

The Role of Strategic Management in Achieving Organizational Resilience

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Abstract

The importance of this study on strategic management is evident in strengthening the organizational immune system to improve scientific knowledge and develop administrative performance by increasing competitiveness and improving risk management and sustainability. The study included the independent variable represented by strategic management with its dimensions, which include (define the mission and vision of the organization - define the strategic objectives - analyze the external and internal environment of the organization - analyze the strategic alternatives - implement the strategy - evaluate the strategy), as well as the dependent variable: organizational immunity, which includes (organizational learning – Regulatory memory – regulatory DNA). The study targeted a specific population, which is a comprehensive group of managers and employees of the institutions of Asia Cell Communications Company in Saladin Governorate, Iraq. The original sample was composed of 130 employees representing the comprehensive study group, where 127 valid questionnaires were collected for analysis, representing 98% of the total questionnaires distributed and collected. The study reached the following results: The company has a high degree of variation in the agreement of the group members on the elements to define the mission and vision of the company. There also appears to be significant agreement among group members on the importance of setting SMART (specific, measurable, attainable, relevant, time-bound) goals to guide a company toward success and competitive differentiation. The analysis indicates that there is great agreement among the group members on the importance of establishing the company's strategic objectives, and these results indicate that the team agrees on the importance of analyzing the external and internal environment of the company and establishing smart goals to achieve sustainable success and competitive distinction. There is great agreement among group members about the importance of strategic alternatives in the company's strategic planning process. This indicates that the company's management is interested in analyzing alternatives and evaluating the potential risks and benefits of each strategy, which contributes to making informed and effective decisions to achieve the company's goals in a successful and sustainable manner. The results also showed that there was significant agreement among group members on the importance of effective strategy implementation, continuous interaction with the external environment and technology, and the establishment of monitoring mechanisms to measure company performance on regular basis. The total score was 3.89 for the importance of organizational learning and its role in improving flexibility, readiness for change, and organizational flexibility. Although the overall score was 3.88 due to the importance of organizational memory as a key factor to improve the ability to recover and use previous knowledge and experiences in different contexts within the company, as well as its role in improving effectiveness performance, intelligent decision making, and capacity development. Organizational identity, improving communication and knowledge exchange between company members, directing strategies based on previous experiences, enhancing interaction between members and improving their cooperation to achieve common objectives. The overall organizational DNA score was 3.98, indicating its role in guiding organizational behavior and promoting learning and development within the company. Therefore, it can be concluded that there is a high consensus and agreement among the group members on the importance of the various aspects of the company's management and strategies, which represents a solid basis to achieve common objectives and the success of the company. company in the current work environment.

Keywords: Strategic Management, Organizational Resilience, Asia Cell Communications.

INTRODUCTION

At present, the business environment is increasingly challenged by rapid change and growing complexity, as well as intense global competition. This context forces the management of organizations to look for sophisticated management methods to deal with these challenges effectively. In this context, the importance of strategic management as a vital and vital model for business enterprises in achieving organizational resilience stands out. (Tayeb, 2014: 42).

Strategic management is the foundation through which organizations can address different challenges and achieve competitiveness in a changing environment. It enables organizations to comprehensively analyze their environment and identify opportunities and threats so that they can make the right strategic decisions. Thanks

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to these strategies, organizations can develop their competitiveness and enhance their performance to achieve their long-term goals. (Mansour, 2014,6).

Strategic management allows organizations to set clear visions and strong strategic goals, and build effective strategies to successfully avoid difficulties and compete. In addition, organizations rely on strategic management to achieve sustainability and continuous growth, which enhances their ability to adapt to environmental variables and existing challenges. (Amina, & Mimoun, 2017,9).

In this context, organizational resilience comes into play as a key element in enhancing the performance and continuity of institutions in a changing environment. It enables organizations to build strong and resilient organizational structures, and foster a culture of innovation and adaptation, making them able to effectively address difficulties and challenges and deal with changes flexibly and quickly.

The Research Problem and Its Questions

All organizations are keen to improve and develop their performance to achieve superior performance, and the reality of organizations indicates that their level of success in this varies according to their efficiency in managing their strategies. Indeed, strategic management plays a prominent role in achieving this goal, as it contributes to setting the goals of the organization and determining the long-term directions to achieve them. (Ghunaim, 2021,7).

