



The Impact of Organizational Flexibility in Promoting the Strategic Recovery of The Organization

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ABSTRACT

The current study aims to shed some light on how organizational flexibility promotes the process of strategic recovery in a telecommunications company. This research study is driven by the growing realisation that service organisations can respond quickly to unexpected environmental shocks and rapid technological change, thereby ensuring the continuity of performance. The concept of organizational flexibility is discussed with regard to four critical dimensions, including responsiveness, adaptability, organizational innovation, and agile decision-making, which are regarded as essential in terms of strengthening the capacity of an entity to regain balance and seek strategic recovery once the crisis strikes. There are four operationalized constructs of strategic recovery, including strategy reimplementation, performance continuity, risk management, and strategic flexibility. The study employed a descriptive-analytical design, in which data were collected from a purposive sample of 80 employees at a telecommunications company using a questionnaire and analysed in SPSS. The results indicate the existence of a statistically significant correlation, and demonstrable impact between the mentioned dimensions of flexibility and strategic recovery, thus making it possible to propose that strengthening the flexibility mechanisms is an effective way to enhance the resilience of an organization in the context of crisis situations and its ability to restore operational and strategic stability. Finally, the study presents several recommendations that emphasize the need to cultivate an agile organizational culture, foster innovation, and enable managerial leadership to make timely and effective decisions in dynamic settings.

Keywords: Organizational Flexibility, Strategic Recovery, Telecommunications Company.

INTRODUCTION

Organizations in the modern organizational environments are in a dynamic environment characterized by the fast changes and the complexity of new challenges, which arise due to

the emergence of the new technologies, globalization, and health and economic crisis. These volatilities have driven organisations to seek new capabilities that enable them to deal with the crises and be able to adjust to the abrupt changes.

One of the brightest of these options is the concept of organisational resilience, which is considered one of the modern methods of attainment of sustainability and adaptation to a crisis (Linnenluecke, 2017).

Organisational resilience refers to the ability of an organisation in absorbing earthquakes, adjusting its presence in unpredictable circumstances, and regaining its balance in operations and strategic orientation within a short time (Duchek, 2020). This resilience is a multidimensional, dynamic quality that entails how fast one responds to crisis, how well he or she can adapt to change, organisational innovativeness that enables swift access to new solutions to crisis and flexible decision-making that enables the leader to operate effectively in a complex environment (Kantur & İşeri-Say, 2012).

Strategic recovery, however, is a decisive indicator of organisation sustainability, which shows how an organisation can recover out of crisis and revive its performance by recreating its strategies and resources to achieve new growth (Hillmann & Guenther, 2021). The nexus of organisational resilience and strategic recovery is therefore essential in capturing responses of organisations to crisis especially in an environment that is characterised by uncertainty (Hamel & Välikangas, 2003).

Recent research has shown that the process of developing a robust organisational culture can increase the risk response of an organisation and its recovery potential by developing quick decision-making and creative approaches to work (Sahebjamnia et al., 2018). In this view, the current study aims at investigating how organisational flexibility, or the dimensions of response speed, organisational adaptability, organisational innovation, and flexible decision making, can help the organisation to strengthen its strategic recovery. It is also meant to clarify the types of links that exist between these dimensions and their effects on the ability of the organisation to overcome crises and thus be competitive on a long-term basis.

Section 1: Research Methodology

First: Research Problem

Although the role of organizational flexibility has increased in the effort of organizations to cope with crisis, a significant number of institutions are unable to transform the flexibility into realistic

steps that could help effectively in the strategic recovery. Despite the resources and plans, the speed of response, adaptability, organizational innovation, and flexible decision-making usually fails in times of crisis, lowering the ability of the organization to restore its work and stay afloat.

As a result, the key research question that will inform this study is:

(How does organizational flexibility play out in improving the strategic recovery of the organization?)

It is this key question that leads to a number of sub-questions, such as:

- 1 - What is the flexibility of the organization in the organization being studied?
- 2- How strategic is its recovery level?
- 3- How do individual dimensions of organizational resilience relatively affect strategic recovery?

Second: Significance of Research.

The importance of this study is clear in a number of ways, both conceptual and practical:

1-Theoretical Significance: The study adds to the body of knowledge on administration since it investigates the association between organizational resilience and strategic recovery. It provides a multifaceted outlook that relates different resilience dimensions and the ability to enhance the sustainability of organizational performance.

Practical Significance: The study offers practical tools and indicators to the decision-makers in organizations in order to come up with flexible and effective strategies to address the crisis, enhance response speed, adaptability, and creative decision-making.

Developmental Significance: The study will help organizations develop flexible and sustainable environment that will make them more resilient and strategically recover when changes occur in the future to turn the crisis to growth and innovations.

