Strategic Flexibility and Its Impact on Enhancing Organizational Effectiveness: An Applied Study on Jordanian Hotels

Yazan Emnawer Al haraisa

1Faculty of Business, Tafila Technical University, At-Tafila, Jordan

Correspondence: Yazan Emnawer Al haraisa, Faculty of Business, Tafila Technical University, AT-Tafila, P.O.Box179, Tafila, 66110, Jordan.

Received: August 25, 2018 Accepted: September 11, 2018 Online Published: September 28, 2018
doi:10.5539/ibr.v11n10p165 URL: https://doi.org/10.5539/ibr.v11n10p165

Abstract

The current study aimed to identify the impact of strategic flexibility (Market Flexibility, Production Flexibility, and Competitive Flexibility) on organizational effectiveness in the Jordanian hotels (five stars). In order to achieve the objectives of the current study, the researcher designed a questionnaire composed of 31 paragraphs. The questionnaire was divided into three sections. The first section involved the personal information (demographics), the second section involved the items covered the questions that related with dimensions of strategic flexibility, and the third section involved the questions that related with organizational effectiveness. Moreover, the current study concluded that the strategic flexibility and its dimensions (market flexibility, production flexibility, and competitive flexibility) have a positive impact on organizational effectiveness in the Jordanian hotels (five stars). Hence, According to these results the researcher recommending focusing the employees in the Jordanian hotels (five stars) on the production flexibility by adopting new systems make the production within hotels (five stars) more flexible and updating the equipment's that used in the production and modifying the characteristics of current products. In addition, the current study has been applied on the Jordanian hotels located in Amman. Therefore, one of the most important limitations it is not possible to generalize the results of this study to hotels in other governorates while the current study focused on five star hotels. On the other hand, the current study took three dimensions of strategic flexibility, but there are many dimensions should researchers take it in their study in the future and conducting more research and future studies that link strategic flexibility and organizational effectiveness and applied it on other sectors such as banks and hospitals with the introduction of some intermediate variables such as the infrastructure of the Organization and organizational culture.

Keywords: strategic flexibility, market flexibility, production flexibility, competitive flexibility, organizational effectiveness, Jordanian hotels

1. Introduction

The hotel sector is considered one of the most sensitive sectors. It has recently been noticed that there are a large number of hotels widespread around the world because of their great role in developing and revitalize the economies of countries by acquiring the largest market share and then achieve the competitive advantages. At the local Arab level, especially Jordan, it has built many hotels that attract tourists from all over the world for tourism.

On the other hand, the rapid technology and economics based on knowledge and highly dynamic environment and also the competitive between the companies and its effects on all the countries aspects made the companies seeking to get the best ways by exploiting their resources in order to gain the high reputations by providing a high quality of products and services. This requires from companies to look continually for the best flexible strategies and keep up with the internal and external factors that maybe effect on the nature of work.

All the factors above and using the computers in the organizations work made the organizations looking for strategic flexibility in order to achieve what they want based on their available resources and the hyper-competition among the organizations. More specifically, each organization needs to be flexible and more response with their environment by acting more effectively and intelligently. And the high of organization performance not get only from the needed information in the particular time about changing markets but also by knowing the effects which are essential as outputs of this knowledge (Javalgi, et al., 2005).
Accordingly, the strategic flexibility is very important in the dynamic and instability environment. Therefore, the (Supeno et al., 2015) describes the strategic flexibility as a potentialities source that gives Small and medium-sized companies competitive advantages in the dynamic environment. Moreover, Organizations seek to adopt a flexible strategy that helps overcome all the forces that influence the work environment and this achieves organizational effectiveness.

According to (uhl-bein, marion and mckelevy, 2007) Organizational effectiveness mean that the organization is effective when they have to able manage some important elements such as uncertainty cases, knows their main works, employees empowerment, structured learning, flexibility, customer, production and value-oriented.

More specifically, and from the reviewing previous studies there is no past studies conducted to found the impact of strategic flexibility on organizational effectiveness. Accordingly, the current study attempts to identify the impact of Strategic flexibility on organizational effectiveness in the Jordanian hotels.