Thus, the research topic is to understand the vital role that strategic management plays in enhancing the organizational resilience of organizations.

Therefore, our research problem is the following question:

What is the role of strategic management in order to improve organizational resilience?

It is subdivided into the following:

What are the roles of strategic management in its quest to strengthen the organizational immune system of business organizations?

How can defining the organization's mission and vision affect the strengthening of its regulatory immune system?

What is the impact of setting strategic objectives on strengthening the organization's immune system?

How can the analysis of the external and internal environment of the organization contribute to strengthening the regulatory immune system?

What role does strategy implementation play in strengthening the organization's regulatory immune system?

How can strategy evaluation processes contribute to strengthening the organization's organizational immune system.

Research Objectives

Based on the research problem and suggested sub-questions, research objectives can be defined as follows:

Key Objective: Define the role of strategic management in the organizational immune system.

Sub-objectives:

Studying the impact of defining the mission and vision of the organization on strengthening the organizational immune system of the organization.

Analyze the impact of setting strategic objectives on strengthening the organization's immune system.

Investigating how the analysis of the external and internal environment of the organization affects the strengthening of its regulatory immune system.

Evaluate the role that the implementation of the strategy plays in strengthening the organization's regulatory immune system.

Exploring how strategy evaluations impact organizational immune system strengthening

Provide practical recommendations and guidance to business organizations on how to use strategic management to improve the regulatory immune system.

Significance of Research

The importance of scientific and practical research on strategic management in **strengthening the regulatory immune system** is reflected in the following points:

Scientific Research Importance

Enhancing scientific knowledge: The research contributes to increasing our knowledge of how strategic management affects organizational immune systems on the performance of organizations. This contributes to the development of concepts and theories in the field of business management and enhances our understanding of how to achieve competitive excellence.

Developing management performance: Scientific research helps identify methods and tools that managers and decision makers can use to strategically improve their management of the organization. This can lead to the development of management practices and increased efficiency.

The Importance of the Research

Increasing the competitive situation: By adopting advanced and effective management practices, institutions can enhance their competitive characteristics in their field of business. This can lead to an increase in its market share and improve its competitive position.

Improved risk management: Action research can help organizations effectively identify and manage risks during environmental and economic changes. This can contribute to maintaining business sustainability in the face of challenges.

Promoting sustainability: By developing strong regulatory immune systems, organizations can enhance the sustainability of their business and reduce negative impacts on the environment and society.

In short, scientific and practical research on this topic helps to achieve the best results for organizations by strengthening strategic management and the organizational immune system, thus improving financial performance and increasing competitiveness and sustainability.

Variables and Research Model

Research Variables

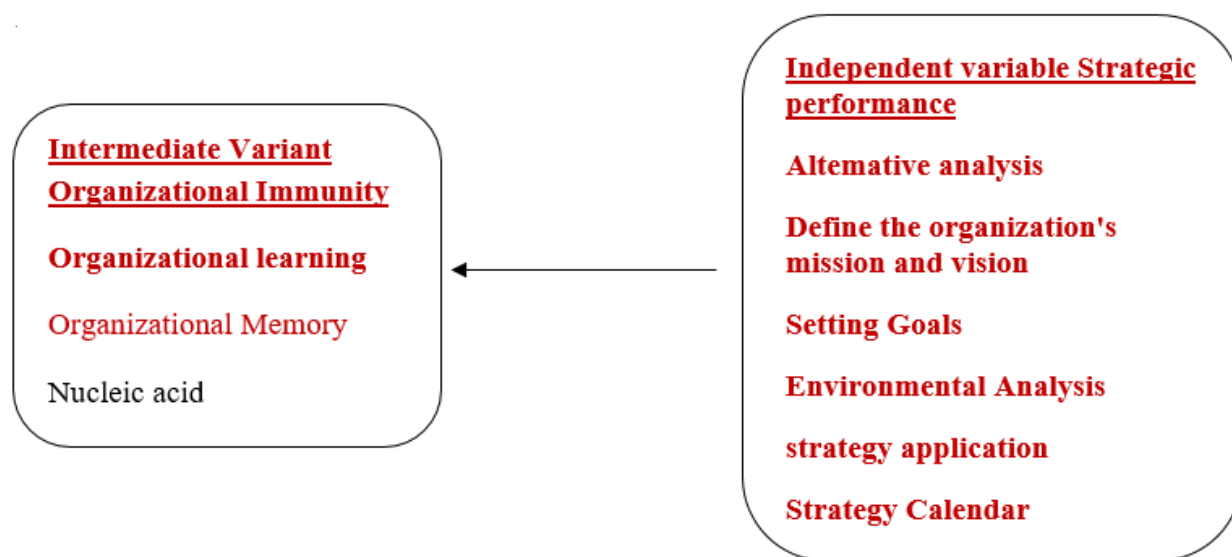
Independent variable: Strategic management in its dimensions (defining the mission and vision of the organization - defining strategic objectives - analyzing the external and internal environment of the organization - analyzing strategic alternatives - implementing the strategy - evaluating the strategy).

