

The Reality of Applying Strategic Flexibility in Non-Governmental Hospitals

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Abstract: *The study aimed at examining the reality of applying strategic flexibility in its dimensions: (information flexibility, human resource flexibility, response flexibility, and proactive flexibility) in non-governmental hospitals in Gaza Strip. The study relied on the descriptive analytical approach, and the questionnaire was designed as a tool for data collection and consisted of (24) items. The researchers used the comprehensive survey method, and the number of study population members was (536) singular, where (434) questionnaires were retrieved, and the recovery rate was 80.97%. The study showed several results, the most important of which were: Presence of an average degree by the members of the study sample on strategic flexibility with a relative weight of (60.44%). And that the flexibility of human resources got the largest approval rate, and it occupied the first rank, that the response flexibility occupied the second position, that the flexibility of the information ranked the third, and that the proactive flexibility occupied the fourth and last place. The results showed that the dimensions of strategic flexibility (information flexibility, human resource flexibility, proactive flexibility) had an effect, while there was no effect on the (response flexibility) dimension in improving service quality. The results of the study found that there were no statistically significant differences attributable to the variables of gender and occupation. While the results found that there were statistically significant differences attributable to the variables of the age group, educational qualification and years of service. The study reached many recommendations, the most important of which were: the need to work to appoint young people and people with energies, for vacancies in the hospitals under study, the need to use an administrative cadre characterized by scientific and practical qualifications, and work to update information systems, archiving and networks through which data and information is transferred between departments, And find mechanisms through which the information stored can be used to enhance decision-making.*

Keywords: Flexibility, Strategic Flexibility, Strategy, Non-Governmental Hospitals, Gaza Strip, Palestine.

Introduction

The change that the business environment has witnessed since the beginning of the last century has become an imposed and insurmountable thing. One of the most important changes facing institutions today is the expansion of the phenomenon of globalization and changing conditions and its development, especially the emergence of new patterns of work, and other complex phenomena that have pushed institutions to Looking for new ways to tackle the expected rapid and surprising changes. The ability of the organization to achieve strategic flexibility to face continuous and successive changes is a goal that all organizations and institutions seek to achieve, because this enables them to survive and continue to provide services. The realization of this flexibility does not come from a vacuum. Rather, it is linked to the ability of the strategic leaders in these institutions to achieve them, as they are responsible for developing strategic plans, and drawing the policies and paths necessary to implement them, and enabling them to achieve their goals of survival and progress (Al-Madhidi and Al-Taie, 2011). The concept of strategic flexibility is considered the most important among the concepts of flexibility, providing an element of flexibility to face uncertainty and change in the business organization activity environment, it is considered one of the basic requirements for modern strategic thought, and strategic flexibility has become one of the most important criteria in determining the strategic choices of institutions (Ahmed and Al- Sabti, 2015).

Since health organizations include hospitals, clinics and health centers, they are considered the mediator of the contract and the center of the department in providing health and medical services, and therefore: they are a haven for patients looking for wellness, and healthy people who seek prevention. And with the increasing pressure on an unprecedented scale on all the institutions that provide health services at a time when chronic diseases and epidemics spread, which helped to increase the movement of people, and their rapid transfer from one place to another in their spread and expansion, the increased pressure has already increased on these health institutions The medical in addition to the steady increase in the number of visitors and the increasing number of visitors to hospitals. This increase was characterized by features that were not available before, especially with regard to the demand for a rapid response to the needs of citizens, and their needs, while further improving the quality of health and medical services provided to them (Zakhroufa, 2018).

And based on the above; this study comes to identify the reality of applying strategic flexibility in non-governmental hospitals in Gaza Strip. Through this study, the researchers hope to provide a realistic, clearer picture of decision makers in non-governmental hospitals in Gaza Strip about strategic flexibility, and how to support and enhance it.

Problem Statement

Today's business environment is characterized by rapid and continuous change, which makes the success or failure of institutions dependent on the extent to which their leaders possess administrative skills, including the ability to formulate and adopt flexible strategic alternatives, and adopt modern management methods, and new scientific approaches that enable them to achieve continuous adaptation to the challenges presented by the environment, Therefore, strategic flexibility is one of the strategic entry points to adaptation to developments, which is a feature of successful and pioneering organizations (Abu Rdan and Al-Anzi, 2017). The health sector environment in Gaza Strip is also witnessing major developments and challenges at various levels, including: administrative, service, organizational and technological, while hospitals and health institutions in Gaza Strip are still operating according to traditional systems, and thus: achieving progress to keep pace with administrative development and progress, and providing complete and rapid health services A fundamental problem, especially in an environment that is politically and economically unstable like Gaza Strip.

Research Questions

Q1-: What is the reality of applying strategic flexibility in non-governmental hospitals in Gaza Strip?

The main question is subdivided into the following sub-questions:

Q1-1: What is the reality of applying the strategic dimensions of flexibility (information flexibility, human resource flexibility, response flexibility, proactive flexibility) in non-governmental hospitals in Gaza Strip?

Q1-2: Are there differences in the responses of the study community members about the strategic flexibility of workers in non-governmental hospitals in Gaza Strip that are attributable to the variables: (gender, age group, educational qualification, job title, and number of years of service)?

Research Objectives

The Study Aims To Achieve The Following:

1. Determining the reality of applying strategic flexibility in its dimensions: (information flexibility, human resource flexibility, responsive flexibility, proactive flexibility) in the quality of service, from the viewpoint of the internal beneficiary in non-governmental hospitals in Gaza Strip.
2. Presenting a set of recommendations to the decision-makers in the researched hospitals, which would increase the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip.

Research Importance

The importance of the study is clear from two aspects:

Scientific Importance

1. This study derives its importance from the vitality of the subject it deals with, and its relative scarcity, as this topic is characterized by modernity and scientific and practical excellence alike.
2. The theoretical importance of this study emerges, from the scientific enrichment it adds to studies that have touched on the topic of strategic flexibility, and the importance of the variables that have been addressed which represent the topics of his speech that shape the general orientation of distinguished organizations, as it will add a set of theories on the concept of strategic flexibility.
3. Enriching the Arab library and scientific research centers, to help researchers and encourage them to conduct further studies in the areas of strategic flexibility, as this is considered a recent topic, and it opens new doors for scientific and intellectual discussions of the most important views of researchers related to research variables.
4. Researchers hope that this study increases their knowledge and scientific and practical experience on this important topic, and modern in the areas of business administration.

Practical Importance

The researchers hope through this study that providing decision makers in non-governmental hospitals in Gaza Strip with a realistic, and clearer vision about the concept of strategic flexibility as a practical concept, helps institutions in adapting to different variables and circumstances, so that the institution can fully perform its tasks.

Research hypothesis

H0₁: There is a high level of strategic flexibility in non-governmental hospitals in Gaza Strip.

H0₂: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents, regarding (the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip), which is attributed to the following demographic variables: (gender, Age group, educational qualification, job title and number of years of service).

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective limits:** The present study was limited to identifying the reality of applying strategic flexibility in non-governmental hospitals, from the viewpoint of the internal beneficiary in non-governmental hospitals in Gaza Strip.
2. **Human boundaries:** The present study was applied to employees in a group of non-governmental hospitals in Gaza Strip.
3. **Time limits:** data and information were collected on the subject of the study during the year (2020).
4. **Spatial limits:** This study was applied to a group of non-governmental hospitals in Gaza Strip, namely (Al-Karamah Hospital, Patient Friends Society Hospital, Al-Wafa Hospital, Dar Al-Salam Hospital, Kuwaiti Hospital).

Research Terminology

There are many terms that were used in the study, the most important of which are:

- **Flexibility:** the boundary between absolute stability that reaches the point of immobility, and absolute movement that takes something out of its limits and controls, that is, flexibility is a movement that does not take away cohesion, and stability does not prevent movement (Al-Sufi, 1995).
- **Strategy:** the direction and scope of any organization or institution in the long term that achieves an advantage for the organization, by arranging resources in a changing environment, and achieving the expectations of stakeholders. (Management: Strategic, Change, 2009), and Mintberg defines it as a science and art that is concerned with shaping, implementing and evaluating the cross-functional decisions that enable the organization to achieve its goals, as it focuses on achieving integration between the functions of management, marketing, finance, production, research and development, and computer information systems, with a view to achieving The success of the organization (Mintberg, Jan-Feb 1994: 107-114).

The researchers have defined the strategic flexibility procedurally, "as a strategic asset that increases the institution's ability to try to adopt a new method or option to try to reduce the gap between reality and what is planned by reconciling resources and needs, putting unexpected events into account and diversifying the services provided, and can Achieving strategic flexibility by overcoming cognitive inertia by senior management of organizations.

