



Role of Strategic Flexibility in Enhancing Innovation Performance From a Futuristic Perspective

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ABSTRACT

When organizations attempt to produce on-demand products and consider customers' expectations, the organization's environment changes. In this regard, the organizations have a robust understanding of the possible changes, whether internal or external, and consider a wide range of policies. The organization must identify all significant changes occurring inside and outside the organizational structure. Therefore, strategic flexibility is related to the organization's capacity to identify the external changes or the changes that have quickly happened in the external environment. This study attempts to identify whether changes from the external environment genuinely enhance organizational innovation. The findings of this study indicated that such kinds of dramatic changes strengthen organizations as it assists in knowing

strategic competitors. The study asserts that innovation of various forms occurs in different ways, but as a general topic, the activity of innovation is mainly related to outgrown to the other business or the suspected firms which might have been going through the same kinds of economic condition. The study found that organizations use flexible production policies to maintain their competitive advantage in the competitive labour market. The study highlights that flexibility is the most essential tool for organizations to survive, especially when competing businesses in the same industry with the same size.

1. Introduction

Innovation is continually enhanced by performance, and performance is affected mainly by flexibility and aspects of strategic flexibility practiced at the workspace. This helps grow a business relationship that turns to be well behaved and well-mannered and would have appropriate policies for any kind that would lead to a better cultural environment (Kanabi & Tasaie, 2019; Brozovic, 2018). To understand the innovation process, we may rely on various case studies and statistical data, which give rise to empirical data (Saeed et al., 2018).

Strategic flexibility is also determined by using various configurations and their contribution in the essential parts of a company, including the production part, the path that explodes with human resources, and the various aspects of marketing (Baban & Hasan, 2019). So, strategic flexibility is an outside controlling force related to the comparative nature of the company's functional areas that lead to new products and their final production (Mirkhan et al., 2017). Product innovation is the primary point to be identified here, and it is very vivid that it requires competitive advantage and proper maintenance of the company's status (Rialti et al. 2020). All of these will ensure that strategic flexibility has practical implications attached to itself and is not only something that revolves around a myth in its business strategies and ethics. Strategic flexibility has social implications, apart from political implications (Mohammedamin et al., 2018). These include modifying the organizational structure, which is necessary for updating the amount of pressure the organization needs to take when it endeavors to produce more goods or services according to the

customers' desires (Faraj et al., 2021). Therefore, various resources need to be updated in the company when it aims for product innovation of all kinds. It is noticed that the processes used in producing the old product have been changed and are updated with upgraded inputs or with upgraded machinery and technology. All these affect the cultural background and the cultural stability present in the company on the workspace among the employees, the authority and the work etiquettes, and the company policies (Othman et al., 2020). This could be applied in the public sector and discussed by Darbandi (2017) in the tourism sector. But it is also true that this cultural stability cannot remain the same for its entire business cycle because that cycle may last for a hundred years. For those hundred years, the company cannot stay as it is without getting updated for producing more goods that are innovated (Adl Nawzad, 2020). Strategic flexibility indeed has to do things related to the outside environment of the company that includes having significant dynamic changes among the competitors of the company who tries to create substitutes and better quality goods every time to create their space in the market (Sadq et al., 2020). But that mental change can also occur inside the company where the actual production of that 'innovated' goods takes place through many processes and strategic understandings (Najm et al., 2019). This main objective proves itself essential when determining the value; those dynamic challenges have towards the ultimate flexible relations that the company might have as part of the mental change (Khorsheed et al., 2020). Strategic flexibility is an advantage that helps improve innovation performance, causes an incredible competitive advantage, and develops it so that the firm gets into a dynamic environment (Sadq et al., 2021). Hamad (2021) asserts that companies need to focus on creativity, especially during global issues such as covid-19, to remain competitive in the labor market. As the author argues, this strategy is very significant to ensure the organization's performance. Thus, the future implications should be considered to draw a future strategic perspective. When an empirical study is done on innovation performance, strategic flexibility, and environmental dynamism, then it came out that there are positive relationships among all of them and also proper empirical support for the answer (Wali et al., 2016).