Dependent variable: Organizational immunity (organizational learning – organizational memory – organizational DNA)

The Relationship Between the Research Variables Can Be Represented Through the Following Diagram

In light of the problem of the study, and the review of the relevant literature, the researcher has identified the variables that have been selected, as recorded in the study model in Figure (1-1). we will change the model and the assumption, they will be related to the items that you will find in the literature review.

Study Model



This form was taken based on

The form is prepared by the researcher based on Arab and foreign studies on the subject.

Research Hypotheses

The research is based on a number of main hypotheses:

Main Hypothesis: There is a positive relationship between strategic management and organizational immunity of business organizations

Sub-hypotheses:

There is a positive relationship between a precise definition of the organization's mission and vision and the organizational immunity with its dimensions.

There is a positive relationship between the accurate determination of the strategic objectives of the organization and the organizational immunity with its dimensions.

There is a positive relationship between the continuous analysis of the organization's environment and the organizational immunity with its dimensions.

There is a positive relationship between the definition and implementation of the strategy and the organizational immunity with its dimensions.

There is a positive and significant relationship between the evaluation of the strategy and the organizational immunity with its dimensions.

These revised hypotheses now propose that strong strategic management practices (clearly defined mission, strategic objectives, environmental analysis, strategy implementation, and evaluation) lead to a stronger organizational immunity (the ability to adapt and survive challenges). This is a more interesting and testable direction for your research.

LITERATURE REVIEW

The First Topic: Strategic Management

Strategic management means a set of plans and actions that determine the long-term performance and development of organizations. Planning and implementation processes and decisions aimed at achieving the specific objectives of the organization are also considered. ". (Wheelen et al, 1995, p22).

Strategic management is a management process that manages all available resources in an organization in a way that ensures the achievement of its goals and objectives. This is done through a series of steps that start with setting goals, then analyzing the competitive environment surrounding the organization, and analyzing its internal system. After that, a system is developed to evaluate strategies and implement them efficiently.(Ibrahim, 2018,19). "

With the need to identify the opportunities available, and the threats that the institution may face, so that these threats can be within the institution itself, or from its competitors.(Wheelen et al, 1987,P33).

Strategic management in its scientific sense is a new field in the field of business management and has been the focus of attention and focus in finding a clear concept and definition of it, because of its importance in the management and organization of companies. (Helen et al., 1990, pp. 24-31).

The researcher defines strategic management as: The set of decisions and processes carried out by senior management in order to determine long-term directions consists of several elements, including focusing on SOWAT analysis with the aim of raising the level of performance, improving implementation and adding value to the institution. This also includes continuous performance evaluation and continuous improvement of the organization's strategic capability.

In order to implement strategic management in business organizations, the steps must be followed as follows: Thompson, 2003.

