

The Role of Organizational Flexibility in Interpreting the Relationship between Adaptive Organizational Culture and Structural Differentiation: Applied Study

Dr. Ihssan Dahash Chalab

Collage of Administration & Economics, Department of Business Administration, AL-Qadisiyah University, Ihsan.chalab@qu.edu.iq

Hameedah Ghjaer Chraimukh

Collage of Administration & Economics, Department of Business Administration, AL-Qadisiyah University, Hamada.gijer@qu.edu.iq

Abstract

The purpose of current study is to reveal the role of organizational resilience in explaining the relationship between adaptive organizational culture and structural differentiation, and accordingly in order to reveal the level of availability of the study variables among the project leaders of the Holy Hussein Shrine, and accordingly the questionnaire tool was adopted as a measurement tool through which problems can be detected And the events that stand without preventing and developing the factory, and therefore (175) questionnaires were distributed to a group of project leaders affiliated with the Holy Hussain Shrine, and after tabulating the data, it became clear that the usable data is (156) questionnaires, which means that the response rate was (89%) , and in order to show the results that the study seeks to clarify, a set of methods were used to test the applied side of the study. AMOS.V.24), and accordingly, after showing the results of the study, it was found that there is a positive statistically significant correlation between the internal variables in the study (organizational flexibility, adaptive organizational culture and structural differentiation), and therefore the most important results of the study are that the studied sample focuses on the use of methods In which the culture and the lives of individuals adapt in order to enhance the growth and development of the organization through social, emotional and relational adaptation within the organization.

Keywords: *organizational flexibility, adaptive organizational culture, structural differentiation.*

INTRODUCTION

If we recognize that today's business environment is becoming increasingly complex and volatile. With globalization and the internationalization of business activities, crises seem to have become regular events in organizations' development. All this requires organizational flexibility, which is the direct factor that explains why organizations are successful in overcoming crises. This is because highly flexible organizations have

high structural differentiation and are able to overcome existential crises, which is based on the availability and ownership of adaptive organizational culture. The open systems theory of Katz & Kahn, 1966 assumes that organizations exist in multi-challenging environments that organizations must respond to in order to survive. Organizations that fail to respond to environmental changes will face chaos, collapse and potential death. In dynamic environments, an adaptive

organizational culture can serve as a mechanism for dealing with change. From this point of view and in order to achieve the objectives of the research, the research was divided into four main investigations. The first included the methodology of the research, the second included the theoretical framework of the research, the third included the practical aspect of the field, and the fourth was the set of conclusions, recommendations and future proposals for the research.

RESEARCH METHODOLOGY:

First: Research Problem:

The problem of research highlights the growing importance of structural differentiation in the field of the Organization's theory. This importance generates an important motivation for today's research problem. This problem can be framed under the following questions: how can the knowledge gap between adaptive organizational culture and structural differentiation be bridged through organizational flexibility?

The concept of adaptive organizational culture is certainly a highly sensitive topic for organizations. Many of the questions in the management of business organizations, which relate to the reality of the organization's structural differentiation? Does the impact of organizational flexibility contribute to this? Because of the priority and importance of answering this question, the researcher needs to combine these variables and study them in order to address some of the deficiencies in this aspect.

At the current and future stage in Iraq, organizations need significantly to possess the qualifications and capabilities that enable them to deal with the complexity of the environment

of these organizations in all sectors in general and of the research organizations in particular. Due to the nature of the expected expansion and economic growth, especially in the case of expanding domestic and foreign investment, The volatile and turbulent business environment that needs to solve this problem approach, which has been recognized by developed countries since the last century, in the light of the relationship between the creation of an adaptive organizational culture and the philosophy of structural differentiation Today, Iraqi organizations urgently need to be aware of this fact, This, in turn, is reflected in the research organizations' reliance on identifying the outputs of this relationship and this is a driver of the field research problem and its study. Thus, the main features of the current study's field problem are illustrated by the following questions:

1. What is the level of ownership of change values and action-oriented values by researching organizations?
2. What is the level of structural differentiation of the research organizations?
3. What is the level of organizational flexibility in the research organizations?
4. Do adaptive organizational culture values affect structural differentiation through organizational flexibility?