Research aim and objective

This current study aims to determine if the innovation performance is genuinely enhanced by external changes, making it an exciting topic for which innovation can be enhanced. It also determines how strategic flexibility deals with innovation performance.

Theoretical Background

Businesses generally have competitive landscapes, and it grows difficult to survive in those competitive landscapes adapting to all kinds of changeable conditions available. Thus, flexibility is necessary when exploration of environmental dynamism and innovation performance. Innovation can either be exploitative Innovation or explorative Innovation. So, walking through the horizontal structure of business and innovation, it is essential to take the strategic actions under consideration and choose flexibility in place of ambidexterity. Innovation is very dynamic for any business. To increase the innovative performance of a company or a business sector, innovation can help by expanding into the definitive source provided by the competitive advantage. This makes an opportunity for customers to gain what they require and satisfy them but reduce the cost of the products or the services, which quickly creates the position for flexibility as a strategic outcome and an alternative one at the same time. Market opportunities mean to be extended by developing more products and organizing new products to broaden the product lines. More products go into the hands of the customers rapidly.

Foreign direct investment (FDI) is a scaffold to many countries' economies, shielding these economies from experiencing severe boom-bust cycles that characterize modern capitalist economies (Baban & Hasan, 2019). The essential factors in the economic growth processing of any country are commercial transactions and foreign direct investments (FDI) (Adl Nawzad, 2020). The clearance of the prevailing interrelation between the stock market and the macroeconomic environment is essential to stabilize any economy and reach the utter of its outcome (Hasan et al., 2019). Prices incorporate all the available icons according to EMH (Efficient market hypothesis). This is one of the main reasons why the stock markets do not violate the assumption of rationality. Numerous benefits have been reaped since the adoption

of the traditional costing system,, and they are necessary for helping companies determine their actual cost (Omar & Hasan, 2020). Given this, it is fundamental to assume that knowledge and ion technology management within the manufacturing and financial industry remains challenging. Thus, entities encounter to retain their positions in the market and achieve their competitive advantage (Abdala Hamza et al., 2021).

Purpose of the Research

Companies and organizations might have to develop a competitive advantage to understand the environmental dynamism and bring out the capacity that day. Another purpose of this study is to identify the relationship between explorative and exploitative innovation performance and bring out their positive relationships with strategic flexibility.

Literature Review

Strategic flexibility is highly demanded to increase the firm's competitive advantage. It gives supporting knowledge about the environment and helps regulate every goal the organization might achieve, keeping the capabilities and the critical instructions untrack. To increase profitability, it is always important to spread out the product lines, which can only be done if the strategic flexibility is good enough; therefore, it is always necessary to look after the market demands and what are the dominating features that the markets have (Bamel, Umesh & Nisha, 2018). The only possibility is to create the product line based on the customer's dominant searches and increase the number of products available for the market. Automatically there comes necessary coordination between all the resources internally and externally. This kind of coordination helps identify the problems, the benefits, and the other aspects that might risk an organization's name, structure, and integrity.

On the other hand, innovation is an implementation done to the organization to ensure that there is an improvement in the revenue that the organization earns. Therefore, innovation requires every bringing, starting from equipment to significant material, leading to the management of value in products and services (Rialti et al. 2020). Innovation is genuinely based on making something useful, significant, and valuable, which is very much related to the context upon which the organization was

made up. This would ensure that various business systems and technologies come forward and support the organization in this context. Consequently, understanding ways of improving the organization and working hand in hand to offer the market some of the best products and services according to the demands made by the customers is what the concept of innovation is all about.

On top of that, it is understood that organizational innovation has three different elements attached to it. The first is product innovation, which is raising the grade of the products and services already offered to the market and customizing and developing them to one step further so that it appeals to customers more than anything else (Wang & Zhao, 2019). The next one is the process innovation which is the part of the internal innovation and involves a combination of the performances done by the organization inside the factory site on the workspace to produce the products. It is generally based on either improving the types of machinery or improving how the services are done. It has nothing to do with the external forces on the external environment that the firm already faces. The last element is administrative and is also known as organizational innovation related to the competitive advantage. It ensures that the firm's profits are increased, and the annual turnover increases a lot because the organization is in charge of understanding the people's efficiency and what are the fundamental changes that are required in the administration of the organization to receive the best position in the market and to gain all the attention from the consumers.

