

Using organizational flexibility Techniques to driving knowledge flow: An Applied study of Iraqi public universities

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Summary:

The study examines the role of organizational flexibility techniques in fostering the flow of knowledge within Iraqi national universities. It highlights the importance of building a balanced and flexible network of relationships across various organizational levels to create a transparent and cooperative work environment. The research emphasizes the necessity of enhancing collaboration and familiarity among individuals to address challenges, solve problems, and adapt to environmental changes effectively. By leveraging organizational flexibility, universities can promote the sharing and flow of knowledge, which is crucial for improving performance and achieving institutional goals. The study further stresses the significance of forming knowledge-driven work teams that maximize the use of knowledge resources, paving the way for innovative solutions and sustainable development.

Findings indicate a positive relationship between organizational flexibility techniques and knowledge flow, as flexibility enables institutions to adapt dynamically to shifting circumstances while fostering an environment conducive to knowledge exchange. This leads to improved decision-making, enhanced problem-solving capabilities, and strengthened organizational resilience.

In conclusion, the research demonstrates that applying organizational flexibility techniques can significantly enhance the flow of knowledge, which in turn contributes to organizational success. The findings advocate for adopting these techniques as part of the strategic management practices in Iraqi national universities to ensure continuous development and improved performance.

Introduction:

This study focused on building a balanced and flexible network of relationships within the company, the study sample, at different work levels within a

vision directed towards creating a transparent work environment and embodying the spirit of cooperation and familiarity between individuals and emphasizing the sharing and flow of knowledge to confront challenges, problems and environmental variables. This helps to develop and improve the level of performance, in addition to forming promising knowledge work teams that help organizations invest knowledge resources

Research methodology

Research problem:

Organizational flexibility and relational networks between individuals to exchange and share knowledge are one of the main things in the strategies of effective organizations to confront environmental changes and external challenges in light of a rapidly changing competitive environment in the demographics of the reality of organizations and the entry of many new individuals into the work arena. This requires developing a deep vision in organizations to achieve their goals. On this basis, a set of questions emerged, which are:

1. Does the company work on building knowledge teams that apply knowledge management strategies?
2. How is organizational flexibility achieved in the company without hindering the exchange of knowledge between individuals?
3. Why does work routine create disturbances in relationships that prevent the flow of knowledge between individuals?

Research objectives:

1. The research aimed to identify the role of organizational flexibility in order to ensure the flow of knowledge between individuals that leads to achieving the following aspects
2. Building a flexible network of relationships between individuals within the company and reducing knowledge gaps between them .
3. Defining knowledge and its importance and ensuring its sharing and flow between different levels inside and outside the organization .
4. Embodying organizational relations through flexibility and achieving familiarity and spreading the spirit of cooperation between new and old individuals and

working according to the company's philosophy for all and the responsibility of everyone in a stimulating and transparent manner .

5. Achieving the company's vision by building knowledge teams capable of managing the company professionally and effectively to achieve competitive advantage in the business environment .

The importance of the research:

The importance of research is highlighted in the practical and scientific fields:

1. The practical field: Focuses on organizing relationships between individuals and at different levels through applied communication programs to raise efficiency and help individuals find effective ways and methods of performance based on knowledge sharing .
2. The scientific field: Rooting acquired knowledge and finding ways and tools to share it in a way that contributes to building an effective knowledge base between individuals and working to draw up an effective policy within the company by embodying organizational relations in a scientific and professional manner .