Second: The importance of research:

To the researcher's knowledge, this research represents the first pilot survey to test the role that adaptive organizational culture can play in reaching structural differentiation of organizations, using data from emerging organizations in the Iraqi environment. This research is expected to have important theoretical and practical contributions at several levels, including:

a. There is a dearth of previous studies on adaptive organizational culture and structural differentiation through organizational flexibility. The researcher has not seen any foreign or Arab study that combines the three variables. This research therefore makes a new contribution to current theory and knowledge, with a more balanced and comprehensive view of structural differentiation through the existence of an adaptive organizational culture.

b. On the topic of adopting an adaptive organizational culture, there has been insufficient emphasis on the process of transformation from traditional organizations to organizations that possess this type of culture, but rather on the need to shift, without mentioning the mechanisms that lead to it, which requires organizations to have numerous and substantial practices to reintroduce themselves beyond the picture they have been by adopting such an adaptive culture. This research singled out the appropriate mechanisms to achieve this by redefining organizations' way to an adaptive organizational culture.

c. The topic of structural differentiation has been of great importance in the literature of the organization's theory and organizational behaviour. Many studies have focused on highlighting the role played by these two variables in influencing organizations, with a clear paucity of literature that has addressed and presented this variable and even finding a measure of it. Thus, this research will be an extension of previous studies and will add a new contribution to knowledge of the intermediary role of organizational flexibility in promoting the relationship between adaptive organizational culture and structural differentiation.

d. The field importance of research is reflected in the relationship between adaptive organizational culture and both structural differentiation through organizational flexibility in research organizations to serve as the steps, techniques and practices they adopt in shaping their future.

e. The importance of research is to point out the strengths and weaknesses of structural differentiation practices in research organizations, the importance of building an adaptive organizational culture, and the strengthening of the necessary organizational flexibility that contributes to making those research organizations capable of meeting the competitive requirements of a dynamic and changing economy.

f. Through the expected results, the researcher hopes to provide solutions that help leaders in research organizations improve their adaptive culture by relying on structural differentiation practices, the results of which will be positively reflected in the organization's value and survival.

Third: Objectives of the research:

The main objective of this research is to show how organizations with an adaptive organizational culture differ from other organizations without such a culture in reaching structural differentiation by investigating the impact that organizational flexibility can have on access to structural differentiation in a dynamic, complex and unpredictable work environment. In considering research questions, its main objectives can be defined as follows:

1. Uncover the level of adoption of adaptive organizational culture by the leaders of the research organizations.

2. Diagnosis of the level of structural differentiation in the research organizations.

3. Recognize the extent of organizational flexibility in the environment within which research organizations operate and their impact on structural differentiation.

4. Determine the nature of the impact that adaptive organizational culture can have on structural differentiation in research organizations.

5. To provide decision makers in Iraq's research organizations with a number of recommendations that would promote structural differentiation in their organizations.

6. To test the relationship and interdependence between adaptive organizational culture and structural differentiation through organizational flexibility practices in researching organizations.

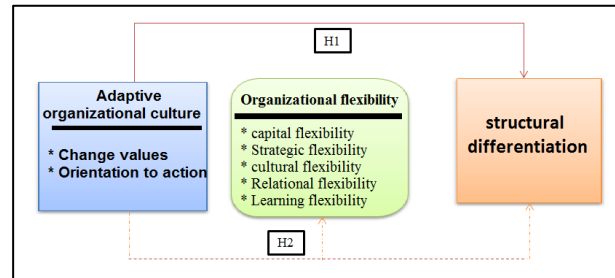
Fourth: Research variables and hypothetical blueprint for research:

1. Independent Variable: The adaptive organizational culture, which consists of two dimensions (change values, action orientation), is incorporated through the adoption of Costanza et al., 2015).

2. The intermediate variable: represented in organizational flexibility, includes five dimensions (capital flexibility, strategic flexibility, relational flexibility, cultural flexibility and learning flexibility), by adopting a scale (Chen et al., 2021).