Innovation creates better relationships, and it develops some of the behavioral patterns that the organization might have had previously but was not able to modify. Innovation looks after the promised customers, profits, and revenues (Dai et al., 2018). So relationship as a part of the innovative product requires to be socialized and not get too behind and treated as a showcase model because the more innovation that the organization will go through, the more mistakes that it will make and the more improved the innovation will be in future. Therefore, ensuring a safe environment and taking the entire organization and its atmosphere as an experiment to study it and review it to create more and more improved products is a delicacy. This profound change has to be made along with socialization (Jaff et al., 2020). Strategic flexibility is generally dependent on the significant changes in the organization's environment that are outside and not the internal atmosphere. But it



is the internal atmosphere and the external environment together that will keep the professional skills alike and help solve the existing problems and get in touch with the new thoughts with multilateral diversity and a human resource intellectuality which is unbelievable (. Therefore, various art solutions are often made in technology to improve the performance that is done by the Innovation (Mohammed, H. O., Aziz, A. I. (2020). It is all about a hit and trial method. Innovation is nothing but trying better next time. Therefore, with a common aim of satisfying the customers and helping them enjoy their best interest rates, the products and services get improved rapidly. The customers also start identifying the organization's flexibility (Umam & Sommanawat, 2019). This is also called the dynamics, and the dynamics of every organization in the market should be fast and precisely done with more precision and higher interest rates received from the consumers in the market. Agile companies know this very well, and agility helps manage and come up with new fresh, creative ideas about movies and directions that the company might follow to please the internal appearance and environment and the customers outside the organization. Therefore, repeatedly, one fact is coming above everything: the shifting demands of the consumers and the company's ongoing trials to meet those demands according to the consumer's requirements.

Environmental dynamism is a theoretical way to study the relationships between strategic flexibility and the environment and its need to improve innovation performance. Different firms have different capacities, but every firm needs to control its environment outside the organization (Li et al., 2017). Or else it would affect the organization's growth heavily and would not help the strategic flexibility to work further. So growth needs to be long-term and needs to acquire every source that the organization can generate and keep it by its side just like the competitive advantage. Innovation means moving towards refinement, leading to a more centralized and specified meeting of the need that a customer generally has of the existing product. Making something wholly new and off-track is not how exploration or exploitation works in innovation performances. Each of these requires most technological upbringing and risk-taking capabilities by the side of experimentation (Othman et al. (, 2015). These two kinds of innovation performances require two different organizational structures and processes in which they can implement themselves and their ideologies (Yang & Gan, 2020). Using exploratory innovation is

generally helpful when it is implemented in dynamic environments, but using exploitative innovation performance is considered to be more beneficial than the other one because the performance of an organization or a firm is increased when the exploitative innovation is used as it helps in dealing with the inconvenient environments (Ahmed et al., 2022 and Al-Kake, et al., 2019). The best part is that both of them, irrespective of the distinctions, have some mandatory parts to be utilized by an organization to help the organization grow in stature and create more and more innovations in goods and services (. They help in keeping the product line in a completely new line matching with the current status so that the company can become more opportunistic in grabbing customers of different kinds and attracting them towards their innovated products and for the taking reviews so that the following product can be innovated in a much customer-demanded way.