Concept of organizational flexibility:

Organizational flexibility is one of the important strategies that must be available (Alsharo M. D., 2017)The organization's ability to adapt to all variables that affect the organization's environment according to changes in its external environment, and thus it can measure the age of the organization, its ability to change and harmony with the environment (aspects, 2019), It is a strategy adopted by the organization by creating a series of effective social relationships between individuals to increase production and raise efficiency Establishing a network of social relationships, (Akkil, 2019)The method of working based on the use of information technology means among employees to support the establishment of flexible relationships between individuals within the organization Using technology Social media to support individuals

, (Toshiki Fukuzaki, The relationship between cognitive flexibility, depression, and work performance: mployee asessment using cognitive flexibility test,, 2022) It is a set of elements that enhance the spirit of cooperation in organizations, resulting in

the exchange of knowledge elements (group cooperation, group participation, transparency in dealing, and continuous education)

Analysis Five concepts of organizational flexibility were analyzed and can be defined categorically as follows:

- 1- A category related to building organizational relationships by establishing networks of relationships between those with expertise and skills within the organization,
- 2- A category that relies on the need to invest in technological applications in communications to adopt flexible relationships between individuals to raise their efficiency and increase their productive and creative potential.
- 3- A category that works to confront changes in the external environment and the extent of change in the internal environment for harmony and adaptability in the organization.
- 4- Through the concepts, a policy must be adopted to establish networks of relationships between individuals effectively and work to instill a spirit of cooperation between individuals at work based on (transparency, cooperation, participation, education.

2-2: The importance of building organizational flexibility.

1. Analyzing emerging external variables to know how to deal with them and adapt in a way that serves the organization.
2. Reflecting supply and demand variables on establishing flexible relationships using new organizational strategies based on the use of knowledge between individuals
3. Finding modern ways to ensure the flow of knowledge between individuals to help build relationships inside and outside the organization (Dr. D.C. Johri1, 2013)
4. Investing individuals with high experience and skills in raising the efficiency of new individuals within the organization
5. Building team groups within the organization according to specialization and desire and encouraging talents and supporting them through flexible relationships between individuals in the organization
6. Building a knowledge base for individuals to support the organizational policy of the organization (Wu, 2017)

3-2: Types of organizational flexibility.

There are types of divisions of organizational flexibility according to the orientations of some specialists, which are as follows:

1. Flexibility in the functional structure: It is embodied in the flexibility of the functional work system through the diversity of specializations and numbers as well as working hours according to the variables and the required need according to the changes in the external and internal environment. (Kumar, 2015)
2. Flexibility of human resources: It is represented in analyzing the current and future workforce as well as working to attract and build talents and establish relationships between individuals and form teams to be an incentive to raise efficiency and accomplish tasks (Charles Ramendran SPR*, 2013)
3. Operational flexibility: It is preparing all the possibilities and capabilities in order to change according to external events and the challenges of the internal environment to create a fundamental vision based on exploiting opportunities, reducing risks and increasing competitiveness (Alyahya, 2023).
4. Financial flexibility: It is the ability to benefit from investment opportunities and increase profits that are reflected in the recovery of the organization and the expansion of its production and market share (Islam, 2019).

4-2: Knowledge management processes.

Knowledge management processes obtain, organize, access and share new knowledge with others based on cognitive processes, which are a strategy that most organizations are currently seeking to implement to ensure their success. (Laudon, 2012) indicated that the practical foundations of knowledge management as a whole are limited to social communication, the organization's organizational policies, the culture of individuals, technology investment and the extent of interaction between them, which leads to the application of elements of knowledge management processes that aim to produce knowledge and ensure its effective transfer and sharing. As for (Estwick, 2016) he indicated that the overall processes used in most global models of knowledge management are (diagnosing knowledge, defining knowledge goals, generating knowledge, storing knowledge, distributing knowledge, applying knowledge, organizing knowledge, retrieving knowledge, sustaining knowledge), while (Jarrell, 2020) indicated The summary of the essential processes is determined as follows:

1. Diagnosis and generation of knowledge works to collect and produce all types of knowledge present in the organization (implicit and explicit) from its various sources.
2. Storing and organizing knowledge, which is represented by all processes that seek to retain knowledge and organize it in a way that facilitates the process of retrieving, transferring and maintaining it by relying on information and communication technology.
3. Sharing and transferring knowledge, which is considered one of the important processes because it provides knowledge between individuals and departments through sharing and transferring through multiple means that we will address because it is the essence of the current study.
4. Applying knowledge means using and investing it in developing performance, increasing the efficiency of individuals and moving towards future investment in knowledge.

