

Business Organizations' Flexibility as an Innovation Tool: Factors Affecting Flexibility in Organizations

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Abstract. Organizational flexibility is a concept that has emerged recently in the international business industry. The purpose of this paper is to help leaders and managers implement flexibility in their organizations and create greater awareness of adapting frameworks to achieve better results. Organizational flexibility represents a new concept in the business field that has not yet been well examined. Previously, organizations were confident and resistant to change. However, with the new emerging technologies and open markets due to the era of globalization, organizations need to be more flexible, timely, effective, and able to change with the changes to survive. Organizational flexibility often plays a dominant role as one of the major factors influencing the survival of firms in the market. This paper shall add to the knowledge of organizational flexibility, the adoption of innovation, and the change of culture toward achieving excellence. This study was conducted using a cross-sectional research design and entailed the use of quantitative techniques for data collection. The contribution of this research will be of interest to both academics and business practitioners.

Keywords: Flexibility, Organizational flexibility, Innovation Management, Culture, Leadership, Performance Management

1. Introduction

Every organization or business that wants to be successful in its operations, in the long run, needs to have an effective and efficient innovation management dimension in place. The size of the company affects the form of innovation management to be used by the organization to bring success. Large companies cover a broad scope of innovation management dimension as compared to small companies, which only include a small innovation management dimension. For any research to be successful, then certain ethical aspects should be covered. Confidentiality must be put into consideration when researching in that the respondents must have confidence that the information given is for research only and cannot be exposed to affect consumer behaviour. The researcher is obliged to show skills related to the area of study to receive quality results from the respondents. The term 'flexibility' was used in the area of management in the twentieth century (Evans, 2002). During the same time, an approach on flexibility then arose in prominence during the development of software that resulted in the publication of the flexibility manifesto in the year 2001. Sambamurthy et al. (2003) defined flexibility as "the ability to detect opportunities for innovation and seize those competitive market opportunities by assembling requisite assets, knowledge, and relationships with speed and surprise", with dimensions of customer flexibility, partnering flexibility and operational flexibility. Research has also shown that the count of articles and journals showing organizations that apply flexibility or related terms like strategic flexibility and the exponential growth of decision speed have increased (Bruno, 2018).

Sull, (2009) defined flexibility from a practitioner perspective as the "capacity to identify, capture, and exploit opportunities more quickly than rivals do". Unlike other definitions which identified flexibility as a capability, this definition distinguished flexibility as a capacity, thus implying that it was a range of sense and response rather than a specific scale point of sense and response, as conceptualized by earlier definitions. The last two decades have seen theorists that highly consider the need for flexibility performance in enabling organizations to correctly adapt to quick changing and disruptive environments that are unpredictable. It has been a result of rising in a high competition that is regarded as the cornerstone in the industry landscape (Highsmith, 2009). Researchers recently have in response to flexibility described and explained organizational responses in the contexts that are as diverse as market orientation, information system, social computing, and strategic alignment.

The definition and nature of "flexibility" has continued to evolve with time and across disciplines. From the decision making speed to flexibility, leading to a potential lack of theoretical clarity for the construct (Schnackenberg, Singh, & Hill, 2011). Research has also shown that the count of articles and journals showing organizations that apply flexibility or related terms like strategic flexibility and the exponential growth of decision speed have increased. In order to develop a unique theme and select the gaps in our literature, the research followed an outline that traced

the meaning and the conceptualization of flexibility. To be specific, the study took a broader search in the fields of literature management that included innovation, culture and leadership to select the articles by using flexibility or related terms as flexibility (Millican, 2017). The research individual took out to collect a bunch of articles and journals that provided a mass of information on innovation, culture and leadership. A big number of journals and literature reaffirmed the wide application and the popularity of the concept of flexibility. However, the concepts on flexibility, on the other hand, also create a systematic and thorough review that is prohibited in the scope of only one article. In order to narrow our focus in the study, we sought after articles that had high factor impact with a range of not less than or not exceed five years of time (Bailey, 2017). It resulted in a greater sampling of management journals and articles that was highly productive in the general study.

In order to add on to the set with extra significant factors, the study set to apply the snowballing method to look for information through scholarly articles by entering prompt words such as organizational strategic flexibility or agility. In that range of data survey, the individual was able to take count of articles more than a hundred. This type of range allowed sampling information widely over the world to help in accessing the right information that is relevant to the research question (Boin, et al 2016). Also some of the professional and trade books have been reviewed that discuss flexibility in organizations. Organizational flexibility concept was found by a group of researches namely (Nagel et al 2016) who were requested by the Congress of America to do a report on the strategy of industries in the 21st century. The report was determined to analyze the current system of mass production, mostly around Asia, which was reported to record high rates of flexibility (Cunha and Putnik, 2006). The study report then concluded on a system of production, which had to be invented, and a report that would be based on flexibility of the organization, for it to meet the generated needs by the new aspects of competitiveness.

In the practical aspect, the largest firms in America in the information technology sectors adopted the flexibility concept in the '90's (Brannen and Doz, 2010). Early '20's, therefore, saw Microsoft present itself globally using the slogan 'flexible enterprise' thus instructing the whole analogy in the direction of an flexible system for their clients and model. Firms like Google and IBM also depended on this type of model to widen their competitive advantage. Other firms also encourage the application of the flexibility model for the purpose of strengthening their information system element (Holbeche, 2015). Research on the flexibility of organizations is rarely applied, and in the case that it does happen, such measures and strategies are considered to be ambiguous when explaining the concept and the components.

The development of flexibility model helped the research in a better understanding of the nature of individuals who are flexible and also teams and organizations. A number of scholars conceptualize flexibility firms from the point of organizational design in the process of creating a network of theoretical relations and

among flexibility, responsiveness, and flexibility (Lee and Xia, 2010). The notion of an edge organization is characterized by the use of empowerment, decentralization and the free flow of knowledge that is necessary for pushing the power for decision making and actions that are competent to the edges of the firm. In the process of determining the performance of edge firms, five organizations were put into test in line with cost, coordination, product risk. The products of the study show how edge firms demonstrate a low cost and great speed. Researchers have come to the conclusion that there is the need for extra research that will help in the identification of the features that will help firms to operate not only productively but also in a manner that is flexible and one that has reduced difficulties in coordination and the risks involved in the face of change in environment (Holsapple and Li, 2008).

Work scholars have researched on flexibility that is based on the understanding of chain theory, whereas the conceptualization of flexibility is quite different from the perception of productivity. Flexibility is much related to alertness to the changes in the internal and external environment. It also includes the capacity to apply resources in reacting to the changes that are flexible and timely. Flexibility in the business concept was developed in the manufacturing perception, especially in the flexible systems of manufacturing. In a later context, the flexibility context as an organizational trait was then conceived (Giannakis and Louis, 2016). Organizational flexibility is defined to be an aptitude for a firm to adapt quickly to the changes in the environment. Flexibility in organizations as a concept is a deliberate reaction that allows the organization to prosper in the competitive business environment, which experiences constant changes that are perceived to be unpredictable. Looking at the abilities of flexibility, it is the ability to behave quickly and effectively to changes in the environment (Lengnick-Hall and Beck, 2016). A number of researchers have also looked into the proactive nature of flexibility, although flexibility represents the aptitude in the exploitation of change as a way of opportunity.

Organizational flexibility is thus a question of expectation and seizing of new chances or rather initiating breakthroughs by means of innovation. Therefore, the conceptualization of flexibility firms came into existence to be referred to an organization model that allows not only improvement in reaction time but also enables flexibility. Capabilities of flexibility are important strategic strengths that enable the organization to react to change and develop its own competitive environment (Tuan, 2016). The first ability of flexibility organizations is their ability to create a rapid response to changes in the environment. This aspect is based on the reactive flexibility together with the optimization of the resources that exist in the firm. The second capability of organizations is the ability for them to read and understand the market. It allows the organization to explore and denote the possible and emerging developments through its abilities. It also denotes the capacity of the organization to change and transform the available information into projects that generate value as a result of innovation and improvisation. The other capability is the

ability to integrate the learning of the organization (Salvato and Vassolo, 2018). Efficient governance and knowledge on implementation relate to the ability to adjust human ability and the alignment qualitatively with the forms transfer of knowledge and the development of time skills.

There is an agreement on the reconfigurable levers that can be used when situations change, and these levers include; its processes, human power, the structure of the organization, and information technology. The levers are used to provide support implementation, development, and the adjustment of the flexible attributes. Flexible enterprise uses promotion as a means of value to human resources. They stress on empowerment for the purpose of adopting the responsibility necessary and the autonomy in handling efficiently and rapidly with situations that are not predictable (Tuan, 2016). Organizational practices, both internally and externally, occupy an integral place in the flexible firm for the purpose of reduction of the response times and in the improvement of organizations potentiality for innovation.

Cooperation on the flexible organization relies on the simultaneous and concurrent engineering methods and project functioning as per the opportunities identified. The flexibility of the organization also involves the implementation practices of value addition for customers: They are concentrated on the satisfaction of customers and especially the perception of customers of value to the proposed solution. Although there has been a lot of information on the explanation on flexibility, some scholars still feel like there are given explanations and definitions are not correct and that there should be further research and study on the topic of flexibility of organizations (Holbeche, 2018). In the process of analysing the representation of supply chain explanations of flexibility, the major theme is that a firm demonstrates responsiveness to its customers in a competitive environment. In the analysis of the representation of flexibility concepts in knowledge management, stressed points include knowledge utilization as a resource in conditions that change. These factors should be considered because they are an integral part of flexible organizations.

In the context of human resource, response-ability or alertness does not provide flexibility; it is both aspects that are required for the realization of flexibility. Both factors require being timely, affordable, and relevant. For greater competitiveness, there has to be an efficient integration of the two factors. Inclusion of the basic factor that cut across before definitions and the findings are a relative comprehensive conceptualization of flexibility. Ideas to be effected in the organization are mostly drawn from the entrepreneurship field and strategic management. The first approach to sourcing ideas from the two fields is at the centre of entrepreneurship studies, while the methods to distinct capabilities development to respond to the primary focus in the research of strategic management (Holsapple and Li, 2008). The other approach is that researchers have illustrated that a comprehensive understanding between strategic management and entrepreneurship gives the strategies for researchers who

are examining the means to sustain competitive advantage in competitive environments. The third approach is that supply chain management is now considered as a primary base for competitive advantage among major organizations and therefore many researchers in the supply chain management field have rapidly used conceptual contributions and theories based on the strategy for their research work (Holbeche, 2018; Davidavičienė et al 2022).

Flexibility accentuates agility and speed as the principal attributes of an organization. There also must be effective and efficient responses to change and uncertainty. In using flexibility as an organizational strategy, response to changes must be proactive and changes must be applied as inherent opportunities in the turbulent market environment. Flexibility reflects an organizational flexibility in adjusting its internal processes and structures a responsive way to environmental changes. The concept of flexibility was developed in a manufacturing context relating to flexible manufacturing systems. It's a new concept in the modern administrative perspective with its definition based on organizational capabilities that drive a firm in the way of growth (Harrar et al., 2015). It allows organizations to respond to unpredictable changes in quick and profitable manner.

