

The Impact of Strategic Flexibility on Organizational Ambidexterity- Mediating Role of Employees Empowerment an Applied Study in Social Security Corporation

By

Faten Rafi Mohammad alzu'bi

Supervisor

Prof.dr. Mohammed Iqbal Ahmed Al-Ajlouni

Al-Zaytoonah University of Jordan, 2024

Abstract

The study aimed to identify the impact of strategic flexibility on organizational agility and whether employee empowerment plays a mediating role between the two variables. The study targeted employees of the Social Security Corporation. The research comprised three variables measured through a set of dimensions and items. The independent variable, strategic flexibility, was measured through four dimensions: proactive flexibility, human resource flexibility, information flexibility, and capability flexibility. The dependent variable, organizational agility, was measured through two dimensions: exploitation and exploration. The mediating variable was employee empowerment. A questionnaire consisting of 36 items was designed to measure the variables. The study population consisted of 1,039 employees in the Corporation's directorates in the capital city, including the headquarters. Questionnaires were distributed to a sample of (380), According to the table No. (4). the number of Questionnaires suitable for analysis was (302), The researcher also relied on the descriptive analytical approach and used a set of statistical tests through SPSS and AMOS programs.

The study reached several conclusions, the most important of which are: there is a statistically significant impact of the dimensions of strategic flexibility on improving the level of organizational agility. The dimensions of strategic flexibility account for 85.6% of organizational agility. There is an impact of strategic flexibility on employee empowerment, and employee empowerment has a statistically significant effect on organizational agility. Additionally, employee empowerment does not mediate the relationship between strategic flexibility and organizational agility. The results also

showed that the levels of strategic flexibility, organizational agility, and employee empowerment were all high within the organization.

The study recommended the necessity of enhancing proactive flexibility to ensure better preparedness for future changes and unexpected challenges. This can be achieved through training employees on strategic thinking and encouraging innovation. Improving the use of information by reviewing management information systems to ensure they operate at maximum efficiency and support strategic decision-making effectively, along with continuously updating the technological tools used in data management and regularly reviewing data to minimize errors.

Keywords: Strategic Flexibility, Organizational Agility, Employee Empowerment, Jordanian Social Security Corporation.