3. The dependent variable: structural differentiation is a one-dimensional variable measured during the adoption of the Jansen et al., 2009)

Figure (1) The hypothetical scheme of the research



Fifth: Research hypotheses:

First: hypotheses of direct effect:

Main hypothesis I: There is an influential relationship of moral statistical significance to the adaptive organizational culture in structural differentiation. These sub-hypotheses are as follows:

a. The first sub-hypothesis: there is a meaningful, statistically significant relationship between the dimension of the values of change and the structural variability.

b. Sub-hypothesis II: There is a meaningful statistically significant relationship between the action orientation dimension and the structural variability.

Second: Hypotheses of indirect effect:

Main hypothesis II: There is a meaningful statistical impact relationship to adaptive organizational culture in structural differentiation through organizational flexibility. These sub-hypotheses are as follows:

a. H1: there is a meaningful, statistically significant relationship between the dimension of change values and structural variability through organizational flexibility.

b. H2: A meaningful statistically significant impact relationship exists between the action

orientation dimension and the structural variability through organizational flexibility.

Sixth: Tools used in research:

The researcher adopted the questionnaire as a means of obtaining information and data related to the research problem. The questionnaire contained two main sections:

1. Section 1: Includes general information on some personal variables of the research sample including (sex, scientific qualification, job position, career experience, age, position).

2. Section II: This section (48) contains a paragraph with restricted answers relating to search variables. These paragraphs are divided into the main and subsidiary dimensions of the adaptive organizational culture variable by 12 paragraphs, the organizational flexibility variable is 30 paragraphs, and the structural differentiation variable consists of 6 paragraphs.

Seventh: The statistical tools used in the research

The researcher used a set of statistical tools that facilitated access to desired results. To ascertain the lack of data, the researcher adopted the SPSS V.24 statistical package to explore the proportions of lost data by adopting the repeat method, and corrections were made to extreme and anomalous data using the Boxplot method. Because the questionnaire was the main source on which the research was based, the structural stability of the questionnaire was verified using the Alpha Kronbach coefficient. With regard to the results of the descriptive analysis of the research sample's responses, the arithmetic averages of the paragraphs of the questionnaire and their standard deviations, response level and relative significance were used. In order to test the direct and indirect

impact relationship, the researcher adopted a structural equation modeling method (SEM) because it is a tool and technique that has the potential to deal with a large number of independent and approved variables, as well as the ability to deal with underlying variables (not measured) consisting of a set of measurable variables, as well as a moral test of results for indirect effect hypotheses.

THEORETICAL FRAMEWORK:

First: adaptive organizational culture:

Concept: (Kotter & Heskett,1992) is the first to use the term adaptive organizational culture, assuming that the characteristics of culture guide the adaptability of the organization's behaviour and provide appropriate feedback and responses to the changing environment. Table 1 presents accessible concepts about the adaptive organizational culture of a group of researchers, writers and academics, most of whom have committed themselves to the above.

Table 1 Adaptive organizational culture concept from the point of view of some writers and researchers

NO.	Researcher and the Year	Concept
1	Kotter & Heskett,1992:44	Cultural characteristics that enable the organization to respond to environmental changes by allowing it to predict and adapt to environmental changes.
2	Coutinho,2010:5	The ways in which culture and people's lives are adapted to promote the growth and development of the organization through social, emotional and relational adaptation within the organization.

3	Sunarsih et al.,2011: 125	A set of common procedures and principles that contribute to increasing job satisfaction, and organizational commitment of the organization's employees.
4	Costanza et al.,2015:4	A culture that requires members to follow up and share information and support from diverse resources, expand work and responsibility for results, and interact in a nature similar to the team's dynamic to accomplish the organization's mission.
5	David et al.,2015:362	Consistent common beliefs, procedures and principles indicate that the Organization recognizes its environment and focuses on the use of actions that address environmental changes.
6	Kim et al.,2018:1630	Adaptive systems that build the organization's internal machinery and culture by adapting, responding to and addressing internal stresses.
7	Gagné e al.,2020:6	A combination of the dominant organizational culture and the political and economic culture invested by the organization in order to create a better response to adapt to its environment and respond to market requirements and meet them.
8	Sabihaini & Pamungkas,2021:2	The organization's ability to support adaptation and develop the performance of workers by encouraging them to adapt to

		environmental changes and improving their motivation towards achieving the common goals and objectives of the organization.
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According to the researcher, the adaptive organizational culture is a set of shared values, beliefs and assumptions that make the organization capable of perceiving, keeping pace with and dealing with various environmental events in a positive or preventive manner in order to maintain the organization's survival and sustainability.