An empirical study on flexibility showed that 22% of the sample companies had either unstable or slow (trapped) response to change or slow and stable (bureaucratic) responses to market changes. The slow companies demonstrate poor health in organizational management and tend to be registering the lowest scores when probed for organizational health. In the same study, 20% of the organizations were fast in responding to change while 8% were fast, pure and simple, a group that was described as "start-up"- they were not start ups as such but their response speed resembled those of start-ups regardless of size and age (Bazigos, De Smet & Gagnon, 2015). Those companies considered flexible combined speed and stability. They had better scores for organizational health.

Evidence that flexible companies outperform their lower ranked counterparts indicates possible benefits conferred by flexibility. For instance, in a study to identify these benefits, it emerged that operational discipline and role clarity are highly ranked in flexible companies. This development suggests that flexible companies are special due to their ability to balance swift action and rapid change with organizational structure, stability, and clarity. There stand out performance is in three management practices including knowledge sharing, capturing external ideas, and top-down innovation, which are all associated with outcome (Bazigos, De Smet & Gagnon, 2015). Flexible companies exhibit strength in encouraging and motivating their employees with a focus in inspirational leadership and meaningful values.

A case study of an flexible company, a business-process-outsourcing company, highlighted their emphasis on the necessity for speed and stability. The organization has been growing exponentially and demonstrated financial power; it has taken a

large portion of the market by through entry into new geographical markets. In the same way, it does not hesitate to exit from a market that is contracting. In 2014, the company demonstrated its flexibility by disentangling itself from a declining market and offsetting the lost revenues by capturing new efficiencies in the most profitable markets (Bazigos et al 2015). Through this strategy, it continued to increase its revenues before EBITDA i.e. amortization, depreciation, taxes, and interest. Therefore, it supports the claim that speed and stability are the emerging catalysts to organizational performance and health.

1.1. Statement of the Problem

In most cases, organizations are greatly affected by different factors internally and externally of an organization. Different aspects of innovation, culture and leadership affect various organizations differently. Some methodologies of organization management affect the organization performance positively while others affect the organizations negatively bringing low or no profits at all. According to recent research by business survey researchers, most of the international organizations are greatly affected by the method of innovation on management they use thus generally affecting the performance of the organizations. It is clear that for an organization that uses an effective means of change on management has a higher possibility of being successful in production.

Organizations that invent the method of flexibility management is said to have good working cultures that help bring success to the organization. A flexible environment unites employees in an organization creating teamwork, which helps share information and ideas among the different departments. Collaboration in an organization brings about smooth completion of tasks and invention of new better ways of management, thus increased profits in the organization due to success. The problem statement is to find out the factors that determine the performance of an organization globally. Generally, the performance of an organization is affected by various determinants starting from the management approach to the threat of competitors.

1.2. Research Questions

The purpose of this study is to highlight the factors affecting flexibility in organizations, and based on the research objectives, the study will aim at answering the following questions:

- Q.1: What is the impact of innovation on organizational flexibility?
- Q.2: What is the impact of culture on organizational flexibility?
- Q.3: What is the impact of leadership on organizational flexibility?
- Q.4: What is the impact of organizational flexibility on performance?

1.3. Objectives of the Study

- The research aims at determining the impacts of innovation on organizational flexibility
- The research targets to discover how culture affects organizational flexibility
- It aims at Linking the power of leadership on organizational flexibility
- The research aims at investigating on how performance of a company depends on its flexibility

1.4. Significance of the Study

The significance of this study is to find out the factors affecting flexibility in organizations. The effect posed to the organizations may be either directly or indirectly depending on the element itself and the size of the company. It is essential for an organization to continually develop and optimize the factors that come up with time to time and not let the chance of success goes away by increasing the performance capability, capacity, and operation. Management leaders need to be committed to organizational performance to ensure everyone goes as planned. All leaders in the different departments need to come together and share the great idea on the right and effective form of managing the innovation dimensions (Blanchard, 2018). Flexibility created in organizations helps the management leaders to come together in deciding what is suitable for their company. With this study, we can find out the importance of flexibility to organizations and how it affects the general performance on managing the organizations.

2. Literature Review

2.1. Theoretical review

Resource based theory: This theory states that competitive advantage is derived from the organizations unique valuable resources. These are the limited value resources that an organization uses to create the capabilities that progress the organization to competitive advantage. The capabilities can be traced from adoption of modern technology and through strategic alliances that will put the firm to a higher strategic position for success (Zaini et al, 2018). *Theoretical Modelling of Information Security: Organizational Flexibility Model based on Integrated System Theory and Resource Based View (RBV).* The theory is supports the concept of resources as tangible and intangible assets entrenched semi-permanently to an organization. Tangible assets encompass all the physical resources owned by a business entity including inventory, equipment, cash, and properties whereas intangible assets are the invisible holdings of an organization including trademarks, intellectual property, reputation, brand name, an expertise, and expertise among others (Alvarez and Barney, 2017). The intangible resources are the most essential in achieving and maintaining a position of competitive advantage as they confer aspects of inimitability and value. These resources are heterogeneous and imperfectly mobile. For long-term profitability, organizations must be flexible by ensuring simplified

transformation processes as they adopt change in their capability of sustaining and exploiting their resources.

It is evident that the concept of flexibility has not been consistently and sufficiently addressed in management literature. There is still a need to focus on the operationalization of the construct. The RBV theory suggests that firm create sustainable advantages through organizational specific assets and capabilities (Zaini et al, 2018). The perspective of distinctive capabilities explains organizational by focusing on second order abilities that help firms to adapt through creation, integration, and reconfiguration. First order capabilities foster technical fitness through efficiency and effectiveness as second order capabilities work on the other side to promote innovation and entrepreneurial fitness (Hitt, Xu, and Carnes, 2016). Mature dynamic capabilities help organizations to adapt to changing market environments in addition to favorably shaping the business environment through innovation and collaboration (Verona and Ravasi, 2003).

Assets of considerable value are used to exploit opportunities for growth and expansion or neutralize threat. They are considered rare when they are unique and not available to competitors. They are considered inimitable when they cannot be replicated and non-substitutable when they function cannot be executed using another asset (Verona and Ravasi, 2003). Realistically, tangible resources have a physical source and therefore not rare as they can be obtained by anyone with the purchasing ability. Therefore, competitive advantage lies in the intangible resources such as trademarks, patents, and copyrights as well as some inimitable technologies (Fahy, 2000). Other vital resources that are intangible include employee talents, organizational culture, and social relationships. Their inimitability creates the highly sought after strategic value that accelerates the growth of firms. An organization formulates strategies to obtain profits based on their resource capabilities and changing fit with external opportunities (Hitt, Xu, and Carnes, 2016). To generate and sustain flexibility, an organization must have sufficient resources that cover all competencies, talented management that enhances its efficiency and effectiveness, finance, copyrights, technical expertise, employee proficiencies, knowledge and information, and assets organizational characteristics.

2.2. Factors definitions and explanations

2.2.1. Innovation

Innovations independently need different strategies and cultures in comparison to operative management and organization operations and works. Change is all about bringing new technologies to improve on the management operations and production of new, better products to the market. For an organization to be able to come up and utilize the opportunity of an effective innovation chance, then there is the need for a good set of cultures to follow to be successful. Operation of an organization is based

on the routine of events scheduled to employees in different departments (Tidd and Bessant, 2018). This form of methods is different in each organization, thus setting up the different organizations cultures.

Organizations require different values and attitudes such as honesty and openness to trying out innovations, readiness to take risks, acceptance to mistakes and failures by embracing them to make changes and thinking outside the borders which refer to other international companies. Therefore, an organization is supposed to set up positive and encouraging cultural values and attitudes where innovations are accepted and encouraged. Innovation strategy of organizations should be built on the bases of the values and cultures that help bring success to the organization's operation, though it is difficult to determine the right values and attitudes to assist in the innovation management dimension in an organization ultimately (Boer et al., 2017). To ensure successful innovation management organizations have put into place measures to promote a culture of innovation at various levels, which include creating awareness to the employees and another functional area representative of the change through the most forms of communication in the organization.

They are motivating employees and other staff members through incentives to encourage them to promote innovation. Creation of space and structure for innovation in an organization by availing the required resources and freedom to direct employees to help in the innovation process is a great strategy to use in the business operation. I am teaching employees the needed course ton creativity to empower them on coming up with new ways of management and innovation. Active collaboration is a critical success determinant for the innovation process and projects. Innovation in organizations always happens in interdepartmental teams; therefore, the need for active cooperation of many employees from the different departments. Everyone in the organization from the managers in various departments to the lower level of employees needs to pull together and perform a common goal of managing innovations in the organization. Organizations which apply flexibility as a form of innovation management find it easy to bring employees together since coordination has an organizational culture of teamwork (Maskell et al., 2107). It is highly advisable for all organizations that want to stay at the top of their competitors to create flexibility in its management, which will help to manage the innovations better.

Lack of cooperation and support in the middle of an innovation project may lead to the failure of the planned success of innovation management. For this reason, an organization is supposed to put in place an alternative way of carrying out innovation management in case one has failed to work as planned. It is very important that organizations emphasize the fact that all employees and other needed participants in the innovation process pursue a common goal to ensure success. Every member of the organization must set their mind to achieving the common goal and significantly put focus and energy on it (Tidd and Bessant, 2018). In the innovation process, it is essential that all potential be used productively to facilitate in the ultimate success of

the innovation in the organization. Wrong management of a potential change affects the performance of an organization negatively.

Innovation is supposed to be a permanent initiative that is supported and accepted by all employees in the organization enters creatively. Collaboration and employees' integration factors are interconnected in that for the employees to collaborate actively, and they have to be integrated towards one common goal of making the innovation process a success. Integration of the employees is done with the help of the different managers in the various departments of an organization. The managers help to monitor the progress of the innovation management project and ensure all the right organizational cultures are put into place to bring the process into a success. For the innovation management to be carried out successfully integration of employees is essential in that having a common goal and focus and teamwork helps achieve that (Maskell et al., 2107). All organizations need to apply the employee integration strategy for success.

2.2.2. Culture

An organizational culture is made up of the philosophy of the business. It consists of the values, beliefs, the experiences, the expectations in the firm. These cultures determine the behaviour of the employees and how management conducts their business. The culture is expressed in each member in form of self-image, interactions within and without the business and in their future expectations. The flexibility in an organization must be a behavior which is incorporated in the culture for it to function and be effective. All employees must be actively involved in the initiation and support of the management decisions in an organization towards applying best practices in order to reach to organizational flexibility. The manager must, therefore, ensure that all targeted employees are engaged in the process of change in the organization and to be aware of the future plans in order to reduce resistance among the employees. A culture of motivating the employees and creating awareness to them in time, the employees can be ready at the time of need to collaborate and get involved in the change process. It is very important that organizations emphasize the fact that all employees and other needed stakeholders are aware of the process to pursue a common goal to ensure success. Every member of the organization must set their mind to achieving the common goal and significantly put focus and energy on it (Maskell et al., 2107).

Building an flexible business culture in an organization is one factor that defines and differentiates successful businesses. A flexible culture is one that is easy to flow towards the direction of change. This ensures success in an organization as it sees to it that it has a competitive advantage. Surveys conducted on the business flexibility, identify and successfully create strategies that will deal with the changing environment of the market and the cultural practices of very profitable and successful companies. Theoretical and empirical research on the culture and the behavior of an

organization shows that there are 48 adaptive behaviors that can be practiced by an organization. The research further summarized the into eight basic principles: Commitment, creating value, initiative, support for change, leadership, learning, openness, respect and challenge. These principles are effective and can be used to gauge the organization ability to adapt to rapid changes.