Third: Research Objectives

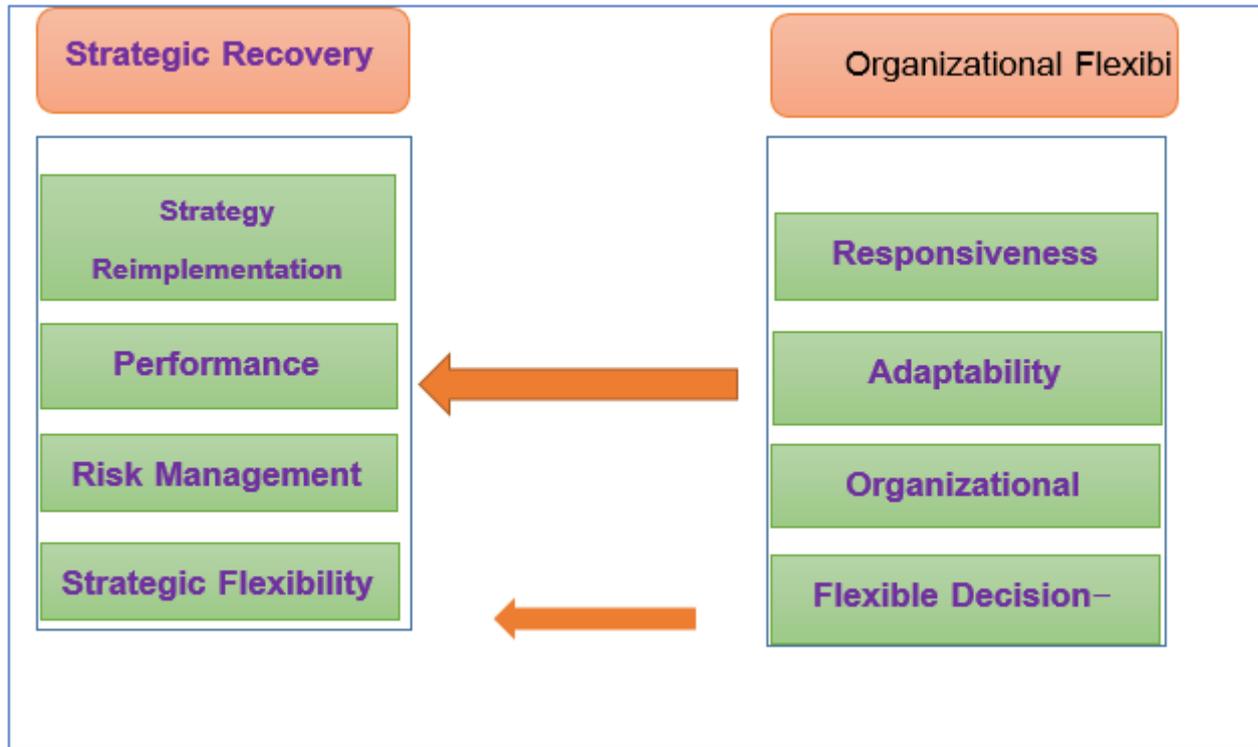
This research will seek to attain a number of goals that will enhance our knowledge on the case of how organizational resilience and strategic recovery relate with each other. These are the following objectives:

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- 1- Find out the organizational resilience level in the organization of interest.
- 2 - Evaluate the level of strategic recovery of the organization.
- 3- Determine how the dimensions of organizational resilience can be used to improve strategic recovery.

The hypothesis of the research was developed in accordance with the research based on the survey of strategic intellectual production of the literature on organizational resilience and strategic recovery. The proposed research scheme was created after examining the recent research in the same area in order to capture aspects and variables of the phenomenon being examined.

Fourth: The Research Hypothesis.



Fourth: Research Hypotheses

The research hypotheses are formulated as follows to properly answer the existing research question:

Main Hypothesis

Statistical significance of organizational flexibility, which encompasses its various dimensions such as speed of response, adaptability, organizational innovation as well as flexible decision-making, on strategic recovery improvement, exists.

Sub-hypotheses that are obtained out of this main hypothesis are:

1. The statistically significant impact of the dimension of speed-of-response on strategic recovery.
2. A significant statistically significant influence of adaptability dimension on strategic recovery.
3. A statistically significant organizational innovation dimension impact on strategic recovery.

4. A significant impact (statistically significant) of the dimension of flexible decision making on strategic recovery.

Part Two: Theoretical Framework

It is a study that focuses on the effect of organizational flexibility on strategic recovery of an organization.

First: Flexibility in the organization.

1. The Concept of Organization Flexibility.

The term resilience was first defined in the 1920s and since then it has found its way into a wide range of academic fields, especially economics, decision theory, and the science of production. The concept of flexibility was first created in studies of the risks associated with commitment to resources. It refers to the ability to change an organisational environment or a response to uncertainty at minimum costs, time and effort, hence, optimal performance is achieved. In turn, flexibility is a multidimensional construct that

reinterprets the uncertainties and competitive norms in the market due to its implication of customer expectations (Abdelilah et al., 2021, p. 1149).

The call to change has gained momentum as it is becoming a ubiquitous buzzword and it has become an important point of focal attention by the field of organisational strategy and design. It is agreed among scholars that constantly evolving and complicated internal and external milieus, including markets, technologies, and climate, in which organisations are situated, provide challenging forces, which force organisations to develop appropriate structures, competencies and behaviours that support flexibility and change. Granted that organisations vary vastly in many ways they are, nevertheless, united by a focus on flexibility and joint communication, both in an internal and external context. It is hypothesised that high-performing organisations are in a continuous redesign and modernisation state (Schreyoegg and Sydow, 2010, p. 1252).

Most recently, resilience has been the subject of scholarly and managerial interest, being considered central to competitive advantage, the beginnings of which can be traced back to social psychology. Various definitions of the concept of resilience have numerous definitions (Dubey et al., 2021, p. 112). Its definitions vary depending on the discipline: in a finance context, it means the avoidance of expensive financial distress, and underinvestment; in strategic management, it refers to organisational capability to respond effectively to change; in manufacturing, it is the capability to respond efficiently to changes in production; or in marketing, it is the ability to react efficiently to changes in the market. Resilience will also include the ability of an organisation to sustain negative environmental influence. However, even with these different definitions and the growing recognition of the critical role of resilience, organisational resilience is a continuing concept, and it is still under academic research.