1. Importance: White et al., 2018:5) has summarized the importance of adaptive organizational culture in the following points:

- a. Improving the Organization's roles, values and strategies.
- b. Enhancing workers' developmental capacities.
- c. Enhancing communication and trust between employees and management.
- d. Addressing internal failures of the Organization
- e. Adapt to structural changes.
- f. Understand and develop the Organization's potential in a way that serves its interests and achieves its objectives.
- g. Addressing workers' negative periodic change.

Schein,1992:158 also highlighted the importance of adaptive organizational culture, suggesting that a system must be able to maintain adaptation to a changing environment in order to ensure survival and growth.

Some researchers have addressed two key aspects of the importance of adaptive organizational culture, one on product/service creativity and the other on organizational culture theory. By adopting a dynamic view of culture, we understand product/service creativity as a result of many different factors, as organizational culture (shaped by the values and behaviors of individuals working in the organization) plays an important role among them. The adaptive feature of culture is important for product/service creativity literature because creativity results are easier to achieve in organizational cultures that absorbed the value of change. Although some research recognizes the importance of culture's adaptive feature But this characteristic is still not considered through the management of the feature of culture that illustrates the ability of cultures to change and evolve, Using the adaptation lens to prevent culture from hindering the introduction of creativity, managers can make adaptation a feature to facilitate the results of creativity, The literature contributes to highlighting the main determinant of creativity and success (Giorgi et al., 2015:14).

2. Measurement: A measure of adaptive organizational culture was developed through a study (Costanza et al., 2015:8) which focused on the values of change and actions, ultimately using eight characteristics, and this measure was used to predict organizational results. Specifically, organizations with adaptive cultures (procedures) are more likely to remain competitive. In addition, "values of change and action" interacted so that organizations with high values of change and procedures were most likely to survive longer periods. This result suggests that it may not be enough for the organization to have positive values towards change, but instead it must also be geared towards taking the necessary steps

to make change and sustain it in order to respond adequately to the dynamic environment. If the organization is only high in one dimension, the likelihood of survival is not as great as when the organization is high in both dimensions (Hartnell et al., 2011:677).

It should also be noted that the relationship between the values of change and survival is important. This suggests that the assessment of adaptability may not be sufficient and may represent support for the idea of change but not necessarily its implementation. In other words, it might be wrong to say, that organizations value something but never act on those terms. However, the fact that interaction indicated that organizations that were the highest in both procedures and change values were less likely to decline and exit competition suggests that the nature of adaptive culture and results may be more complex than expected; Not only do organizations need to assess adaptability, they also work according to those values to deal effectively with environmental threats. However, adaptive culture has proved to have an impact on organizational survival and this is a significant contribution to understanding the impact of culture on the organization's survival (Costanza et al., 2015:15).

Second: Organizational Flexibility:

Concept: There are many theoretical literature that give us different definitions of organizational flexibility that we present in Table (2):

Table 2. Concept of organizational flexibility

NO.	Researcher and the Year	Concept
1	Volberda,1996:361	The degree to which the Organization has diverse management capabilities

		and the speed with which it can be activated, to increase management control and improve the Organization's control capability.			level of operation, and to seek to establish processes that are not only easy to implement but are flexible enough to survive and compete effectively with competitors in a rapidly changing environment.
2	Wright & Snell,1998:756	One of the dynamic capacities through which organizations deal with change.			
3	Regev & Wegmann,2006:199	An organization's ability to adapt to the environment without losing its identity by knowing when to change, when to refrain from it, and what to change.			
4	Metzner,2010:5	The Organization's ability to adapt through the design of activities that enhance its flexibility, workers' awareness of changes to work requirements, their achievability as defined by the Organization, to achieve growth, development and adaptation, and to cope with demand volatility in the near and long term.			
5	Ionescu et al.,2012:278	The ability to change direction quickly and deviate by having predetermined procedures, or the ability to do something different than planned.			
6	Madhani,2013:46	A key capacity that enables organizations to cope with environmental changes because it makes the organization more responsive to change.			
7	Mark,2017:12	The organization's ability to recruit individuals focused on meeting customers' needs at every			
			8	Jain et al.,2020:3514	The Organization's ability to reconfigure its structure, systems and processes quickly and efficiently to adapt to changing environmental conditions.