2.2.3. Leadership

Leadership and management styles have to be incorporated into an organization to provide a smooth and effective flow of operations in the firm to enhance flexibility. No method of leadership is superior to the other types of management styles because different situations and problem-solving scenarios call for a different kind of leadership. Different organizations prefer some styles of leadership to others due to different management reasons. Different management styles call for different leadership style making it easy for organizations to be distinct. Therefore, a great and useful leader has to incorporate different management styles that are adaptive, flexible, and appropriate in different scenarios for the firm's flexibility. Leadership follows management in that the management style determines the form of leadership to be used in an organization in place. For a firm to be successful, it is important to link both leadership and management style (Amanchukwu et al., 2015). Leadership qualities, which must be earned through practice and hard work, include confidence, honesty, and integrity, ability to lead and inspire others, commitment and passion, accountability, future-oriented and excellent communication skills.

2.2.4. Performance

Performance is significant in developing organizations and its essentially impacted by organizational flexibility. Performance divides into financial and operational performance. Financial performance relates to opportunities that help to cut costs, increase profits. Operational performance relates to developing the firm capabilities in order to sufficiently deliver goods or services on time, decrease inventory levels. It refers to the measurable aspects of outcome of an organizational process. It affects business performance through market share and customer satisfaction. Firms should be flexible and have the ability to sense and respond to market changes fast and smoothly in order to better their operational performance.

2.3. Organizational Flexibility

The concept of organizational flexibility is rooted in two previously developed, related concepts that are, organizational malleability, a reactive aspect and regulatory flexibility, a proactive facet (Sherehiy, 2008). Concretely, Organization flexibility includes companies' capability of intellection of environmental changes and responding voluntarily to them, by reconfiguring their resources, organization processes, and strategies. According to (Nafei et al 2016), in the current turbulent and highly competitive environment of today, OA, that is the ability of organizations to

quickly sense and respond to environmental changes, is an important determinant of organization success. In addition, three interrelated dimensions shape Organization flexibility: (i) consumer flexibility, which involves leveraging customers' views to gain improved market intelligence; (ii) partnering flexibility, which comprises engrossing knowledge from the diverse business partners to enhance the organization's response to market requests; and, (iii) operational flexibility, which entails quick process redesign to exploit dynamic environmental and market conditions (Sambamurthy, 2013). Consequently, following the inclusive strategy presented, conceptualizes organizational strategy as the organization's intentional answer capability, targeted at enabling more competent behaviours, within highly tumultuous and multifaceted environments. The organizational flexibility takes form of strategic flexibility performance (Ogunsiji, and Akanbi, 2013).

2.4. Innovation

In the present day, the term innovation is a favorite word that is frequently being mentioned by a significant number of executive or organizational leaders; it is commonly used relating to starting sounding like the latest whim of the moment. Feasibly for a good number of companies, this is their authenticity: to seek to be innovative because it has become a popular term in everyone's conversation (Sherehiy, 2008). In truth, innovation is a significant factor to stand out in the market and secure flexibility in organizations. In other words, it is a strategic aspect that ought to be present in all organizations, whichever way as a skill or as a segment of development.

A well-known belief about innovation is that it is a skill which certain exceptional skill people have to create products or solutions out of nothing, virtually straight out of their inspiration (KELLEY, 2001). However, the real truth is that innovation must be understood as the potential or developed, link and integrate them, to address a need. This way, the organization can build a solution or a service that breaks with old paradigms of doing things. We can mention many organizations that do businesses with examples of this kind, such as the iPhone, Uber, smart cars, among others (Sambamurthy, 2013).

To come up with solutions to the quality that has just been discussed requires a special team that is highly prepared, in addition to investing a certain amount. However, this must not block any organization from taking on innovation as a skill that must be persistent through the organization; otherwise, its continued existence is at jeopardy (KELLEY, 2001). Furthermore, in a world where a two-way economy is gaining influence and significance even in organizational relationships, schemes such as crowd sourcing or crowd founding, become a key that opens the doors for increasing innovations to different actors, from entrepreneurs and SMEs to large organizations.

2.5. Culture

To remain aggressive within the new, uncertain organizational scenario, it is essential

for organizations to build up the potential that guides them to become habitual and put forward rapid responses to market change (Felipe, Roldán, and Leal-Rodríguez, 2017). Under the self-motivated capabilities of an organization, this paper brings forward a model that presents a thorough analysis of two relevant research gaps which include; the underlying relationships that determine the impact of the four organizational culture typologies comprised in the Competing Values Framework on organizational flexibility and, the unforeseen event effect that make use of critical environmental factors. An empirical study is performed to test the relationships proposed (Davies and Rizk, 2018). To examine the unforeseen event effect of technology intensity, the sample is divided into two subsamples, high and medium tech companies. This work uses partial least squares path modelling, a variance-based structural equations modelling technique, to test and validate the research model and hypotheses posited. In addition, thorough analyses are carried out to assess the predictive performance of our model. There are four culture types including clan culture, market culture, adhocracy culture, and hierarchy culture that involve exacting and characteristic features (Felipe, et al 2017).

Clan culture is time and again categorized with the following features: family-oriented, familiarity, honesty, empowerment, and community. This culture form is, for the most part, leaning to its human capital, insist on individuals' level of welfare and promotes a positive working environment over optimizing financial proportions as well as the market goals (Sambamurthy, 2013). Clan organizations merge lower regard for structure and control and an enormous heart on flexibility. Hence, as a replacement for strict rules and procedures, the firm's members are driven through vision, shared goals, outputs, and outcomes.

Market culture is recognized as being apprehensive with an objective execution culture type. Hence, the highest corporate standards intrinsic to this culture are production, usefulness, as well as competitiveness and results optimization (Felipe et al 2017). These organizations usually insist gaining esteem, status and prosperity and their main rationale are to end in operations that is, contracts, exchanges, and sales with other parties, in the hope of attaining competitive advantages (Sirgy, 2001). In market organizations, internal and external exchanges of value are mutually viewed in market terms. Invaluable market organizations, value flows between their different members and stakeholders, with minimal cost and delay.

According to del Rosario and Rene (2017) *adhocracy culture* is regularly branded as original, dynamic, entrepreneurial, innovative, risk-taking, prepared for changes, aggressive, and flexible. Organizations in possession of this culture type over and over again pursue success while focusing on innovation development, sustained in the event of innovative products, services, and processes (Sirgy, 2001). For that reason, this is the most innovation-oriented culture, whose primary target deals with promoting suppleness, flexibility, and creativeness, to face hesitation, vagueness, and information surplus.

As a final point, *Hierarchy culture* is entirely described as extremely technical, rule-driven, by-the-book, and top-down directed (Coyle and Ellis, 2019). This archetype conventionally embraces a strategy that emphasizes structure and control that originate from a stringent sequence of authority, as in Max Weber's original theory of bureaucracy. This culture stresses the minimization of ambiguity levels and the promotion of an intense sense of security, certainty, predictability, effectiveness, stability, formalization, and standardization (Davies and Rizk, 2018). This culture type approves a long-lasting apprehension for order and management mechanisms, in the material form of an explicit and very particular array of norms, rules, instructions, and procedures. In summation, this culture is mainly focused on efficiency and internal control of an organization.

2.6. Leadership

A significant consequence of today's dynamic, complex, and uncertain business environments is that leadership skills are subject to continual obsolescence and displacement. To be effective, leaders must demonstrate the flexibility and agility to adapt their behaviors as situations change (Rothman and Melwani, 2017). The willingness and capability to learn from experience and subsequently to apply that learning to perform successfully under new or first-time conditions becomes one of the most critical success factors for managers and executives (Northouse, 2018). This article introduces and defines the concept of learning flexibility, reviews and discusses its theoretical and empirical background, and presents selected research findings related to the assessment of learning flexibility. Several areas for future research are also identified.

According to Rothman, and Melwani, (2017) A leader should provide guidance and direction to teams working across time zones, cultures, and organizational barriers. In most cases, leaders rarely operate with team members on face to face basis, thus making them depend on different forms of virtual communication channels. As well, team members come from a variety of disciplines, cultures, and different levels of experience, making clarity of communication and mutual understanding an even more significant challenge (Northouse, 2018). Effective leaders will learn to balance the requirements of task completion and relationship development with equal skill.

Maintain a laser-like focus on employee commitment and engagement across generational, global, cultural, and demographic boundaries. With workers residing in several projects and matrix relationships, a significant challenge arises in assigning ability and centre attention in strategic priorities. Leaders who possess flexibility to learn to keep the balance between the right amount of delegation and the right amount of strategic direction, so teams of people can denote and respond to wants in their consumer world (Northouse, 2018). It means that creating an environment for employees to develop enhanced work solutions and new processes, allowing needed

vision for the future, which embraced an enterprise-wide focus on leadership and organizational quality (Rothman, and Melwani, 2017).

Leaders should be in a position to anticipate change and engage action. The leaders focused on monitoring commodity prices and adjusted our promotion strategy to reduce the impact of higher commodity price (Fischer and Schultz, 2016). That time of change would have taken considerably longer in the past if it were to happen. We were rewarded with improved commodity sales. Besides, organization flexibility is enhanced by leaders who are in a position to generate confidence. Our focus on leadership flexibility attained us the courage to declare our intentions to be a growth-oriented organization. The enthusiasm of our team is evident in our employee engagement results. It provides a road mark to success that everyone has been able to rally around (Northouse, 2018). It as well encourages associates to know how well an organization defines success and how they play particular roles in contributing to success.

2.7. Performance

Two self-reported procedures of performance were used as reliant variables in this study. Self-reported measures permit better comparability across respondents of varying size and industry (Selarka, Rosenbaum, Lapp and Levine, 2019). Otherwise prepared comparisons from corner to corner in such a diverse sample can be very difficult. These questions also asked respondents to compare the past five years to current conditions. Profitability categories consisted of: at an all-time low level; significantly worse; about the same; significantly better; or at an all-time high level. Competitiveness categories consisted of: quickly losing argument against your major opponents; slowing trailing ground; neither gaining nor losing ground; slowly gaining ground; or rapidly gaining ground against your major competitors (Aknabi, 2013).

Therefore, there is no major and engaging effect of opinionated market commotion, cutthroat intensity, tactical sensitivity, as well as leadership unity and resource changeability on organizational performance. There is no important relationship between perceived environmental vagueness and organizational performance (Botti and Monda, 2019). The opinionated market turbulence, competitive intensity, strategic sensitivity, leadership unity and resource fluidity cannot jointly and independently predict organizational performance. Thus, there is no significant relationship between strategic flexibility variables (strategic sensitivity, leadership unity and resource fluidity) and organizational performance.

2.8. The Relationship between Innovation and Organizational Flexibility

Organizational flexibility represents a significant change for some companies in their way of operation and doing things. It takes to account off their comfort zone to try new solutions, which also involve advocating a culture where mistakes are not viewed as something negative, but entirely on the contrary, as an opportunity to continue

improving on shortcomings (Sherehiy and Karwowski, 2014). It is precisely one of the principles of innovation, to open up to the world of possibilities, viewing them as opportunities to obtain even better results than the ones they have been getting.

