwaninger, 2001:137-158).), therefore we find the intelligent organization with the efforts made by strategic leaders for the purpose of creating a successful harmonization between the organization and the environment through examination and investigation of all the developments and trying to overcome obstacles so that the organization does not fall into the repercussions of what is known as organizational Alzheimer's, maybe the organization continues to live on the glories of the past and rest in peace for the achievements it has achieved and forget about the developments that surround it, which are imposed by the urgent need to develop competitive advantages through Relying on its intellectual skills and knowledge experience. So Evidence indicates that the future is from the share of the Intelligent organizations because of their ability to adapt to the constantly changing external business environment with increased competition and threats of new entrants or new products Thus the he alternative that imposes on organizations the desire to develop its organizational intelligence, for fear that the organization will fall into a state of relaxation and weakness, may affect the joints of its mastermind of its affairs, and if the situation continues as it is, maybe organization later suffer from organizational Alzheimer's and thus may face a pattern of sudden events, both at the level of the environment Internal or external, therefore required to put for each threat a seed of success, by managing the future as represents renewable energy based on activating of the organization all its forces and focusing it towards for achieving its mission, which reflecting its Intelligent characteristics in the face of any kind of potential diseases that may be expose it's to weakness, apathy and premature aging. The current research reveals the role of the Intelligent organization in reducing the repercussions of premature aging or (Organizational Alzheimer's).

2. The intellectual framework of the Research

2.1 The concept of Intelligent Organization: Intelligent organizations differ from other business organizations as they represent the seeds of a call for change in the way in which these organizations are managed, taking into account the implications of both learning, development, training to face rapid

changes. Therefore, organizations must work strongly to anticipate those changes by creating an innovative and creative environment for working individuals in a way that can be absorbed and benefited from more than the rest of the other organizational programs (Kayman & Ercetin, 2014: 246-241), So the Intelligent organization means a wide range of skills that contribute to the analysis of the structure of the organization for the purpose of facilitating communication with the new form of the organization as well as raising the level of internal and external support for it (Azma et al, 2012:49-97), or as it's expressed the organization capable of distributing knowledge effectively according to From this approach, so organizational intelligence can be described as the organizational ability to process knowledge in order to obtain the best solutions necessary for the survival and success of the organization in a competitive environment, as a result of the process of integrating the intelligence of all individuals in the decision-making process within the organization (Bratianu et al, 2006: 72-82), it's assumed that such intelligent organizations have at least three characteristics , a learning organization, a market-driven organization, and an innovative organization (Glynn 1996), So the intelligent organization is a contemporary approach whose main objective is to maximize the organization's intelligence with its willingness to accept change and confront its patterns in the environment in order to gain the ability to deal positively with change (Schwaninger, 2009). The ideas on which the smart organization is based represent a major challenge in using knowledge as a work method, especially with regard to developing competitive and expansion strategies at the local and global levels (Quinn, 2005: 49), as described by (Filos & Eoin, 2001: 101-119) as that of A system that has the ability to speed movement, lightness, and agility when generating knowledge and benefiting from it in achieving its desired goals by seizing opportunities and adapting to environmental changes and challenges. (Al-Taie et al, 2013: 119-150) or that it is a purposeful social unit whose managers possess a high level of knowledge and wisdom to deal with emergency and emerging events. Accordingly, it can be said that the intelligent organization is originally a sustainable organization, and sustainability from the point of view of some researchers has two meanings (Clarke & Clegg, 2000:50), the first meaning focuses on the ability to continue, and the second meaning focuses on renewal, and therefore we find both meanings in fact linked to each other.

3. The Dimensions of Intelligent Organization:

It is clear that the intelligent organization has multiple dimensions, as defined by (Matheson & Matheson, 2001: 49-54) with nine dimensions, but we are for the purposes of the current research four dimensions were chosen because of the small size of the company when compared to large organizations, and these dimensions can be explained according to for the following:

3.1 Ambidexterity: Ambidexterity came from the origin of the word “advantage” meaning excellence and superiority in his field or “adept” meaning different in terms of ability and creativity, and it appeared for the first time in the management literature in a study presented by (Duncan, 1976), Organizational ambidexterity means that the organization is successful when it reconciles efficiently between managing its daily business and adapting to environmental changes at the same time quoting from (Klinger, 2016:22), thus the term ambidexterity also denotes the organization’s ability to explore and exploit the unique talents, skills, and capabilities of its employees in a way that enhances its competitiveness, whether in modern technologies or new markets (Judge & Bloker, 2008: 918).

Ambidexterity, then, requires the harmonization of activities across multiple organizational levels, including organizational culture and effective strategies with good leadership through which efficiency and ability to control the course of the production process are estimated and the pursuit of continuous improvement as it includes a mixture of exploratory and exploitative capabilities (Menguc & Auh, 2008: 455-470) and therefore competition in new technologies and markets requires high flexibility and independence (Walrave et al, 2010:34) (Tushman et al, 2013:2)(Yigit, 2013:1-80), and some believe that organizations can Achieving organizational ambidexterity through its dynamic capabilities adopting two main approaches: How is the organization able to work with investing opportunities and avoiding threats in order to be able to acquire them by reshaping assets tangible and intangible (Teece & Harreld , 2007: 1319), while (Judge & Blocker, 2008 :918) see that a successful and ingenious organization is characterized by the ability to achieve harmony between the exploration and exploitation of opportunities, meaning the two together make this practical, Exploitation refers to (refinement, efficiency, selection and implementation), while exploration refers to research, diversity, experimentation and innovation (Paroutis et al, 2014: 71). Therefore, organizations adjust their structures according to the stage of the innovation process. So organic structures are employed for the purpose of exploration, while mechanical structures are employed for the purpose of exploitation, given that ingenuity is chronological, when it is adopted sequentially, the challenges facing senior management will be completely different from those challenges it faces at another time (O'Reilly & Tushman, 2008: 185-206), therefore

saw(Huang 2010 :3) the organizational process takes place through two main fields, the field of knowledge management and the field of organizational management.