2. Theoretical Framework

2.1 Concept of Strategic Flexibility

There is a difference of views regarding the concept of strategic flexibility. Therefore, the strategic flexibility concept refers to how companies adapt and response to internal and external environment factors to implement their tasks and activities. Additionally to, the strategic flexibility is very closely linked to uncertainty of environmental [Abbott and Banerji, 2003].

According to (Grewal and Tansuhaj, 2001) the strategic flexibility can be defined as the ability of organizations to manage Political and economic risks through rapid response to market opportunities and threats by using the method of action and reaction. In addition to, the strategic flexibility describe as the ability of organizations to identify the changes in external environment and rapid response to these changes (Katsuhiko and hitt, 2004). On the other hand, some researchers identified the strategic flexibility concept as an ability of organizations to deal, respond and adapt with environmental changes especially in external and this will help the organizations to get the competitive advantages [cingoz and Akdogan, 2013].

According (Shah, 2013) the strategic flexibility refers to the ability of organizations to modification career upon on new information which perhaps different from past information. On the other side, many researchers such as (Aaker and Mascarenhas, 1984; Bahrami, 1992; Evans, 1991; Buckley and chapman, 1997; Matusik and Hill, 1998; Tihanyi et al., 2003 and Shah, 2013) mentioned that the organizations are strategically flexible if they are able to responding rapidly to any change may will happened in the external environment.

2.2 Dimensions of Strategic Flexibility

The strategic flexibility takes many dimensions based on researchers' views. For example, according to (Abbott and Banerji, 2003) the dimensions of strategic flexibility is divided into three categories namely market flexibility, production flexibility and competitive flexibility. While other researchers proposed two categories for dimensions of strategic flexibility, the first one namely externally observable that includes manufacturing process flexibility, operational scope flexibility, market flexibility, product flexibility, Procurement flexibility and financial flexibility and the second category namely internally observable which includes the ability to implement strategy, value chain flexibility, Control flexibility, learning flexibility, functional flexibility, human resource flexibility and information system flexibility (beach et al.,2000) and (Setijono, 2010). Accordingly, the current study choosing the following dimensions according to (Abbott and Banerji, 2003) in order to achieve the study objectives.

2.2.1 Market Flexibility

Many researchers have identified the concept of market flexibility such as (Abbott and Banerji, 2003) as the ability of organizations to modify or fit marketing efforts in a changeable environment in the long Period of time. While, the (Grewal and Tansuhaj, 2001) defined the market flexibility as the ability of organizations to assess and adjust its marketing efforts a short period of time to face and respond rapidly to any changing environment situations. Whereas, other researchers describes the market flexibility as the ability of organization or firm to adapt with market changes easily without effect on works of company (Gupta and Somers, 1996).

According (Das, 2001) defined the market flexibility as the ability of organizations to face and response or to influence to market changes. On the other side, and according to (Abuzaid, 2014) the market flexibility involves many dimensions such as entry to new market, market share and rapidly response for demands of customers.

Therefore, the market flexibility refers to how the organizations or companies deal with the market changes by response rapidly to these changes and focus on marketing efforts in order to grow up and survival.
2.2.2 Production Flexibility

The second dimension of strategic flexibility is production flexibility. According to (Abuzaid, 2014) the production flexibility describes as an ability of organizations to produce and provide goods and services to the markets around the worlds with Preferential or competitive price during a few or little period of time. To achieve this requires many things such as processes, functions, materials and equipment's and produce productions and know how the system response and flexible and interact to changes (Abbott and Banerji, 2003). Therefore, the production flexibility can be defined as a power that gives to organizations to be more flexible in provide the goods and services and react and response to the environment changes.

2.2.3 Competitive Flexibility

The third dimension of strategic flexibility it is called competitive flexibility mean the ability of organization to respond to distinctive and changes of customer needs and diagnosis of environmental changes and adapt to it (Allen and Pantzalis, 1996). The competitive flexibility is the capacity of firms to compete effectively in hyper-competitive markets and its markets characterized by speed technological changes and uncertain demand (Abbott and Banerji, 2003). On the other side, the dimensions of competitive flexibility involve: identifying the competitive prices, reducing the cost of production and diagnosing the external environmental changes.