On the increase innovation as proficiency becomes an influential tool for expressing flexibility within the organization since it invites its leaders and collaborators to question their work dynamics, processes, communications, use of technological resources and customer relationships, as well as to address trends in their area of the association (KELLEY, 2001). An example of this exists among organizations that employ design thinking, as a methodology to develop new products, services or solutions through understanding the customer and their needs and designing prototypes that must be tested before getting the green light to go to market (shortcomings (Sherehiy and Karwowski, 2014; Kim & Ha 2022)). Some of the scale organizations of such practices constantly monitor their customers' needs and innovate in the products they offer.

2.9. The Relationship between Culture and Organizational Flexibility

For organizations to be able to acquire a competitive advantage over their competitors, it is necessary that they employ operational strategies that will make it possible for them to quickly and effectively adapt to the constant changes in the market economy because of the market variables which are not permanent (Felipe et al, 2017). In the current nature of the market, the economy is characterized by features such as complexity, dynamism, and uncertainty. For businesses to favorably operate in the uncertain market environment, it is necessary that they formulate strategies that will tackle the changes of the situation and create avenues that will see the organization gain a more significant market share and the opportunities that the changes come with at all time (Livari and Livari, 2011). In this way, organizational flexibility has been the new strategy that significant organizations are employing to counter the changes that culture and the environment brings.

According to Felipe et al, (2017), in the current wave of business operation and the constant change in culture and business environment, it is necessary that organizations flexibility be coupled with sustainable business strategies. By doing so, the organization will withstand the waves of changes that the business environment faces. Advocating for sustainability among flexible organizations means finding ways to cut the impacts that environmental changes bring to the organization. The effects of cultural values and the set principles in organizational flexibility are influenced by several factors that are not only internal but also external (Livari and Livari). Most of organization and studies focus their attention on the internal factors of the organization in evaluating organizational culture in the flexible organization, but in the real sense, the external factors carry the most weight as far as corporate culture in organizational flexibility is concerned.

According to (Tallon et al 2019), One of the major issues in an organizational culture that influence organizational flexibility includes changes in technology, the modern business atmosphere in all the flexible organization involves the use of technology in their operation; it is a factor that can never be ignored because it influences the production and quality output in various production processes in organizations. The relationship between technology and organizational culture is that technology can be a moderator that organizational cultural values contain the various attributes of the organization that are connected to organizational flexibility (Livari and Livari, 2011). These values include adaptability to the changes in the market economy, new information or means of operation and authority decentralization. It is clear that most organization fail in their operation because of the lack of incorporating the changes that are affected by organizational culture, and this makes it hard for most of their operations to success. It is important that the organization centre their strategies to the cultural aspects of the organizational and seek to find a solution to the changes that organization culture presents for the success of organizational flexibility.

2.10. The Relationship between Leadership and Organizational Flexibility

It is important that leaders change their mode of operation and adapt to organizational flexibility. The human side in organizational flexibility is the most important part because through the human nature that ideas and strategies to be followed are communicated. In most leadership styles in many organizations, the leaders are still using the traditional methods of leadership, even though organizational flexibility has a new method and means to business leadership (Horney et al., 2010). Organizational flexibility, therefore, demands that leaders in organizations change their style of leadership and embrace the modern leadership style by organizational flexibility.

Most managers in organizations are from the traditional style of leadership, and to some, it becomes tough to leave their past hierarchies to embrace the modern leadership style under organizational flexibility. The contemporary leadership is based on change and value addition, which is the new wave in organizational flexibility. Organizational flexibility demands that leaders have to engage in motivation and to mobilize all employees in an organization through influencing towards the attainment of the set objectives of the organization. Organizational flexibility advocated that leaders should mobilize their subordinates in the obligation of contributing and taking responsibility for the development of the organization and also in the sustenance of those developments (Horney et al., 2010). The creation of an flexible environment in organizations requires leaders to be knowledgeable and skilled in the areas of concern mentioned above for them to handle the complexity and uncertainty of organizational flexibility effectively.

The key aspects of flexible leaders to take a step back and reflect on the broader consciousness of the direction of the organization and then reflect on the organization by keeping an emphasis on the factors that are in line with the success of the flexible organization. Flexibility in leadership is a field that organizations have to centre their attention on because it reflects on the general performance and the style of leadership that is applied in the market. Leaders are the primary source of the success of flexible organizations because they delegate duties and are involved in the creation of the strategies involved in business operations.

2.11. The Relationship between Organizational Flexibility and Performance

It is essential that for an organization to remain flexible is to react to the market changes in the right timing and to maintain and develop their performance, which is the primary goal of any organization (Tidd and Bessant, 2018). Organizations that do not employ organizational flexibility in their operations are most likely bound to fail in the performance of the entire firm. Firms that do not apply flexibility fail since they end up losing their share in the market and thus the competitive advantage, which is a factor that contributes to the success of the organization. It is clear to all organizations that change in the environment, and uncertainties are the main factors that limit the performance of most organizations. Flexibility in organizations, therefore, a great strategy to employ in the organization since it provides the strategies to sustain the turbulence in the market environment, and this translates to increased performances of the organization (Tidd and Bessant, 2018).

It is through flexibility that firms begin to operate in nature and state that accords performance success. Organizational flexibility enables organizations to be resistant to the changes in the environment, which then creates competitive advantage for the organization and later a more significant performance in their operations. Flexibility in organizations enables organizations to embrace new opportunities and improvement in operational activities, which are factors that promote performance through profit maximization (Worley, Williams and Lawler, 2014). Performance in organizational flexibility is related because the action that organizational flexibility develops in the firm translates to the achievements of the organization as a whole.

2.12. Conceptual Framework and Hypotheses Development

The research framework helps to represent the independent and dependent variable of a research study. The framework helps show the relationship between the dependent and independent variables. The relationship is that the dependent variable is directly related to the independent variable in a way that the change of the dependent variable is affected by the independent variables. Organizations performance is dependent on the factors of innovation dimension on an organization.

The first independent variable, innovation undergoes a process to finally affect organizational flexibility. To start with there is the idea development, then among the

viable ideas, one most feasible is picked as a project, followed by the development of the innovation. The innovation is tested and if successful it is implemented to create change in the organization structure to effect the organizational flexibility.

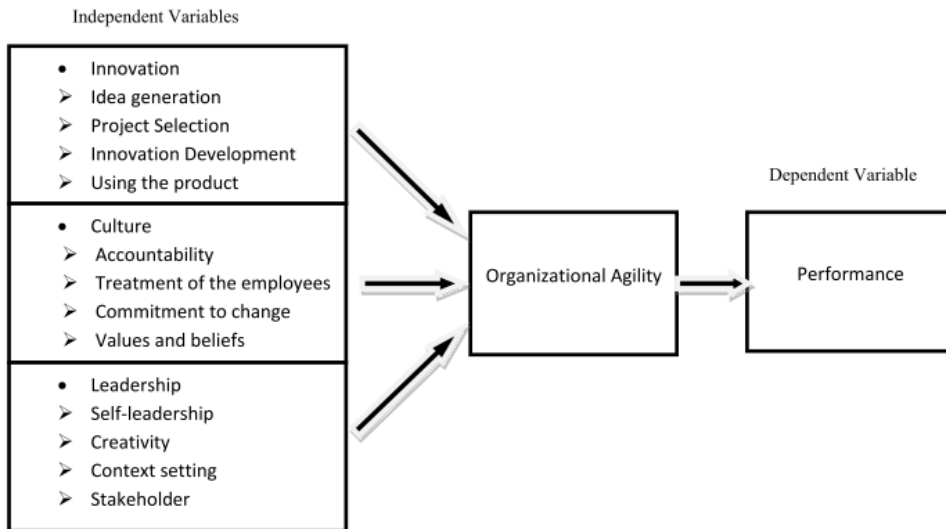
The second variable is culture, whereas it has many aspects to it. It is how things operate in the business. Culture encompasses how the employees are treated and the way they behave towards the management and even the clients. For organizational flexibility there must be accountability of everyone within the organization through the culture of open channels of communication. Are the employees committed to change or they do not care what happens to the organization? Culture is the beliefs and the values held by the workers in the organization. Positive beliefs and values will by great chance improve the flexibility of the organization (Kalogiannidis et al 2022).

The third variable is the leadership. Leadership affects the organizational flexibility by a great deal. Is the leader flexible? Are they rigid? An flexible leader is able to self-lead first before he leads a team. He should be able to read the context of a situation and apply leadership traits needed as per the context. The leader should be creative and able to improvise in case of an emergency. He should be a shareholder. A leader should be able to control all the factors at his disposal and propel the organization through change.

Scholars and practitioners from various disciplines, for instance, researchers in the field of manufacturing on customization and strategies of postponements allows for the means to react to changes in a flexible factor. Scholars in the areas of information systems encourage information technologies as means that promote flexibility by assisting in the achievement of time reduction and enhancement of quality in designs of products and their development. The application of flexibility in an information system is also used in the facilitation of communication required for the coordination of work activities. Flexibility still stands as a debatable issue in the face of many researchers because of the various meaning and that it has on different perspectives. These factors, therefore, present a varied analogy in the determination of the purpose of flexibility in many organizations. Researchers have since resulted in the

application of the similarity in different researchers have since produced in applying this concept in the perception that applies to them.

The development of flexibility model helped the research in a better understanding of the nature of individuals who are flexible and also teams and organizations. Several scholars conceptualize flexible firms from the point of organizational design in the process of creating a network of theoretical relations and among flexibility, responsiveness, and flexibility. The notion of an edge organization



is characterized by the use of empowerment, decentralization and the free flow of knowledge that is necessary for pushing the power for decision making and actions that are competent to the edges of the firm. In the process of determining the performance of edge firms, five organizations were put into test in line with cost, coordination, product risk. The products of the study show how edge firms demonstrate a low cost and high speed. Researchers have concluded that there is the need for further research that will help in the identification of the features that will help firms to operate not only productively but also in a manner that is flexible and one that has reduced difficulties in coordination and the risks involved in the face of change in environment (Kalogiannidis et al 2021).

The hypothesis is the researcher's prediction regarding the outcome of the research where the relationship can be shown on the various variables. It involves collection and analysis of data that may either support or fail to support the solution to the research problem. The hypothesis shows connection to the objectives of the study by providing a predicted answer.

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to the research problem. The hypothesis shows connection to the objectives of the study by providing a predicted answer.

The hypotheses for this study includes:

- H1 - Innovation has a positive impact on organizational flexibility
- H2 - Culture has a positive impact on organizational flexibility
- H3 - Leadership has a positive impact on organizational flexibility
- H4 - Organizational flexibility positively impacts performance

3. Research Methodology

3.1. Research Philosophy

Galliards (2007) defined a research philosophy as a belief in which data about the studied issue should be garnered, analyzed, and applied. Epistemology (what is known to be true) is the hallmark of the lean philosophies in a research approach, as opposed to doxology (what is thought to be true). Collis & Hussey argued that positivism research philosophy is associated with quantitative methods of analysis (Collis & Hussey, 2009). On the other hand, they noted that interpretive research philosophy is where the findings of the research are not obtained from the statistical analysis of the quantitative data. The two lean philosophies are considered as the extremities of the paradigm continuum. Since the goal of the research is to come up with a solid and reliable framework of organizational flexibility, the study will integrate both quantitative surveys to add reliability and semi-structured interviews to add validity to the framework. While this is more of a positivism research paradigm, the interviews held will be influenced by subjectivism and thus a possibility of biasness due to the pre-constructed background research on relevant theories in the area of flexibility. Moreover, one of the objectives of the study demands outcomes of high reliability as well as results that can be generalized on the concept of flexibility. However, since the research framework is founded on the number of individual opinions, based on their experience, the paradigm of this research will be oriented closer to the interpretive paradigm on the continuum between interpretivist and positivism (Collis & Hussey, 2009).