Organisational flexibility may be described as the ability of organisations to be flexible in all the fields and departments, unlike being limited to a specific area. It also involves the possibility to react to unexpected changes and measure the degree of resilience that can be implemented in unpredictable conditions (Kocyigit & Akkaya, 2020, pp. 112-113). According to a report by

Horabadi and Salimi (2015, p. 1073), traditional organisations are unable to meet the requirements of customers and react fast to changes in the environment, which makes it difficult to survive. Empirical evidence shows that learning organisations and virtual organisations that have the attributes of resilience can adjust easier and faster to the environment that they are in hence maintaining their competitiveness.

In order to achieve organisational resilience, the managers need to promote the concept of scientific workshops, teamwork, delegated power, employee motivation, a lean bureaucracy, efficient information systems, and organisational culture of change. Resilience is possible only through enhancement of employee knowledge and corporate information. Based on this, the government and policy makers should put more focus on staff trainings, education and integrating new techniques in order to transform organisation structure and performance. In a social-science approach, organisational flexibility is the ability to change behaviour in order to survive the changes in the external environment that were not foreseen during organisational design. This highlights the factor of flexibility to survive, organisations that cannot adapt risk obsolescence (Hatun and Pettigrew, 2006, p. 117).

In the modern unstable conditions, the capability to create tiny customer value within the long-term and to respond to unexpected situations is becoming a key determinant of securing a competitive advantage. It is against this backdrop that organisational flexibility comes in handy whereby organisations are able to realise opportunities, pursue new projects in an effective manner and ensure that they keep in tune with their respective environments. This supports the argument that organisational flexibility is a dynamic capacity that facilitates adjustment in rapidly shifting markets hence ensuring further service delivery to targeted segments with efficiency and effectiveness (Santos et al., 2012, p. 1082).

Organisational flexibility is described as an ability to carry out and coordinate management functions in wide variety of goods, services and operations, to assess performance and to be able to have relative control in the turbulence. The flexibility of management is accomplished by the use of flexible organisational functions, and it mainly depends on

flexibility of processes in production, but it is applicable to all processes to meet performance goals (Moldoveanu & Dobrion, 2012, p.54). Nordiani et al. (2018, p.2) define organisational flexibility as the capability of an organisation to respond to environment-related changes that are significant, uncertain, and prompt- this refers to response time that is pertinent to performance influence.

Organisational resilience is an issue, a multidimensional, and context-specific concept, which means the ability to perceive changes in the environment and react promptly through the flexible sharing of resources, processes, knowledge, and capabilities (Appelbaum et al., 2017, p. 8). It is considered to be progressive and ever-present changes in the outputs, structures or processes of an organisation that is deliberately made with a strategic initiative in order to achieve a competitive edge, instead of being applied in a response (Singh et al., 2013, p.8). Vogus and Sutcliffe (2007, p.34) perceive organisational resilience as ensuring positive adaptation under adverse circumstances, enabling an organisation to come out more resilient and competent. Short-term resilience can be defined as the potential to respond to urgent challenges and overcome them, and long-term resilience is the ability of an organisation to develop and prosper even when faced with disruptions (Otola et al., 2023, p. 6). The significance of organizational resilience. Organizational resiliency is the capability of an organization to both foresee changes that might arise, prepare them ahead of time and subsequently respond to the effects of those changes once they occur and to recover quickly and effectively due to sudden and complex disruptions such as economic crises, rapid technological changes or natural disasters, so that the organization can surmount the crisis and be better and stronger than it was prior to the crisis. Organizational flexibility to suit the changing world is quite essential because the current competitive and fast-paced markets demand further aspects of maintaining pace and performing at high standards. Technology also provides fresh opportunities of competition. It is also perceived that flexible organizations have less top-down control and more collective and individual empowerment (Simmons, 2002:114; Englehardt). In fast changing business environments, organizational flexibility is more

significant. The flexibility is referred to the capability of an organization to adapt or exploit external opportunities and it is a significant competency (Phillips and Wright, 2009:1074). The organizational flexibility is one of the main pillars to survival and sustainability in the modern business environment, which is volatile, uncertain, complex, and ambiguous. It is the safety valve that helps organizations to respond to the changing challenges that are faster (Hamel and Valikangas, 2004: 355-358). Strong organizations can restructure their strategies, structures, and operational processes rapidly and efficiently, which improves their capacity to follow the market changes and address the emerging needs of the customers (Linnenluecke, 2017:5). Resilience also helps organizations to foresee the risk that may be encountered and come up with proactive measures to curb the effects of such risk, thereby reducing the intensity of crisis and disasters in case they do arise. In addition, the literature suggests that stronger organizations tend to perform better during economic downturns, as they are able to retain the same level of profits or record relative improvement that is exceeding the performance of weaker organizations (Bhamra et al., 2011:5378). Helping people and behavior becomes one of the main foundations of promoting organizational resilience in institutions (Otola et al., 2023:6). Organizational flexibility is a statement of how much administrative systems are at peace and how it affects the people working in the administrative systems positively, thereby creating a working environment that enables them to grow and achieve psychological wellbeing (Duchek, 2020:21). Organizational flexibility is crucial in addressing the psychological and social consequences that come along with the transformation and change periods. In such a manner, the organization shows its interest in solving psychological pressures and minimizing the levels of stress and strains that can affect the work team, thereby helping in developing a stable and supportive working environment (Weick and Sutcliffe, 2007: 3420). One of the most salient characteristics of a flexible environment is a culture of cooperation and empowerment since it facilitates the creation of a unified workforce with the spirit of innovation and teamwork, and improves individual performance in the way that can support the strategic objectives of the organization and increase its competitiveness, both locally and internationally (Hamel and

Valikangas, 2004: 358). In the eyes of flexible work arrangements, i.e. remote work adoption, it enhances a balance between the personal and professional life of the employees, which in turn increases the level of satisfaction and efficiency (McKinsey and beyond, 2009). Through the promotion of such a participatory relationship, a shared interest may be created between the organization and the employees. It is important to create flexible leaders in order to work towards improving organizational resilience (Yu et al., 2015). Organizations seek to develop leaders who can be effective in solving various problems and training personnel to be responsive to the changes and sudden crises so that the organization can be able to operate well even in the most challenging situation (Hamel and Valikangas, 2004: 355-358).