In light of the foregoing, (Franco, 2018:11) (Popadic et al, 2015:113) sees that organizational ingenuity is the ability of the organization to do two different things in a good and equal manner, and to follow up on both exploratory and exploitative innovation by relying on individuals through it. Or it is the implementation of a set of capabilities and capabilities directed to take advantage of current activities and works and explore new work paths that contribute to enhancing the creativity process (Canderasekaran, 2009,1-208) which it expresses the ability to simultaneously and asynchronously creativity (Hughes, 2018:11-12) so that it is consistent and effective in its management of current business requirements and can adapt at the same time to future changes.

3.2 Sustainability: Sustainability refers to an environmental term that describes how biological systems remain diverse and productive over time, and it seems that the concept of sustainability has been widely used, so it has been applied to almost every aspect of life on Earth, from the local level to global level, (Jones, 2007:3) defined Sustainability as an integrated concept that includes the environment, profits, and society, as the senior management can employ these dimensions, although they are historically separate from each other, so seem there is a possibility of coordination between these dimensions and the development of capabilities for the purpose of achieving integration among them. Which leads to sustainability, and sustainability is divided into two types: the first type is known as static sustainability, which means the continuous flow of benefits initiated by the completed project to the target groups, and the second is dynamic sustainability, which is concerned with using or adapting project results according to a different context or a changing environment from the target groups or other groups. As for the importance of applying sustainability in organizations, it is to achieve harmonization between efficiency and effectiveness (Pharaohn et al, 2015: 139-161), therefore we find that some organizations have failed because of the urgent need for learning to meet the basic goals and development processes because the main axis to sustainability is the process of developing the infrastructure, The ability to innovate and lead from among the competitors, so innovation gives stronger opportunities in the long run, and accordingly sustainable organizations can achieve added value in the long term by adopting the opportunities and risks arising from economic, social and environmental developments to meet the needs of customers (Knowles, 2010). Sustainability is an important focus for

many organizations that seek to stay in the competitive market to achieve proficiency in their performance.

3.3 Adaptation: It means the process of continuous learning in acquiring knowledge through experience, which leads to a continuous change in behavior, and the ability to use that knowledge for the purpose of harmonizing between the organization and its environment and trends necessary to perform the job role required from any individual within the organization for the purpose of creating greater value for the organization (Hunger & Wheelen, 2010:8)(Morrison, 2002), meaning that the intelligent organization continuously learns about how changes give greater value when confronted, whether those changes in the political structure of the world or in the speed of technical progress in competitive markets Globally, and so that organizations do not lose the adaptive property and may enter into a cycle of organizational deterioration, the readiness for change is a pattern of organizing capabilities that gives management Organizing capabilities the plenty of time to implement change and with less resistance, that the high efficiency of employees may increase the organization's immunity and vice versa when their efficiency decreases, its immune system may weaken. Therefore, the change is a fact of life, and accordingly, individuals within the organization and as a result of this learning respond in a friendly spirit and react to information that constitutes an actual threat in a non-defensive manner, (Lin et al, 2013: 222). The interest in continuous learning has increased in the nineties of the last century for two reasons: The first reason is related to the rapid change and the increasing environmental complexity resulting from the pressures of globalization, technological changes and the intensity of competition with changing the vision from focusing on volume to focusing on quality and from products to services, and then organizations realized their need to acquire and use knowledge To make the necessary changes to face these developments if they want to compete and survive, as for the second reason is superiority the Japanese companies, which were distinguished by the speed of collecting information about markets and competitors, disseminating information within the organization and dealing with them effectively, as well as their ability to learn, adapt, develop and continuously improve processes and products and their commitment to employees and operations , which enhances organizations' acquisition of information and translating it from individual learning into organizational learning.

3.4 Understanding the Environment: Organizations usually deal with an ambiguous environment in terms of the degree of complexity and uncertainty, and they try to understand the environment in which they operate because it includes a group of material elements and social and cultural forces that directly

affect, especially in the decision-making process by the organization's leaders, (Matheson & Matheson,1998, 122) the effective decision-making process requires carrying out a continuous survey of the organization environment, which means monitoring, evaluating, and distributing information from the external and internal environment to the main people in the organization (Hunger & Wheelen2010: 52), and the organization must use this means to avoid the surprises that you may face at the strategic level and for its continuity in the long run. The environment is one of the most important influences on the organization's movement, (Mondy & Noe, 2005: 9) the changes that occur in the environment as a result of technological progress during the next fifty years in This field is equivalent to the changes that occurred in the past thousand years, and for this reason, the organization is working to diagnose and analyze the environment, which is one of the main and important components of the human race. The more knowledgeable about the mechanisms of environmental analysis and knowledge of their effects, the more this leads to the response to achieve the goals of the organization effectively.