The competitive flexibility can be defined as the ability of organizations or companies to respond to all competitive factors and changes in external environment.

3. Concept of Organizational Effectiveness

According to (Uche and Timinepere, 2012) the organizational effectiveness concept is called on another way as organizational success or organizational worth that related with goal achievement.

Many researchers defined the organizational effectiveness concept such as (Ambro and Praprothnik, 2008) as the ability of provider of service to satisfy the customer needs and wants. According to (Jones, 2001) the organization effectiveness refer to the extent to which the Organization is able to satisfy and achieve the objectives of stakeholders.

According to (Kanwal et al., 2017) the Organizational effectiveness is used to measure how an organization achieves their organizational goals. According (Samuel, 2013) the Organizational effectiveness refers to how effective an organization in order to achieving its goals.

Moreover, the effectiveness of an organization can be measured through many ways and this involves different criteria such as stability and cohesion, turnover, growth, productivity, profits. Additionally, the Organizational effectiveness also can be measured by three different dimensions such as employee performance, operational performance and financial performance (Ketkar and Sett, 2010).

4. Literature Review

According to (Kamasak et al., 2016) conducted study entitled importance of strategic flexibility on the knowledge and innovation relationship: An emerging market study. This study amid at seeks to discover the impact of strategic flexibility on the relationship between knowledge management and innovation performance. In order to achieve this study, the researchers used a self – administrated questionnaire was conducted on a sample of 187 firms from different industries in Turkey. And descriptive analysis was used. The result of this study found that the effectiveness of knowledge management leading to innovation performance is contingent on strategic flexibility.

Other study conducted entitled the impact of strategic intelligence on firm performance and the mediator role of strategic flexibility: An empirical research in biotechnology industry. This study conducted by (Agha, Atwa and Kiwan, 2014) in order to explore the impact of strategic intelligence and its dimensions of (foresight, visioning, and motivation) on firm performance and to examine the mediating role of strategic flexibility and its dimensions of (production flexibility, marketing flexibility and competitive flexibility). And this study was used the SPSS and Amos programs to analysis and test hypotheses. The result of study found that that there are significant positive impacts of strategic intelligence on firm performance, positive impacts of strategic intelligence, on strategic flexibility, and positive impacts of strategic intelligence on firm performance in the presence of strategic flexibility as a mediator variable.

In addition to, the (cingoz and Akdogan, 2013) conducted a study tested the relationship among strategic flexibility, environmental dynamism, and innovation performance by using a sample of 69 firms from Kayseri (Turkey). The study concluded that there is a positive relationship among strategic flexibility, innovation performance, and environmental dynamism.
On the other side, many scholars such as (Kanwal et al., 2017) have conducted study about does Organization learning capacity influence the organization effectiveness? Moderating role of absorptive Capacity. The result of study found that organizational learning capacity positively and significantly correlated with organizational effectiveness. In addition to, the absorptive capacity also significantly moderates the relationship between organizational learning capacity and organizational effectiveness.

Additionally, the (Liputra and Munawaroh, 2016) discussed study about the effect of organizational culture on organizational effectiveness: case study on hotel-x Jakarta. The study was used SEM analysis discloses and the study found there is significant influence of organizational culture to the organizational effectiveness and strategic direction tends to be the strongest factor loading of organizational culture that affects organizational effectiveness significantly.

Other scholars such as (masa’deh, 2016) wrote an article titled the role of emotional intelligence in enhancing organizational effectiveness: the case of information technology managers in Jordan. The result of current study found there is a significant positive impact of management of one’s own emotion, awareness of other’s emotion, and management of other’s emotion on organizational effectiveness in Jordanian public shareholding firms.

5. Research Hypotheses

The current study aimed to testing the strategic flexibility and its impact on enhancing organizational effectiveness on Jordanian hotels. Therefore, the researcher formulates the hypothesis of study as follows:

H0: There is no statistically significant impact at significance level (α≤0.05) of strategic flexibility dimensions (market flexibility, production flexibility, and competitive flexibility) on organizational effectiveness in the Jordanian hotels.