Methodology

Two different kinds of methodologies are used to meet the research aims and objectives. To prove that the relationship of strategic flexibility and innovation performance are related to each other and are more likely to be the ones mainly required for expanding an organization in various ways, including alternatives to all the products and the services provided by the organization. Therefore the method used was a data collection procedure, mainly a survey on a variety of firms and business sectors and also the number of employees present in that firm so that an average is created and the survey can prove its point of proving the relationship between strategic flexibility and innovation performance as an actual adaptable one. The measures taken while doing the survey included a questionnaire that questioned the actual number of employees present in the business and the percentage of employees among the total number of businesses working for these different business sectors. For example, 13% of the total number of firms taken into observation was textile firms whereas 23.2% of the total number of companies was related to furniture. Therefore, after observing all this, an average is made. The average age of all these businesses was calculated to this is an exploitative and explorative innovation performance check-in which actual item scale was developed and even after serving all the different kinds of ranging there came to an agreement that the 5 points Likert scale is the one which measured all the items and arranged to

from number one which represented no change up till number 5 which represented a persistent change. The four observations were made, and standard deviations and other variables according to the correlations were created in a table to help understand the level in which the strategic flexibility and the levels of explorative Innovation and exploitative Innovation. The average of all these was put in the organizations, and they were explicitly understood as a correlation to each other. Value calculations were made, and in the case of the exploitation innovation procedure, it was made sure that a mechanical structure was associated with it along with bureaucracy, control, and routinization. All these essential structural pillars that the innovative exploitation performance constituted differed from what the exploration had with itself, which were mostly anatomy, experimentation, and flexibility. Still, the most important fact was that it did not have a mechanical structure; instead had an organic structure. These, however, supported the actual result provided when the relationship between all the three was calculated in average structures.

Proving that strategic flexibility significantly impacts organizational innovation required a lot of research because precise background data was vital. So the hypothesis was based on the product innovation process and administrative innovation in three distinct steps. The study clearly stated that it was a survey and not a focused study, and the kind of survey used to gather these data was essentially a descriptive survey. Here, only employees and also the managers would include, and their participation made the survey a success. The total number of employees and managers in that particular center was 212. A questionnaire containing 41 items was randomly used, and samples were collected as it was continuously used to measure strategic flexibility. There were four aspects on which the strategic flexibility of the organization was calculated: resource orientation, agility, integrity, and robustness. Each of these aspects had a certain number of questions related to it. Just as the managers and employees answered those questions, dimensions were created regarding the product, administrative, and process innovation.

The result was measured using a measuring scale called the five-item Likert scale. The questionnaire was reconfirmed again and again according to its reliability, taking out perfect answers and analyzing them using linear regression. Some of them commented on the effectiveness of strategic flexibility and organizational learning on

Innovation and innovation procedures. Questions like how profitability could be brought into existence by using product Innovation and how strategic flexibility can offer a better pace were also asked. An empirical study was done based on environmental dynamism because strategic flexibility, innovation performance, and environmental dynamism are the three most important aspects that an organization must keep in mind and are tightly tied to one another. Therefore, it can be proved by the methods used for the two kinds of services that the relationship between the strategic flexibility and the performance of the form on those strategies regarding the innovation performance is dependent on the ways of implementation of them. So, they cannot be guaranteed just based on a few surveys even when these surveys are done in real life and organizations attached to it have tried to give their 100% accuracy to prove the data in the surveys.

Results

Analyzing the Research Hypothesis

The first survey that measured the exploitative innovation and the explorer to innovation along with strategic flexibility gave a particular level as measured using statistics and correlation, which was 3.79 for the strategic flexibility, 3.18 for explorative innovation, and 3.70 for exploitative innovation. These are all the proven averages given by the organizations. They significantly prove that they are positively related to each other. This correlation has created different styles and structures of organization and processes that happen inside it. These are how the dynamism of the environment is well maintained as they are taken care of by the strategic flexibility which quickly notices any kind of significant environmental changes outside the firm and takes care of it immediately by participating in sectors that would help in managing that kind of difference which has evolved to maintain the strategic flexibility. It is also to be noted that the correlation shown between them is very low, with an average of 3.50.

For the following survey, among 142 total employees and managers, 75% was calculated as men, and the other 25% was female. 5.6 % of the number of employees had already worked for 5 to 10 years, and the maximum participants were aged from 20 to 30, which was near about 95.6% of the total number of workers. The survey also ensured high reliability, soon following the results reflected from calculating the

strategic flexibility, the questionnaire, and the innovation. On top of that product, innovation was to be mentioned as the most effective one because it had 0.826 of the coefficients and process innovation at the least, which was 0.695 of the coefficient.