Thus, the process of understanding the environment includes three tasks that must be covered, namely uncertainties, the strategic perspective from the outside - the inside, and systems of thinking (Matheson & Matheson, 2001:52) (Pharaohn et al., 2015: 159), and these tasks include the following principles:

a- Understand situations of uncertainty, and it means the awareness of individuals in the organization and their understanding of these situations, their sources, and how to work to avoid them and must be taken Taking into account when making, measuring, and managing decisions. This constitutes the management of the expected or associated risks, and how to exchange and communicate about them, which constitutes a critical challenge for the administrative leadership. That is, the organization must create an environment that makes its employees that their organization deals with cases of uncertainty realistically, and this is an important matter.

b-Adopting the strategic perspective "from the outside - inside It means that the organization when faced with a particular task, begins with an understanding of the external environment, and then works internally by making strategic decisions in the light of those results. So, it must be understanding the broad environment in which it operates and exploring the big picture of global trends and changes that occur in the surrounding world, on the industry sector operating in it and on its customers, then the organization works internally, and thus studies the impact of uncertainty on it to achieve its interests and to determine the desired future position she has.

c-This means that the organization begins the process of thinking by evaluating its current position and then thinks cumulatively, in which direction it will go.

4. Organizational Alzheimer's

Organizations are described as living organisms that go through a life cycle that is almost similar to the biological life cycle of a living organism, according to the biological theory, which sees that an individual adapted to the surrounding environment can continue and survive, and vice versa. Therefore researcher (De Guse, 1997) likened the organization to a living organism when he published his book (The Living Organization), in which he talked about habits in a turbulent environment, and who asked the organization to deal with its sections as living communities and not purely economic machines, justifying the reasons for the early death of many organizations Because of the diseases it afflicts, that is why (Schwaninger, 2000: 207-241) believes that organizations may suffer daily from what is known as organizational dementia, as indicated by the researcher (Stocker, 2006) in his book (Avoiding the Death Spiral) when he recommended organizations to be aware of the signs Organizational deterioration by learning some basic lessons that should improve its organizational health by avoiding what might expose it to atrophy and the extinction. Maybe the organization is exposed to what is medically known as Alzheimer's because of problems affecting memory, thinking, and behavior, which is a general term that expresses memory loss and weak cognitive abilities. It may reach an advanced state of deterioration in those functions that may lead to what is called organizational Alzheimer's, but the organization maybe it does not die like a living

organism if it realizes its situation and regains its health. However, these cases may expose it to serious consequences that are reflected in its economic and social environment, although its members may be on average intelligent and able to learn definitively. However, it is not possible to equate organizational intelligence with human intelligence, because the intelligence of the organization may be related to the following reforms:

- Adapting to changing situations.
- Impact on and shaping the environment.
- Reshaping the organization itself with its environment.

Medically, Alzheimer's disease, as we previously noted, is a state of poor flexibility that affects the organism and includes the brain, which leads to receiving a bacterial, fungal, viral attack and other

invasions that make the brain difficult to adapt to (Garrett, 2018:49-58), according to the description of some specialists in the field Psychology also expresses Alzheimer's as one of the diseases that cause pathological feedback in evaluating and developing the system.

Means problems affect the organism in advanced stages of life and it seems that it is initially mild and perhaps invisible, but with the passage of time it may worsen and intensify and the sufferer loses the initiative and control and these pathological factors may be playing role in age-related cognitive decline due to aging, including blood vessels may develop symptoms of microvascular disease, neuritis, and diseases of the body at the level of the organism (Gauthier et al, 2018:1-7).

In the same sense, the organization may suffer from these symptoms. The communication channels within the organization may become blocked and inflexible. Perhaps this analogy is also a metaphor for organizational Alzheimer's in which the organization falls when it lives on the successes of the past and the organization is spiritually separated from the present events. which weakens its ability to adapt to what is happening in the environment due to the blurring of the collective mentality represented by the weakness of its immune system, so the immune system of the organization has likened to the human immune system as having good learning, recognition, memory, and feature extraction capabilities when applying the three sub-measures at the level of immune surveillance, immune defense, and immune memory as if it indicates the organization's ability to effectively recognize environmental changes, and therefore it can be said that Organizations are able to survive it's by reproducing herself and asserting again practicing her organizational life, in complete contrast to a living organism that ends its life with death.

In light of the foregoing, many of the crises facing organizations that lead to the deterioration of their organizational mind can be attributed to a number of organizational diseases and to some shortcomings in the thinking of their leaders and individuals working, and about what those leaders should imagine, which could be as an experimental application and providing insights about the relationship and dynamics that can prevail within the organization between organizational culture and employee satisfaction, i.e. between the work of management and its workers in the sense of achieving organizational citizenship, and maybe organization falls under what is known false dementia. And finally, management must be able to recognize emerging diseases within the organization, and how to prevent them (Fink & Yolles, 2011:1-27), therefore the researcher (Hassan, 2021, 327-350) was able to resemble

some of the diseases that can afflict organizations and obscure their vision of adapting to their environment according to the following:

Seq.	Type disease	Symptoms disease	Protection
1	myopia disease	<p>1. The organization suffers from a defect in its view, that is, its vision with regard to the tasks to be accomplished, so it has a tendency towards the work and neglects the orientation towards individuals (the orientation towards the task is more than the orientation towards the individuals).</p> <p>2. The organization's management does not realize the area of the market it serves and does not care about diversity in desires and needs, and thus many opportunities for progress are lost to it.</p> <p>3. The work is accomplished without the required efficiency (exhaustion of resources) and a state of boredom or indifference prevails among the workers.</p> <p>4. The organization does not clearly realize its mission when it specializes (for example) in the manufacture of sports socks and it does not realize that it is working in the field of foot comfort.</p> <p>5. The organization lacks vision when an</p>	<p>The directors of the organization need a special type of eye drop that dilates the pupil of the eye and gives them a view farther than what is under their feet, according to the following: -</p> <p>1. Know the goals of your employees and relate them to the goals and vision of the organization.</p> <p>2. Listen to your subordinates with your mind and heart.</p> <p>3. Spread your affection and interest among your employees.</p> <p>4. Make your employees obsessed with work.</p> <p>5. Help employees and understand their circumstances through good times and bad.</p>