Literature Review

The review of previous studies of scientific research is a systematic requirement that crystallizes the researchers' vision, and outlines its steps towards a distinct methodology. Previous studies are also an essential tributary in drawing the frameworks of scientific research. The following is a presentation of the most important studies available to researchers from previous studies that dealt with the subject of this study. The studies were arranged from the most recent to oldest as follows:

- A study of (Kumar, 2019) study, the study aimed to assess the relationship between the manager's personality and strategic flexibility and the company's performance, using the personality model consisting of five factors, where the study assumes that there is a positive relationship between the personality of the manager and strategic flexibility. Moreover, there is an assumption that states that strategic flexibility mediates the relationship between the personality of the manager and the company's performance. To achieve the objectives of the study, the experimental approach was used, as well as statistical methods and central tendency measures were used to analyze the data, the hypotheses were tested using multiple regression, and the mono-variance test on a sample consisting of (162) managers from different Indian car companies to conduct the experimental analysis. Among the most important results of the study is focusing on the important role of the personality of managers in determining the strategic direction of the company; Thus: the performance of the company, and that the manager's personality, the more rigid, the strategic dimension increases by complexity, especially that the opposite is correct but with a logical degree, and the basic solution to this matter is to avoid bias and flexibility in the broad strategic lines, and the operational dimension can be dealt with more flexibility.
- 1. A study (Chaudhary, 2019), the study aimed to study the critical role that entrepreneurial direction and absorptive capacity play in the relationship between strategic flexibility and company performance, with a particular focus on small companies, guided by the theory of dynamic capabilities and an opinion based on organizational knowledge. To achieve the objectives of the study, the study used survey data collected from the heads of (272) small companies in India, and a linear regression method was followed to assume the establishment of a relationship between strategic flexibility and the company's performance, and the study assumes that the strategic flexibility of a small company affects the entrepreneurial direction and thus its performance, in While absorptive capacity further strengthens this relationship. One of the most important results of the study is that there are empirical evidence for the mediating role of the leadership trend in the relationship between strategic

flexibility and the company's performance, and the results also indicate that the potential absorptive capacity of the company increases the relationship between its strategic resilience and its entrepreneurial trends.

- A study of (Abdouaoui, 2018), the study aimed to analyze the contribution of the strategic flexibility of the national economic institution to creating value for the customer, where production flexibility, human capital flexibility, and market flexibility were adopted as dimensions of strategic flexibility. To achieve the goals of the study, and to answer the problem of the study and its hypotheses, Conder Electronics was chosen to be a representative sample from the community of economic institutions, as it relied on the questionnaire and the interview as tools for collecting data. , And I went to the clients of the organization to measure their awareness of the value that is created at the enterprise level. Among the most important results of the study is that the strategic flexibility of the national economic institution contributes to creating value for the customer, through productive flexibility, human capital flexibility, and market flexibility. The customers of the corporation also realize the value that the corporation delivers to them, especially in terms of reducing total costs.
- A study (Hussein, 2016), the study aimed to determine the nature of the relationship of strategic flexibility, and its effect in rationalizing strategic decisions in business organizations, as strategic flexibility constitutes the primary driver of all changes that the organization can make to adapt to the environment in which it operates, as well as rationalizing Strategic decisions taken by senior management help the organization to stay and continue to work by exploiting opportunities, and to avoid threats posed by the environment surrounding the organization. To achieve the objectives of the study, the researchers relied on the descriptive analytical method, and the General Company for Vegetable Oils was chosen as a field of application, and the research sample was chosen using a simple random sample method, consisting of (76) individuals from human resources. Among the most important results of the study is that there is a correlation and impact relationship with significant significance for strategic flexibility in rationalizing strategic decisions, and based on that the main and subsidiary assumptions included in the research were accepted, and accordingly: The researchers recommended that the researched organization should determine the most important areas that it has in the field of strategic flexibility, Which it can use to rationalize its strategic decisions.
- A study of (Al Shammasin, 2016) aimed to demonstrate the effect of strategic intelligence on enhancing strategic resilience in the Jordanian Phosphate Mines Company. A questionnaire was built for the purpose of data collection, and the study community was among the individuals working in the Jordanian Phosphate Mines Company in the main administration, and its three sites: (Al-Abyad, Al-Hasa, and Al-Shadia) who occupy the job positions: (director, assistant director, department manager, assistant director of the department, and heads of departments), and they are (150) individuals. To achieve the objectives of the study, a descriptive analytical approach was used and this study was applied to the comprehensive survey on the study community. One of the most important results of the study is that the respondents' perceptions of the level of strategic flexibility with its dimensions (productivity, market) in the Jordanian Phosphate Mines Company came with an average degree of application. There is a statistically significant effect of the elements of strategic intelligence: (foresight and vision, thinking with logic of systems, partnership and intuition) at the level of significance (0.05) on enhancing strategic flexibility in the Jordanian Phosphate Mines Company. Among the most important recommendations is the need to pay attention to developing concepts of strategic resilience and enhancing the topic of possible scenarios among study community managers.
- Study (Sheha et al., 2016) aimed to know the effect of strategic flexibility on the performance of insurance companies in Tartous Governorate, through a field study on insurance companies in the city of Tartus. The data was obtained through a questionnaire designed to measure strategic flexibility. To achieve the objectives of the study, the quantitative approach was used through the multiple regression scale, and the questionnaire was distributed to the managers and heads of departments in the companies under study. Among the most important results of the study, that there is a statistically significant effect between (strategic flexibility and good rapid response), especially that the study can rely on its variables by 56% through the interpretation factor, on the efficiency and effectiveness component as a dependent variable on the quality of performance. Among the most important recommendations presented by the study, the importance of taking strategic flexibility as a cornerstone of planning due to market fluctuations.
- A study of (Ahmed and Al-Sabti, 2015) aimed to try to develop a knowledge model of how to develop the strategic flexibility of organizations, based on the intellectual philosophy of resource theory, be amenable to study, analysis and measurement in the framework of strategic management, with clarification of the mechanisms of interaction between the elements and components of the model. To achieve the goals of the study, the researchers relied on the inductive analytical method, relying on books, literature and previous studies that dealt with the topic of strategic flexibility and strategic thought in business organizations. Among the most important results of the study is the existence of a relationship between marketing, financial, and human flexibility, and the primary goal of good rapid response to organizations operating within an unstable environment. Among the most important recommendations presented by the study, is the need to possess and develop organizational flexibility that is as strategic efficiency, allowing the organization to build proactive and offensive strategies, and not only adaptive, and reaction through renewal, diversification, output, and the conduct of relationships with internal and external partners and competitors.

- A study of (Al-Anzi, 2014) aimed to identify the effect of strategic flexibility on the quality of institutional performance, and the study was applied to the Kuwait Aviation Company, and the study was applied to a number (104) of the directors of departments and departments in the Kuwaiti airline covered by the study . To achieve the objectives of the study, the questionnaire tool was used to collect data, use the multiple linear regression method to test the hypotheses, and use the multi-meandered regression method to verify the impact of strategic flexibility in its dimensions: (market flexibility, competitive flexibility, information flexibility, human capital flexibility, and simplification of procedures) In the quality of performance in the Kuwaiti airline, a model used the structural equations model to build a model that shows the influence and correlation between the study variables. Among the most important results of the study are the presence of a statistically significant effect of strategic flexibility in its dimensions: (market flexibility, competitive flexibility, information flexibility, human capital flexibility, and simplification of procedures) on the quality of performance in the Kuwaiti airline, and the presence of a statistically significant effect of strategic flexibility in its dimensions in performance effectiveness In Kuwait Aviation Company, and the presence of a statistically significant effect of strategic flexibility in its dimensions on performance efficiency in Kuwait Aviation Company.
- A study of (Byline, et al, 2014) aimed to study the effect of flexibility on quality standards in distance education via the Internet. To achieve the goals of the study, a questionnaire was adopted on the scale of the self-interpretation of (7) points to collect the primary data, and the virtual university in Pakistan was chosen as a study community, where (205) faculty members of the Virtual University of Pakistan completed the questionnaire. Among the most important results of the study, that flexibility has a significant impact on quality standards, as open education and distance education provide many benefits to students, the most important of which is saving time and effort. The online and distance education system has received a great degree of satisfaction from the beneficiary students. Flexibility has played a major role in the acceptance and spread of online learning, but it must be accompanied by students 'initiative to learn and the level of students' confidence to participate in online learning courses effectively.