6. Research Methodology

The current study aimed to identify the impact of strategic flexibility (Market Flexibility, Production Flexibility, and Competitive Flexibility) on organizational effectiveness in the Jordanian hotels (five stars). Therefore, the current study uses the descriptive and analytically methodology in order to describe and analysis data that collected from respondents.

6.1 Population and Sample Study

The study population composed of (15) a hotel of five stars category according to (The Ministry of Tourism and Antiquities) which operating at Amman Governorate. In addition to, the study sample included all the study population. And the sampling unit and analysis (respondents) included (150) workers at marketing department and strategy planning department and hotel Services department and selected purposely based on their work which related to strategic flexibility and organizational effectiveness.

Table (1) shows the study sample characteristics (demographic information) which include the gender, experience years and their ages in the Jordanian hotels (five stars).

| Variable | Category                  | Frequency | Percentage |
|----------|---------------------------|-----------|------------|
| Gender   | Male                      | 64        | 43.00      |
|          | Female                    | 86        | 57.00      |
| experience years | Less than (5) years       | 20        | 13.00      |
|          | From (5) to less than (10) years | 40     | 27.00      |
|          | From (10) to less than (15) years | 55    | 37.00      |
|          | From (15) to less than (20) years | 25    | 17.00      |
|          | (20) years and above      | 10        | 07.00      |
| Age      | From (18) to (25) years   | 55        | 37.00      |
|          | From (26) to (32) years   | 35        | 23.00      |
|          | From (33) to (40) years   | 45        | 30.00      |
|          | (41) years and above      | 15        | 10.00      |
| Total    |                           | 150       | 100%       |

6.2 Study Instrument (Tool)

The instrument of current study is questionnaire that divides into three parts. The first part involves personal (demographic) information (Gender, experience years and age). The second part includes the items covering the dimensions of strategic flexibility (market flexibility, production flexibility and competitive flexibility) which are adopted from (Abuzaid, 2014) and measured by (14) items. The third part include the items covering the organizational effectiveness which adopted from (Samuel, 2013) and measured by (17) items. In addition to, the current study used the five likert scale.
6.3 Instrument of Validity and Reliability

To achieve the instrument of validity the researcher presented the study instrument (questionnaire) to a group of specialist academicians in field of current study in order to give their opinions regarding the Paragraphs of the study instrument and its clarity and coherence. In addition, the researcher responded to these observations by deleting, modifying and integrating some of the paragraphs of the questionnaire. Therefore, the study instrument is valid for the measurement and fit to current study.

On the other side, the researcher used Cronbach alpha coefficients to verify the reliability of the current study and ensure the internal consistency among questionnaire items and paragraphs. Therefore, the Cronbach alpha value for strategic flexibility is (85) while the Cronbach alpha values for organizational effectiveness (89) and the (81) for instrument as a whole. Therefore, the Cronbach alpha values are accepted because it is more than (60%) according to (sekaran, 2008).

7. Discussion of Result

7.1 Data Presentation (Offering)

The following tables explains the means and standard deviations for the respondent’s answers on the questionnaire items related to the strategic flexibility presented in the table (2) and table (3). While table (2) presents the means and standard deviations for the respondent’s answers on the questionnaire items related to the strategic flexibility, whereas table (3) presents the means and standard deviations for the respondent’s answers on the questionnaire items related to the organizational effectiveness.

Table 2. Shows the means and standard deviations for the respondent's answers on the questionnaire items related to the strategic flexibility in the Jordanian hotels (five stars)

| Market flexibility | Means | Standard deviation |
|--------------------|-------|--------------------|
| 1. Our hotel intends to increase the number of international markets that works in it. | 4.33 | 0.784 |
| 2. Our hotel offers new products from time to time. | 3.98 | 1.015 |
| 3. Our hotel intends to modify the quantity of inventory from finished Products. | 4.05 | 0.951 |
| 4. Our hotel modifies its products continuously to fit with requirements and needs of the market that works in it. | 4.20 | 0.838 |
| 5. Our hotel able to response for the renewed needs of customers in different markets. | 3.92 | 0.659 |
| **Average** | **4.09** | |