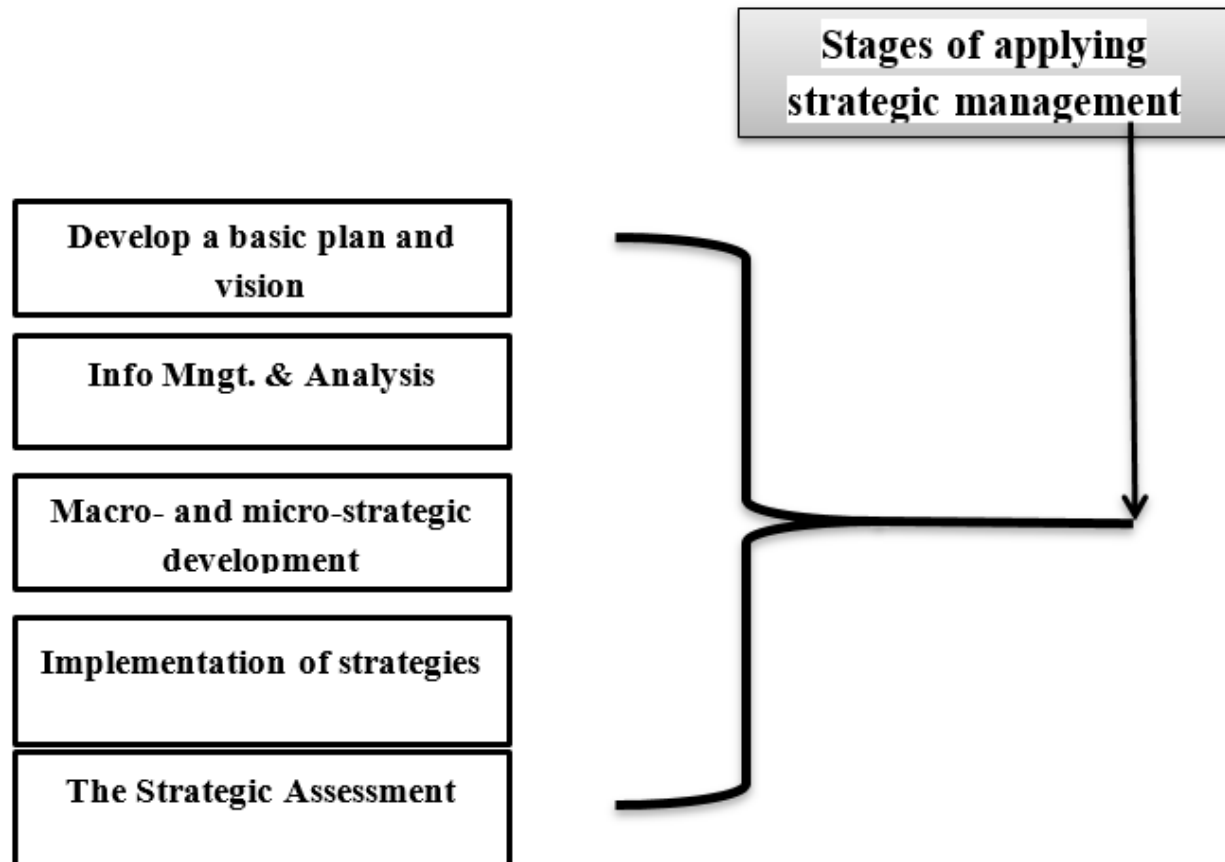


Figure 1. Phases of applying strategic management.

The Second Topic: Regulatory Immune System

With the onset of the new economic era, new managerial challenges emerge that correspond to the evolution of the era and adapt to the constant changes in the regulatory environment. These challenges are called “regulatory immunity,” a concept inspired by the concept of biological immunity. The concept aims to protect administrative entities from any threat that may threaten their sustainability or hinder their proper functioning. (Hilah, et al2020,76).

Organizational resilience includes a set of actions, policies, and measures taken by institutions to address challenges and risks that may affect their continuity. The main objective of organizational resilience is to secure the organizational entity and adapt to changes in the internal and external environment of the organization. (Abd al Majeed, 2016,3)

The concept of acquired regulatory immunity refers to the ability to form an improved regulatory immune system based on previous experience, training, and knowledge. This can be done through alliances and partnerships or by consulting and training. (Al-Samanan Al-Dabbagh, 2020, 74),

The organizational immune system is a concept used in the context of the management of organizations to express the efforts and actions taken by these organizations to adapt to external and internal challenges and threats and to maintain their stability and sustainability. The goal of the organizational immune system is to enhance the organization's resilience and ability to adapt to changes and risks (116, 2016, Bhattarai).