3. Organizational Flexibility Characteristics.

The competitiveness of the world is evolving at a very high rate and as such, the capacity of organizations to adapt to such environments and redefine its processes has become critical in attaining and sustaining a competitive advantage. In order to be competitive, organizations have to respond swiftly to the outside forces and changes in the market hence they need to have the following attributes:

a) a flexible organization needs to be able to cognize and adjust to new circumstances. Consequently, it should be capable of classifying large bodies of information, adjusting these classes to the evolving environment, and coming up with suitable work patterns. The fact that categorization assumes that minor differences in information should be treated as the same one, means that information is lost.

b) A flexible organization needs to be in a position to consider alternative combinations of their assets to new needs. It, therefore, should be capable of trying new combinations and order of its processes. As it can lead to the exploration of the same combination and sequence of process by different parts of the organization, unwanted duplication of process can be met. The above-mentioned issues are associated with (a) the organizational capacity to identify the appropriate characteristics of an unpredictable environment as well as (b) the capacity to experiment with responding to the situation. As such, they form reasonable and valuable attributes (Fioretti, 2012:

759).

c) Resilience is critically important on how organizations are able to hold together under the influence of turbulent and unpredictable environment. Organizational resilience is the capability to adjust to the organization (reactive and proactive) environment. Fitting resources and competencies of an organization to a changing environment is possible and organizational resilience allows organizations to respond through tools, including organization, technology, people, and innovation (Kocyigit and Akkaya, 2020: 112).

d) It is viewed as an acute need of organizations that want to become competitive in the realm of their activity and their participation in the adjustment to change or exploitation of the environment, as well as the acquisition of a competitive edge (Anca-Ioana, 2019).

e) We observe that resilience is viewed as a critical feature that prepares a system to be changed in given set frameworks. The notion of resilience is viewed as a strategy to restructure the system in response to unexpected changes haste. Thus, the concept of resilience is associated with the work of the whole system (et al., 1142; Abdelilah et al., 2018:2).

f) The capability to modify or react at the least amount of time, effort, cost, or performance; that is, responding to the change. This also involves the capability to take in the change in consumer demand, the competitor strategies, growth rates, supplier deals, and shipping issues (Nurdiani et al., 2018:2).

g) Organizational flexibility: the capacity to act and compete in a dynamic, unceasing, and frequently unpredictable environment (Appelbaum et al., 2018, p. 7).

4. Organizational Flexibility Dimensions.

With the contemporary environment, organizations have been exposed to highly disruptive environments, which are characterized by a high level of change and high level of complexity, and constant uncertainty. Such circumstances have greatly enhanced competition that has been a major menace to business continuity and survival. In this context:

Speed of response: The capacity of an organization to react fast and efficiently to the occurrence of changes is an important factor towards enhancing its flexibility and adaptability to the dynamic business environment (Kocyigit and Akkaya, 2020, p. 113). It is extremely important to study the mechanisms that help organizations correctly monitor and adjust to the environmental changes and develop corresponding responses. This information significantly helps companies increase their likelihood of success and be capable of taking advantage of new opportunities and investing in new resources to gain sustainable competitive advantages (Felipe et al., 2016: 4626). The capability to adapt to a sudden change within a short period of time is an indicator of how an organization is ready to tackle sudden shifts and the capacity to review its performance in a volatile environment (Phillips and Wright, 2009, 1072).

Flexibility of characteristics of organization.

The capacity of any organization to respond to the fast-evolving environment and redesign the organization and processes has become crucial to attaining and sustaining competitive advantage in an ever-changing world. The first thing that an organization should have is its ability to respond to external forces and changes in the market fast in order to remain competitive and thus, it must have the following traits:

a) A flexible organization has to learn and adjust to new circumstances. Thus, it must sort out vast volumes of information, transform these classifications to the evolving conditions, and create appropriate patterns of work. Categorization requires slightly different information to be treated as the same hence some information is bound to be lost in the process. b) A flexible organization should also have the ability to experiment with new setups of its resources so as to meet the changing demands. It therefore needs to trial different combinations and sequences of its processes. Duplication can occur accidentally when different departments are looking into the same process variations. The above issues, respectively, are associated with the fact that, a) the organization is capable of discovering the main characteristics of a variable environment and, b) the organization can seek appropriate reactions. Therefore, these characteristics are understandable and worthy. (Fioretti, 2012: 759)