From previous definitions, the researcher considers that organizational flexibility is the Organization's ability to deal with environmental uncertainties, to guide the Organization's operations in a way that enables them to mobilize and adapt their resources to ensure rapid adaptation and respond to emerging changes, to cope with sudden and unexpected fluctuations and events facing the Organization, and to return to balance and the right course of the Organization when exposed to such fluctuations and crises.

2. importance: The importance of organizational flexibility lies in the following aspects (Dreyer & Gronhaug,2004:485; Dibrell,2007:3):

a. Organizational flexibility is a condition for increasing the Organization's ability to respond efficiently and effectively to significant and rapid environmental changes and to manage its activities under these conditions.

b. Organizational flexibility preserves the organization's effectiveness by developing strategies adapted to changes in the working environment to meet expected difficulties.

c. Organizational flexibility enhances the Organization's resilience to emerging changes.

d. The inertia of the planning process over medium or long-term debt can pose a challenge to the organization, and therefore organizational flexibility tends to give organizations the resilience to overcome the deadlock which helps them to compete.

e. The flexible and innovative management of ideas is innovative and always creativity-oriented, as they take a change approach, reflecting their productivity efficiency and quality.

f. Organizational flexibility contributes to the development of the skills needed to diversify the organization's working culture by adjusting the organization's procedures and regulations according to the variables of the internal and external environment.

g. Organizational flexibility in the planning process is an important source of keeping pace with strategic plans for the environment in the context of contemporary dynamic (social, economic and technological) changes, which requires that plans be compatible with that development in order for the Organization to obtain some competitive advantages.

3. Measurement: The researcher will adopt the dimensions of organizational flexibility adopted by the study (Chen et al., 2021) to suit the research objectives, as well as include broad dimensions of organizational flexibility. (Chen et al., 2021:12):

a. Capital resilience: the Organization's ability to operate normally and recapitalize in response to risks during crises. This type of flexibility allows organizations to raise wages and incentives in line with economic conditions, and this flexibility often corresponds to pay and compensation systems

that facilitate operational flexibility, often resulting in tax benefits or short-term cost savings.

b. Strategic flexibility: Organizations' ability to maintain strategic coherence over time, helping them to identify and eliminate defects and the ability to choose the appropriate growth model. Some researchers show that this type of flexibility is used to deal with disruptive and highly competitive environments.

c. Relational flexibility: the organization's interrelationship with stakeholders. The Organization's ability to work collectively and share views and ideas with different stakeholders is to achieve common goals, sometimes involving collaborative and participatory activities, for example with clients.

d. Learning flexibility: Organizational learning is one of the most difficult variables to measure due to the multiplicity and diversity of studies in determining its dimensions for their multiplicity and their relationship to many other organizational variables. Organizational learning is the sum of the Organization's processes, actions and means to increase its ability to change continuously and adapt to internal and external changes to maximize desired objectives.

Third: structural differentiation:

Concept: There is no agreement among researchers on the concept of structural differentiation. Structural differentiation is defined as the status of fragmentation of the regulatory system into subsystems, each of which tends to develop specific features in relation to the requirements imposed by the relevant external environment. differentiation encompasses the behavioural features of

members of regulatory subsystems; This concept intersects with the classic concept of the term "Lawrence & Lorsch, 1967:3". Therefore, "structural differentiation of functions" is part of a detailed and complex conceptual framework linking the different structural forms and functions they serve with the structural components and functional problems inherent in a supposed model of society, viewed as a system of different levels and types of subsystems (Parsons, 1961,1966,1971). Blau,1970:204 defines structural differentiation as referring, specifically, to the number of structural components formally distinguished in terms of one specific criterion. According to Rueschemeyer,1977:2, structural differentiation is a process by which a single social role or organization is distinguished into two or more roles or organizations. The new social units are structurally different from each other but together they are functionally equivalent to the original unit. Structural differentiation units allow competing structures to coexist within organizations, changing working techniques and control frameworks for the unit's needs (Gilbert, 2006:150). The expanded opportunity also improves creativity and knowledge formation (Burgers et al., 2009:206). Structural differentiation is the degree to which activities are structurally distributed in different units of the organization (Letshaba et al., 2020:720).