3.2. Research Approach

Research approach can be divided into three types, deductive research approach, inductive research approach and abductive research approach. The main distinctive point between deductive and inductive approaches ensures the relevance of the hypothesis of the study is relevant and to assess whether the theory works or not (Collis and Hussey (2009)). The deductive approach indicates the validity of the theory used, in addition the inductive approach shows the relevance of new theories and generalizations. The abductive approach the researchers are allowed to skip from theory to reality multiple times in order to formulate the final framework (Collis &

Hussey, 2009).

The table below indicates the differences of the three research approaches (Saunders, M., Lewis, P. & Thornhill, A. 2012):

	Deductive research approach	Inductive research approach	Abductive research approach
Logic	In a deductive inference, when the premises are true, the conclusion must also be true	In an inductive inference, known premises are used to generate untested conclusions	In an abductive inference, known premises are used to generate testable conclusions
Generalizability	Generalising from the general to the specific	Generalising from the specific to the general	Generalising from the interactions between the specific and the general
Use of data	Data collection is used to evaluate propositions or hypotheses related to an existing theory	Data collection is used to explore a phenomenon, identify themes and patterns and create a conceptual framework	Data collection is used to explore a phenomenon, identify themes and patterns, locate these in a conceptual framework and test this through subsequent data collection and so forth
Theory	Theory falsification or verification	Theory generation and building	Theory generation or modification; incorporating existing theory where appropriate, to build new theory or modify existing theory

In this research, the abductive approach appears as the most suitable approach since it includes surveys and interviews. Moreover, the abductive approach is a tested strategy and has been used to construct different organizational frameworks. It involved the following steps:

First, an extensive orientation theory of organization flexibility was performed. In this phase, several main categories within organizational ability were identified. The preliminary theoretical framework model was used to formulate a simple theoretical model. Because of the vast amount of theory affecting organizational flexibility and the possibility that some of it might be context-specific, the research opted for an interview pilot test. In the pilot interview, the theoretical model was evaluated in an effort to comprehend the main theoretical fields to consider (Galliers,

2007). Accomplishing this input transitioned the research to a more focused conceptual framework. The new structure was used to develop a hypothesis for a business flexibility assessment framework. The researchers tested the hypothesis of the theoretical model against reality depicted by the C- level managers. C-level managers are high level managers; they are the executives. C stands for chief. To accomplish this, semi-structured interviews were conducted. This was followed by analysing the findings of every interview against the theoretical framework in an effort to fine-tune the hypothesis. The process was carried multiple times to ensure a steady-state, (where any extra interview would only suggest limited adjustments), was acquired for the organizational flexibility assessment framework.

3.3. Research Design

In their Harvard Business Review article, Gottfredson et al. (2008) noted that all organizations have strengths as well as weaknesses and at the same time, meets several opportunities and threats. So, according to the article, evaluating the strengths, weaknesses, opportunities, and threats effectively is the only way for organizational management to focus on performance-enhancing efforts and formulate the appropriate change-related goals that are reasonable for the organization. This implies that putting an organization into its right context should be the priority before any performance-related effort. This research leveraged a social metric quantitative design by surveying the postulated effects of ERP assimilation and systems flexibility on business/organizational flexibility. Because the context of business is more significant, the research focused on a single unit of analysis; in this study business unit is the focus of study. The business unit was the apt granular level to get valid insights into systems flexibility and ERP assimilation impacts on organizational flexibility. Because there is a need to develop a strategic equation modelling to show the relationships between organizational flexibility and other factors, quantitative data would be paramount in the research. For this reason, a quantitative research design that would allow data analysis through SPSS for univariate and multivariate analysis remains prudent.

3.4. Research Population and Sample

In a research context, the population is explained as a comprehensive group of individuals, objects, or institutions that have common characteristics and are the interest of the researcher(s). The unique trait of the population distinguishes them from other individuals, objects, or institutions. The term universe is also used interchangeably with the population since it has common meaning in the research terminology. The topic of focus is the factors affecting organizational flexibility. The subject consists of a myriad of the population, such as business organizations, employees, organization size, type of industry, and so forth.

There are two common types of population: finite and the infinite (unlimited) population. In finite, the population can be counted with great ease. On the flip side,

in an unlimited population, it is hard to count the population. In the research of focus, the population is an archetypal infinite population. For instance, if a study focuses in studying the relationship between innovation and flexibility, it will be daunting because almost all organizations have a type of innovation in their base of operations. While it is still possible to count this population, sometimes it will involve integrating complex procedures to obtain the goals (Collis & Hussey, 2009; Ju 2022). Nonetheless, depending on the type of research, the sample should be easy to control because validity and reliability are crucial prerequisites in any research. The values which are measured or observable in the characteristics of a given population are referred to as parameters. Identifying such settings is a crucial step in the operationalization of constructs.

A sample is a unique class of population that is of interest to the researcher. It is impossible to research all the elements or individuals in a given population with the aim of data collection. For this reason, it is prudent to select and approach a representative (sample) of individuals/elements that fall under a particular category of a population to collect the needed data of that sample. Using the results, a researcher can now classify or generalize the characteristics of the representative individuals as the traits of the population. Thus, a good definition of a sample can be argued as a portion of a population selected for a specific study.

The topic of focus is the organizational flexibility, and thus, the sample of the population in this area will reflect areas that affect coordination. Therefore, a sample in this area can come from the leadership of the organization, innovation, organization type and size, the organization age, or even the revenue size of an organization. Gottfredson et al. (2008) described the sample as a miniature picture of a cross selection of the entire group or aggregate from which a sample is taken. It is noteworthy that the value which is measured or observed in a sample is referred to as data. Therefore, in the area of concern (business flexibility), the population is large, and consequently, the sample that represents the entire population should be big enough to be within the range of acceptability.

3.4.1. Defining the Target Population

The target population means a whole group of elements or individuals to which the researcher(s) is interested in categorizing or generalizing the characteristics. Usually, the target population has diverse characteristics. A theoretical population can be used interchangeably with a target population. A theoretical population consists of all the sampling units of the study. A sampling unit denotes a case or an individual that represents a sample. For instance, in the topic of focus, when a researcher is focusing on a group of 200 employees in organization X, every employee is considered as a sampling unit. There is a myriad of the eligible population in the organization that can make a substantially broad target population to study the organizational flexibility.

Because flexibility is a new paradigm that touches many areas of organizational

operation, it is prudent to explore vast areas to fully comprehend how different factors affect flexibility. The target populations are employees, institutions, and industries. By studying various organizations, organizations, and employees, it will be easy to understand how flexibility varies among them. This can be crucial by including different parameters and study their relationship or correlation with flexibility.

3.4.2. Identification of Sampling Frame

A sampling frame denotes the list of all items that a researcher has identified in a specific study. The scope of organizational flexibility is broad and includes a wide range of items. Gottfredson et al. (2008) asserted that a perfect sampling frame is the one that is complete, accurate, and up-to-date. A sampling frame can be formulated from scratch, or a proven existing frame might be integrated in the research. Also, Gottfredson et al. (2008) argued that the ideal sampling frame would be complete in accordance with the target population if all the units are covered within the frame.

In acknowledgment of the modern era of technological advancement, the survey would be conducted through the internet. This necessitates an appropriate sampling frame that would make it clear whether a particular sampling technique and an associated survey would allow for generalizations of survey outcomes to populations of inference or not. Couper (2000) asserted, "Any critique of a particular web survey approach must be done in the context of its intended purpose and the claims it makes." The sampling frame in the research topic of focus is the non-list based random sampling. Usually, the non-list random sampling methods allow the researcher to make selections of a probability-based sample without the need for enumerating a sampling frame. The importance of the web-based sampling frame is that it promotes a high response rate, and according to Couper (2000), a high response rate is usually attributed to lower non-response bias.

3.4.3. Selection of a Sampling Method

Sampling is the process of drawing an accurate representation of a unit, sample, or a group from a population of researcher's interest. Several sampling techniques are available. However, it is vital to choose a sampling technique that suits the nature of the research. Gottfredson et al. (2008) argued that sampling procedure is a fundamental process that determines the accuracy of the representation of the sample selected from a population and also the relevance of the generalizations made from the study.

In the research topic of focus, it is a paradigm that requires collecting a considerably high amount of data. The sampling techniques are broadly classified into two categories: Non-random sampling techniques or non-probability sampling and random sampling techniques or probability sampling. The sampling method that is apt to the area of study is the random sampling technique. The probability sampling techniques ensure the probability of every element/unit in the population for being

selected as a representation of the study.

The vital thing about these techniques is that the sample units selected for review are not chosen at the discretion of the researcher; instead, it follows specific set patterns or procedures that ensure that every group in the population is being included in the study. The crucial thing about this form of sampling technique is that it can minimize the possibilities of researcher biasness, consequently improving the reliability and credibility of outcomes.

There are three types of probability sampling techniques. First, simple random sampling is a probability sampling method. This is the easiest of the probability sampling and also carries some advantages. Randomness is dependent on the procedure of selection of sampling units of a set population. It calls for a researcher to identify all the units of a population of interest and then formulate a design that allows all the groups to get equal chances to be selected as the representation of the population. The best example is the lottery method. However, the technique has its fair share of drawbacks. The main challenge is that it is practically impossible to come up with a comprehensive list of a population in the topic of organization flexibility, which is the requirement of simple random sampling.

Second, stratified random sampling is a vital probability sampling method. This is crucial when a researcher wants to stratify a population based on some traits. For instance, in the topic of focus, it is crucial to study the time frame of the operation of a business; therefore, a researcher can decide to stratify the age in groups of 5 years. This allows division of the population into different strata, referred to as sub-populations. This is the best research technique for studying the impact of various factors on organizational flexibility. The rationale behind this is that stratification increases the precision of estimating the elements of the whole population. Besides, it ensures all the data are accommodated in the research. There are two main limitations of this technique: wrong outcomes when the population is poorly stratified and the requirement of a large sample size. The two drawbacks are not a threat in the area of organizational flexibility since there is a huge target population allowing for a large sample size.

In a bid to get a high strategic perspective of the problems attributed to being an flexible business, C-level managers were selected to provide the general input of the organizational flexibility framework. A list of 30 participants (interviewees) who have been or currently working as an executive in either a medium or large-sized business was noted down. The individual who had been active in more than one industry was more prioritized, especially when setting up a meeting. When one meeting/interview was done, the subsequent individual was supposed to be active in another industry.

3.4.4. Determination of the Sample Size

The sample size denotes the total number of individuals/elements selected for the

study. In the topic of focus, the research can incorporate a large sample size, depending on the financial requirements and the availability of the participants. Thus, there is no perception of a maximum or a minimum number of the sample, and the research should allow the optimum sample size to participate in the study. The research on organizational research is open to as many eligible participants as possible. However, in the review of the theoretical frameworks, high profiled executives with vast experience and credibility are required. This knowledgeable group of people is crucial, especially during the pre-tests.