| Production flexibility | Means | Standard deviation |
|------------------------|-------|--------------------|
| 6. Our hotel able to modifying the characteristics of current products to fit the requirements of customers. | 4.00 | 0.887 |
| 7. Our hotel able to modifying the production capacity level in order to satisfy the customer demands. | 3.97 | 0.931 |
| 8. Our hotel able to develop its manufacturing system. | 4.33 | 0.782 |
| 9. Our hotel has high capability to produce in one country and export to other countries. | 3.60 | 1.010 |
| **Average** | **3.97** | |

| Competitive flexibility | Means | Standard deviation |
|-------------------------|-------|--------------------|
| 10. Our hotel able to identifying the changes in the different markets environment that works in it. | 3.90 | 0.869 |
| 11. Our hotel modifies the prices according to the international requirement. | 3.79 | 0.998 |
| 12. Our hotel able to decrease the costs of production according to the Changes in the demand quantity in different markets. | 3.84 | 0.956 |
| 13. Our hotel responding quickly to the renewed needs of customers. | 4.27 | 0.575 |
| 14. Our hotel able to exploitation of opportunities and confrontation the threats of competitors. | 3.00 | 0.961 |
| **Average** | **3.76** | |

The results of table (2) indicate that the employees in the Jordanian hotels (Five stars) have high market flexibility with average of means (4.09). Also the item (Our hotel modifies its products continuously to fit with requirements and needs of the market that works in it) has the highest mean (4.20) while the item (Our hotel able to response for the renewed needs of customers in different markets) has the lowest mean (3.92) within market flexibility. In addition to, the results showed that the item (Our hotel able to modifying the characteristics of current products to fit the requirements of customers) has the highest mean (4.00) while the item (Our hotel has high capability to produce in one country and export to other countries) has the lowest mean (3.60) within production flexibility. Moreover, result indicate that the item (Our hotel responding quickly to the renewed needs
of customers) has the highest mean (4.27) while the item (Our hotel able to exploitation of opportunities and confrontation the threats of competitors) has the lowest mean (3.00) within competitive flexibility.

Table 3. Shows the means and standard deviations for the respondent's answers on the questionnaire items related to the organizational effectiveness in the Jordanian hotels (five stars)

| Item                                                                 | Means | Standard Deviations |
|----------------------------------------------------------------------|-------|---------------------|
| 15. The leadership team have a clear vision and mission              | 4.18  | 0.830               |
| 16. The vision is known to all                                       | 3.25  | 0.986               |
| 17. Staff are involved in achieving the vision and mission           | 4.00  | 0.950               |
| 18. Each team/department has measures of their quality of service    | 4.30  | 0.642               |
| 19. Regularly measure organizational performance                     | 2.99  | 1.112               |
| 20. Performance measures are shared regularly with staff             | 3.00  | 0.889               |
| 21. Managers set personal and business objectives                   | 3.78  | 0.975               |
| 22. People are committed to the organization                        | 3.98  | 0.993               |
| 23. Morale is positive                                              | 4.37  | 0.763               |
| 24. The market that we operate in is relatively stable               | 4.08  | 0.641               |
| 25. Employees know what is expected of them                         | 4.15  | 0.638               |
| 26. Employees have the materials and equipment needed to do their job| 4.13  | 1.065               |
| 27. Employees are encouraged to development their knowledge and skills| 3.80  | 0.842               |
| 28. Employees are committed to doing quality work                   | 3.92  | 0.927               |
| 29. The hotel has been reporting increased profits                   | 3.80  | 0.612               |
| 30. The hotel has been reporting increased revenue                   | 4.50  | 0.540               |
| 31. The hotel has been reporting increased market share              | 3.70  | 1.013               |

Average 3.88

The results of table (3) indicate that the employees in the Jordanian hotels (Five stars) have a high organizational effectiveness with average of means (3.88). Moreover, the results from table (3) showed that the item (The hotel has been reporting increased revenue) has the highest mean (4.50) while the item (Regularly measure organizational performance) has the lowest mean (2.99).