Comment on Previous Studies:

The researchers reviewed the previous studies, which included strategic flexibility, and accordingly, the aspects of agreement and the difference between the current study and the previous studies will be mentioned in the following points:

First: In Terms of Objective: The study aimed to identify the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip, which is what differed with all previous studies.

Second: In Terms of the Tool: The current study agreed with all previous studies in using the questionnaire as a main tool to collect the necessary data, except for the study (Abdouaoui, 2018) that used the interview in addition to the questionnaire.

Third: In Terms Of The Study Methodology: The current study agreed with most of the previous studies in the use of the descriptive analytical approach, such as: (Hussein, 2016) and (Al Shammassin, 2016), while it differed with some previous studies such as: (Sheha et al study) ., 2016) that used the quantitative approach, a study (Kumar, 2019) that adopted the experimental approach, and a study (Chen, et al, 2017) that used a survey method.

Fourth: In Terms of the Study Population: It does not agree with other studies, where (Abdouaoui, 2018), Al Shammassin, 2016, and Sheha et al. 2016 were studied. (Kumar, 2019), (Chaudhary, 2019), (Kapitan, et al., 2018), (Vasudeva, 2020), (Chen, et al, 2017) study While (Byline, et al, 2014) were studied in educational institutions.

What Distinguishes The Current Study From The Previous Studies:

1. The current study deals with the reality of applying strategic flexibility in non-governmental hospitals, which no previous study has previously studied, according to the researchers' knowledge.
2. The current study was conducted in a non-governmental hospital environment in Gaza Strip, on which no similar study had previously been conducted.
3. This study is distinguished as one of the few studies that talked about the issue of strategic flexibility in Gaza Strip hospitals.

Theoretical Framework

Strategic Flexibility: The ability of organizations and institutions to change and adapt according to the surrounding conditions, whether technological, political, economic or competitive conditions, are the most important factors for their success, especially in the contemporary work environment, which is characterized by rapid change and intense and continuous competition, in this rapidly changing environment, and highly competitive must Institutions that work to follow developments in the market, and to be able to withstand a high level of successive changes. So; Institutions need to be more aware, distinct and flexible, as rapid strategic shifts in the market and the periphery require more management to work flexibly in order to effectively contribute to shaping future strategies, through which the institution can resilience and adapt flexibly to environmental factors inside and outside the organization In Figure (1), the researchers review the topics related to the topic of strategic flexibility:

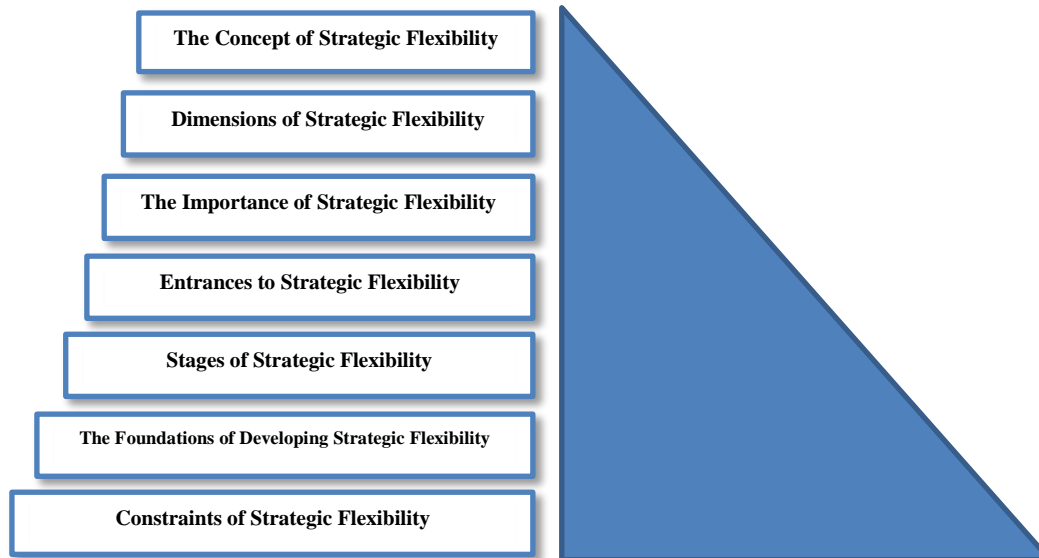


Figure 1: Contents of strategic resilience

Prepared by the researchers based on previous studies such as: (Yugiong et al., 2013), (Radomska, 2015), (Torres, et al. 2010), (Sushil & Gerhard Chroust, 2015), (Abdawi, (2017, (Yongui & Hing, 2004, (Burgess et al., 2011), (Saari, 2002, (Al-Maadeedi; Al-Taie, 2011), (Michael Raynor, 2001), (Colombo, 2007) and (Garibaldi, 2008, Hitt, Shimizu, 2004)

The Concept of Strategic Flexibility: Defining a clear concept of strategic resilience is considered difficult as it is in other terms in administrative sciences, where the concepts have multiplied and differed due to the different directions and approaches that can be adopted in its definition, as the term strategic flexibility has been used by several researchers. Despite this, a comprehensive concept of strategic flexibility was not agreed upon, due to the differing opinions of researchers on this concept (Yugiong, et al. 2013). The researchers reviewed a set of definitions of the concept of strategic flexibility, as shown in the following table:

1. The capabilities and capabilities available in the organization's resources that allow the organization the freedom to move between alternative strategies, to adapt to different environmental variables (Al-Atawi, 2018).
2. The Company's ability to survive and succeed in a rapidly changing, multi-dimensional competitive environment (Ernest O-Tucker & Patrick Stacey, 2018).
3. It is the ability to respond and adapt quickly to the dynamic environment variables, in order to face competition in the business environment (Ghobash; Al-Karawi, 2017).
4. The Company's ability to anticipate or respond quickly to change under strong competitive conditions, leading the company to develop or maintain a competitive advantage (Xiu et al., 2017).
5. The dynamic ability of an organization that enables it to obtain competitive advantage in an unstable environment, by rapidly adjusting the strategies used, and taking advantage of the organization's resources (Li et al., 2016).
6. The ability to quickly shift from one process to another, or as the ability to change perspectives in different directions (Flanders, 2014).
7. The organization's ability to respond and adapt to turbulent environmental conditions, by using its resources and maintaining its competitive advantage (Singh et al., 2013).
8. The organization's ability to switch between available strategies as needed (Wheelen, 2012).

Commenting on the previous definitions: Through the aforementioned definitions in the above table, it is noted that the entry points adopted by the book and researchers differ in determining the concept of strategic flexibility, as some of them approached according to the entrance to move from one work to another or from one situation to another, and others presented it according to the entrance to change, and some of them also focused At the entrance to the response to the external environment, others put forward the concept of strategic flexibility according to the entrance to adapt to environmental changes, while some of them emphasized the strategic entrance in terms of products and entering new markets, some of them focused on the entrance of resources, capabilities and capabilities, and also according to the entrance of action and reaction, and there are definitions according The researchers' vision directs the institutions to make the maximum use of their human and material resources to achieve the plans and policies drawn in the short and long term by forecasting the events and their course and dealing with them wisely according to prior planning.

The researchers define the strategic flexibility procedurally as a strategic asset that increases the institution's ability to try to adopt a new method or option to try to reduce the gap between reality and what is planned by reconciling resources and needs, putting

unexpected events into account and diversifying the services provided, and strategic flexibility can be achieved. To overcome the administrative inertia by the higher management of organizations.

There are also five aspects of strategic resilience as mentioned (Al-Abedi, (2012; Radomska, 2015) :

1. Scope: Here the organization's ability to control the marketing of its products and services to its customers is demonstrated.
2. The scale: Through this aspect it shows the organization's ability to control what is produced, through flexibility in the organization's activities and resources.
3. Delivery: This aspect can be measured by the speed with which the organization accomplishes its products and delivers them to its customers.
4. Product: That is, the organization's ability to respond to changes that may occur in the market in which the organization operates.
5. Process: Through this aspect, it demonstrates the organization's ability to respond to all technological developments that occur, and that occur in the field of work within which the organization operates.