- b)
- c) c) Organizations need resilience that can help them stay intact in a volatile and unpredictable environment. Organizational resilience refers to the ability of an organization to adjust to the reactive and proactive changes in the environment and necessitates that the resources and capabilities of an organization should be aligned with the changing environment. The attainment of resilience prepares the organizations to leverage the structural, technological, human, and innovative resources in their responses. (Kocyigit & Akkaya, 2020: 112)
- d)
- e) d) It is considered as a necessary requirement to organizations that aim at maintaining competitiveness, adapting to change, exploiting opportunities in the environment and gaining a competitive edge. (Anca-Ioana, 2019)
- f)
- g) e) We recognize the fact that the resilience is considered as an indispensable feature that allows a system to adapt to predetermined conditions. The concept of resilience is the response to the fast reorganization of the system in case of unexpected changes. As such, it is relevant with reference to the behavior of the whole system. (et al., 1142) (Abdelilah et al., 2018:2)
- h)
- i) f) The ability to change or be changed with minimum loss in terms of time, effort, cost, or performance; that is, being responsive to change. This includes the capability to receive changes in consumer demand, competition policies, growth, supplier contracts and logistical issues. (Nurdiani et al., 2018:2)
- j)
- k) g) Organizational flexibility refers to the ability to perform and be competitive in a progressive, ever-changing, and even unpredictable environment. (Appelbaum et al., 2018, p. 7)
- l)
- m) 4 – Organization Flexibility Dimensions.
- n) The organizations in the current world are faced with very disruptive business environments that are characterized by high rate of change, complexity and constant uncertainty. These circumstances increase the competition, which is particularly dangerous to business continuity and survival. In this context:
- o)
- p) a) Speed of Response: The ability of the

organization to respond swiftly and effectively to emerging changes is a critical part of the increase in flexibility and adaptability in the ever-changing business environment. (Kocyigit & Akkaya, 2020: 113). It is of the utmost importance to comprehend the mechanisms that enable the organizations to monitor and adapt to the environmental changes, to develop appropriate responses. This knowledge greatly enhances the chances of success of companies because it takes advantage of emerging opportunities in exploiting them and investing in developing new resource bases that create sustainable competitive advantages. (Felipe et al., 2016: 4626). The ability of an organization to respond swiftly and efficiently to changes which come out of the blue is indicative of its readiness to respond to changes that come in quickly and its ability to analyze the performance of an organization when faced with uncertainty. (Phillips & Wright, 2009: 1072).

q)

r) **Adaptability:** The ability to develop policies, procedures, and organizational outfits that suitably adapt to the arising shifts and changes is a key defining factor in achieving the organizational resilience and elasticity. Organizational adaptability refers to the ability of an organization to adjust its structure or mode of operation to accommodate occurrence of external fluctuations that were not fully expected during its development stage. (Hatun & Pettigrew, 2006: 116). What is significant with this definition is that the way the organization reacts to the challenges posed to it by the external environment forms a major part of the continuity and effectiveness of the organization.

s)

t) a) **Organizational Innovation:** The ability to come up with new ideas and different channels to facilitate the main goals has never been more critical than ever. The modern day organizations are forced to utilise these capabilities intelligently. (Felipe et al., 2016: 4625). Working in a similar fashion that merely repeats the previous patterns is no longer possible, the workplace will have to change and the organization will have to reorganize itself in non-linear ways. Flexibility is now necessary to keep up with changes in technology and to be able to compete. (Wasti & Fis, 2010: 15)

u)

v) b) **Flexible Decision-Making:** The institutionalization of decision-making is one of the issues of significant interest to the scholars of

organizational innovation. (Chandler et al., 2000: 62). It is widely agreed that extreme degrees of centralization and formalization of work may have negative outcomes on the type of work in the organization. This negative impact is due to the centralization of the decision-making process in a few of them, thus restricting the ability of the members of the organization to make their contribution to the attainment of strategic objectives and their commitment. (Hatun & Pettigrew, 2006, p. 118). Other scholars believe that in the midst of fierce competition, strategic decision-making needs to be flexible so that firms can maintain various options at the same time hence making informed decisions regarding product development. Ability to make flexible decisions is a pillar of strength that enables an organization to keep abreast with the requirements of survival and perpetual renewal. (Kandemir & Acur, 2012, p. 609)

w)

x) **Second: Strategic Recovery**

y)

z) **2 -The Concept of Strategic Recovery.**

aa) The recovery is a term that is used in a service sense. It refers to a process of filling service shortcomings, paying off service failures, providing apology strategies, and responding promptly in case of a service process breakdown. Stefan (2009: 253) argued that strategic recovery involves a combination of processes meant to identify solutions to the issues and mitigate poor customer perception. According to Becker (2000: 527), recovery entails activities that are planned and implemented to change the negative perceptions to positive ones and be fully satisfied. The perception of Wahab (2012: 100) of strategic recovery is a process of restoring satisfaction following the damage caused by service failure. (Al-Abadi & Al-Khazali, 2018: 711-712). A service recovery strategy can be defined as the response by the providers to service failure. Strategic recovery is considered an essential factor in customer retention and therefore is central in any effort directed towards customer retention. The results of the Customer Anger Study (2015) support the positive influence of the effective recovery on the brand loyalty. Furthermore, about 48% of the customers who were contented in the recovery process in this study would suggest the brand to others. Without a solution that is practical, brand loyalty cannot go up and efforts will end up being misplaced. The service recovery needs the application of the right recovery