		organization specializes in the production of children's toys and does not realize that it is working in the entertainment market.	
2	Diarrhea	<p>1. The organization is over-promising to its customer's false promises and thus creates expectations for them that it can never fulfill.</p> <p>2. The organization is not able to control the costs incurred by any miscalculation when practicing its activities and thus eats up every increase in revenues.</p>	<p>1. The organization must follow a clear cost system and spread among its members a culture of preventing wasteful costs.</p> <p>2. The organization's commitment not to make unrealistic promises, leads to a loss of trust between employees and management when it cannot fulfill its promises.</p>
3	Anemia malnutrition	<p>1. Most of the workers in the organization are overwhelmed by a state of dependence, laziness, lack of enthusiasm, and lack of rush to work.</p> <p>2. The administration does not have the ability to innovate, and its products remain traditional, far from the spirit of innovation and competition.</p>	The organization needs quick (stimulus), that is, injecting it with (glucose), which motivates its employees and makes them able to come up with new ideas, new products, and new markets.
4	Sleepwalking (coma)	<p>1. Symptoms of such a condition appear in an organization that is neither aware of the nature of its mission nor its objectives.</p> <p>2. The organization is not aware of the strategies of its competitors nor the</p>	The organization needs the participation of its employees, redefining them with its mission, clarifying the contents of its goals, and identifying the desires of its

		<p>desires of its customers.</p> <p>3. The organization provides products that are not required and displays them in inappropriate seasons and in places not frequented by customers.</p>	<p>customers and their locations.</p>
5	skin tumor	<p>This disease affects parts of the organization without the other because of attention to one section without another. like Bodybuilders when they are interested in the growth of some muscles and not others. This type of disease leads to an imbalance between the functions of the organization and thus it continues to suffer from continuous crises that lead to discontent, boredom, and the expected explosion due to the large number of burdens borne by some departments or some individuals without others.</p>	<p>Stimulating the flabby parts of the organization, discovering the talents of employees, developing their skills, and working with the base of enrichment and career expansion.</p>
6	Constipation	<p>1. Symptoms of this condition appear in the organization whose management is unable to take decisive decisions to solve the problems it faces.</p> <p>2. The organization's management is in a state of fear and reluctance to take decisions due to its lack of databases and information, or because it is sterile management.</p>	<p>It requires working to develop managers' capabilities in the decision-making process and providing comprehensive information according to the following:</p> <ol style="list-style-type: none"> 1. It requires publishing information that does not harm the public interest so that rumors do not grow. 2. Work to rehabilitate the organization's employees. 3. Uses the brainstorming method. 4. Decision-making needs to gather

			information, organize it, analyze it and extract results that help in the decision-making process.
7	Arthritis	<p>1. The group within the organization suffers from a defect in the communication between them, so the middle management cannot perform tasks that may raise the capabilities of its employees.</p> <p>2. The organization suffers from information bottlenecks and thus the inability of its employees to carry out the required tasks on time and with high quality.</p> <p>3. The organization's strategic plans are prepared in isolation from the analysis of the internal strengths and weaknesses or the analysis of the opportunities and threats that surround them.</p>	<p>1. It requires that it has a clear and understandable communication network.</p> <p>2. The lines of authority and responsibilities should be clearly distributed.</p> <p>3. Work on employee participation when developing plans and drawing up policies.</p> <p>4. The organization needs to analyze the internal and external environment.</p>

Source: Hassan, F. A. (2021) "Acquired organizational immune and its impact on the application of knowledge management strategies", *Journal of Economic and Administration Sciences Vol.27, No.125. 327-350.*

5. The Dimensions of Organizational Alzheimer's:

After reviewing the literature that dealt with the dimensions of the collapse of organizations as a group of causes that are somewhat similar to the symptoms of organizational Alzheimer's, it was therefore adopted as dimensions of the current research to reveal the extent of the organization's infection with organizational Alzheimer's according to that literature and given the description of this research as a new study and there are many dimensions that dealt with the causes of The collapse of organizations, but we chose among them the most common.

5.1 Organizational Anxiety: The phenomenon of anxiety in a normal person in general, is a natural interaction with normal living conditions, especially in situations of expectation, such as taking an exam or joining a job, you might get anxious. The natural and became severe to the point of standing as a barrier in the face of adaptation and obstruction of progress, then it became a pathological symptom and therefore when it is exaggerated it will turn into sources of psychological pressure, and the perception of the stimulus becomes negative due to the individual's inability to control it, which leads to a feeling of anxiety (McNamara,2000:4), then anxiety is a state of feeling distressed and uneasiness as a result of the expectation that harm or bad will happen. Therefore, organizational anxiety is one of the main dimensions that make up the work pressures raised by the organization and the environment (Morsi and Idris, 2005: 517), when organizational anxiety increases, causing cases of distress. Depression, emotion, and fear, which is why he described them (Al-Sarafi,2007: 168) as pleasant emotions characterized by worry, dread, and fear that the individual feels at some point in his life and in its various degrees, and thus the Be saying that the anxious person is miserable and the more anxious he is, the more likely he is to exhaust his energies in reducing his internal tensions and conflicts instead of reaching the goals that will remove the sources of anxiety (Radwan, 2002). cause frustration.