Dimensions of Strategic Flexibility: After searching for the dimensions that can interact with each other to create the general framework for strategic flexibility, the researchers found many opinions that addressed the dimensions of strategic flexibility during previous studies of a group of researchers, and based on the previous opinions of researchers in determining the dimensions of strategic flexibility, the researchers By choosing the following dimensions: (information flexibility, human resource flexibility, proactive flexibility, response flexibility), and it is considered the most appropriate dimension for the study and its society, and Figure (2) reviews the dimensions of strategic flexibility:

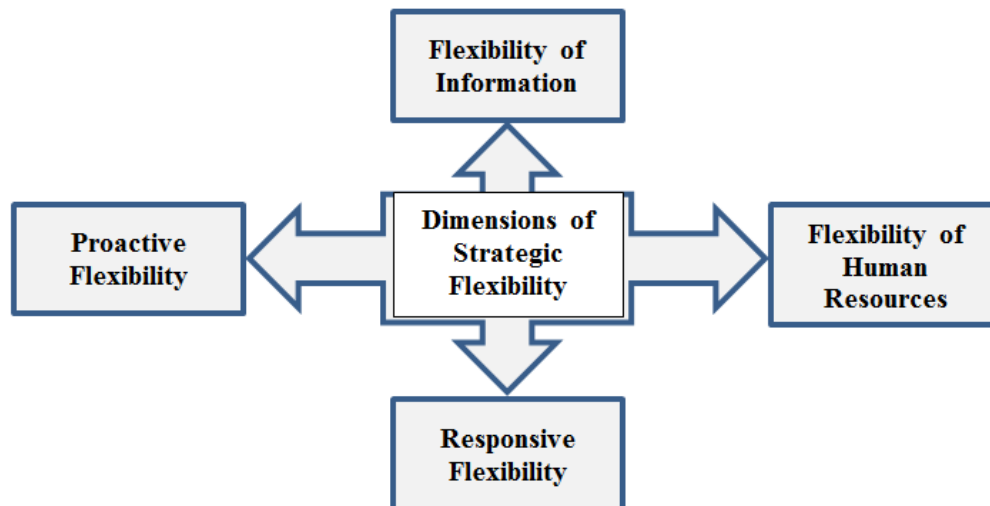


Figure 2: The dimensions of strategic flexibility Inventory by researchers based on previous studies

First: Flexibility of Information: The organization's ability to extract and use the old data it owns in its archive, and analyze it to help it make and support its decisions (William, Gerald & David, 2008). Or it represents the ability of institutions to obtain the required information in a timely manner, in order to be able to make decisions efficiently and effectively (Al-Quraishi, 2007). The flexibility of information is related to compatibility, consistency, appropriateness and standardization of information in many enterprise applications (Byrd & Turner, 2000). It is also the ability of information to adapt to more than one user and more than one application, so the information must be available in a flexible manner, as it can be used by different administrative levels effectively in the decision-making process (Kovach, et al., 1999). It appears in the previous definitions that researchers have defined the flexibility of information by taking advantage of the information that is extracted within institutions and rotating them within administrative levels to benefit from them in the decision-making process, and the importance of accurate information in choosing the right decisions, and the success of information systems depends on the efficiency of management in investing resources Available and used to generate value through the information gathered and the support provided for operational and strategic activities.

The researchers define the flexibility of the information procedurally as the sufficient amount that the corporation possesses of accurate information that is collected from the surrounding environment and from the beneficiaries of the services, which helps the corporation in setting plans and goals and how to achieve them and increase the satisfaction of the beneficiaries of the service.

Flexibility Is Divided Into Two Parts: recognition flexibility, which is the institution's ability to observe, collect the required information related to the organization's activity, and the flexibility of linking and analysis through which the organization can extract data through its operations, analyze and link it, and work to benefit from it to help it in the decision support process.

Second: The Flexibility of Human Resources: One of the intangible assets of an organization that is created through resources and processes that are easily reallocated and reconfigured, helping the organization to adapt to environmental changes (Al-Abdi, 2012). While (Al-Quraishi, 2007) defined it as all the knowledge, skills and abilities embodied in the working individuals, whether they are innate acquired and work to add value to the organization. (Gibson & Doty, 2005) emphasized that it represents a valuable value as it works to adapt the properties of the human force, such as: knowledge, skills and behaviors, and it represents the flexibility of workers' skills, their capabilities for alternative uses that can be applied, the extent to which these skills are rearranged, and workers' own behaviors Wide enables them to adapt to specific situations.

The researchers define the resilience of human resources procedurally as the skills, experience and knowledge of workers in the organization and that can be converted into human energies that can be directed to diagnosing needs and carrying out complex tasks and tasks, and the institution's ability to perform a wide range of tasks depending on the capabilities of its individuals.

Third: Responsive Flexibility: The institutions' ability to recognize and respond to the changes that take place in the external environment after the occurrence of these changes, and the institutions that rely on response flexibility usually focus on defensive movements, after careful tests are taken (Rashid and Hameed, 2019). How quickly the organization has the capacity to sense change, determine the response that fits change, and its ability to reshape the organization's capabilities and resources to cope with the response (Lindren & Bandhoold, 2016). The organization's ability to distribute available resources and change its activities to achieve alignment with unexpected conditions in the environment (Pratoom & Peommarat, 2015). Creating a state of adaptation to environmental changes (Eryesil, et al., 2015). The ability to respond quickly and effectively to changes in the organization's current environment (Johnson et al, 2003).

Most of the researchers who defined the response flexibility considered it the extent of the organization's response to the environmental changes surrounding it and how it deals with managing the change in the internal environment and how the organization makes a balanced use of its available resources to adapt to the conditions and variables surrounding it, which is really what organizations must To deal with jurisprudence to avoid any problems that you may be exposed to as a result of the dynamic changes surrounding it.

Procedural flexibility is defined by researchers as the institution's ability to effectively identify and respond to environmental changes surrounding it and to adapt the available resources in proportion to external changes.

Fourth: Proactive Flexibility: The capacity, efficiency, and speed of institutions that can exploit available resources, capabilities, and competencies in order to achieve a rapid response, or offer innovations at all levels to deal with uncertainty in the external environment, which is linked to the availability of conditions An appropriate organizational structure of culture, organizational structure, and technology that determines the adaptability of institutions by influencing the condition of the resources and competencies within them (Abu Rdan and Al-Anzi, 2017). The ability to create and seize opportunities and be ready and prepared for unforeseen environmental conditions. It also includes resources and capabilities designed to shape the environment and create the desired change (Eryesil, et al., 2015). The ability of companies to develop new strategies that work to develop products, to be able to respond to future changes in the competitive environment in the market (Kandemir & Acur, 2012). Accept risk through experimentation, and take the lead in seeking environmental opportunities (Adonisi, 2003). Predicting future changes in the external environment (Johnson et al, 2003).

Where researchers looked at proactive flexibility as helping to shape customer trends in the long term in the future, by developing distinctive products and services, entering the market, and competing in it with full force to obtain a competitive advantage for the first inside, which may help the organization in maintaining its competitive position and staying in the market. Researchers know procedurally proactive flexibility; it is what helps the organization to seize opportunities, and continuous work to improve the quality of the services provided, and the constant endeavor to provide all that is new and correct the imbalances and problems in the services or goods provided.

The Importance of Strategic Flexibility: In the recent period of time, the state of turmoil and uncertainty increased in the environments surrounding the work of organizations, which in turn leads to a marked increase in pressures of various dimensions, which led to high competitiveness, and showed the extent of the organizations' need for flexibility to efficiently deal with sequential changes environmentally at all levels, and thus became flexibility The strategy is a necessary thing that all organizations seek to possess because of their high dynamic capabilities and capabilities, and one of the most important reasons that made strategic flexibility important to the organizations: (Abdouaoui, 2018), (Yonggui & Hing, 2004), (Torres, et al. 2010), (Sushil & Gerhard Chroust, 2015).

Strategic flexibility is one of the most important reasons that increase the competitiveness of organizations, and achieve a prominent position in the market. It also increases the organization's awareness and knowledge of the market in which it operates, and how to market its products in a way that increases its sales, and also works to increase the definition of the organization's goals accurately. And how to satisfy the desires of customers, and to allocate production in certain categories or services.

The importance of strategic flexibility is shown below:

1. Strategic flexibility increases the ability of organizations to deal with the changes surrounding efficiently and effectively, monitor the organization's activities, and increase its ability to control, especially in the case of the production of modern technical products, in light of the uncertainty by overcoming the organizational stagnation. (Khuntia et al., 2014)
2. Increase the organization's capabilities to accurately understand and understand the needs of customers, increase attention to what they need, and improve the ability to respond to their endless needs in a distinctive competitive manner, by communicating effectively with customers. (Supeno et al., 2015)
3. Enhance the ability of organizations to take advantage of available resources to meet their set goals and enhance their ability to adapt to rapidly changing environmental conditions. (Kamasak et al., 2016)
4. Increasing growth in the long term by increasing the utilization of new available resources, and increasing their adaptation in order to achieve the competitive advantages of the organization, as well as the ability to overcome issues related to new knowledge and continuous innovation. (Zahra et al., 2008)
5. Strategic flexibility increases the ability of organizations to change the strategies used according to competitive needs, which are useful in the event of any urgent change, and put the real value of customers, thereby increasing the organization's ability to compete through highly effective strategic plans, and communicate directly with customers. (Arief et al., 2013).
6. Continuous improvement of strategic procedures, organizational structure, communication systems, organizational culture, and efficiently investing available assets and resources and strategies. (Hitt et al., 1998)
7. Assist in reinventing models and strategies commensurate with changes in environmental condition. (Kazozcu, 2011).