5-2: Knowledge flow.

There are many ways and tools to share knowledge, which are shown as follows.

1. The personal communication method, i.e. one to the other, depends on transferring and sharing knowledge from an expert individual to an individual with little experience in work.
2. The method of collective participation with the individual, and here an integrated team adds a new member to them to raise his efficiency in the organization (Alsharo M. G., 2017).
3. The method of communication based on virtual world applications of communication technology, photography, smart phones and advanced computers.
4. Internal and external training programs in which individuals are developed and educated on modern programs and methods to work in a specific specialty (Eisenberg, 2018).
5. The information network and databases present in the organization, as they contribute to the transfer of knowledge and contribute to the production of new knowledge.
6. Seeking the help of external experts when needed to face a challenge or situation, which contributes to the flow of new knowledge (Killingsworth, 2016).
- 7.

Challenges facing the flow of knowledge.

There are obstacles and challenges facing organizations in sharing and flowing knowledge.

1. Cultural differences as a challenge stemming from multiple cultures and the resulting differences in languages and educational levels.
2. Factors of geographical and temporal differences, which affect distance and proximity and not meeting directly.
3. The method of interpreting and analyzing events and the level of awareness are important challenges that hinder the flow of knowledge (Kauffmann, 2019).
4. The hierarchy and distancing from decision-makers in some organizations is considered an important obstacle to sharing and flowing knowledge.
5. Critical events facing the organization and the level of adaptation and dealing with them Important behavioral factors that hinder the flow of knowledge and its interaction with the recipient (Meher, 2018).
6. The difference in the technology used and the level of interaction with it, which results in a difference in the applications and means used that need interpretation by some individuals.
7. The lack of supportive and standardized knowledge bases that facilitate knowledge exchange and sharing processes (Panteli, 2019) .

relationship between organizational flexibility and knowledge flow.

There is a significant positive relationship between organizational flexibility and increased knowledge flow by showing that individuals who are more flexible and smooth in dealing have effective and influential relationships between individuals, which leads to the dissolution of differences and the building of efficient knowledge teams in the organization. (Toshiki Fukuzaki, 2022). Flexibility has a significant impact through the ability to understand customer points of view and form an effective knowledge guidance network. Organizational flexibility is important in creating a knowledgeable individual capable of building competencies and providing senior management with variables and guidelines developed for performance and cognitive efficiency (ColÃ, 2014) .

4- There is an important relationship between the Important personality dimensions are (familiarity, flexibility, openness, willingness to transfer experiences and tacit knowledge) among the participants in the work of individuals within the organization (Ferah, 2019). Improving the ability of individuals to face complex

situations and immediate problems. This requires flexibility in the context of cooperation in order to transfer experiences and skills in finding solutions and choosing appropriate alternatives. This does not produce security by following organizational flexibility strategies to share knowledge in the organization (Han, 2021).

Measures:

Organizational flexibility: Organizational flexibility has three distinct elements: Transparency , Participation and Education. Each type was measured with 26 items using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The scale was developed by Cheng, Chou, and Farh (2000).

Knowledge flow: Measurement items for innovative behavior were adapted from the work of George and Zhou (2001). This variable was assessed with 13 items. An arithmetic mean was obtained for individual innovativeness. Higher scores indicated a higher degree of innovativeness. The responses ranged from 1 = 'To the lowest degree' to 5 = To the highest degree.

Sample :

Managers educator and employees from Iraqi Universities in various were randomly selected for participation. To execute the study, 200 questionnaires were distributed to patricide in person, 167 of which were completed and returned.

FINDINGS:

The sample consisted of 167 Iraqis, 143 of whom hold management positions. The majority of respondents (58%) were males and the mean levels of managerial (15.8 years) and organizational (13.4 years) were high. Middle (45.5%) and lower level managers (33.5%) were most prominent in the sample. The majority (51.9%) of respondents earned a college degree, while most (59.8%) of the others possessed a high school education. Details about the sample are provided in tables 1

Each of the strategic philosophy subscales was factor analyzed. Results were mixed, suggesting a number of differences interpreting the dimensions. Factor loadings in the individual scales ranged from 0.35 to 0.65, and coefficient alphas ranged from 0.79 to 0.84. Results of the analysis are presented in table 4.