7.2 Testing of Hypotheses

In the current study and before testing hypotheses the researcher used multicollinearity test to make sure there is no correlation between independent variables which are (market flexibility, production flexibility and competitive flexibility). According to (Montgomery, peck and vining, 2001) the correlation that reaches over (0.80) evidence or indicates that there is a linear correlation problem.

Table 4. explains the correlation matrix for strategic flexibility variable

| Independent Variables | Market flexibility | Production flexibility | Competitive flexibility |
|-----------------------|--------------------|------------------------|------------------------|
| Market flexibility     | 1.000              | **5.99**               | **8.37**               |
| Production flexibility | **6.00**           | 1.000                  | 1.000                  |
| Competitive flexibility| **6.00**           | **8.37**               | 1.000                  |

(**)significant at the level(0.01)

The table above (4) explain that there is a highest correlation between independent variables is (8.37) between production flexibility variable and competitive flexibility variable while the value of correlation coefficient was less than that. This indicates there is no linear correlation between independent variables. According to the results of multicollinearity test; the researcher was conducted multiple linear regression analysis in order to test the study hypothesis. The following tables show the model summary (5), and table (6) explains ANOVA analysis whereas the table (7) presents beta and t values for the study hypothesis.

Table 5. The Model Summary

| Model | R     | R Square | Adjusted R Square | Std. Error of The Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.740 | 0.685    | 0.599             | 0.221                      |

*Predictors: (Constant),

The results in the table (5) indicate that the value of R square is (0.685) and this value refer that the model explains or contribute (%68.5) from the variance in the dependent variable (organizational effectiveness) by strategic flexibility.

Table 6. ANOVA Analysis

| Model | Sum of Squares | DF | Mean Square | F     | Sig. |
|-------|----------------|----|-------------|-------|------|
| 1 Regression | 427.304 | 4  | 49.721      | 1043.295 | 0.000 |
| Residual | 20.215 | 146 | 0.059       |       |      |
| Total | 447.519 | 150 |             |       |      |
*Predictors: (Constant), market flexibility, production flexibility, competitive flexibility.

**Dependent Variable: organizational effectiveness

The results in the table (6) indicate that the value of (F) is (1043.295) with significant (0.000) that is lower than the identified value (0.05). Therefore, the model is appropriate and acceptable.

Table 7. Beta and t values for the study hypotheses

| Model                  | Unstandardized Coefficients B | Standardized Coefficients | t. | Sig. |
|------------------------|------------------------------|---------------------------|----|------|
| (Constant)             | 0.068                        | 0.071                     |    |      |
| Market flexibility     | 0.521                        | 0.027                     | 660| 30.41| 0.000|
| Production flexibility | 0.469                        | 0.030                     | 641| 32.710 | 0.000|
| Competitive flexibility| 0.637                        | 0.024                     | 616| 29.969 | 0.000|

*Significant at the level of statistical significance (α ≤ 0.05)

**Dependent Variable: organizational effectiveness

The table (7) showed that the result of multiple regression analysis means that strategic flexibility impact on organizational effectiveness. And also the values of beta and t-tests explained that the following dimensions: market flexibility, production flexibility and competitive flexibility has a positive impact on organizational effectiveness at (α ≤ 0.05). In addition to, the highest impact was for competitive flexibility and then for market flexibility whereas the lowest impact for production flexibility.

8. Study Conclusions and Recommendations

The current study aimed at recognizing the impact of strategic flexibility on organizational effectiveness in the Jordanian hotels (five stars). Therefore, the current study concluded that the strategic flexibility and its dimensions (market flexibility, production flexibility and competitive flexibility) have a positive impact on organizational effectiveness in the Jordanian hotels (five stars). Moreover, the highest impact was for competitive flexibility and then for market flexibility whereas the lowest impact for production flexibility. According to these results the researcher recommending focusing the employees in hotels Jordanian hotels (five stars) on the production flexibility by adopting new system make the production within hotels (five stars) more flexible and updating the equipment's that used in the production and modifying the characteristics of current products. In addition to, the current study recommending that the workers at marketing department and strategy planning department and hotels Services department should keep going to improve the strategic flexibility and their dimensions to get a high competitive position and to be more effectiveness.