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strategies. The evident connection between the recovery management and such behaviours like negative customer feedback reduction and retention increase signifies the gap that has to be assessed. It is further argued that in the process of service recovery, marketers are only interested in customer tolerance. Majority of the forgiveness ideas define it as an introspective process that is able to alter the negative, vindictive reaction to the positive. Reflective forgiveness is where the consumer thinks about the forgiveness or not. The forgiveness consequences (less avoidance and less retaliation) are directly proportional to the intended marketing consequences of successful recovery (greater retention and less negative word-of-mouth). The marketing practitioners associated with recovery actually request the customers to work the resentment (dissatisfaction) into benevolence (satisfaction), avoidance to retention, and eliminate negative WOM. The extent to which service recovery will lead to retention and lessening of negative WOM lies on whether the customer will forgive the company of its mistakes. The response of customers to recovery strategies helps providers to allocate resources to the forgiveness process, and therefore transform negativity to long-term positive results. Forgiveness is therefore, an acceptable and a necessary aspect of service recovery model. Managers should always find a

way of generating consumer forgiveness following service-failure events, as Tsarenko and Tojib (2011: 17) said. (Harrison-Walker, 2019: 376-377). Service recovery refers to a step that is undertaken by a firm or an organization to address issues that arise as a result of service failures and maintenance of customer satisfaction (good faith). In its formal form, companies add value to the main products of the company by increasing the service elements in the chain of values in an organization. Service recovery is shown as an expression of how the company reacts to the service failures. (Rusandy et al., 2018: 238)

bb)

cc) Phases of Strategic Recovery.

dd) The process of recovery is subdivided into various steps. Complaints can be submitted in the first stage and this is followed by service recovery process i.e. a service failure happens. This is then followed by the strategic recovery, which is immediate in nature, i.e. acting on the response of the service failure and the complaint as soon as it will happen and as soon as the complaint has been made. The last step is follow-up, which is not mandatory, but customers will perceive that the company cares, respects, and appreciates them. These phases of strategic recovery are represented in the following figure: (Al-Abadi and Al-Khazali, 2018 p. 715)



Figure 2 illustrates aspects of strategic recovery

Strategic Orientation Recovery and Service performance Behavior of failure.

The failure recovery strategic orientation may be mapped into three interdependent structural

constructs (Ladeira et al., 2018: 3-5): recovery strategy, core recovery behavior, and service recovery performance. The construct of recovery strategy refers to the disposition of an organisation to use specific recovery modalities as opposed to others. Service failure is created when the quality of service is poor compared to the expectations of the customers. Although these failures shed light on the improvement that an organisation can make in its offerings, they also encourage the customers to demand corrections. The customers feel a procedural justice when they know of the existence of a recovery strategy, which consequently leads to satisfaction and the appreciation that the firm is working to solve the problem. They are therefore likely to be positive about the efforts of sales force. However, just having a recovery plan in place is not enough to bring about a sense of perceived justice; front line employees handling complaints needs to be courteous and responsive, efficient and fast in dealing with issues. The strength of the behaviours is the embodiment of the core recovery behaviour construct. The organisation has a customer-service orientation that plays a positive role in the performance of frontline employees in service recovery. A strong, customer-oriented culture also influences how employees will behave in case of a recovery situation. The recovery strategies and core recovery behaviours should therefore be aligned so that the customers feel fair in the resolution of the problems. Problems and issues should be handled in a polite and understanding manner to allow provision of effective and comprehensive solutions. Cores recovery behaviour should thus be accompanied by investment in recovery strategies because customers will realise that their expectations have been fulfilled by a recovery strategy combined with direct, civil communication by sales representatives. Problem-solving coupled with courtesy in core recovery behaviour is a guarantee of a quick and satisfying recovery to the customer.

Strategic Recovery Dimensions.

Strategic recovery refers to the ability of an organisation to regain its efficiency and strategic performance after adversity or crisis with regards to not only a skillful re-employment of strategy, but also the achievement of goals.

A- Strategy Reapplying

Strategy re-introduction: strategy re-implementation can essentially be viewed as a

methodical process of introducing an intervention that has been used in the same organisational setting previously. The intervention itself or the methodology of its implementation can be slightly adjusted to improve the understanding and results. In most cases, this process starts with an in-depth analysis after the first trial is carried out, and then careful reimplementation planning begins. The cases each are defined by peculiarities and require specific approaches to reimplementation (Moyal et al., 2023, pp. -5). The maintenance of the systems is a key to the effective development and business alignment. Reimplementation decision is critical; the main goal is to outline the methodology and determine the differences required to achieve post-implementation success. Reimplementation is processes of adding to the already existing enterprise resource planning (ERP), and not trying to implement a failed system. Contrary to this, the reimplementation of strategies is not a tool or a system upgrade but the most efficient way to improve organisational sustainability (Domagala et al., 2021, p. 1).

B- Performance Continuity

The understanding of performance continuity management is critical since it forms one of the most crucial factors that drive the increase on the resilience of an organisation and its ability to survive extreme organisational and environmental threats, as it strives to achieve the best possible performance. Many organisations in different industries are always working towards improving performance in all the aspects (Sawalha, 2013, p.361). Performance continuity refers to strategies and processes that have been developed to maintain important functions and immediately recover important services during disruptions (Kannan et al., 2025, p.3). It entails the strict planning of how to respond to business interruptions, risks mitigation, mitigating the effects of a crisis or disaster, and ensuring that the least amount of time is needed to restore normalcy in the business. Performance continuity is therefore not a mere risk management approach but its ancillary elements need to be well integrated to provide an all-encompassing continuity strategy. That is why, the understanding of every activity and ensuring the commitment of the organisation to the improvement of its processes, the creation of relevant programmes, and their priority is essential (Panduwiyasa et al., 2024, p. 675).

C- Risk Management

Risk-management process involves using policies, procedures, and practices to communicate, consult, contextualise, identify risks, analyse, evaluate, treat, monitor and review. Such activities should be in accordance with the risk profile the organisation is facing (Hopkin, 2018:49). Policy analysis is closely connected with risk management. Generally, three key strategies are used: risk-prudent strategies, preventive/preparatory strategies and rhetorical strategies. The strategy of precaution/preparation is also referred to as the strength-and-resilience strategy. The combination of these three approaches is usually the most effective. The risk-aware approach deals with risk-avoidance, risk-mitigation, risk-transfer, and risk-retention depending on risk-evaluations, done either in absolute or relative terms. The precautionary/preventive approach focuses on containment, development of alternatives, design of flexible response system, improvement of emergency management and adapting the system (Aven, 2016:6-7).