Sample Characteristics: Table (1)

Variable	N=167	(%)
Managerial experience (mean value).	15.08	
Organization experience (mean value).	13.04	

Level of Management		
Non-managerial	21	12.5
Lower management	56	33.5
Middle Management	76	45.5
Upper Management	11	6.5
Not currently employed	3	1.5
FT/PT		
FT	92	55.08
PT	75	44.92
Age (mean value).	42.4	
Level of education		
Bachelor's Degree	115	69
Post-Graduate Degree	52	31
Gender		
Male	98	58.6
Female	69	41.4

Result and Hypothesis Testing:

In this part of the study presented through a statistical analysis of correlations between variables of study (the dimensions of Organizational flexibility, and Knowledge flow).

Means, Standard Deviations, and Correlations among Study Variables (Table 2)

<i>Diminution</i>	<i>Mean</i>	<i>S.D</i>	<i>Knowledge flow</i>	<i>Sig.</i>
<i>Transparency</i>	3.44	0.74	0.69**	0.000
<i>Participation</i>	3.20	1.21	0.78**	0.000
<i>Education</i>	3.28	0.63	0.70**	0.000
<i>Organizational flexibility</i>	3.38	0.69	0.63**	0.000

The relationships between PL and Knowledge flow variables are exhibited in Table 2. All Diminutions of Organizational flexibility are positively and significantly related with Knowledge flow at $\alpha = 0.5$ levels. Most of Organizational flexibility show strong correlation with Knowledge flow. Meaning that, all the Organizational

flexibility are highly associated with Knowledge flow. This finding agrees with several studies that have been conducted to explain such relationships.

Results of Kendall's correlation indicated that all the correlations among the PL constructs were significantly positive with IB. Meanwhile, correlation results indicated that the PL had a strong association with Knowledge flow (see Table 2). The correlation results of this study also revealed that PL application recorded highest correlation with LP (0.78), followed by Education leadership (0.70), Transparency leadership (0.70). Thus, focusing on these diminutions will enhance Knowledge flow within Iraqi Universities context. Therefore, Participation leadership plays a major role in ensuring that the Knowledge flow throughout the educational-organization, and that help aids the achievement and sustenance of their performance. This study explored the relationship between PL and Knowledge flow. Results have shown that the Organizational flexibility had a significant effect on Knowledge flow; educational organizations, therefore, need to find solutions on how to improve this leadership style in order to improve knowledge flow of employees among educational partners.

H1: There is a positive correlation between organizational flexibility and Knowledge flow.

Through the data table (2) show a strong correlation between Organizational flexibility and Knowledge flow (0.63), so accept this hypothesis at the level of this study. H2: There is a positive correlation between Transparency Leadership and Knowledge flow.

Through the data table (2) show a strong correlation between the leadership (Transparency) and Knowledge flow (0.69), so accept this hypothesis at the level of this study.

H3: There is a positive correlation between Participation Leadership and Knowledge flow.

Through the data table (2) show a strong correlation between the leadership (Participation) and Knowledge flow (0.78), so accept this hypothesis at the level of this study. H4: There is a positive correlation between Education Leadership and Knowledge flow.

Through the data table (2) show a strong correlation between the leadership (Education) and Knowledge flow (0.70),so accept this hypothesis at the level of this study.

Each of the Organizational flexibility and Knowledge flow subscales was factor analyzed. Results were mixed, suggesting a number of differences interpreting the dimensions. Factor loadings in the individual scales ranged from .35 to .65, and coefficient alphas ranged from .79 to .84. Results of the analysis are presented in table 3). Research has adopted the ratios extracted style analysis of the key factor. Principals Component Analysis using a statistical program (SPSS) to build a model factor analysis through the usual method of key components , which take place in the light of the process of determining the saturation ratios for each paragraph and thus after each sub- prime.