3.4.5. Data Collection

In order to develop a generic framework and prevent any form of biasness from the theoretical framework, semi-structured interviews are advocated for the collection of data. Moreover, successful completion of the interviews allows the fine-tuning of the set theoretical framework by using the data gleaned through the quantitative survey. In the research model, the following are the ways in which data was garnered.

The interview sessions began with a pilot interview conducted by an individual who had been active in several industries. The rationale behind this was to orientate the researchers in an empirical world as well as test the useful theories. The first theoretical model failed as it did not match with reality. This necessitated some alterations in the framework, which were done following comprehensive new literature scrutiny. The transformed context was then subjected to the same interviewee, and more detailed information was garnered.

The consecutive study involved selected C-level managers from different industries. The interview session was subdivided in three parts. In the first part, the researchers comprehensively described to the interviewed individual what business flexibility entailed and what was required of him/her. This involved providing real-context examples for the participants to have a clear picture of the information needed for the interview. The researchers put it clear that the research aimed to create a generic framework that included some factors or capabilities that make organizations more flexible. After laying down the meaning of organizational flexibility, the researchers allowed the participants to speak freely about their relation with organizational flexibility, offer examples of their 'professional experience,' and if likely, provide ideas of how they aim or would like to create a model that would capture the quintessence of business flexibility.

Collis & Hussey (2009) described this method as open questions that are vital, especially when collecting a broad set of investigative information. Lastly, the researchers presented the newest updated framework for the participants. They then continued on the discussions on how it was formulated and the modifications they would like to propose in the framework if any. The aim of structuring the interviews in this manner was to glean broad empirical data that would help to assess the formulated theory. Through this, the researchers let the model grow incrementally

after every interview with the C-level managers.

The second tool for primary data collection was surveyed. The survey was internet-based and was formed using the findings from the interviews. The purpose of the study was to offer relative weights to the different categories of organizational flexibility. Framework as well as ensure that the findings from the interviews were relevant. The survey integrated the Likert scale approach, which is considered as among the most effective and widely used scale in surveys.

All the survey questions followed Ejlertsson guidelines who argued that it is difficult to get answers or high response rates for such kinds of studies, and as a solution, he believed that the survey should not include more than 50 questions. He also noted that the layout and structure of the questions were crucial in determining the participants' response rate. Before the actual survey, a multi-phase pilot study was performed as a way of assessing the structure of the questions as well as the response options. In the first phase of the pilot evaluation, the survey was evaluated twice by a professional who was a Chief Executive Officer in a marketing consultancy firm.

The expert in question had a high reputation in formulating a survey that would produce the best results. In the second phase of the pilot assessment, the survey was disseminated to ten participants, and the garnered answers were thoroughly scrutinized. It is noteworthy that the pilot study was also in line with Ejlertsson guidelines.

3.5. Operationalization of Constructs and Instruments Development

Operationalization denotes the process of developing items or indicators for measuring constructs. The scales of the constructs were sourced from existing instruments. The researchers, however, added or altered some areas based on the context of the study.

The construct was the dependent variable which is the organizational flexibility. This construct was guided by an 8-item instrument cited from Sambamurthy et al. (2007) for assessing organizational flexibility. It is founded on the framework of adaptive and entrepreneurial coordination and was integrated to ensure that the unit of analysis was based on the business unit level. Adaptive flexibility was determined along the dimensions of resilience, reactivity, and incremental innovation. Entrepreneurial flexibility was assessed along the dimensions of pre-emptive, radical innovation, and proactive.

Diversity of reutilization was evaluated by collecting data on the usage of each of the functional modules in the management, operational, and decision-making practices of the organization (Wendelin, 2011). Diffusion was assessed on a 15-point scale, following Ejlertsson guidelines, by collecting objective input based on the number of functional modules of the kind of enterprise system implemented on a business unit. The depth of reutilization was assessed through a nine-item scale, as a determinant of the degree to which enterprise systems were rooted in the DNA of the

business level.

The third construct is the moderating variable, which was the system flexibility. This instrument was leveraged from Davis (2009) to assess systems readiness with a four-item scale. However, appropriate alterations and modifications were made to ensure the unit of analysis suited the business level.

The fourth construct was the controllable variables. The research included four controllable variables that were explicitly related to the business level, mainly because of their immense potential impact on business flexibility as hinted by extant literature (Tallon & Pinsonneault, 2011; Lu & Ramamurthy, 2011; Liang et al., 2007). The four variables were industry type, revenue size, workforce size, and age. The industrial type was measured in the categories of industrial products, consumer products, government/Non-profit, and services. Regarding revenue size, it was assessed in mutually exclusive brackets. The size of the workforce was also measured in mutually exclusive intervals of brackets such as 1-499, 500-1599, 2000-4,999, and 5000+ workers. Concerning age, it was defined as the number of years since the inception of the business and also measured in mutually exclusive time frames of 0-4, 5-9, 10-19, 20-49, and 50+ years (Amol, 2012).

The table 2 shows the scale for measurement of the innovation as a tool in the study. The measuring tools were either adopted by the researchers or adapted from other works by significantly altering the instrument. Whenever measurement tools are used, the researcher should be sure that they will yield accurate results. They should portray no bias and important criteria should be followed in development of measurement instruments. Akkaya (2018) notes that proper ideology is the core power to improve organizations' flexibility while Hermansen & Caron (2018) posit that an organization's main product is its best option for improving flexibility. On the other hand, innovation is at its peak when an organization develops and copes properly with new trends (Jones, 2011)

Table 2: Scale for measurement of Innovation

Item	Sources
I believe proper ideology is the core power to improve organizations' flexibility (Adopted)	Akkaya, 2018; Jones, 2011; Hermansen & Caron, 2018
I prefer organizations whose flexibility improves based on the selected or prioritized project for empowering their innovations? (Adapted)	
I believe innovation is at its peak when organization develop and cope properly with the new trends? (Adopted)	
I believe the product that an organization deals in is the best option to focus on in order to improve its flexibility. (Adopted)	

The table 3 shows scale for measurement for culture. The first, second, and fifth tools were adopted as they were found preferable since reliability and validity on previous studies could be applied to this study. For example, Qiu, (2013) observes that confident culture encompasses how the employees are treated and the way they behave towards the management and also their clients. Sagmeister(2018) and Mitchell (2009) highlight ownership of actions as a pertinent issue in an organization’s culture.

Table 3: scale for measurement of Culture

Item	Sources
I believe under no doubts that I should embrace the power of ownership of actions in an organization (Adopted)	Qiu, 2013; Sagmeister, 2018; Mitchell 2009
I am confident culture encompasses how the employees are treated and the way they behave towards the management and even the clients. (Adopted)	
I prefer that the employees remain committed to changes or at best care for what happens to the organization. (Adapted)	
I am attracted to Values and beliefs in a culture that drags the market into a world of low production. (Adapted)	

Below is a table 4 showing instruments for the measurement of leadership in an organization. There are several tools that can be used to gauge leadership at personal level and at the organizations leadership ladder. Such include clarity of thought and communication, integrity commitment and influence. However, this study capitalizes on a few of these tools like the ability to confront perceptions and assumptions, leaders’ flexibility, leaders’ handling of information and the organization’s ability to propel production via stakeholder ability.

Table 4: scale for measurement of Leadership

Item	Sources
An organization makes me believe in it once it ought to confront its perceptions, assumptions and expectations to fully be flexible (Adapted)	Sagmeister, 2018; Mitchell 2009
I am pleased that if Leadership affects the organizational flexibility by a great deal. So does the leader’s flexibility. (Adopted)	
I always believe that a leader can put into context all information the organization handles (Adopted)	

I am confident that the ability of an organization to fully understand stakeholder ability to propel the production chain power then promise is given to success plans. (Adopted)	
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The table 5 shows scale for measurement of an organization’s flexibility. As noted, flexibility is the ability to respond to unpredictable changes with quick response and profitability. However, it is not unique to a specific industry which makes it difficult to measure on a fixed scale. Some methods have been developed over the years but they are mainly related to the manufacturing industry. Tools such as the Comprehensive Flexibility Measurement tool and the Analytic Hierachy Process have been proposed by previous studies (Sagmeister, 2018; Meyer& Meijers , 2017). In this case flexibility is measured in relations with innovation, environment challenges, culture and leadership.

Table 5: Scale for measurement of Organization flexibility .

Item	Sources
Innovation as I understand it undergoes processes that finally impacts organizational flexibility. (Adopted)	Teimouri et.al, 2017; Sagmeister, 2018; Meyer& Meijers , 2017
I believe different challenges form environment affects organizational flexibility by a great deal. (Adopted)	
I am confident mutual interaction among official impacts organization flexibility. (Adopted)	
I am pleased that the flexibility of organization deserves to be the only entity that thrives among any condition. (Adopted)	

The table 6 shows scale of measurement for performance. As noted, self- reports measures allow better comparability across respondents of varying size and industry. The scales of measurement for performance included the impact of performance on organizations flexibility, the self- lead aspect of a leader, flexibility mechanism and reliance on an information system to oversee operations as suggested by Bruno (2018) and Nafei (2016). The research also adapted performance scales from Evans, (2002) study and modified some factors to fit the scope of this research.

Table 6: Scale of measurement for Performance

Item	Sources
I believe performance impacts strongly the organization’s structure. (Adopted)	Bruno, 2018; Evans, 2002 Nafei, 2016
I am assured an flexible leader is able to self-lead first before he leads a team. (Adopted)	
I believe the success of every organization depends on a flexible mechanism as a better tool that propels company flexibility? (Adopted)	

I believe that an organization that aims at a greater flexibility relies on information system to oversee its present and future operation (Adopted)	
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3.6. Design and Layout of the Instrument

Data used in the research was garnered through interviews and document analysis. First, background data of different organizations were acquired. The data included plans, annual reports, press releases, and auditing reports from the institutions evaluating the organization in question. The information gleaned was then used to separate different firms. Second, desk research was conducted on two things: individual cases and the work settings operating in. Existing documents and interview transcripts are incorporated in these processes. The former does not hold as objective facts, even though they often depict what the authors presumed as actual facts. As a result, texts in these documents were treated as other sources of data like the interviews.

The importance of existing records is that they have already established psychometric properties that ensure the reliability and validity of the instrument. In the scale development and contextualization, the research adopted suggestions from De Villi's, (2003). Since not all items in the constructs of the study were leveraged from existing instruments, the research followed a two-step process to ensure the validity and reliability of the self-developed and the modified devices. Firstly, the devices were disseminated to professionals who had a good reputation in the research area of this study. The items were then modified based on their suggestions on the bases of the validity of the research as well as the construct validity of the instrument. This was followed by a pilot survey of the instrument.

3.7. Data Analysis and Techniques

Analysis of the data was done through the use of SPSS for univariate and multivariate analysis of the four items: industry, revenue, employees, and age, to ensure it was suitable for subsequent factor assessment. The achieved data was tested for both skewness and kurtosis through normality tests and revealed that normality was within the normal limits; this implies that no transformation efforts were incorporated. Also, visual inspection for kurtosis, skewness, and normality through the use of Q-Q plot, histogram, and box plot on the critical items of the research confirmed that skewness, kurtosis, and normality were within the reasonable limits. Moreover, the gleaned data were checked for outliers, multicollinearity, and homoscedasticity; and all proved to be within the acceptable limits.