5.2 Organizational Frustration: Organizational Frustration of the organism necessitated by the nature of the human soul frustration occurs when an individual find that his way to achieving a goal has been closed, blocked, or threatened. (DuBrin, 1988) described it as the inner strength and the externalities that pose a threat or a challenge to the individual, which generates suffering for him, so frustration is a response to this force. As for the reasons that lead to frustration, frustration is clearly embodied when the individual wants to obtain something, but he cannot achieve it. The person obtains experiences as a result of failure almost every day, also (Carnegie, 2010:50) defined it (the inability of the individual to perform the required role from his in the organization due to the obstacles in the work environment), therefore employee does not obtain his legal right, he feels frustration, as expressed by the feeling of failure and disappointment that the individual experiences when he faces obstacles or barriers that prevent him from the desired goal when the human self seeks it. Psychologists dealt with the term frustration in the description, especially (Freud), which means one of the basic situations or that it is a state of disruption of gratification due to an internal or external handicap. This is due to the obstacles that exist in the work environment, as expressed by (Filppo, 1983) that some needs cannot be satisfied by any

behavior the individual performs, and as a result, unavoidable emotions are generated, exposing him to job frustration, and according (Mahmoud & Dawod, 2015:329- 355) the effects of frustration are:

a. Loss: It means the lack of satisfaction of needs, and it is of two types: the first: occurs due to an external loss resulting from external environmental factors, and the second is internal: resulting from a feeling of internal deficiency.

b. Deprivation: the organization's loss of a goal it had in its possession or an end at hand.

c. Conflict occurs as a result of the conflict of two or more motives at the same time.

In light of the foregoing, we note when anxiety and frustration prevail among the workers in the organization, this may be reflected in the behavior of individuals within it, which causes a kind of organized chaos.

5.3 Organizational chaos: Chaos occurs due to small differences in the initial conditions that may result in large differences in the final phenomena, and a small error, in the beginning, will result in a massive error in the end and prediction becomes impossible. means It cannot be predicted (Corinsh, 2007:348). Systems that appear in a state of chaos sometimes generate energy, but this energy or its direction cannot be predicted. These systems may be complex and in the form of strange models of cases that affect the orientations of organizations of all kinds, because Organizations or complex, dynamic, non-linear, creative works that are far from the balance of systems, which makes leadership these organizations, cannot predict their future performance through past and events present. therefore, In the shadow of chaos, the organization loses direction or meaning, as scientists have proven through experiments that what appears as a very small difference in the inputs of A particular system will result in huge results on that system because it produces complex patterns that require certain calculations (Corinsh, 2007: 106), and some also attribute the causes of chaos within the Organizations (Al-Zuhairi, 2010: 79) to the following:

- * Negligence in using time and wasting it in trivia.
- * Not distinguishing between important and less important.
- * Poor timing in completing the work.
- * Organizing work in an improvised manner and not planning it insufficient time.
- * Repeating the work more than once, thinking that it was not implemented.

Briefly, when the organization is going through a state of chaos, it may result in a disturbance in the organization's environment which makes her lose the compass of its basic goals.

5.4 Organizational turbulence: turbulence means instability in the environment in which the organization lives, as the markets are unclear, as well as work, competition, and the boundaries that separate one industry from another industry (Bitar, 2003:7) Or it is a state of preoccupation with the individual's complete orientation in the organization's support for the behavior Relationships in the turbulence environment, which reflects this disorder on the behavior of employees within the organization, so they resort to expressing their attacks in secret and in twisted ways, such as inefficiency at work, frequent arguments, and the increase in cases of complaints, grumbling and exaggerated criticism. The owners of this type of disorder often feel that they are unlucky, they are usually very envious of others, they provoke a lot of anger in their relationships with others, and sometimes they make themselves openly hostile, for this reason, people with this disorder usually fail to build their relationship with others in a balanced way, which causes the damage in various aspects of their personal and professional lives and social has crossed (Al-Zuhairi, 2010: 81) about the joints in which the organizational disorder occurs, as it is determined by the disruption of social relations, the speed of work turnover, or the job idleness that occurs within the organization, which leads to the occurrence of a sense of organizational alienation.

6. Research Methodology:

6.1 Research problem: The main research problem is to reveal the nature of the intelligent organization and study its components in order to reduce the organizational repercussions of Alzheimer's disease is represented by a number of organizational diseases that some organizations may fall into when they are stopped at current achievements in order to restore the organization its organizational health and maintain its cohesion by responding to the requirements of the environment, as organizations are living entities capable of sympathizing and recovery when their organizational health deteriorates at some point in their life cycle, the research problem summarize with the main following question (*is there an influence of the Intelligent organization in reducing Organizational Alzheimer's in the company?*) Which can be framed by the following sub-questions:

- a. Is there availability of the dimensions of the intelligent organization in the company, the research sample, in light of research intellectual and cognitive framework?
- b. To Disclosure about the extent of the availability of the ability at the company, research sample to overcome cases of organizational Alzheimer's?

6.2 Research objectives: In the light of the research problem and its importance, the research objectives were determined as follows:

- a. The defining of the concept of both intelligent organization and the concept of Alzheimer's organizational.
- b. Detecting the availability of the dimensions of the intelligent organization and its influence on organizational Alzheimer's in the research sample organization.
- c. Determine which of the dimensions of the intelligent organization has a greater influence on reducing the repercussions of organizational Alzheimer's, in the research sample organization.