As shown in Table (3) , and the importance of working through the amount of variance explained by the amount of the increase , as well as added by the presence of other factors that factor has formed these factors (63.629) of the total variance of the data. Given the fact that the matrix components may come with a large number of factors , the best solution may be leached from which no longer important to get the matrix recycling and also in Table (1) the following: Table (1) Extraction of factors and contrast ratio factor of the total variance and contrast accumulated worker.

Table 3

Factor	Extraction Sums of Squared Loadings		
	Total	Contrast ratio factor	Contrast of sample
1	7.272	18.645	18.645
2	3.999	10.253	28.898
3	2.707	6.940	35.838
4	1.727	4.429	40.267
5	1.698	4.354	44.621
6	1.551	3.978	48.599
7	1.321	3.386	51.985
8	1.303	3.340	55.325
9	1.140	2.923	58.248
10	1.054	2.702	60.950
11	1.045	2.679	63.629

result from the data (Table 3) show the ratio of the accumulated variation achieved by factors which interpreted the rate of (63.629) of the total variance of the

questionnaire. It is a good rate then stopped researcher based on the output matrix components,

Conclusion

The study highlights the pivotal role of organizational flexibility in enhancing knowledge flow within Iraqi national universities. By adopting flexible structures, processes, and communication channels, universities can effectively navigate the dynamic educational landscape and foster an environment conducive to innovation and collaboration. The findings emphasize that strategic implementation of organizational flexibility techniques, such as adaptive leadership, streamlined decision-making, and cross-departmental coordination, directly contributes to the seamless transfer of knowledge across institutional boundaries.

Moreover, the study underscores the need for universities to integrate technology and agile methodologies to address the unique challenges faced in the Iraqi educational context. The research illustrates that fostering a culture of openness, continuous learning, and adaptability not only drives academic excellence but also positions Iraqi universities as competitive players in the global knowledge economy.

In conclusion, organizational flexibility serves as a cornerstone for knowledge management and institutional development. By embedding these principles into their operational frameworks, Iraqi national universities can unlock their potential for sustained growth, ensuring they remain responsive to the evolving needs of society and the global academic community.

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استخدام تقنيات المرونة التنظيمية في قيادة تدفق المعرفة: دراسة تطبيقية على الجامعات الحكومية العراقية

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الكلمات المفتاحية: المرونة التنظيمية، تدفق المعرفة، الجامعات الحكومية العراقية

الملخص:

تتناول الدراسة دور تقنيات المرونة التنظيمية في تعزيز تدفق المعرفة داخل الجامعات الوطنية العراقية. وتسلط الضوء على أهمية بناء شبكة متوازنة ومرنة من العلاقات عبر مختلف المستويات التنظيمية لخلق بيئة عمل شفافة وتعاونية. ويؤكد البحث على ضرورة تعزيز التعاون والألفة بين الأفراد لمواجهة التحديات وحل المشكلات والتكيف مع التغيرات البيئية بشكل فعال، ومن خلال الاستفادة من المرونة التنظيمية، يمكن للجامعات تعزيز تبادل المعرفة وتدفعها، وهو أمر بالغ الأهمية لتحسين الأداء وتحقيق الأهداف المؤسسية. وتؤكد الدراسة على أهمية تشكيل فرق عمل تعتمد على المعرفة وتعمل على تعظيم الاستفادة من موارد المعرفة، مما يمهّد الطريق للحلول المبتكرة والتنمية المستدامة وتشير النتائج إلى وجود علاقة إيجابية بين تقنيات المرونة التنظيمية وتدفق المعرفة، حيث تمكن المرونة المؤسسات من التكيف بشكل ديناميكي مع الظروف المتغيرة مع تعزيز البيئة المواتية لتبادل المعرفة. وهذا يؤدي إلى تحسين عملية اتخاذ القرار، وتعزيز قدرات حل المشكلات، وتعزيز المرونة التنظيمية.