The suitability of the factor analysis was evaluated by assessing the Kaiser-Meyer-Olkin measure of sampling adequacy, which is considered to be excellent at 0.913. Besides, the research leveraged the guidelines of Bartlett's test statistic. The significance level was marked as 0.001. The research exploratory factor analysis (EFA) that was done via the principal axis factoring by integrating the Promax

rotation created eight factors, where every item of the research was loading on its factors with a higher value of over 0.4.

Additionally, all the cross load differences registered values of over 0.2. The net variance explained by the created eight factors was 68.8% (Couper, 2000). Even though the number of elements in the EFA coincided with those in the theoretical model, the data analysis revealed that the sub-construct pre-emptiveness loaded with the sub-construct of proactive within the construct of the organizational flexibility and the rest 1-3 items of the developed constructs loaded as a separate factor. For the sake of future studies, the researchers noted that pre-emptive could have issues related to discriminant validity. Notably, no item of the constructs was dropped in the subsequent Confirmatory Factor Analysis (CFA).

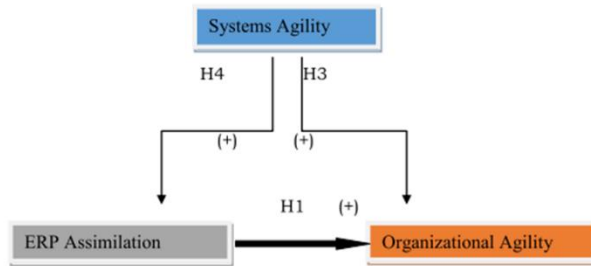
The CFA was conducted by using all the eight constructs coupled with their associated items. The research integrated an iterative process to add apt error covariance relationships as well as deleting some items. Three items: incremental innovation, resilience, and radical innovation, were dropped from the CFA model; as a result, leaving 30 items in the CFA model. The final CFA model reflected the following data: CMIN/DF = 1.641, SRMR = 0.0521, CFI = 0.954, LO= 0.47, PCLOSE = 0.157 and RMSEA = 0.055.

For all the constructs in the CFA model, both composite reliability and Cronbach's alpha proven to be greater than the 0.7 thresholds. The importance of this is confirming the theorized construct structure and also validating that the formulate correlations made after the pilot survey for improving reliability were relevant. Moreover, all the constructs revealed to have excellent convergent validity where CR was $>$ AVE, and AVE was more significant than 0.5. Except for the pre-emptive, the other constructs had high discriminant validity that revealed that $MSV <$ AVE, and $ASV <$ AVE. For pre-emptive construct, however, ASV was greater than AVE, and MSV was 0.005 higher than AVE and thus considered to have acceptable discriminant validity.

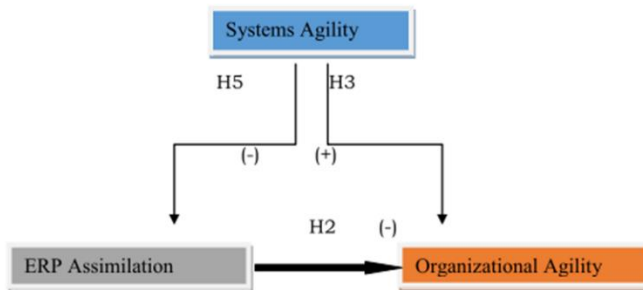
3.8. The Structural Equation Modelling

The structural equation modelling is a vital multivariate statistical analysis technique that analyses structural relationships. It integrates both the factor and multiple regression analysis to examine the fundamental relationships between latent constructs and measured variables (Byrne, 2009). This technique is significant because it estimates interrelated and multiple dependence in a single analysis. The structural equation model (SEM) for the research was built on Amos based on the following causal models.

Model A: ERP Assimilation Positively Impacts Organizational Flexibility



Model B: ERP assimilation negatively impacts organizational flexibility



The final SEM trimmed model was formulated by evaluating modification indices, trimming insignificant paths where necessary, and adding covariance paths by leveraging theoretically justified guidelines. The final trimmed model appeared as CMIN/DF = 2.69, RMSEA = 0.089, CFI = 0.956, SRMR = 0.0507, LO = 0.069, PCLOSE = 0.001, and HI = 0.11 (Amol, 2012).

The final SEM revealed that ERP assimilation ($\beta=0.146$) is significant as a determinant of organizational flexibility ($p=0.01$) (Amol, 2012). β being positive is an indication that ERP assimilation has a positive influence on organizational flexibility. At the same time, systems flexibility ($\beta=0.437$) was found to be a significant determinant of business flexibility (Amol, 2012). Again, β is a positive (0.01), implying that systems flexibility has a strong correlation with the flexibility of a business (Amol, 2012). The research conducted the relationship (interactive terms) between ERP assimilation and systems flexibility and found it to be $\beta=0.057$, and significant at the $p < 0.1$ level. This is an implication that systems flexibility moderates the impact of ERP assimilation on business flexibility (Yauch, 2011).

In general, Model A was accepted by the findings of the Structural Equation Modelling, where positive effects of ERP assimilation had a positive impact on organizational flexibility. On the flip side, model B was rejected by the findings since it was contrary to the Model A that was proven. Model A accounted for 49.6% of the variance of business flexibility (Amol, 2012). Moreover, no control variable

formulated in the operationalization of constructs was found to be significant in evaluating organizational flexibility.

4. Data Presentation, Analysis and Interpretation

4.1. Background Characteristics of Respondents

This section presents the background characteristics of respondents and how they vary in relation to organizational flexibility. The characteristics were gender, age group, occupation and working experience. These were as presented in Table 7.

Table 7: Respondents Background Characteristics

Item	Categories	Frequency	Percent
Respondents Gender	Male	178	59.3
	Female	122	40.7
	Total	300	100.0
Respondents Age	20 – 33yrs	17	5.7
	31 – 40yrs	164	54.7
	41 – 50yrs	95	31.7
	Older than 51yrs	24	8.0
	Total	300	100.0
Respondents Position	Director	4	1.3
	Manager	13	4.3
	Employee	187	62.3
	Others	96	32.0
	Total	300	100.0
Work Experience	12 months – 4years	10	3.3
	4 years – 10 years	102	34.0
	10 years – 15 years	112	37.3
	15 years and above	76	25.3
	Total	300	100.0

Source: Primary data (2022)

Results of the study in Table 7 revealed that majority of the respondents were male 178(59.3%) while female were represented by 122(40.7%). The study findings also revealed that most of the respondents were aged between 31-40 years with a representation of 164(54.7%) while least were aged 20-33years 17(5.7%). Majority of the respondents had their positions as employees 187(62.3%) while least were directors 4(1.3%). Most respondents had a working experience of 4-10years 112(37.3%) while least had 12months – 4 years 10(3.3%). The results presented in table 4.1 clearly show that data was obtained from participants of sound mind and age based on the largest percentage was from an older age bracket. This indicates that the information provided was highly reliable even basing on the fact that the largest

percentage of respondents had a very strong working experience of 4-10years.

4.2. Descriptive Statistics of the Independent Variables

Descriptive results for each aspect of independent variables that are namely innovation, culture and leadership are presented independently.

4.2.1. Results for Innovation

Innovation was studied using four items and the results on the same were as presented in Table 8.

The results in Table 8 regarding whether respondents believe that proper ideology is the core power to respond to abrupt changes in their organization, 4.7% disagreed, 4.7% strongly disagreed while 31.0% agreed, 38.0% strongly agreed and 21.7% were undecided. The mean = 3.93 was close to code four which on the five-point Likert scale used to measure the items corresponded to agreement. This suggested that the respondents agreed. Therefore, the proper ideology can lead to organizational flexibility. This agrees with the findings of Kelley (2001) who indicated that the growth of an organization is largely dependent on then ideologies employed in the organization by the top management. Proper ideologies that are based on innovation and positive change play a key role in enhancing the competitive advantage and organizational flexibility of an organization.

Table 8: Frequencies, Percentages and Means for Innovation

Innovation	F/%	SD	D	U	A	SA	Mean
I believe that proper ideology is the core power to respond to abrupt changes in this organization.	F %	14 4.7	14 4.7	65 21.7	93 31.0	114 38.0	3.93
I know this organization is always innovative to take on changes in the market place.	F %	25 8.3	20 6.7	83 27.7	91 30.3	81 27.0	3.61
I believe innovation in this organization is at its peak when it develops and copes properly with the new trends.	F %	23 7.7	17 5.7	79 26.3	85 28.3	96 32.0	3.71
I believe changes in the product brand are the best option to win a competitive advantage to the changes in product prices.	F %	24 8.0	19 6.3	71 23.7	85 28.3	101 33.7	3.73

With respect to whether the organization is always innovative to take on changes in the market place, the larger percentage (30.3%) agreed, 27.7% were undecided and 8.3% strongly disagreed. The mean = 3.61 implied that respondents indicated that they agree, the organization is innovative by taking on change in the market place to promote organizational flexibility.

Regarding whether innovation in the organization is at its peak when it develops and copes properly with the new trends (32.0%) strongly agreed and 28.3% agreed. The mean = 3.71 was close to four which on the five point Likert scale corresponded to agree. This meant that innovation in the organization is at its peak when it develops and copes properly with the new trends as a way of promoting flexibility.

With respect to whether respondents believe changes in the product brand are the best option to win a competitive advantage to the changes in produce prices, the larger percentage (33.7%) strongly agreed while 28.3% agreed and 23.7 were undecided. The mean = 3.73 almost near to four, there are changes in the product brand as the best option of winning a competitive advantage over product prices for influencing organizational flexibility.

4.3. Results for Culture

Culture was conceptualised as the second independent variable affecting organizational flexibility. Culture was studied using four items and the results on the same were as presented in Table 9.

Table 9: Frequencies, Percentages and Means for Culture

Culture	F/%	SD	D	U	A	SA	Mean
I believe under no doubts that the management translates its expectations into organizational beliefs and values in conducting daily activities.	F %	27 9.0	28 9.3	71 23.7	86 28.7	88 29.3	3.60
I am confident that the standards of conduct are communicated and reinforced to all levels of the organization.	F %	27 9.0	40 13.3	55 18.3	89 29.7	89 29.7	3.57
I prefer that the employees remain committed to changes or at best	F %	20 6.7	37 12.3	62 20.7	87 29.0	94 31.3	3.66

care for what happens to the organization.							
I am attracted to values and beliefs that drags the organization into improving production.	F	27	28	54	100	91	3.66
	%	9.0	9.3	18.0	30.3	30.3	

The results in Table 9 regarding whether respondents believe under no doubts that the management translates its expectations into organizational beliefs and values in conducting daily activities showed that the larger percentage (46.2%) agreed while 35.3% disagreed and only 18.6% were undecided. The mean = 3.39 was close to code three suggested that the management translates its expectation into organizational beliefs and values in its activities with an intention of promoting organizational flexibility . With respect to whether respondents are confident that the standards of conduct are communicated and reinforced to all levels of the organization, the larger percentage (42.9%) disagreed, 40.0% agreed and 18.1% were undecided. The mean = 3.01 implied that respondents indicated that fairly, they are confident that the standards of conduct are communicated and reinforced to all levels of the organization as a way of promoting organizational flexibility. Regarding whether respondents are confident that the standards of conduct are communicated and reinforced to all levels of the organization, the larger percentage (41.4%) agreed while another 41.4% disagreed and 17.1% were undecided. The mean = 3.77 was close to four which on the five point Likert scale corresponded agree. This meant respondents agreed, they are confident that the standards of conduct are communicated and reinforced to all levels of the organization for promoting flexibility. With respect to whether employees are attracted to values and beliefs that drags the organization into improving production, the larger percentage (43.8%) disagreed while 36.7% agreed and 19.5% were undecided. The mean = 3.17 almost equal to the average indicated that fairly, attracted to values and beliefs that drags the organization into improving production for promoting organizational flexibility.