Entries of Strategic Flexibility: In light of the uncertainties and the constant change in the environment in which the organizations operate, strategic flexibility has become an imperative to ensure the survival and growth of the organizations. To this end, many scenarios have been developed that define the means by which the organizations operate, in order to achieve their flexibility. Among the most important entry points for developing strategic flexibility:

1. **The Production Entrance:** focuses on the manufacturing processes that the organization is implementing in order to convert its inputs to outputs, and here the importance of strategic flexibility in helping the organization to overcome all problems related to internal and external environmental factors, and to ensure that no deviations from manufacturing operations from the planned, are highlighted. (Burgess et al., 2011)
2. **The Entrance To Change:** reflects the changes that occur in the organization's structure and organizational levels, according to the threats and opportunities imposed by the environment surrounding the organization, especially since the contemporary environment in which the organization operates, is an environment of uncertainty; Therefore, it is necessary for the organization to have sufficient strategic flexibility to keep pace with these changes in a manner that makes them able to stay and continue in activities and achieve the goals that they seek to achieve. (Saari, 2002)
3. **The Entrance to The Strategic Maneuvers:** It was divided into defensive and offensive maneuvers, where it focuses on the so-called (motivating event), which are emergency and sudden situations. Offensive maneuvers represent ownership of the initiative, seizing opportunities, and defensive maneuvers are corrective preventive maneuvers such as collateral damage (Al-Madhidi and Al-Taie, 2011).

Stages of Strategic Flexibility: The stages in which strategic flexibility passes are grouped into four phases as mentioned (Raynor, 2001):

1. **Induction Of The Future:** In this stage, the possibilities are predicted by setting several possible future scenarios during a specific time period, and through certain criteria, and by defining factors of change, and the potential scenarios become points of support that support decision makers in reading the future.
2. **Formulation Or Construction:** Developing the elements and strategies necessary to deal with possible future scenarios that were predicted in the previous stage, using methods and tools used during the planning process, and this stage requires strategic decision-makers great efforts, as it includes developing several strategies instead of a strategy One, in addition to that, an analysis is done to determine the common points and points of difference between the strategies that have been put in place to differentiate between them, and to identify the core elements (Contingent Elements).
3. **Access To Resources:** inventory of all resources required in implementing the strategies laid down, and the collection and selection of resources needed for the expected strategies.
4. **Activation or implementation:** This stage includes three elements, namely:
 - Beginning of implementing the pivotal strategy.
 - The organization monitors changes in the internal and external environment that affect the organization's activity.
 - To take or ignore the options and strategic alternatives previously developed by the organization according to the environmental data.

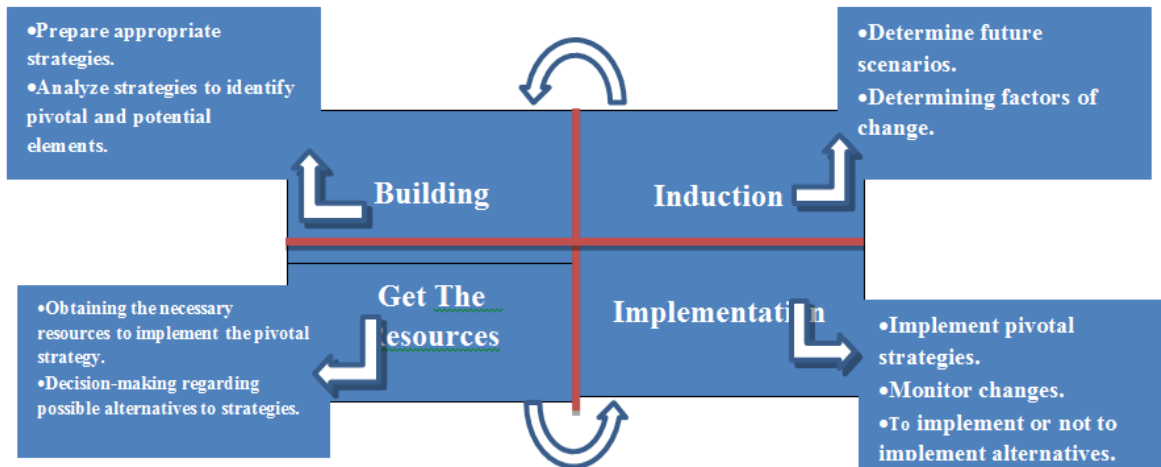


Figure 3: Stages of strategic flexibility Preparing the researchers based on (Rynor, 2001)

The Foundations of Developing Strategic Flexibility:

Any organization that wants to demonstrate strategic flexibility must possess a set of foundations in order to achieve flexibility, and can face rapid and rapid changes in the market in which it operates, and these foundations are: diversification, innovation, and flexible technology.

1. **Diversification:** that the institutions that practice the process of diversification in its offer are distinguished by a high competitive position and ability, and the goal of diversification may vary according to the organization's status (Hirsch, 2012).
2. **Innovation:** Strategic flexibility can be considered as a competitive advantage that distinguishes innovative institutions. In general, innovation is seen through the institution's attitude towards issues that change its strategic activities, and it is rare to notice an increase in flexibility without achieving a higher level of innovation in the field of operations and products. ((Colombo, 2007
3. **Flexible Technology:** (Garibaldi, 2008) considered that technologies are one of the most important factors that work for the success of organizations, and affect several levels, including:
 - The external level of the organization linked to the presentation of new products.
 - The level of change in competitors in the market, such as: the disappearance of some competitors or the appearance of some.
 - The level of strategic markets by creating new markets, can be controlled through leading technology organizations.

Constraints of Strategic Flexibility:

(Hitt, Shimizu, 2004) presented a paper discussing the main capabilities of strategic resilience, which are the stages of the decision-making process that relate to maintaining resilience within the organization:

1. Pay attention to the negative notes (Attention Stage).
2. Collecting notes and negative information (Assessment Stage).
3. Initiation and realization of the change within the planned time during the uncertainty state (Action Stage)

And specific obstacles were identified for each of the mentioned stages, namely:

- **First: The Monitoring Phase:** the most important obstacles are the weak organizational sensitivity to negative observations, which is called the state of organizational failure or organizational laziness.
- **Second: The Evaluation Stage:** One of its most important obstacles is that negative comments are interpreted in a way that serves the self-interest, as it enters in this stage organizational conflicts, and the influence of internal powers in fear for their interests.
- **Third: The Stage of the Procedure:** One of its most important obstacles is the uncertainty and resistance to change.

Non-governmental hospitals in Gaza Strip

Hospitals are considered to have the pioneering and important role in providing health and medical services to patients, and the health system in Palestine, especially in Gaza Strip, is working under high pressure to be able to provide health and medical services in light of the limited resources, environmental conditions and the blockade and closures, and hospitals are one of the most important The components of this health system, and the technological changes taking place in this field play a prominent role in challenging this sector. The study will be conducted within five hospitals distributed geographically in the governorates of Gaza Strip, and the following is the definition of hospitals that the study was applied to:

Al-Karamah Hospital: It is a non-profit hospital established in 2007, it works in the field of health, education and care, and it provides services to the residents of the northern and northern Gaza governorates. Al-Karamah Hospital was built on an area of 700 square meters, and it was established in 2007 in an intermediate location between the governorates of Gaza and the North, because the region is empty of institutions that provide secondary health services and the region's need for such services. The hospital was

operated at the end of 2008, and it offers its medical services in the areas of reception and emergency, surgeries, obstetrics and gynecology services, overnight services for men and women, gastroscopy services, dental services, radiology, laboratories, pharmacy, and a number of specialized clinics, in addition to services Support, and more than 150,000 people benefit from its services annually.

The Patient Friends Association Hospital: It is a private non-governmental organization founded in 1980, and the association was established under No. (1984) on December 16, 1980, according to the Ottoman Associations Law issued in (1909), and according to the Charitable Societies and Private Associations Law No. (1) For the year 2000. The hospital provides services in the reception and emergency department, the gynecology and obstetrics department, the surgical operations department, the outpatient department, and the support services section (x-ray and television photography, a laboratory, a pharmacy).