6.3 Research Importance: The current research is more important because it's based mainly on the concepts addressed in the business administration literature regarding the intelligent organization, and what is included in the presentation of the organizational Alzheimer's topic, and it needs to delve into its contents, especially in light of a changing environment, which calls for shedding light on the ability of the company sample to absorb challenges which befall it as a result of the rapid change in the business environment, especially in light of the environment of uncertainty and the qualitative shift it faces in terms of technical development and market competitiveness in the current circumstances, which necessitates facing these challenges in response to environmental required.

6.4 Academic importance of research: This research is behavioral research that is interested in shedding light on the characteristics of the intelligent organization and its role in limiting the repercussions of organizational Alzheimer's in which some organizations fall when they do not respond to their environment according to accurate calculations and may be satisfied with current achievements. so field importance of the research is in its attempt to identify the level of awareness of the sample in the researched organization about the dimensions of the intelligent organization at the level of communications company as it one of the organizations that deal with a dynamic environment that requires continuous monitoring and examination in order to keep pace with the sustainability of its survival as well as alerting to Symptoms of some organizational diseases that maybe plague the organization during its life cycle.

6.5 Research population and sample:- The branch of (Asia cell) Telecom Company in the city of Al-Amara has been chosen as the field for the current research, as it's one of the companies that deal with a wide segment of the public who benefit from their services, and it continues to expand and diversify its

services and listen and respond to the desires and needs of its customers, this was based on the vital role played by this sector in terms of economic, social and cultural development due to the necessity of giving this sector sufficient attention, whether by administrations or researchers, so that it can perform its prominent role to the fullest, in order to consolidate and deepen its experience as long as it occupies a large area at the level of the audience of these vital services. The researchers also used the electronic questionnaire, by adopting purposive sample style and we received (45) questionnaires, out of (50) distributed among the research sample where they were all subjected to statistical analysis the questionnaire included the following topics: -

a. The first axis: This axis included information related to the respondents in the paragraphs of the questionnaire. It included (gender, age, educational qualification, length of service in the current position, number of years of experience).

b. The second axis: The research variables, which are the independent variable (the Intelligent organization), consisted of four dimensions, and each dimension was measured by five-paragraph. And the dependent variable (organizational Alzheimer's) included four dimensions, and each dimension was measured by four paragraphs.

6.6 Data and collection methods: In order to achieve the research main objective relied on the following **methods:** -

a. The practical aspect: the questionnaire represents the main tool for collecting data and information, as it was designed to solve the current research problem, answer its questions, and achieve its objectives. Noting that the questionnaire's paragraphs were designed based on ready-made and tested standards in some researches and studies close to the current research topic after being presented to experts, and they were modified and adapted to suit their requirements.

b. The statistical tools: To answer the research questions and test its hypotheses, the statistical package (*spss*) was used, which included mean, standard deviation, percentages, Pearson correlation and multiple regression analysis.

6.7 Research framework and Its hypotheses: In order to address the research problem in light of his objectives according to the theoretical review and the practical framework of the research, a hypothetical scheme was adopted that illustrates the role of the intelligent organization in reducing the repercussions of organizational Alzheimer's in terms of its dimensions shown in Figure (1) belo

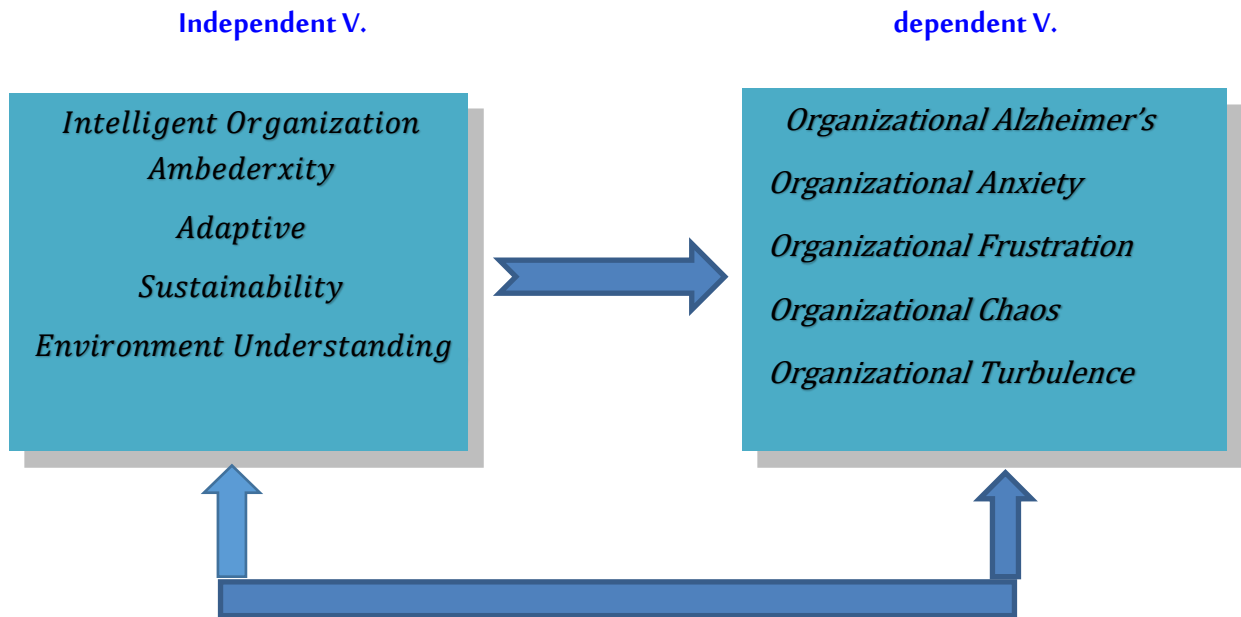


Figure 1. Research Framework

The main hypothesis: (there is a statistically significant influence between the dimensions of the Intelligent Organization and its ability to reduce the repercussions of Organizational Alzheimer's) and the following sub-hypotheses are derived from it:

- a. there is a statistically significant Influence between ambidexterity and its ability to reduce organizational Alzheimer's?
- b. there is a statistically significant Influence between sustainability and its ability to reduce organizational Alzheimer's?
- c. there is a statistically significant Influence between adaptive and its ability to reduce organizational Alzheimer's?
- d. there is a statistically significant Influence between understanding the environment and its ability to reduce organizational Alzheimer's?