There appears to be a divergence regarding the dimensions of the regulatory immune system in the research literature. Researchers have introduced a variety of dimensions that make up the regulatory immune system, and these differences have been influenced by the intellectual orientations and concepts adopted in each study.

Organizational Learning

So, the concept of organizational learning can be summarized as a process that includes creating, maintaining and disseminating knowledge within the organization. This process relies on the organization gaining and leveraging expertise and experience over time to solve internal problems and understand and interpret external challenges (98, 2013, Huang).

Organizational Memory

Refers to an organization's ability to store and retrieve knowledge and experiences through its past experiences. It plays an important role in guiding decisions and their impact on the behavior of the organization, as it is linked to its organizational culture and contributes to the management of knowledge within it. It is an essential tool for improving performance and increasing competitiveness in the changing business environment Muskat & Deery, 2017,65.

Regulatory DNA

Organizational DNA is an important concept in understanding the identity and behavior of an organization, as it identifies the factors that distinguish it and reflects the internal and external relationships of its people and processes. Understanding this concept influences management's strategic and tactical decision-making, and represents an organization's unique footprint that affects its ability to compete and excel in the business environment. Organizational DNA contributes to guiding the organization towards achieving its goals more efficiently and improving its performance. (. Azadeh, 2021,88)

METHODOLOGY

Practicality

The researcher adopts an analytical descriptive approach commensurate with the nature and objectives of the study, as it focuses on studying the phenomenon accurately and representing it in detail and accuracy, and then analyzes the phenomenon and understands the links and relationships between its various elements. This approach aims to achieve results by developing topics and reliably enriching knowledge.

Population and Sample of the Study

Our research targets a specific study community, which is a comprehensive group of administrators and employees of Asia Seal institutions in Salahuddin Governorate. The original sample consisted of 130 employees representing the comprehensive study group, where 127 valid questionnaires were collected for analysis, representing 98% of the total questionnaires distributed and collected.

The Scale Used in the Study (Measure)

The five-point Likert scale was used in this study to collect the opinions of the sample members, as this scale includes a set of statements that express different trends and opinions.

Validity Study Tool

The validity of the questionnaire aims to achieve standards of accuracy and reliability in measuring the targeted phenomena and variables. Therefore, the researcher distributed a survey sample consisting of (30) questionnaires to test the internal consistency, structural validity and stability of the questionnaire, in order to

ascertain the extent to which the questions were able to measure the concepts to be studied in an accurate and reliable way. To achieve the validity of the questionnaire, the researcher used two methods:

Validity of Arbitrators (Apparent Validity)

After presenting the questionnaire to a group of arbitrators specialized in specialized fields in Iraqi universities, who provided their comments and observations on the content and structure of the questionnaire, the researcher responded to these comments and worked to modify the questionnaire according to the proposals submitted, with the aim of improving the quality and validity of the questions and ensuring their suitability for the research context and the target group.

Tool Stability Test

Cronbach's alpha coefficient, and the results were shown as follows:

Table 2. Cronbach Alpha Internal Coefficient of Consistency for the Questionnaire.

Axis	Number of Paragraphs:	Internal Consistency
Defining the company's mission and vision	5	.648
Define STRATEGIC GOALS	5	.717
Analysis of the external environment and its challenges	5	.754
Alternative analysis	5	.786
strategy application	5	.737
Evaluation of The Strategy	5	.753
Organizational Memory	5	.644
Organizational learning	6	.698
Nucleic acid	8	.852
Total	49	.967

It is clear from the results shown in Table No. (1) that the value of the Cronbach alpha coefficient ranged between (.644-.852), which are measures ranging from acceptable to excellent. As for the value of the Cronbach alpha for the questionnaire as a whole, it was (.967), which is considered a high and excellent percentage, and this indicates high reliability.

Presentation And Analysis of Research Data and Testing of Hypotheses

First: Presentation of Demographic Data for the Study Sample

Table 1. Demographic data of the study sample.