Al-Wafa Hospital: Al-Wafa Hospital for Medical Rehabilitation and Specialized Surgery was established in 1996 as one of the most important programs of Al-Wafa Charitable Society to meet the urgent societal need, as it is the first and only medical rehabilitation center in the governorates of Gaza, targeting groups of movement and cognitive disabilities, fractures and their complications, and chronic diseases, And problems of ischemia of the extremities. The hospital provides services in several areas, including: nursing care, physical therapy, occupational therapy, and outpatient clinics such as: orthopedics, cosmetology, nerves, and rehabilitation. (Hospital page on social media)

Dar Al Salam Hospital: Dar Al Salam Hospital is a charitable, non-profit charitable hospital affiliated to the Dar Al Salam Charity Association, established in 1995 to provide distinguished health service to citizens, to be the first charitable hospital to serve the southern region of Gaza Strip, and it is now the only charitable hospital that serves the Khan Yunis governorate in the southern Gaza Strip Gaza, since the hospital was founded, has benefited thousands of Palestinian citizens from its medical services.

Kuwaiti Hospital: The Kuwaiti Charitable Specialized Hospital specializes in women and childbirth, and it has clinics that include all specialties, and was established in 2007 and its headquarters in the Rafah Governorate, and the hospital plays an important role in alleviating the burden on the patients that they face in government hospitals, and the hospital includes (11) sections Medically, it serves monthly (3000) patients. (Hospital page on social media)

Quality of health services in non-governmental hospitals: Non-governmental hospitals are obligated to allocate a portion of their human resources to study and confirm patients' satisfaction with their provided health services, in confirmation of obtaining the necessary licenses from the Ministry of Health, and these resources should work to follow up and review health work inside hospitals. Where the competent departments should improve the quality of health services provided in non-governmental hospitals, by conducting studies and continuous checks of the quality of service by distributing questionnaires that collect data about service quality and patient satisfaction, and also opening the way for workers inside hospitals to provide their views and suggestions to improve the service, The results that are set are compared with the established international standards, through which you try to reach a high degree of quality and mastery to ensure patient satisfaction.

Methodology and Procedures:

First- The Study Methodology: The study used the descriptive analytical approach that depends on description, analysis and comparison with the aim of describing what is an object, and its interpretation by shedding light on the study problem to be examined, and a close understanding of its conditions, and collecting information that increases clarification of the circumstances surrounding the problem. This approach is not sufficient when collecting information on the phenomenon in order to explore its manifestations and relationships; rather, it goes beyond analyzing and interpreting in order to reach conclusions, and the proposed concept is built upon to increase knowledge of the topic.

Researchers Have Used Two Primary Sources Of Information:

1. **Secondary Sources:** Where the researchers turned to address the theoretical framework of the study to secondary data sources, which are represented in relevant Arab and foreign books and references, periodicals, articles and reports, previous research and studies that dealt with the subject of study, research and reading in books and articles, refereed research, practical messages and various websites.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data through the questionnaire as a main tool for the study, specially designed for this purpose.

Second- Study Community: The study community is defined as all the vocabulary of the phenomenon that the researcher studies, as he used the comprehensive inventory method in collecting data from the study community. Based on the study problem and its goals; the population of this study is represented by the employees of the non-governmental hospitals in Gaza Strip covered by this study, according to the following schedule:

Table 1: Characteristics of the study population

Work Nature	The nature of the contract	Karama Hospital	Patient Friends Association Hospital	Al-Wafa Hospital	Dar Al Salam Hospital	Kuwaiti Hospital	Total
The Doctors	Full-time	7	21	5	0	17	
	Unavailable	13	38	6	28	0	
Nurses And Wise Men	Full-time	21	27	36	0	11	
	Unavailable	0	15th	17	20	0	
Specialists	Full-time	10	16	21	5	15th	
	Unavailable	11	3	3	8	0	
Technicians	Full-time	0	13	15th	1	5	
	Unavailable	0	0	0	1	0	
Administrators	Full-time	0	20	17	10	9	
	Unavailable	6	1	0	13	0	
Workers And Services	Full-time	0	5	18	6	10	
	Unavailable	4	2	0	6	0	
Total Summation	Full-time	38	102	112	22	67	
	Unavailable	34	59	26	76	0	195
The Final Total		72	160	138	98	68	536

Source :prepared by researchers based on the Palestinian Health Information (2020)

(434) individuals from the study population responded, and the following table shows the distribution of respondents according to the study variables:

Table 2: Distribution of respondents according to Personal variables

Gender	Male		Female			Total	
	273		161				434
Qualification	Diplomas or less		Bachelor	Postgraduate		434	
	92		308	34			
Age Group	20 - less than30	30 - Less than40	40 - Less than50		50 years and over	434	
	79	238	87		30		
Years Of Service	Less than 5 years	5 - Less than 10 years	10 - Less than 20 years		20 years and over	434	
	74	236	92		32		
Occupation	A doctor	Nurse	specialist	Technical	Administrative	Services employee	434
	67	148	84	34	76	25	
The Hospital	Karama	Patient friends	Al-Wafa	Dar Al Salaam		Kuwaiti	434
	59	147	92	76		60	

Third: The Study Tool

Data collection was chosen from the study community through the questionnaire and this administration was chosen for several reasons, the most important of which are:

1. The difficulty of holding personal interviews with all workers within the hospitals under study due to the sensitivity and importance of the task entrusted to them as health sector workers and the focus and interest they need to serve patients and recipients of services.
2. The emergencies that were in the hospitals under study, especially with the spread of Virus Covid 19 (SK) globally during the data collection period, prevented friction continuously and directly with the workers.
3. Reducing costs for data collection.
4. Give respondents freedom to answer questionnaire questions without restrictions or fear of scratching the confidentiality of the data they fill out.

The questionnaire was prepared on "The reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip", which consists of three main sections:

The first section: It is the personal data of the respondents: (gender, educational qualification, age group, years of service, job, hospital).

Section Two: The measure of strategic resilience

Strategic resilience scale description:

The Strategic Flexibility Scale consists of (24) phrases, which measure four sub-dimensions, and the following table clarifies this:

Table (3): Distribution of the paragraphs of the measure of strategic flexibility in the various fields

#	The Field	Number Of Paragraphs
1.	Flexibility Of Information	6
2.	Flexibility Of Human Resources	6
3.	Responsive Flexibility	6
4.	Proactive Flexibility	6

Scale Correction: Each paragraph is answered according to a deca scale and scales have been given scores from (1-10); accordingly: the highest score is on the scale (240), and the lowest is (24).

Description of the Qos Scale:

The quality of service improvement scale consists of (15) items.

Fifth: The Truth of the Questionnaire

The Second Stage: the rationing stage, which included the validity and reliability calculation of the test.

1. The Validity Of The Arbitrators

The scale was presented in its current form to a number of specialized arbitrators from business administration professors, to determine the suitability of the questionnaire phrases and their representation of the aspects involved. The required adjustments have been made to the scale, which means that the scale is valid for application.

2. Building Validation Using The Internal Validity Method

The scale was applied to the experimental sample and it consisted of (32) members of the original community of the study. Correlation coefficients were calculated for each paragraph in the field to which it belongs, as well as correlation coefficients between domains with each other. All paragraphs obtained a significance level of 0.05, and this indicates that the scale is characterized by a high degree of validity of the internal consistency.

Results of the Internal Consistency of the "Strategic Flexibility Scale"

Table 4: Correlation coefficient between each of the paragraphs of the field of "information flexibility" and the overall score of the field

#	Paragraph	R	Sig.
1.	The hospital takes advantage of the information it holds to help it support decision-making	.718	0.00
2.	The hospital continuously archives and maintains its information	.600	0.00
3.	The hospital is building information systems to suit its different needs	.686	0.00
4.	The information required for each administrative level is provided in the time required for its effective use	.568	0.00
5.	The hospital administration works to link and analyze the information, which helps it benefit from it	.717	0.00
6.	The hospital allocates part of its human and financial resources for the purpose of collecting and analyzing information	.448	0.01

Table 5: Correlation coefficient between each item in the "skin resource elasticity" field and the overall score of the field

#	Paragraph	R	Sig.
1.	Hospital staff have the ability to adapt to environmental change	.700	0.00
2.	The hospital administration is keen on developing the human resources management system in a way that suits the work environment	.671	0.00
3.	Changes in working conditions are taken into consideration when designing and planning human resources in the hospital	.656	0.00
4.	Positive changes in HR practices help maintain hospital excellence	.637	0.00
5.	The hospital administration seeks to attract experienced and competent human resources	.838	0.00
6.	The hospital administration is concerned with the rehabilitation and development of workers through pre-prepared training programs in a professional manner	.545	0.00