7. DATA ANALYSIS AND FINDING:

7.1 The Alpha-Cronbach equation has also been used to show the accuracy of the research questionnaire when it exceeds of percentage (60%), this indicates acceptance and reflects Agreement and correlation between the terms of the paragraphs of the questionnaire based on (Skaran & Bougie, 2010) the

questionnaire it's achieved a reliability coefficient of (0.81), while the statistical validity coefficient was (0.90).

7.2 The descriptive analysis of the opinions of the sample members about the dimensions of the variable of intelligent organization:

Table 2 MEAN, STANDARD DEVIATION, AND THE RELATIVE WEIGHT OF INTELLIGENT ORGANIZATION					
Order	Relative Weight %	Standard Deviation	Mean	Number Paragraph	Sequence
4	78.6	0.580	3.93	AM1	1
2	84	0.661	4.20	AM2	2
3	81.4	0.580	4.07	AM3	3
5	64	0.991	3.20	AM4	4
1	84.4	0661	4.22	AM5	5
Fourth	78.4	0.526	3.92		Ambidexterity
1	82.6	0.505	4.13	SU1	6
5	74.6	0.580	3.73	SU2	7
3	80	0.522	4.00	SU3	8
4	78.6	0.863	3.93	SU4	9
2	81.4	0.580	4.07	SU5	10
Second	79.4	0.423	3.97		Sustainability
3	81.4	0.580	4.07	AD1	11
2	81.8	0.252	4.09	AD2	12
1	88	0.618	4.40	AD3	13
5	76	0.661	3.80	AD4	14
4	77.4	0.625	3.87	AD5	15
First	80.8	0.347	4.04		Adaptive
4	77.4	0.625	3.87	UE1	16
1	82.6	0.726	4.13	UE2	17
3	78	0.624	3.90	UE3	18
5	76	0.842	3.80	UE4	19
2	78.6	0.580	3.93	UE5	20
Third	78.6	0.483	3.93		Understanding the Environment
	79.4	0.444	3.97		Intelligent Organization

Note: N=45

Table (2) above shows the results of the descriptive analysis of the Intelligent organization variable, where the variable as a whole obtained at the general level as a percentage of (79.4%) and with arithmetic mean average of (3.97), which is higher than the hypothetical average of (3) for the purposes of the current study, which adopted the Likert scale with a standard deviation of (0.444). As for the sub-dimensions, the results were as follows: -

Ambidexterity (AM): This dimension got the (Fourth-order) among the rest of the dimensions, as it came with a level of importance for the researched organization with a percentage (78.4%), with arithmetic mean (3.92), and a standard deviation of (0.526).

Sustainability (SU): This dimension got the (Second-order) among the rest of the dimensions, as it came with a level of importance for the researched organization with a percentage (79.4%), with arithmetic mean of (3.97) and a standard deviation of (0.423).

Adaptive (AD): This dimension got the (First-order) among the rest of the dimensions, as it came with level importance, a percentage of (80.8%) with arithmetic mean (4.04), and a standard deviation of (0.347).

Understanding the Environment (UE): This dimension got the (Third-order) in terms of the level of importance of (78.6%), with arithmetic mean of (3.93), and a standard deviation of (0.483).

7.3 The descriptive analysis of the opinions of the sample members about the dimensions of the variable of Organizational Alzheimer's :

Order	Relative Weight %	Standard Deviation	Mean	Number Paragraph	Sequence
2	65.4	0.580	3.27	OA1	1
3	64.4	0.661	3.23	OA2	2
1	66.6	0.580	3.33	OA3	3
4	64	0.991	3.20	OA4	4
First	65.6	0.909	3.28		Organizational Anxiety
1	49.4	1.100	2.47	OF1	5
3	46.6	0.953	2.33	OF2	6
4	48	1.268	2.40	OF3	7
2	48.6	0.889	2.43	OF4	8
Fourth	48.2	1.052	2.41		Organizational Frustration
1	53.4	1.206	2.67	OC1	9
3	48	1.268	2.40	OC2	10
4	46.6	1.020	2.33	OC3	11
2	50.6	1.270	2.53	OC4	12
Third	49.7	1.120	2.48		Organizational Choas
4	46.6	0.953	2.33	OT1	13
1	59	0.939	2.95	OT2	14
2	58.6	1.136	2.93	OT3	15
3	50.6	0.894	2.53	OT4	16
Second	53.8	0.812	2.69		Organizational Turbulence
	54.2	0.973	2.71		Organizational Alzheimer's

N=45

Table (3) above shows the results of the descriptive analysis of the Dimensions of the organizational Alzheimer's variable, where the variable as a whole obtained at the general level as a percentage of

(54.2%) and with arithmetic mean average of (2.71), which is lower than the hypothetical average of (3) for the purposes of the current study, which adopted the Likert scale, with a standard deviation of (0.973). As for the sub-dimensions, the results were as follows: -

Organizational Anxiety (OA): This dimension got the (First-order) among the rest of the dimensions, as it came with a level of importance for the researched organization with a percentage (65.6%), arithmetic mean (3.28), and a standard deviation of (0.909).