Discussion

Talking about strategic flexibility and its role that helped enhance innovation performance; is a prevalent topic for any organization because the more innovation occurs in the organization, the more will be the product reach: as a result, the product line will be expanded more. But when strategic flexibility comes into account, we must keep in mind that many researchers have evaluated the relationship between innovation and strategic flexibility, just like the case experienced in the second survey. But on top of that, cultural and other kinds of innovations are also required for an organization to ensure healthy working conditions for the employees and also a proper path in which the organization might work to gain a particular amount of revenue which can be its goal (Miroshnychenko et al. 2020). The concept of mistrust entails that management has to be monitored and their activities regulated. This also includes performance measurement and appraisal, and all these add up to the roles or duties of an auditor. This theory is that the firm's main objective is to maximize profits, and hence it must adequately manage its resources, inputs, and costs to influence performance positively. In line with this theory and idea, profitability is the best indicator of firm performance (Mahmood et al., 2020). There would be future researchers on this topic, but it's a simple cycle that appears to be very confident of the outcome. The literature review of this research quickly stated that strategic flexibility and its contribution to innovation performance is a hit-and-trial method. This is very true and apt because the more mistakes the organization of the business sector will make, the more it will try to innovate new things and products even if it tries to build new products of entirely different genres and completely different services. But when the exploitative and the explorer the innovations come under the Limelight, there arise differences between methods that can be adopted for maintaining a particular kind of organizational strategy which may not fit every type of organization. Still, after hit and trial, it may prove to be one of the best methods by which that organization can be run and which can help in enhancing the innovation

performance for that organization. A cultural and education center is always different from a business or management sector. Therefore, cultural differences in both of them have to be cultural differences, which will promote using more and more experimental innovations (Chaudhary, 2019). In many organizational structures, they preferred the horizontal structure. This structure is believed to enhance the culture and create something superior in the environmental conditions, which give a dynamic shape to everything and so it is capable of providing the appropriate amount of ability to ensure that the innovation moves fast ahead to catch the market and the consumers all around with its newly developed products and competitive actions.

Conclusion

Organizations will use flexibility, which is very common with us; if proper flexibility is not there in the production of goods and services, it is challenging to compete in the market with the other business firms of the same industry. It will be challenging to establish an organization as number one. But the amount of strategic flexibility that would lead to innovations of various kinds, mainly product innovation, innovation, and process innovation, must be kept in certain strategic positions where cooperation and coordination are expected, including the highest efficiency of every object and employee working with and working for the organization (Meng et al. 2020). This means that there will be internal and external cooperation within the environment as the demands of the consumers will shift from one product to another product. Only then will the organization require how much strategic flexibility is necessary to create more goods with a straightforward objective of keeping the customers to themselves and not losing them to two other firms.

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رۆلی نهرمی ستراتیژی له بهرزکردنهوهی ئەدای داهیناندا (له روانکه ی داهاتوودا)

پوخته:

کاتیکی ریکخراویک ههول دهدات تاوهکو بهپیی خواستی کرپار بهرهههکان پيشکەش بکات و رهچاوی چاوهروانی کرپارهکان بکات، ژینگه ی ریکخراوهکه گۆرانکاری بهسهردادیت. له م رووهوه، ریکخراوهکان تیگه‌یشتنیکی تهواویان ههیه سه‌بارهت بهو گۆرانکاریانهی که ده‌شیت رووبدهن، جا نه‌گهر ناوخویی بیت یاخود دهرهکی و چه‌ندین سیاسه‌تی جوراوجور له م بارهیهوه ده‌گرنه بهر. پێویسته ریکخراوهکان ئەو گۆرانکاریه‌گه‌ورانه ده‌ستنیشان بکهن که له ناوهوه و دهرهوهی بنیادی ریکخراوهکه رووده‌دهن. له‌هه‌مان کاتدا، گۆرانکاری ستراتیژی په‌یوه‌سته به توانای ریکخراوه‌یی بۆ ده‌ستنیشانکردنی گۆرانکاری دهرهکی یان ئەو گۆرانکاریانهی که به‌خپرایی له دهرهوهی ریکخراوهکه رووده‌دهن. ئەم توێژینه‌وهیه هه‌ولده‌دات بزانیته ناخۆ داهینان له ریکخراوه‌کاندا له‌ژینگه ی ده‌ره‌کیه‌وه زیاد ده‌کات. دهرئه‌نجامی توێژینه‌وه‌که دهریده‌خات ئەو گۆرانکاریه‌ دراماتیکیانه که‌وا له ژینگه ی دهره‌وه رووده‌دهن ریکخراوه‌کان به‌هێز ده‌کهن له‌به‌ر ئەوهی واده‌کات رکابه‌ره ستراتیژیه‌کان ده‌ستنیشان بکرین. ئەم توێژینه‌وهیه جه‌خت ده‌کاته‌وه له‌وهی داهینان به‌چه‌ندین شیوهی جیاواز به‌دیدیت، به‌لام چالاکێ داهینان به‌تایبه‌ت په‌یوه‌ندی هه‌یه به‌گه‌شه‌کردنی زیاتر له ریکخراوه‌کانی تر یان ئەو ریکخراوانه‌ی گومانیان له‌سه‌ره و به‌هه‌مان دۆخی ئابوریدا تێپه‌ربوون. ئەم توێژینه‌وهیه سیاسه‌تی به‌ره‌مه‌پێانی

جياواز پهيره و ده كهن تاوه كو سودي كيبركيكاري به رده وامي پييدهن له بازاری كاردا. ئەم توويزينه وه به
ده ريده خات كه وا گورانكاري گرنگترين ئامرازه بو ريكرخواه كان تاوه كو بميننه وه به تايبه تي له كاتيكا
كه وا ركابه ري ريكرخواويكي تر ده كهن له هه مان پيشه سازي و به هه مان قه باره.

دور المرونة الاستراتيجية في تعزيز أداء الابتكار

(من منظور مستقبلي)

الملخص:

عندما تحاول المؤسسات إنتاج منتجات حسب الطلب ومراعاة توقعات العملاء ، تتغير بيئة المؤسسة. في هذا
الصدد ، تتمتع المنظمات بفهم قوي للتغيرات المحتملة ، سواء كانت داخلية أو خارجية ، وتتنظر في مجموعة
واسعة من السياسات. يجب على المنظمة تحديد جميع التغييرات الهامة التي تحدث داخل وخارج الهيكل التنظيمي.
لذلك ، ترتبط المرونة الإستراتيجية بقدرة المنظمة على تحديد التغييرات الخارجية أو التغييرات التي حدثت
بسرعة في البيئة الخارجية. تحاول هذه الدراسة تحديد ما إذا كانت التغييرات من البيئة الخارجية تعزز الابتكار
التنظيمي حقاً. أشارت نتائج هذه الدراسة إلى أن مثل هذه الأنواع من التغييرات الدراماتيكية تعزز المنظمات
لأنها تساعد في معرفة المنافسين الاستراتيجيين. تؤكد الدراسة أن الابتكار بأشكال مختلفة يحدث بطرق مختلفة
، ولكن كموضوع عام ، يرتبط نشاط الابتكار بشكل أساسي بالتنافس عن الأعمال التجارية الأخرى أو الشركات
المشبوها التي ربما كانت تمر بنفس أنواع الظروف الاقتصادية. وجدت الدراسة أن المنظمات تستخدم سياسات
إنتاج مرنة للحفاظ على ميزتها التنافسية في سوق العمل التنافسي. تسلط الدراسة الضوء على أن المرونة هي
الأداة الأكثر أهمية للمؤسسات للبقاء على قيد الحياة خاصة عند منافسة الأعمال التجارية في نفس الصناعة بنفس
الحجم.