Table 6: Correlation coefficient between each paragraph of the field of "response flexibility" and the total score for the field

#	Paragraph	R	Sig.
1.	The hospital is planning	.675	0.00
2.	The hospital is investing in opportunities arising from plans that are developed to counter future change	.718	0.00
3.	The hospital takes into account a range of emergency events when developing strategies	.733	0.00
4.	Strategic plans focus on dealing with anticipated situations, to be able to keep pace with unexpected events	.778	0.00
5.	The hospital is working to distribute the available resources, with the aim of achieving compatibility with	.790	0.00

	unforeseen circumstances		
6.	The hospital has creative plans that define how to achieve the goals set in exceptional circumstances	.696	0.00

Table 7: Correlation coefficient between each paragraph of the field of "proactive flexibility" and the total score for the field

#	Paragraph	R	Sig.
1.	The hospital administration is keen to use advanced technologies to set new standards for work	.866	0.00
2.	The hospital administration is constantly working to create options for expansion in the medical fields provided to patients	.828	0.00
3.	The hospital administration is developing strategies to deal with unpredictable events based on past work experiences	.821	0.00
4.	The hospital is working on strategies to enable it to work in crisis situations	.770	0.00
5.	The hospital works to improve existing conditions, instead of adapting to negative conditions directly	.659	0.00
6.	The hospital provides the appropriate organizational climate such as: organizational culture, organizational structure and technology	.807	0.00

Table 8: Correlation coefficient between each area of the "strategic flexibility" scale and the overall scale of the scale

#	Paragraph	R	Sig.
1.	Flexibility Of Information	.783	0.00
2.	Flexibility Of Human Resources	.889	0.00
3.	Responsive Flexibility	.705	0.00
4.	Proactive Flexibility	.869	0.00

Sixth: The Stability of the Questionnaire

Stability of Scale: The researchers checked the stability of the scale on a reconnaissance sample of (32) individuals. The stability of the scale was calculated using the two half-hash methods and the Alpha Cronbach.

1. Split-Half method

The correlation coefficient was calculated between the sum of the even phrases and the sum of the individual expressions for the test and its domains. Using the Spearman Brown equation, the total stability coefficient was (0.959), and the stability coefficients were all high, indicating that the scale had a high degree of stability. The following table shows that:

Table 9: the coefficient of stability of the strategic elastic scale in the half-way method

#	Dimensions	Number Of Paragraphs	Correlation Coefficient Before Modification	Correlation Coefficient After Adjustment	Significance Level
1.	Flexibility Of Information	6	0.773	0.872	0.00
2.	Flexibility Of Human Resources	6	0.616	0.763	0.00
3.	Responsive Flexibility	6	0.835	0.910	0.00
4.	Proactive Flexibility	6	0.884	0.939	0.00
Total Marks		24	0.920	0.959	0.00

2. Alpha Cronbach Method

The alpha-Cronbach stability factor was calculated, and the total scale stability factor was (0.909), which is the D and high stability factor, and the alpha-Cronbach stability was calculated for all areas of the scale, and the following table shows that:

Table 10: Alpha Kronbach Stability Coefficients for each area of strategic flexibility

#	Dimensions	Coefficient Of Stability
1.	Flexibility Of Information	0.666
2.	Flexibility Of Human Resources	0.756
3.	Responsive Flexibility	0.823
4.	Proactive Flexibility	0.881
Total Marks		0.909

From the previous table, it is clear that the stability parameters are all statistically significant, which confirms the validity of the scale for application. By doing so, the researchers have confirmed the validity and reliability of the study tool, which makes him fully confident in the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

Data analysis, study hypotheses, and discussion

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions, reviewing the most prominent results of the study tool that was reached through analyzing its paragraphs, and finding out the personal data of the

respondents; Therefore, statistical treatments were performed for data collected from the study questionnaire, as the Statistical Packages Program for Social Studies (SPSS) was used to obtain the study results that were presented and analyzed in this chapter. Statistical description of the study sample according to personal data

The following is a presentation of the characteristics of the study sample according to personal data

Table 11: Distribution of the study sample according to personal data

Personal Data		The Number	Percentage%
Gender	Male	273	62.9%
	Female	161	37.1%
	Total	434	100.0%
Qualification	Diploma or less	92	%21.2
	Bachelor	308	71.0%
	Postgraduate	34	7.8%
	Total	434	100.0%
Age Group	20 - Less than 30 years old	79	18.2%
	30 Less than 40 years old	238	54.8%
	40 Less than 50 years old	87	20.0%
	50 years and over	30	6.9%
	Total	434	100.0%
Years Of Service	Less than 5 years	74	17.1%
	5 - Less than 10 years	236	54.4%
	10 - Less than 20 years	92	21.2%
	20 years and over	32	7.4%
	Total	434	100.0%
Occupation	A doctor	67	15.4%
	Nurse	148	34.1%
	Specialist	84	19.4%
	Technical	34	7.8%
	Administrative	76	17.5%
	Services employee	25	5.8%
	Total	434	100.0%
The Hospital	Karama	59	13.6%
	Patient friends	147	33.9%
	Al-Wafa	92	21.2%
	Dar Al Salaam	76	17.5%
	Kuwaiti	60	13.8%
	Total	434	100.0%

- It is clear from the previous table, that 62.9% of the study sample are male, while 37.1% are female. Researchers attribute this increase to males compared to females to the fact that there is a noticeable tendency to appoint males more than females, due to the prevailing cultural and societal factors in Palestinian society, in addition to the nature of hospitals working more on males, because of their ability to withstand the pressure of work in the medical field And what it needs from work and shifts around the clock, in addition to the population distribution in Gaza Strip, and this statistic is consistent with the statistics on the male-to-female ratio of the workforce in Palestine, where the workforce survey published by the Palestinian Central Bureau of Statistics for 2017, showed that a rate of 71 % Of the workforce is male, while 29% are female, which partly explains the increase in the number of males in the study population.

- It is clear from the previous table, that 71.0% of the study sample are holders of a bachelor's degree, while 21.2% of diploma holders or less, and 7.8% of graduate students. The researchers attribute that the largest number of individuals in the sample hold a bachelor's degree, as it is the basic academic qualification for employment standards within the hospitals under study.
- As it becomes clear from the previous table, that 54.8% of the study sample is from the age group between 30-less than 40 years, while we find that 20% of the age group between 40-less than 50 years, and that the proportion is 18.2% From the age group 20-20-less, and the rest from the older age group. The researchers attribute that the largest proportion of the study population are from the age group of less than 40 years, and that the tasks and burdens placed on the occupants of these jobs need to withstand the pressure of work, and require the spirit of youth, and this means that the study community is a young community, given the category 50 years and over, who were 6.9% of the study population.
- It is clear from the previous table, that 54.4% of the study sample have years of service between 5-less than 10 years, while we find that 21.2% of those with years of service are between 10 - less than 20 years, and that 17.1% Those with years of service between less than 5 years, and the rest of the proportion of years with the largest service. The researchers attribute that the percentage of those who have been serving for less than 5 years is 17.1% to the weak and scarce job opportunities in the labor market in Gaza Strip in the past five years, according to the Central Bureau of Statistics that the unemployment rate in Gaza Strip for the year 2018 amounted to 53.7%. While researchers attribute the reason that the largest proportion of the study population is for those who served for a period ranging between 5 to less than 10 years, due to the rapid and successive political and security changes in Gaza Strip in the last ten years, which required the departments of these hospitals under study to absorb a greater number of Workers, albeit with fixed-term contracts, to cover the needs of citizens and beneficiaries of medical services.
- As it is clear from the previous table, that 34.1% of the study sample are nurses and wise men, while we find that 19.4% are specialists, and that 17.5% of administrators, 15.4% of doctors, 7.8% of technicians, and the rest of the ratio from the service staff. The researchers attribute that the largest percentage of the study population are nurses and sages, because the tasks that fall on them and the experiences they have are greatly appropriate, because of the services provided to patients in these hospitals, and that the number of graduates from the nursing specialties is increasing significantly, especially That high school graduates, both science and humanities, can enroll in nursing programs at universities, especially diploma. The researchers attribute the percentage of doctors, which is 15.4%, because most of the workers in these hospitals work part-time inside.
- As can be seen from the previous table, 33.9% of the study sample is from the Friends of the Patient Hospital. The researchers attribute this to being located in Gaza City and it is the oldest among the hospitals searched, while 21.2% of Al-Wafa Hospital, and the researchers attribute that the number of employees in Al-Wafa Hospital, is the second in terms of the number to that it is the only hospital that provides services to the elderly in Gaza Strip, and 17 .5% of Dar Al-Salam Hospital, 13.8% of Al-Karamah Hospital, and the remainder 13.6% of Al-Karamah Hospital, this corresponds to the distribution of the study population. In the opinion of the researcher, these ratios are reasonable and logical, and they attribute them to the natural distribution of the population in each of the governorates to which the hospitals under study were distributed.