D- Strategic Flexibility

Strategic flexibility improves the ability of an organisation to respond and adapt to the fluctuation in the business environment. It implies the application of a real-choice, options-based strategy. The ability of an organisation to take advantage of growing uncertainty is termed strategic flexibility, which is defined by the value addition that comes with rising asset volatility (Kyriacou et al., 2025:2). It comes out as a unique idea that is flexible and intentional strategic usage. It is defined as familiarity with a variety of strategies, disposition and capacity to choose the most suitable strategies and implement various

approaches among or within tasks. It is highly associated with problem-solving success (Selter, 2009:621). In addition, strategic flexibility may be defined as the possibility to react to changing problem situations using alternative solutions or being able to offer a variety of alternatives to a particular problem (Bolat & Arslan, 2024:4).

Section Three: Analysis of Research Variables Descriptive.

First: Preliminary Results Analysis and Characterization and Diagnosis of Research Variables.

Section Three is focused on the findings presentation. The statistical treatment of the obtained results of the applied research along with its interpretation covers two main spheres. The former is the independent variable, organisational flexibility, consisting of four dimensions namely, responsiveness, adaptability, organisational innovation, and flexible decision-making. The second one is centered on the dependent variable of strategic recovery that has its four dimensions: strategy reinstatement, performance continuity, risk management, and strategic resilience. Each section shows the arithmetic means of the questionnaire items, the standard deviations as well as the relative importance of the questions. The response levels were identified through the categorisation of the mean scores according to the value on which the responses fell. Since the research questionnaire had a five-point Likert scale (strongly agree - strongly disagree) the arithmetic means were categorised into five categories. The hypothetical mean was used; a mean of 3 means a low level of the agreement between the respondents, and a mean of 3 corresponds to the acceptable level of the agreement.

Table (1) descriptive analysis of the Organizational Flexibility Variable.

Dimensions	Meaning	Standard Deviation	Relative Significance	Minimum	Maximum	Dimension Rank
Responsiveness	3.92	0.68	78.4	1.0	5.0	1
Adaptiveness	3.85	0.71	77.0	1.0	5.0	2

Organizational innovation Flexible	3.77	0.75	75.4	1.0	5.0	4
decision- making Overall	3.89	0.69	77.8	1.0	5.0	3
organizational flexibility	3.86	0.71	77.2			

Source: Prepared by the researcher using Spas v.22 software

Table (2) Descriptive Analysis of the Strategic Recovery Variable

Dimensions	Arithmetic Mean	Standard Deviation	Relative Significance	Minimum	Maximum	Dimension Rank
Strategy Reapplying	3.80	0.72	76.0%	1.0	5.0	3
Performance Continuity	3.94	0.63	78.8%	1.0	5.0	1
Risk Management	3.76	0.70	75.2%	1.0	5.0	4
Strategic Resilience	3.88	0.67	77.6%	1.0	5.0	2
Total Strategic Recovery	3.85	0.68	77.0%			

Figure 1 described, the mean scores of the dimensions of organisational resilience were 3.77

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to 3.92, which means that the perceived importance is high. The dimension speed-of-response had the highest mean at 3.92 relating to relative importance of 78.4%. On the other hand, organisational innovation has the last score with a mean score of 3.77 and relative importance of 75.4.

The results of the strategic recovery analysis are provided in Figure 2, where it can be seen that the most dominant dimension was the performance continuity, with the average value of 3.94 and the relative importance being 78.8. This finding indicates the focus by the organisation on maintaining operations performance during times of crisis.

Second: The Impact Hypotheses Testing.

This part examines the main hypothesis of the effects of the two research variables, organisational flexibility (independent variable) and strategic recovery (dependent variable) with its subsidiary hypotheses.

Main Hypothesis: The statistically significant effect of organisational flexibility on strategic recovery exists.

A multiple linear regression analysis was conducted to test the validity of this main hypothesis, namely whether organisational flexibility is a key factor to improved strategic recovery. Table 3 summarises the results. According to the table, the mathematical model can be presented as follows:

The regression results indicate that organisational flexibility is a resolute variable in supplementing strategic recovery. The significance of the statistical model is high as the F-value of 52.6, at the level of significance of Sig = 0.000, shows that the two variables are not only not unrelated, but also actually significant. Further the coefficient of determination ($R^2 = 0.68$) indicates that the presence of the composite dimensions of organisational resilience can explain the presence of the variation in strategic recovery by a percentage of 68. Such a large percentage underscores the variable's explanatory power. The analysis below shows the sub-effects between organisational resilience and strategic recovery at the sub-hypothesis level:

Table 3: Testing the Effect of Dimensions of Organisational Resilience on Strategic Recovery.

Dependent variable:						Strategic recovery
Result: S effect	Organizational flexibility;	Calculate d F	Coefficient of determination R^2	Value of T;	Impact factor β ;	Significance level
Moderate significant effect	0.000	52.6	0.68	4.22	0.31	Rapid response
Moderate significant effect	0.000			3.91	0.28	Adaptiveness

Moderate significant effect	0.005			2.85	0.19	Organizational innovation
Moderate significant effect	0.002			3.12	0.22	Flexible decision-making

Source: The researcher prepared it using SPSS version 22.