Variables		Frequency	%
Sex	Male	83	65.4
	Female	44	34.6
	Total	127	100.0
Age	20 – 35	27	21.3
	36-45	52	40.9
	55	35	27.6
	50+ years	13	10.2
	Total	127	100.0
Educational Qualification	Diploma	36	28.3
	Bachelor's Degree	61	48.0
	Postgraduate education	30	23.6
	Total	127	100.0
job	Division Director	47	37.0
	Assistant Department Manager	29	22.8
	Division Director	40	31.5
	Unit Manager	7	5.5
	Other	4	3.1
	Total	127	100.0
Years of Experience	Less than 5 years	32	25.2
	(6 years)	23	18.1

UNTRANSLATED_CONTENT_START (15-11)	36	28.3
سنوات UNTRANSLATED_CONTENT_END	36	28.3
16+	36	28.3
Total	127	100.0

Second: Analysis of study data

Analysis of study data related to **thedimensions of the independent variable Strategic Management:**

Table 2. Analysis of the dimensions of the independent variable Strategic Management.

	DIMENSION	Mean	StDev
1	Corporate Message	3.94	.501*
2	Define STRATEGIC GOALS	3.88	.627
3	Analysis of the external environment and its challenges	3.95	.600
4	Alternative analysis	3.87	.644
5	strategy application	3.97	.567
	Evaluation of The Strategy	3.85	.632

It can be concluded that all dimensions of strategic management have a high mean (above 3.5), indicating a positive estimate of these dimensions. The standard deviation also shows the variation in opinions between the sample, as the values of the standard deviation are between 0.501 and 0.644, which means that there is a range of variation in the ratings provided for each dimension.

Analysis of the data of the dimensions of the axis of the variable dependent on organizational immunity

Table 3. Analysis of the dimensions of the axis of the variable dependent on organizational immunity.

	DIMENSION	Mean	Standard deviation
1	Organizational learning.	3.89	.529
2	Organizational Memory	3.88	.520
3	Nucleic acid	3.91	.830.

It is noted that all dimensions of the axis of the dependent variable "organizational immunity" have high averages between 3.88 and 3.91, indicating a positive estimate of these dimensions. Although the regulatory DNA standard deviation is higher than other dimensions, it is considered acceptable given the normal differences in in-sample assessments.

Third: Testing the Study Hypotheses

After completing the analysis and presentation of the results of the study, its hypotheses are tested in this section

The Main Hypothesis

Main Hypothesis: There is a positive relationship between strategic management and organizational immunity of business organizations.

For this purpose, we will conduct a Means test between strategic management and organizational immunity in its dimensions for business organizations as follows:

There is a positive relationship between a precise definition of the organization's mission and vision and the organizational immunity with its dimensions.

Table 4. Means Test Between the Accurate Determination of the Organization's Mission and Vision and Organizational Immunity in Its Dimensions.

• Dimension	• Mean Difference (Mission/Vision vs. No Mission/Vision)	• Significance (Sig.)
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• Organizational Learning	• Positive value	• 0.000
• Organizational Memory	• Positive value	• 0.000
• Organizational DNA	• Positive value	• 0.000

Explanation:

We focused on the mean difference between groups with an accurate determination of the organization's mission and vision versus those without it.

A positive value indicates a significant relationship between the precise definition of the mission and vision and organizational immunity in all dimensions.

The significance level (Sig.) of 0.000 suggests that the observed relationships are statistically significant (p-value < 0.05).

Measures of Association:

• Dimension	• R-squared
• Organizational Learning	• 0.300
• Organizational Memory	• 0.355
• Organizational DNA	• 0.275

Explanation:

R-squared values indicate the proportion of variance in the immunity dimensions explained by the accurate determination of the mission and vision.

Higher R-squared values suggest a stronger association between mission/vision accuracy and organizational immunity.

There is a positive and significant relationship between the accurate determination of the strategic objectives of the organization and the organizational immunity with its dimensions.

Table 5. Means Test Between the Accurate Determination of the Strategic Objectives of the Organization and Organizational Immunity in Its Dimensions.

Dimension	Mean Difference (Strategic Objectives vs. No Strategic Objectives)	Significance (Sig.)
Organizational Learning	Positive value	0.000
Organizational Memory	Positive value	0.000
Organizational DNA	Positive value	0.000

Explanation

The table presents the mean difference between groups with accurate determination of the organization's strategic objectives versus those without it.

A positive value indicates a significant relationship between precise definition of strategic objectives and organizational immunity in all dimensions.

The significance level (Sig.) of 0.000 suggests that the observed relationships are statistically significant (p-value < 0.05).