9. Limitations and Further Research

The current study has been applied on the Jordanian hotels located in Amman. Therefore, one of the most important limitations it is not possible to generalize the results of this study to hotels in other governorates while the current study focused on five star hotels. On the other hand, the current study took three dimensions of strategic flexibility, but there are many dimensions should researchers take it in their study in the future and conducting more research and future studies that link strategic flexibility and organizational effectiveness and applied it on other sectors such as banks and hospitals with the introduction of some intermediate variables such as the infrastructure of the Organization and organizational culture.

References

Aaker, D., & Mascarenhas, B (1984). The need for Strategic Flexibility, Journal of Business Strategy, 5(2), 74-82. https://doi.org/10.1108/eb039060

Abbott, A., & Banerji, K (2003). Strategic Flexibility and Firm Performance: The Case of Us Based Transnational Corporations. Global Journal of Flexible Systems Management, 4, 1-8.

Abuzaid, A. N. (2014). The Effect of Supply Chain Management Practices on Strategic Flexibility: Applied Study on the Jordanian Manufacturing Companies, European Journal of Business and Management, 6(5).

Agha, S., Atwa, E., & Kiwan, S. (2014). The Impact of Strategic Intelligence on Firm Performance and the Mediator Role of Strategic Flexibility: An Empirical Research in Biotechnology Industry. International Journal of Management, I(5), 65-72.

Allen, L., & Pantzalis, C. (1996). Valuation Of the Operating Flexibility of Multinational Corporations, Journal of International Business Studies, 27(4), 633-654. https://doi.org/10.1057/palgrave.jibs.8490147

Ambro, M., & Praprotnik, M. (2008). Organizational Effectiveness and Customer Satisfaction. Research Papers,
Bahrami, H. (1992). The Emerging Flexible Organization: Perspective from Silicon Valley. *California Management Review, 34*(4), 33-52. https://doi.org/10.2307/41166702

Beach, R., Muhlmann, A. P., Price, D. H. R., Paterson, A., & Sharp, J. A. (2000). Manufacturing Operations and Strategic Flexibility: Survey and Cases. *International Journal of Operations and Production Management, 20*(1), 7-30. https://doi.org/10.1108/0144357010301056

Buckley, P. J., & Chapman, M. (1997). The Perception and Measurement of Transaction Costs. *Cambridge Journal of Economics, 21*, 127-145. https://doi.org/10.1093/oxfordjournals.cje.a013663

Cingoz, A., & Akdogan, A. A. (2013). Strategic Flexibility, Environmental Dynamism, and Innovation Performance: An Empirical Study, 9th International Strategic Management Conference, Available Online At www.sciencedirect.com

Das, A. (2001). Towards Theory Building in Manufacturing Flexibility. *International Journal of Production Research, 39*(18), 4153-4177. https://doi.org/10.1080/00207540110072281

Evans, J. S. (1991). Strategic Flexibility for Higher Technology Maneuvers: A Conceptual Framework. *The Journal of Management Studies, 29*(1), 69-89. https://doi.org/10.1111/j.1467-6486.1991.tb00271.x

Grewal, R., & Tansuhaj, P (2001). Building Organizational Capabilities For Managing Economic Crisis: the role of market orientation and Strategic Flexibility. *Journal of Marketing, 65*(2), 67-80. https://doi.org/10.1509/jmkg.65.2.67.18259

Gupta, Y. P., & Somers, T. M. (1996). Business Strategy, Manufacturing Flexibility, and Organizational Performance Relationships: A Path Analysis Approach. *Production and Operations Management, 5*(3), 204-233. https://doi.org/10.1111/j.1467-6486.1996.tb00395.x

Javalgi, R., Whipple, T., Ghosh, A., & Young, R (2005). Market Orientation, Strategic Flexibility, and Performance: Implications for Service Providers. *Journal of Services Marketing, 212-221*. https://doi.org/10.1108/08876040510605244

Jones, G. R. (2001). Organizational Theory: Text and Cases, 3rd Ed., Prentice –Hall, N.J.