In the researcher's view, structural differentiation is the fragmentation of regulatory systems and their subsidiary elements to meet regulatory and environmental needs for expansion, sustainability and survival by differentiating the role played by such systems and their components, but not affecting the specificity of the function or structural components of the system as a whole.

1. Relevance: Structural differentiation is a fundamental method in measuring the management of the ingenuity of organizations, rooted in the work of Burns & Stalker,1961, who have discovered why it is difficult to change successful organizations when facing market turmoil. On the one hand, successful organizations in stable environments have developed an "automated" system characterized by formal hierarchy, roles, well-defined responsibilities, and clear job description (De Loo,2020: 217). On the other hand, these successful organizations in dynamic environments have established an "organic" system, characterized by high levels of decentralization and autonomy, side coordination mechanisms, and less reliance on formal and specialized status (Burton et al., 2012:2). The researcher can therefore conclude that structural differentiation encourages organizations to achieve flexibility in organizational processes that can enhance investment and exploration and thus contribute to organizational effectiveness. This ultimately leads to the possession of a specialized and highly performing human resource, coherent task forces and organizational units capable of balancing their investment and exploration activities to adapt to the environmental disruption they face.

2. Measurement: There are many studies that worked on measuring the structural differentiation variable. One of these studies is the basic research of Blau, 1970. Analyses of this research focused on the following three basic relationships (Blau, 1970:210):

- a. Organizational size that predicts management size, with differentiation control.
- b. Expected regulatory size of differentiation.

c. Differentiation that predicts the size of management, with control of organizational size.

The (Blau,1970:214) initially tested the Department's economic metric hypothesis for the simple binary variable relationship between size and management, and the direct impact of volume on management while controlling differentiation. Cullen et al., 1986, which developed the study (Blau,1970) and took into account only the direct effect, since this was the procedure used by Blau in his subsequent study in 1973 in colleges and universities (Cullen et al., 1986:214). The structural differentiation measure diagnoses different aspects of differences across units, such as different mentalities, temporal orientations, functions, product/market areas according to the studies (Lawrence & Lorsch,1967) and the study (Golden & Ma, 2003:481).

Current research in measuring the structural differentiation variable has relied on the use of the Jansen et al. It is a one-dimensional measure that has focused primarily on differentiating some important activities in contemporary organizations such as creativity as well as serving customers' needs according to units that specialize in performing specific functions or markets. It should be noted that this measure was used by many researchers in their study of structural differentiation variables, including the study (Chandrasekaran,2009), the study (Burgers et al., 2009), the study (Gabrich & Revilla,2015), the study (Ubeda-Garcia et al., 2020) and the study (Coogan, 2020).

THE PRACTICAL SIDE OF THE RESEARCH:

First: Natural Distribution Test

From the results of table (3), it is noted that the sample's thoughtful answers track natural distribution, which means that the results of the study can be disseminated to the thoughtful community.

Table 3 Natural Distribution Parameter

variants	Kol-Smi	Sig.
Change values	.122	0.200*
Orientation to action	.125	
capital flexibility	.130	
Strategic flexibility	.185	
cultural flexibility	.202	
Relational flexibility	.135	
Learning flexibility	.172	
structural differentiation	.197	

Second: the statistical description

1. Variable organizational flexibility

Table 4 shows that the highest value of the computational medium was at paragraph QUS12 with a value of 5.99 with a standard deviation of 0.937 and a difference factor of 16% and a relative significance of 86%. The lowest value of the computational medium was at paragraph QUS8, with a value of 4.08 with a standard deviation of 1.882 and a difference factor of 46% and a relative significance of 58%.