4.4. Results on Leadership

Leadership was conceptualised as the third aspect of organizational flexibility. Leadership was studied using four items and the results on the same were as presented in Table 10.

The results in Table 10 regarding whether respondents are confident that managers in this organization communicate with their employees after observing unusual changes showed that the majority percentage (31.3%) agreed while 28.0% strongly agreed and only 3.7% disagreed. The mean = 3.52 was close to code four suggested that respondents are confident that managers in this organization

communicate with their employees after observing unusual changes for promoting organizational flexibility . With respect to whether respondents are pleased that management takes quick decisions whenever changes occur in the market place, the larger percentage (39.7%) strongly agreed, 21.3% agreed and only 5.0% disagreed. The mean was 3.41 implied that respondents indicated that fairly, respondents are pleased that management takes quick decisions whenever changes occur in the market place for promoting organizational flexibility. Regarding whether respondents believe that managers take consistent actions to manage production changes, the larger percentage (61.4%) agreed 26.6% disagreed and 11.9% were undecided. The mean = 3.41 was close to three indicated that fairly, believe managers take consistent actions to manage production changes for promoting organizational flexibility. With respect to whether respondents are confident that the organization listens for feedback and questions from employees and clients, the larger percentage (50.5%) agreed while 33.8% disagreed and 15.7% were undecided. The mean = 3.11 almost equal to the average indicated that fairly, respondents are confident that the organization listens for feedback and questions from employees and clients for promoting organizational flexibility.

Table 10: Frequencies, Percentages and Means for Leadership

Leadership	F/%	SD	D	U	A	SA	Mean
I am confident that managers in this organization communicate with their employees after observing unusual changes.	F %	47 15.0	11 3.7	64 21.3	94 31.3	84 28.0	3.52
I am pleased that management takes quick decisions whenever changes occur in the market place.	F %	51 17.0	15 5.0	51 17.0	64 21.3	119 39.7	3.61
I believe managers take consistent actions to manage production changes	F %	25 8.3	50 16.7	64 21.3	70 23.3	91 30.3	3.50
I am confident that the organization listens for feedback and questions from employees and clients.	F %	10 3.3	62 20.7	56 18.7	72 24.0	100 33.3	3.63

4.5. Descriptive Results on the Dependent Variable: Organizational Flexibility

The results on organizational flexibility were as presented in Table 11.

The results in Table 11 regarding whether respondents believe my organization has available equipment ready for handling turbulent situations showed that the majority of the responses indicated by 76.0% disagreed while 10.3% agreed. The mean response rate of 1.72 was close to code two which on the five-point Likert scale used to measure the items corresponding to disagree. This suggested that the respondents disagreed. Therefore, the results meant that majority of the respondents do not believe that the organization has available equipments for handling turbulent situations which fails organizational flexibility. With respect to whether respondents believe my organization assesses the number of successful continuous projects undertaken per period of time, the majority of the responses showed by 77.3% disagreed and only 13.7% agreed. The mean response rate of 1.69 implied that respondents disagreed which implied that majority of the respondents believe my organization do not assess the number of successful continuous projects undertaken per period of time which fails organizational flexibility. Regarding whether the respondents are confident that this organization examines the percentage of work balanced in a period of time, the larger percentage 72.7 disagreed while only 9.7% strongly agreed. The mean response rate of 2.20 was close to two which on the five point Likert scale corresponded to disagree. This meant that the organization does not examine the percentage of work balanced in a period of time. With respect to whether respondents are pleased the organization records inventory turnover rate for the given period of time, the larger percentage 92.3% strongly disagreed while only 3.3% strongly agreed. The mean response rate 2.17 indicated that to a lesser extent the organization records inventory turnover rate for the given period of time which fails organizational flexibility.

Table 11: Frequencies, Percentages and Means for Organizational Flexibility

Organizational Flexibility	F/%	SD	D	U	A	SA	Mean
I believe my organization has available equipment ready for handling turbulent situations.	F %	228 76.0	8 2.7	9 3.0	31 10.3	24 8.0	1.72
I believe my organization assesses the number of successful continuous projects undertaken per period of time.	F %	232 77.3	14 4.7	9 3.0	1 1.3	41 13.7	1.69

I am confident that this organization examines the percentage of work balanced in a period of time.	F	44	218	0	9	29	2.20
	%	14.7	72.7	0.0	3.0	9.7	
I am pleased the organization records inventory turnover rate for the given period of time.	F	227	4	0	9	10	2.17
	%	92.3	1.3	0.0	3.0	3.3	

4.6. Correlation of Organizational Flexibility on Influencing Factors

To establish whether organisational factors were positive significant determinants of organizational flexibility that is to test the first three sub hypotheses (H1-H3) in this study, correlation analysis was done. The three influencing factors were in terms of innovation, culture and leadership. The results were given as in Table 12.

The results in Table 12 suggest that three organisational factors affecting flexibility namely; innovation ($r = 0.371$, $p = 0.000 < 0.05$), culture ($r = 0.533$, $p = 0.000 < 0.05$), and leadership ($r = 0.474$, $p = 0.000 < 0.05$) had a positive and significant relationship with organizational flexibility. This means that Hypotheses One to Three were accepted by the current findings of the study.

Table 12: Correlation of Organizational Flexibility on Influencing Factors

	Organizational Flexibility	Innovation	Culture	Leadership
Organizational Flexibility	1	0.180**	0.533**	0.474**
Innovation		1	0.643**	0.332**
Culture			1	0.357**
Leadership				1

** Correlation is significant at the 0.01 level (2-tailed).

4.7. Regression of Organizational Flexibility on Influencing Factors

At the confirmatory level, to establish whether organisational factors namely; innovation, culture and leadership were determined organizational flexibility, a regression analysis was carried out. The results were as in Table 13.

Table 13: Regression of Organizational Flexibility on Influencing Factors

Organisational Factors	Standardised Coefficients	Significance
	Beta (β)	P
Innovation	0.425	0.000
Culture	0.329	0.000
Leadership	0.073	0.186

Adjusted R² = 0.375
F = 32.186, p = 0.000

a. Dependent Variable: Organizational Flexibility

The results in Table 13 show that organisational factors namely; innovation, culture and leadership explained 37.5% of the variation in organizational flexibility (adjusted R² = 0.375). This means that 62.5% of the variation was accounted for by other factors not considered under this model. However, only innovation ($\beta = 0.425$, $p = 0.000 < 0.05$) and culture ($\beta = 0.329$, $p = 0.000 < 0.05$) were positive and significant determinants of organizational flexibility. However, leadership ($\beta = -0.073$, $p = 0.186 < 0.05$) was positive but insignificant determinant of organizational flexibility. This means that only the Hypotheses One and Two (H2 & H3) were supported but Hypotheses Three (H3) was not.

5. Discussion and Conclusions

5.1. Discussion of the Findings

The study established that innovation has a positive significant impact on organizational flexibility ($r = 0.180$, $p = 0.002 < 0.05$). This is further manifested when the organization decides to become always innovative to take on changes in the market place. This means that becoming innovative through taking on changes in the market place is the best among the innovative practices that can have power to improve flexibility in the organizations. The current findings of the study are in agreement with Sherehiy and Karwowski, (2014) who asserts that organizational flexibility represents a significant change for some companies in their way of operation and doing things. It takes to account off their comfort zone to try new solutions, which also involve advocating a culture where mistakes are not viewed as something negative, but entirely on the contrary, as an opportunity to continue improving on shortcomings.

In support of the above, Kelley (2001) also observed that on the increase innovation as proficiency becomes an influential tool for expressing flexibility within the organization since it invites its leaders and collaborators to question their work dynamics, processes, communications, use of technological resources and customer relationships, as well as to address trends in their area of the association. The study established that culture has a positive significant effect on organizational flexibility ($r = 0.533$, $p = 0.000 < 0.05$). This was further manifested by the findings that when

respondents were whether they were confident that the standards of conduct are communicated and reinforced to all levels of the organization. This means that organizations need to communicate the standards of conduct in order to promote flexibility in their system of operation. In agreement with the above findings, Felipe et al, (2017) asserts that for organizations to be able to acquire a competitive advantage over their competitors, it is necessary that they employ operational strategies that will make it possible for them to quickly and effectively adapt to the constant changes in the market economy because of the market variables which are not permanent. In the same line of argument, Livari and Livari, (2011) also observed that for businesses to favorably operate in the uncertain market environment, it is necessary that they formulate strategies that will tackle the changes of the situation and create avenues that will see the organization gain a more significant market share and the opportunities that the changes come with at all time.

While according to Felipe et al, (2017), in the current wave of business operation and the constant change in culture and business environment, it is necessary that organizations flexibility be coupled with sustainable business strategies. By doing so, the organization will withstand the waves of changes that the business environment faces. Advocating for sustainability among flexible organizations means finding ways to cut the impacts that environmental changes bring to the organization. The effects of cultural values and the set principles in organizational flexibility are influenced by several factors that are not only internal but also external (Livari and Livari). The study established that the power of leadership has a positive significant relation on organizational flexibility ($r = 0.474$, $p = 0.000 < 0.05$). This was also manifested by the findings that when respondents were asked whether they are confident that managers in their organizations communicate with their employees after observing unusual changes. Thus to effectively cause leadership influence on flexibility, organizational managers need to always communicate with their employees whenever they have observed unusual changes. In agreement with the above findings, Horney et al., (2010) observed that it is important that leaders change their mode of operation and adapt to organizational flexibility. The human side in organizational flexibility is the most important part because through the human nature that ideas and strategies to be followed are communicated. In most leadership styles in many organizations, the leaders are still using the traditional methods of leadership, even though organizational flexibility has a new method and means to business leadership.

5.2. Conclusion

Innovation has potential to impact organizational flexibility especially when the organization decides to take on changes in the market place. For organizations to improve the level at which they adapt to changes that occur in their operation, managers need to be so innovative. This controls the management of changes which

can affect organizational performance. Culture is a strong factor which affects organizational flexibility. Hence organizational flexibility is weak whenever less emphasis is placed on management of culture in the organization. Organizations always need to put standards of conduct which are communicated to all managers, supervisors and employees at all levels of the organization. With flexibility managed, the organizational levels of production and performance can improve. The power of leadership is essential when it comes to promoting flexibility in organizations. In regard to leadership, organization need to keep constant communication, giving feedback and responding to questions of employees and clients especially whenever unusual changes occur in the organization. For organization to maintain a sense of being flexible, the power of leadership should be at its peak to make quick and decisive communication to all members of the organization.

5.3. Recommendations

Organizations need to promote innovative practices in all departments. This will help to bring new ideologies in the systems of operation which is useful to manage unavoidable changes in the organization. Organization managers need to be alert whenever unusual changes occur in the organization. With this, they can easily communicate to their subjects hence reacting to changes in the organization. Organizations should communicate a standard of conduct among all employees. This will enable them work with organized system that consider the organization statement of beliefs, values and objectives which are important for being flexible in the working operations.

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