Measures of Association

Dimension	R-squared
Organizational Learning	0.282
Organizational Memory	0.343

Organizational DNA	0.307
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Explanation:

The measures of association indicate the strength of the relationship between accurate determination of strategic objectives and organizational immunity.

Higher R-squared, Eta, and Eta Squared values suggest a stronger correlation between strategic objectives and organizational immunity.

There is a positive and significant relationship between the continuous analysis of the organization's environment and the organizational immunity with its dimensions.

Table 6. Means Test Between Continuous Analysis of the Organization's Environment and Organizational Immunity in Its Dimensions.

Dimension	Mean Difference (Analysis of Environment vs. No Analysis)	Significance (Sig.)
Organizational Learning	Positive value	0.000
Organizational Memory	Positive value	0.000
Regulatory DNA	Positive value	0.000

Explanation

The table presents the mean difference between groups with continuous analysis of the organization's environment versus those without it.

A positive value indicates a significant relationship between continuous analysis of the organization's environment and organizational immunity in all dimensions.

The significance level (Sig.) of 0.000 suggests that the observed relationships are statistically significant (p -value < 0.05).

Measures of Association

Dimension	R-squared
Organizational Learning	0.344
Organizational Memory	0.360
Regulatory DNA	0.265

Explanation

The measures of association indicate the strength of the relationship between continuous analysis of the organization's environment and organizational immunity.

Higher R-squared, Eta, and Eta Squared values suggest a stronger correlation between analysis of the environment and organizational immunity.

There is a positive and significant relationship between the definition and implementation of the strategy and the organizational immunity with its dimensions.

Table 7. Means Test Between Determining the Strategy and Organizational Immunity in Its Dimensions.

Dimension	Mean Difference (Analysis of Strategy vs. No Analysis)	Significance (Sig.)
Organizational Learning	Positive value	0.000
Organizational Memory	Positive value	0.000
Regulatory DNA	Positive value	0.000

Explanation:

The table presents the mean difference between groups with the analysis of strategic alternatives versus those without it.

A positive value indicates a significant relationship between the definition and implementation of the strategy and organizational immunity in all dimensions.

The significance level (Sig.) of 0.000 suggests that the observed relationships are statistically significant (p-value < 0.05).

Measures of Association

Dimension	R-squared
Organizational Learning	0.431
Organizational Memory	0.456
Regulatory DNA	0.404

Explanation

The measures of association indicate the strength of the relationship between determining the strategy and organizational immunity.

Higher R-squared, Eta, and Eta Squared values suggest a stronger correlation between strategy determination and organizational immunity.

There is a positive and significant relationship between the evaluation of the strategy and the organizational immunity with its dimensions.

Table 8. Means Test Between the Implementation of the Strategy and Organizational Immunity in Its Dimensions.

Dimension	Mean Difference (Strategy Implementation vs. No Implementation)	Significance (Sig.)
Organizational Learning	Positive value	0.000
Organizational Memory	Positive value	0.000
Organizational DNA	Positive value	0.000

Explanation

The table displays the mean difference between groups with the implementation of the strategy versus those without it.

A positive value indicates a significant relationship between the evaluation of the strategy and organizational immunity in all dimensions.

The significance level (Sig.) of 0.000 suggests that the observed relationships are statistically significant (p-value < 0.05).

Measures of Association

Dimension	R-squared
Organizational Learning	0.456
Organizational Memory	0.606
Organizational DNA	0.666

Explanation

The measures of association indicate the strength of the relationship between the evaluation of the strategy and organizational immunity.

Higher R-squared, Eta, and Eta Squared values suggest a stronger correlation between strategy implementation and organizational immunity.

Based On the Sub-Results, The Main Hypothesis Can Be Confirmed

The sub-results indicate that:

Accurate determination of the organization's mission and vision is positively and significantly related to organizational immunity in its dimensions.

Precise definition and implementation of strategic objectives show a positive and significant relationship with organizational immunity.

Continuous analysis of the organization's environment exhibits a positive and significant correlation with organizational immunity.

Definition and implementation of the strategy demonstrate a positive and significant relationship with organizational immunity.

Evaluation of the strategy is positively and significantly related to organizational immunity.