Table 4 Statistical description of the organizational flexibility variable

	Mean	Std. Deviation	CV	%
QUS1	5.86	1.000	17	84
QUS2	5.45	0.852	16	78
EXFO	5.65	0.792	14	81
QUS3	5.32	1.041	20	76
QUS4	5.31	1.436	27	76
ANTI	5.32	1.182	22	76
QUS5	5.87	0.892	15	84
CONF	5.87	0.892	15	84

QUS6	5.47	0.815	15	78
QUS7	5.28	1.045	20	75
OPTC	5.38	0.605	11	77
QUS8	4.08	1.882	46	58
CADE	4.08	1.882	46	58
QUS9	5.06	1.311	26	72
COAP	5.06	1.311	26	72
QUS10	5.25	0.906	17	75
IMCH	5.25	0.906	17	75
QUS11	5.27	1.508	29	75
SUCH	5.27	1.508	29	75
QUS12	5.99	0.937	16	86
RIT	5.99	0.937	16	86

2. Adaptive organizational culture

Table 5 shows that the highest value of the computational medium was at paragraph QUS32, with a value of 4.22 with a standard deviation of 0.732 and a difference factor of 17% and a relative significance of 84%. The lowest value of the computational medium was at paragraph QUS17, with a value of 3.37 with a standard deviation of 0.951 and a difference factor of 28% and a relative significance of 67%.

Table 5 Statistical description of adaptive organizational culture variable

	Mean	Std. Deviation	CV	%
QUS13	4.08	0.556	14	82
QUS14	3.85	0.836	22	77
QUS15	3.93	1.048	27	79
QUS16	3.42	0.770	23	68
QUS17	3.37	0.951	28	67
QUS18	3.66	1.019	28	73
CAFL	3.72	0.450	12	74
QUS19	3.94	0.817	21	79
QUS20	3.95	0.856	22	79
QUS21	3.75	0.892	24	75
QUS22	4.02	0.514	13	80
QUS23	3.63	0.692	19	73
QUS24	4.10	0.634	15	82
STFL	3.90	0.551	14	78
QUS25	3.69	1.021	28	74
QUS26	4.03	1.041	26	81
QUS27	3.55	0.979	28	71

QUS28	3.77	1.269	34	75
QUS29	3.72	1.112	30	74
QUS30	3.99	0.869	22	80
CUFL	3.79	0.874	23	76
QUS31	4.06	0.721	18	81
QUS32	4.22	0.732	17	84
QUS33	3.99	0.842	21	80
QUS34	3.91	0.748	19	78
QUS35	4.17	0.452	11	83
QUS36	4.13	0.754	18	83
REFL	4.08	0.473	12	82
QUS37	3.89	0.775	20	78
QUS38	3.62	0.756	21	72
QUS39	3.79	0.633	17	76
QUS40	3.97	0.538	14	79
QUS41	4.11	0.607	15	82
QUS42	3.78	0.906	24	76
LEFL	3.86	0.444	12	77

3. Structural differentiation

Table 6 shows that the highest value of the computational medium was at paragraph QUS46, with a value of 4.03 with a standard deviation of 1.028 and a difference factor of 26% and a relative significance of 81%. The lowest value of the computational medium was at paragraph QUS48, with a value of 3.67 with a standard deviation of 0.959 and a difference factor of 26% and a relative significance of 73%.

Table 6 Statistical description of structural differentiation variable

	Mean	Std. Deviation	CV	%
QUS43	3.81	0.804	21	76
QUS44	3.80	0.890	23	76
QUS45	3.94	0.852	22	79
QUS46	4.03	1.028	26	81
QUS47	3.88	0.721	19	78
QUS48	3.67	0.959	26	73
STRDI	3.85	0.636	16	77

Third: Test hypotheses

H1: A statistically significant correlation exists between adaptive organizational culture and structural differentiation

A correlation between adaptive organizational culture and structural differentiation (0.809) is noted in table 7. This means that the specimen considered is interested in encouraging workers to achieve excellence in their performance.