Organizational Frustration (OF): This dimension got the (Fourth-order) among the rest of the dimensions, as it came with a level of lower importance the percentage reach of (48.2%), with arithmetic mean of (2.41) and a standard deviation of (1.052).

Organizational Chaos (OC): This dimension got the (Third-order) among the rest of the dimensions, as it came with level importance, a percentage of (49.7%), with arithmetic mean (2.48), and a standard deviation of (1.120).

Organizational turbulence (OT): This dimension got the (second-order) in terms of the level of importance of a percentage of (53.8%), with arithmetic mean of (2.69) and a standard deviation of (0.812).

7.4 Correlation Test Among Research Variables:

Table (4) below shows the correlations between the dimensions of the independent variable (Intelligent Organization) and the dependent variable (Organizational Alzheimer 's), and it became clear that there is a correlation relationship. Positive, as its strength reached (0.50) between Ambidexterity and the Organizational Alzheimer's at a significant level (0.01), and with a confidence rate of (0.99). It was also evident that there was a positive statistically significant correlation, between Sustainability and Organizational Alzheimer's as its strength reached (0.51). While the strength of the correlation between the Adaptive and the Organizational Alzheimer's reached (0.77). While the relationship between the independent variables combined with the adopted variable came is almost high reached (0.68), which leads us to (an existence positive relationship correlations), which is a statistically significant correlation, between the dimensions of Intelligent Organization and Organizational Alzheimer's.

Table 4 CORRELATION AMONG THE RESEARCH VARIABLES					
Organizational Alzheimer's Y	Organizational Turbulence	Organizational Chaos	Organizational Frustration	Organizational Anxiety	Variables
0.50**	0.42**	0.44**	0.60**	0.37**	Ambidexterity
0.51**	0.34**	0.53**	0.42**	0.50**	Sustainability
0.77**	0.63**	0.76**	0.68**	0.67**	Adaptive
0.52**	0.40**	0.49**	0.54**	0.45**	Understand the Environment
0.68**	0.53**	0.65**	0.67**	0.58**	Intelligent Organization X

N=45 (**P > 0.01)

7.5 Testing the Influence of Organization Intelligent on Organizational Alzheimer's

This paragraph deals with testing the impact of the independent variable (Intelligent Organization) through its dimensions (Ambidexterity, Sustainability, Adaptive, and Understanding the Environment) on the dependent variable (Organizational Alzheimer's), if the calculated value of (F) is greater than its tabular value, this indicates that there is a significant effect of the independent variable in the dependent variable, and the determination coefficient (R2) has been adopted to explain the percentage of change that be caused which determines the percentage of change in the dependent variable when a change in the independent variable occurs by one unit. In light of this, we will discuss the sub-hypotheses emanating from the main hypothesis.

The results of table (5) below show the significance of the influence, as the calculated value of (F) reached (14.983), which is greater than its tabular value at the level of significance ($P < 0.05$), and thus accepting the first sub-hypothesis which states (There is a statistically significant influence between Ambidexterity and its ability to reduce organizational Alzheimer's), and the results also showed the significance of the influence for to the second sub-hypothesis, which states (that there is a statistically significant effect relationship between Sustainability and its ability to reduce organizational Alzheimer's) as the calculated value of (F) reached (64.130), which is greater than Its tabular value and thus accepting the second sub-hypothesis. The results also showed the significance of the influence effectiveness with respect to the third sub-hypothesis as the calculated value of (F) reached (15.124), which states (that

there is a statistically significant influence between Adaptive and its ability to reduce organizational Alzheimer's) thus, the third sub-hypothesis is accepted. The results also showed the significant influence of the fourth sub-hypothesis, which states (that there is a statistically significant influence between Understanding the environment and reducing organizational Alzheimer's), as the calculated value of (F) reached (64.130), which is greater than its tabular value), thus accepting the fourth sub hypothesis. This leads us to prove the validity of the main hypothesis of the research that is *(there is a statistically significant influence between the dimensions of the Intelligent Organization and its ability to reduce the repercussions of Organizational Alzheimer's)*.

Sig.	F	β	R ²	Independent V. X
.000	14.983	0.508	0.258	Ambidexterity
.000	15.124	0.510	0.260	Sustainability
.000	64.130	0.774	0.599	Adaptive
.000	16.640	0.528	0.279	Understanding the Environment
.000	18.840	0.682	0.654	Organizational Alzheimer's V. Y

N=45

“CONCLUSIONS AND RECOMMENDATIONS”

The research it was found that there is a significant influence of the intelligent organization to reduce the organizational repercussions of organizational Alzheimer's, as also indicated by the results of the research in Asia cell company, and it was also found that there is a clear awareness at the workers of the content of the directions of the intelligent organization and the possibility of its influence in reducing organizational Alzheimer's in the light of the answers of employees, so (adaptation) ranked the first from among the dimensions of the independent variable, which confirms that the intelligent organization has the ability to reduce the influence of organizational Alzheimer's, and (sustainability) ranked second in terms of its influence to reduce those effects, while (understanding the environment) ranked third from Among of other dimensions, while came in the last ranked (Ambidexterity) to reducing those influences.

So, the current research recommends in the field of intelligent organizational development to adopt these dimensions to reduce organizational Alzheimer's, and also research recommends conducting other similar studies about organizations of manufacturing or services.

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