Overall, these sub-results confirm that strategic management, encompassing various aspects such as mission/vision determination, strategic objective setting, environmental analysis, strategy definition/implementation, and strategy evaluation, is positively and significantly related to organizational immunity in business organizations. Therefore, the main hypothesis of a positive and significant relationship between strategic management and organizational immunity is supported by the sub-findings. Conclusion: Findings and Recommendations

FIRST: RESULTS

First: Based on the analysis of the study data, it can be said that the company has a high level of disparity in the agreement between the members of the group on the elements of defining the company's mission and vision. There are some phrases that have high levels of agreement,

For the analysis of data related to the setting of strategic objectives, it appears that there is high agreement among the group members on the importance of setting smart, realistic and measurable objectives to guide the company towards success and competitive excellence.

With regard to the analysis of the external and internal environment, the analysis indicates that there is high agreement among the group members about the importance of defining the strategic objectives of the company. These results indicate that the team agrees on the importance of analyzing the external and internal environment of the company and setting smart and realistic goals to achieve sustainable success and competitive excellence.

As for the analysis of strategic alternatives, it appears that there is high agreement among the group members about the importance of this aspect in the strategic planning process of the company. This indicates that the company's management is interested in analyzing alternatives and estimating the potential risks and benefits of each strategy, which contributes to making informed and effective decisions to successfully and sustainably achieve the company's objectives.

As for the implementation of the strategy, it appears that there is high agreement among the group members about the importance of implementing the strategy effectively and effectively, while stimulating continuous interaction with the external environment and technology, and establishing monitoring mechanisms to measure the company's performance regularly.

For the sixth axis related to organizational learning, the overall score is 3.89, which indicates that there is agreement among the group members about the importance of organizational learning and its role in enhancing flexibility and readiness for change and enhancing the organizational resilience of the company.

As for the seventh axis related to organizational memory, the general result is 3.88, which indicates that there is agreement among the group members about the importance of organizational memory as a key factor in enhancing the ability to retrieve and use previous knowledge and experiences in various contexts within the company, as well as its role in improving performance effectiveness and smart decision-making, building organizational identity, improving communication and knowledge exchange among company members, guiding

strategies based on previous experiences, strengthening interaction between members and improving their cooperation to achieve common goals.

As for the eleventh axis related to regulatory DNA, the overall score is 3.98, which indicates that there is strong agreement among the group members about the importance of regulatory DNA and its role in guiding organizational behavior and promoting learning and development within the company.

Thus, it can be said that there is a high consensus and agreement among the members of the group about the importance of the various aspects of the company's management and strategies, and that this represents a strong foundation for the achievement of common goals and the success of the company in the current work environment.

Second

The analysis showed a significant relationship between the application of strategic management and the organizational immunity of organizations.

Thus, the hypothesis that there is no relationship between strategic management and the organizational immunity of organizations can be rejected.

SECOND: RECOMMENDATIONS

Based on the findings and conclusions reached, the following general recommendations can be made:

Enhanced focus on strategic management: It is recommended to strengthen efforts directed at developing and improving strategic management within organizations. This can be achieved by setting clear strategic visions and goals, implementing effective strategies, and regularly evaluating performance.

Strengthening organizational resilience: Organizations should strengthen their practices and behaviors that enhance organizational resilience, such as fostering trust and cooperation among employees, stimulating innovation and continuous learning, and providing a work environment that encourages adaptability and flexibility.

Training and Staff Development: It is recommended to provide continuous training programs for employees aimed at enhancing their skills and abilities to adapt to the changing challenges in the organizational environment, and enhancing their awareness of the importance of organizational resilience and its role in achieving financial performance.

Leverage analytics: Organizations should leverage analytics and data to understand the cause-and-effect relationships between strategic management, financial performance, and organizational resilience, and adopt strategic and operational decisions based on this evidence.

Communication and Transparency: Leaders within organizations should enhance communication and transparency with employees about the goals, strategies, and performance of the organization, and encourage interaction and exchange of opinions and observations to support the continuous improvement process.

Acknowledgment and gratitude

We would like to express our deepest thanks and gratitude to: MOCFINE LABORATORY ISCAE MANOUBA UNIVERSITY, for the effort and scientific assistance they provided in completing this study.

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