First Sub-Hypothesis: The speed of response dimension has a statistically significant influence on strategic recovery. Table (3) shows the values of the F-test of the model. The speed of response in strategic recovery was found to be (52.6), which means that there is a major influence of response speed as a factor of strategic recovery with a significant (0.000) level. The regression coefficient which is the slope of the regression line was ($a = 0.31$). This coefficient is understood as the degree of a change in the response variable, when the independent variable increases by one unit. That is, a one unit change in response speed will lead to (0.31)-change in strategic recovery. Thus, the first sub-hypothesis is accepted and it proves that the speed of response is an important factor in strategic recovery.

2. Second Sub-Hypothesis: The adaptability dimension has a statistically significant effect on strategic recovery. The F-test of the model is shown in Table (3). The strategic recovery adaptability value was (52.6), which represented that adaptability had a significantly important impact on strategic recovery at a significant level of (0.000). The regression coefficient or slope of the regression line was ($a = 0.28$), which was interpreted to be the change in the respondent variable in an occasion when the independent variable changes by one unit. That is, a (0.28) change in strategic recovery will occur with a one-

unit change in the adaptability variable. Thus, the second sub-hypothesis is accepted, which proves the existence of the statistically significant impact of the adaptability dimension on strategic recovery.

The third sub-hypothesis: The effect of organizational innovation dimension on strategic recovery is statistically significant.

The F-test results of the model are shown in Table (3). Organizational innovation, F-value was (52.6), which means that the effect of organizational innovation is considerable on strategic recovery at (0.005) level of significance. The regression coefficient ($a = 0.19$) indicates the direction of change in the dependent variable as the independent variable increases by one unit. That is, a one-unit change in the organizational innovation variable will lead to a change in strategic recovery in (0.19). Thus, the third sub-hypothesis is accepted: organizational innovation dimension has statistically significant effect on strategic recovery.

4. The fourth sub-hypothesis: the effect of flexible decision-making dimension on strategic recovery is statistically significant.

The values of F-test of the model are displayed in Table (3). The F-value of flexible decision-making in strategic recovery was (52.6) which shows that

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there is a significant influence of the flexible decision-making on strategic recovery with a significance level of (0.002). The regression coefficient, the slope of the regression line was ($a = 0.22$), which is understood as the strength of the change in the respondent variable as the independent variable will increase by a unit. Put differently, a one-unit change in the variable of the flexible decision-making will lead to a (0.22) change in strategic recovery. Thus, the fourth sub-hypothesis is accepted: the effect of the dimension of flexible decision-making has a statistically significant impact on strategic recovery.

Looking at the sub-dimensions of organizational flexibility, it was established that the speed of response had the highest influence ($b = 0.31$, $\text{Sig} = 0.000$). It means that the fact that an organization can respond promptly and react to the crisis instantly is one of the primary considerations of recovery. The next was the adaptability ($b = 0.28$, $\text{Sig} = 0.000$) that also revealed a strong statistical impact, showing the significance of the organizational flexibility to change the strategies and structures in order to keep up with the changes. Moderate effects were observed with flexible decision-making ($b = 0.22$, $\text{Sig} = 0.002$) and organizational innovation ($b = 0.19$, $\text{Sig} = 0.005$), indicating that recovery is affected by the adoption of more flexible decision processes, as well as organizational innovation, although to a lower extent than response speed and adaptability. In general, it is important to note that the overall level of organizational flexibility enables an organization to recover despite crisis in a shorter period and increases the chances of the organization to sustain itself and recover strategically more efficiently.

CONCLUSIONS

After a thorough scrutiny of theoretical underpinning relating to the variables of study, which are, strategic recovery and failure, and a critical analysis of available literature and empirical evidence, the following results can be established:

1- The empirical findings have shown that organizational flexibility has a significant impact on the ability of an enterprise to recover in a strategic manner in the post crisis period. Every constituent element of flexibility has its specific and well-elaborated role.

2- Rapid response is observed as one of the key aspects of flexibility, which allows companies to respond to crises as quickly as possible and thus minimize possible losses.

3- Process flexibility, combined with constant re-evaluation of plans to align with the new variables, will increase the sustainability of post-crisis performance.

4- Organizational innovation supports the development of new solutions and the realignment of strategies to respond to the needs of a dynamic business environment, and thus turn the challenges into the opportunities of development.

5- Flexible decision making enables the leadership to make prompt and effective decisions that resonate with the urgent situations, hence strengthening the organizational capacity to reestablish operational and strategic balance.

6- The findings indicate that the four dimensions have a synergistic effect, when one dimension is absent, the combined effect of the other four would be less effective in facilitating strategic recovery in organizations.

RECOMMENDATIONS

The research findings have led to the following suggestions that are proposed to the academic community, especially to telecommunication firms:

1- Promote a culture of strength in the sample population by engaging employees and the senior management in extensive training programs aimed at accommodating change, making decisions flexibly, and constantly innovating.

2- Have in place quick response mechanisms including crisis -management teams and well-planned contingency strategies to counter the negative effects of crisis situations on organizational performance.

3- Increase the funding of organizational study and innovation, whereby employees are motivated to develop and apply new ideas that will help them solve the problems at a faster rate.

4- Devote to regular examination of policies and procedures so that there is continuity in responding to the changing internal and external environmental circumstances.

5- Perfect flexible decision-making systems, which would equip the leaders with timely information and analytical tools, which would allow them to respond in an agile way akin to no other, and which would organize multidisciplinary teams to ensure

the responses are balanced.

6- Systematic performance assessment and develop sound measures to evaluate the success of organizational flexibility and its role in strategic recovery that enables strategic adaptation in good time depending on empirical evidence.

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