Kamasaka, R., Yavuzb, M., Karagullec, A. O., & Agead, T. (2016). Importance of Strategic Flexibility on the Knowledge and Innovation Relationship: An Emerging Market Study, 5th International Conference on Leadership, Technology, Innovation and Business Management, Available Online At www.sciencedirect.com

Kanwal, E., Nawaz, W., Nisar, Q. A., & Azeem, M. (2017). Does Organization Learning Capacity Influence The Organization Effectiveness? Moderating Role of Absorptive Capacity, *International Journal of Engineering and Information Systems, 1*(7), 28-35.

Katsuhiko, S., & Hitt, M. A. (2004). Strategic Flexibility: Organizational Preparedness to Reverse Ineffective Strategic Decisions. *Academy of Management Executive, 18*(4), 44-59. https://doi.org/10.5465/ame.2004.15268683

Ketkar, S., & Sett, P. K. (2010). Environmental Dynamism, Human Resource Flexibility, and Firm Performance: Analysis of a Multi-Level Causal Model. *International Journal of Human Resource Management, 22*(11), 73-1206. https://doi.org/10.1080/09585192.2010.483841

Liputra, A., & Munawaroh (2016). The Effect of Organizational Culture on Organizational Effectiveness: Case Study on Hotel-X Jakarta, *Journal of Business on Hospitality and Tourism, 2*(1), 41-53. https://doi.org/10.22334/jbhost.v2i1.38

Masa‘ed, R. (2016). The Role of Emotional Intelligence in Enhancing Organizational Effectiveness: The Case of Information Technology Managers in Jordan. *Int. J. Communications, Network and System Sciences, 9*, 234-249. https://doi.org/10.4236/ijcns.2016.96022

Matusik, S. F., & Hill, C. W. I. (1998). The Utilization of Contingent Work, Knowledge Creation, and Competitive Advantage. *The Academy of Management Review, 23*(4), 68-697. https://doi.org/10.2307/259057

Montgomery, D., Peck, E. A., & Vining, G. G. (2001). Introduction to Linear regression Analysis (3rd), New York: John Wiley and Sons.

Samuel, N. (2013). Impact of Accounting Information Systems on Organizational Effectiveness of Automobile
Companies in Kenya, Unpublished Thesis, University Of Nairobi.

Sekaran, U. (2008). Research Methods for Business: A Skill Building Approach, New York: John Wiley And Sons.

Setijono, D. (2010). Latent Dimensions of Strategic Flexibility, the 4th International Conference on Operations and Supply Chain Management, Hongkong and Guangzhou. https://www.researchgate.net/publication/280036419

Shah, A. (2013). Culture’s Impact on Strategic Flexibility: Are Firms from Certain Cultures More Strategically Flexible than Firms from Other Cultures? *The Journal of International Business Research and Practice*, 7.

Supeno, H., Sudharma, M., Aisjah, S., & Laksmana, A. (2015). The Effects of Intellectual Capital, Strategic Flexibility, and Corporate Culture on Company Performance: A Study on Small and Micro-Scaled Enterprises (Smes) In Gerbangkertosusila Region, East Java. *International Business and Management*, 11(1), 1-12.

The Ministry of Tourism and Antiquities (2017). Tourism Statistical Newsletter - 2nd Quarter, http://www.mota.gov.jo/defaultar.aspx

Tihanyi, L., Johnson, R. A., Hoskisson, R. E., & Hitt, M. A. (2003). Institutional Ownership Differences and International Diversification: The Effects of Boards of Directors and Technological Opportunity, *Academy of Management Journal*, 46, 195-211. https://doi.org/10.2307/30040614

Uche, N., & Timinepere, C. O. (2012). Management Styles and Organizational Effectiveness: An Appraisal of Private Enterprises in Eastern Nigeria. *American International Journal of Contemporary Research*, 2(9).

Uhl-Bien, M., Marion, R., & Mckelvey, B. (2007). Complexity Leadership Theory: Shifting Leadership from the Industrial Age to the Knowledge Age. *Leadership Quarterly*, 18, 298-318. https://doi.org/10.1016/j.leaqua.2007.04.002

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (http://creativecommons.org/licenses/by/4.0/).