Table 7. Linkage matrix between adaptive organizational culture and structural differentiation

		EXFO	ANTI	CONF	VACH	OPTC	CADE	COAP	IMCH	SUCH	RIT	ORAC	ADORC
STRDI	Pearson Correlation	.782**	.842**	.337**	.824**	.569**	.482**	.527**	.516**	.796**	.484**	.726**	.809**

H2: A statistically significant correlation exists between adaptive organizational culture and organizational flexibility

organizational flexibility (0.810). This means that the sample studied is interested in encouraging its employees to understand their colleagues' possibilities in the workplace to refine experiences and adapt to environmental variables.

The results of Table (8) show a correlation between adaptive organizational culture and

Table 8. Linkage matrix between adaptive organizational culture and organizational flexibility

		EXFO	ANTI	CONF	VACH	OPTC	CADE	COAP	IMCH	SUCH	RIT	ORAC	ADORC
CAFL	Pearson Correlation	.816**	.818**	.525**	.894**	.737**	.586**	.544**	.613**	.805**	.559**	.814**	.894**
STFL	Pearson Correlation	.708**	.642**	.754**	.853**	.655**	.415**	.679**	.421**	.631**	.583**	.687**	.801**
CUFL	Pearson Correlation	.649**	.524**	.678**	.745**	.537**	.269**	.532**	.206*	.481**	.534**	.494**	.636**
REFL	Pearson Correlation	.810**	.600**	.549**	.791**	.465**	.325**	.510**	.332**	.526**	.527**	.535**	.681**
LEFL	Pearson Correlation	.779**	.725**	.537**	.838**	.585**	.445**	.507**	.412**	.661**	.594**	.651**	.772**
ORGFL	Pearson Correlation	.803**	.704**	.668**	.885**	.644**	.431**	.599**	.415**	.661**	.603**	.679**	.810**

H3: There is an impact of adaptive organizational culture on structural differentiation through organizational flexibility

means that the sample's research interest in organizational flexibility will contribute to improving its potential in adaptive organizational culture, which is mainly reflected in structural differentiation.

The results of table (9) and figure (2) note the contribution of organizational flexibility to the interpretation of the relationship between adaptive organizational culture, structural differentiation, reality (0.658), standard error (0.026) and critical value (25,308), which

Figure (2) normative results of mediating effect

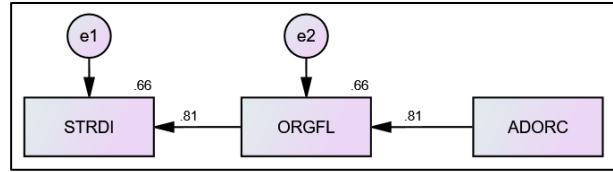


Table (9) normative results of mediating effect

path				Estimate	S.E.	C.R.	R2	And p.	
STRDI	--->	IRGFL	--->	ADORC	.658	0.026	25.308	0.433	0.001

CONCLUSIONS

RECOMMENDATIONS

1. Conclusions:

- The sample's thoughtful interest in using the ways in which culture and people's lives adapt to promote the growth and development of the organization through social, emotional and relational adjustment within the organization.
- Focus the interests of the specimen considered in increasing job satisfaction, and organizational commitment of the organization's employees.
- The thoughtful sample is keen to adapt through the design of activities that enhance its flexibility, workers' awareness of changes to work requirements, their achievability as defined by the organization, to achieve growth, evolution and adaptation, and to cope with demand volatility in the near and long term.
- The school sample's focus on coping with environmental changes because it makes the organization more responsive to change through organizational restructuring, improved organizational processes and restructuring organizational relationships in crises.

2. Recommendations

- The sample should focus on increasing its ability to respond efficiently and effectively to

AND

significant and rapid environmental changes and enable it to manage its activities under these conditions.

- The sample should be careful to raise the level of teamwork and share views and ideas with different stakeholders to achieve common objectives, and sometimes include collaborative and participatory activities, for example with clients.
- The sample examined should highlight the structural differentiation units of competing structures by coexistence within organizations, and change working techniques and control frameworks for the unit's needs.
- The thoughtful sample should focus on the fragmentation of regulatory systems and their sub-components to meet regulatory and environmental needs for expansion, sustainability and survival by differentiating the role and components of such systems, but not affecting the specificity of the function or the structural components of the system as a whole.

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