The Criterion Adopted In the Study (Ozen Et Al., 2012):

To determine the criterion adopted in the study, the cell length was determined in the Likert pentatonic scale by calculating the range between the scale grades (10-1 = 9), and then dividing it by 5 to get five categories; Thus: the length of the cell is i.e. (9/5 = 1.80), after which this value was added to the lowest value in the scale (the beginning of the scale which is one is correct), in order to determine the upper limit of this cell, and thus the length of the cells became as shown in the following table :

Table 12: It shows the criterion approved in the study

Sma	Relative Weight	Degree Of Approval
From 1 - 2.79	From 10% - 27.9%	Strongly Disagree
From 2.80 - 4.59	From 28% - 45.9%	Disagree
From 4.60 - 6.39	From 46% % - 63.9	Medium (neutral)
From 6.40 - 8.19	From 64% - 81.9%	Agree
From 8.20 - 10	From 82% - 100%	Strongly Agree

To explain the results of the study and judge the level of response, the researchers relied on the arrangement of arithmetic averages at the level of areas for the questionnaire and the level of paragraphs in each field, and the researchers have determined the degree of approval according to the criterion approved for the study.

Answer The Study Questions And Test The Hypotheses:

The result of the first question: Which states: "What is the level of strategic flexibility among workers in non-governmental hospitals in Gaza Strip?"

The first question was answered by the first main hypothesis, which states:

H01: There is a high level of strategic flexibility in non-governmental hospitals in Gaza Strip.

Overall score for the measure of strategic resilience:

The mean, standard deviation, relative weight and order were used to find out the degree of approval, and the results are shown in the following table.

Table 13: Arithmetic mean, standard deviation, relative weight, and ranking for each of the fields of the "strategic flexibility" scale

#	The Dimension	SMA	Standard Deviation	Relative Weight	Rank	Degree Of Approval
1.	Flexibility of information	6.0148	1.56457	60.15%	3	Neutral
2.	Flexibility of human resources	6.1627	1.61894	61.63%	1	Neutral
3.	Responsive flexibility	6.0498	1.57259	60.50%	2	Neutral
4.	Proactive flexibility	5.9490	1.65862	59.49%	4	Neutral
	Total marks	6.0441	1.41613	60.44%		Neutral

From the results shown in the previous table, the following can be concluded:

- The mean for the second field: "Human Resources Resilience" is 6.16 (total score of 10), meaning that the relative weight is 61.63% in the first place, and this means that there is medium approval by the sample members on this field. The researchers attribute this to the fact that most of the workers in the hospitals under study work with a fixed-term contract system, which leads them to exert their maximum effort to have a permanent work contract, especially in light of the unemployment situation in Gaza Strip, as well because most of the beneficiaries of health services in these hospitals They pay money compared to free health services in government hospitals. Therefore, hospitals are obligated to provide suitable and experienced medical and health personnel.

In general it can be said: The arithmetic mean of the strategic resilience scale is 6.04, that is, the relative weight of 60.44%, and this means that there is medium approval by the individuals of the sample on the areas of the scale. The researchers attribute the existence of problems on the level of strategic flexibility to several reasons:

- Poor funding and external support for the hospitals under study, to improve health and administrative conditions.
- The scarcity of medical expertise and competencies and their migration abroad, and the absence of distinguished and outdated training and development programs within Gaza Strip.
- Lack of an information infrastructure that helps in linking and analyzing data and developing new strategies that help in facing existing challenges.
- The changing and volatile conditions inside Gaza Strip, which weaken planning and improvement efforts within the hospitals under study.
- The apparent weakness in providing the appropriate organizational climate and appropriate organizational structures within the hospitals under study.
- The poverty of resources, the continuous shortage of medicines and treatments, and the high numbers of people who benefit from medicines compared to what is provided of medicines, and the role of the blockade imposed on Gaza Strip in the lack of availability of all treatments for patients.
- Poor coordination between health institutions and between hospitals and the Ministry of Health in the territories of the Palestinian Authority, which was caused by the Palestinian division and occupation.

These results were consistent with some previous studies. As a study (Al Shammasin, 2016), (Abdouaoui, 2018), (Hussein, 2016), (Al-Anzi, 2014), (Chaudhary, 2019), and a study of (Byline, et al, 2014).

The result of the second question, which states:

Q1-2: Are there differences in the responses of the study community members about the strategic flexibility of workers in non-governmental hospitals in Gaza Strip that are attributable to the variables: (gender, age group, educational qualification, job title, and number of years of service)?

The question was answered by the second main hypothesis, which states:

H0₂: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents, regarding (the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip), which is attributed to the following demographic variables: (gender) , Age group, educational qualification, job title and number of years of service).

This hypothesis is divided into the following subset of hypotheses:

H0₂₋₁: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the respondents' responses to (the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip) which is attributed to gender.

To verify the hypothesis, the differences between the sample mean averages were calculated according to the gender variable, using the (T) test, and the following table shows that:

Table 14: The mean averages, standard deviations and the "T" value of the scale are attributed to the gender variable

Field	Gender	Count	The Average	Standard Deviation	T Value	Sig. Level	Sig.
Flexibility Of Information	Male	273	6.0488	1.52124	0.578	0.564	Not Sig.
	female	161	5.9571	1.63865			
Flexibility Of Human Resources	Male	273	6.1429	1.63953	0.336-	0.737	Not Sig.
	female	161	6.1965	1.58793			
Responsive Flexibility	Male	273	6.0855	1.57513	0.616	0.538	Not Sig.
	female	161	5.9892	1.57133			
Proactive Flexibility	Male	273	6.0068	1.67043	0.951	0.343	Not Sig.
	female	161	5.8509	1.63889			
The Overall Degree Of Strategic Flexibility	Male	273	6.0710	1.41170	0.514	0.608	Not Sig.
	female	161	5.9984	1.42686			

The previous table indicates that there are no statistically significant differences in the scale dimensions attributable to the gender variable in all dimensions of the strategic flexibility and its overall degree, and the researchers attribute this result to the fact that workers in non-governmental hospitals in Gaza Strip - regardless of their gender - they look at The dimensions of strategic resilience are a unified view, because they follow a unified work strategy, live under the same conditions of work, receive the same instructions, the same courses and workshops, as well as usually receive their education in the same universities and the educational, cultural and social milieu; Consequently: we find no difference in their answers about the field of strategic flexibility, according to the gender variable.

H0_{2.2}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the respondents' responses to (the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip) which is attributed to the variable of qualification.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 15: Results of the "mono-variance" test - for the variable of the educational qualification level

Field	Averages			Test Value	Sig.
	Diploma Or Less	Bachelor	Postgraduate		
Flexibility Of Information	6.3543	5.9305	5.8598	2.803	0.062
Flexibility Of Human Resources	6.4091	6.0741	6.2990	1.652	0.193
Responsive Flexibility	*6.4384	5.9462	5.9363	3.609	0.028
Proactive Flexibility	*6.3225	5.8302	6.0147	3.181	0.043
The Overall Degree Of Strategic Flexibility	*6.3811	5.9453	6.0275	3.394	0.034

*Statistically significant difference between the averages D at the significance level ($\alpha \leq 0.05$)

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test was less than the significance level of 0.05 for the areas of response flexibility, proactive flexibility, and the overall degree of strategic flexibility, in favor of those with a lower educational qualification (diploma or less), as they were found to be more flexible; Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates about these fields, due to the variable of the academic qualification. The researchers attribute this to the fact that workers with a diploma degree or less are striving for advancement in their job positions and seeking financial and job incentives. Therefore, they are keen to respond and adapt quickly to environmental changes.

To find the difference direction, LSD test was used as in the following tables:

Table 16: LSD test results to compare the averages of the qualification categories for the field of response flexibility

Categories	The Difference Between The Averages		
	Diploma Or Less	Bachelor	Postgraduate
Diploma or less			
Bachelor	0.4922		
Postgraduate	-0.5021*	-0.0099	

* The difference between the two meanings is statistically significant at the significance level of ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the averages of the educational qualification categories for the field of response flexibility, where the results show that there are statistically significant differences between the averages of those whose educational qualification is diploma or less with the scientific qualification (postgraduate) in favor of the educational qualifications diploma or less.

Table 17: LSD test results to compare the averages of the qualification categories for the proactive elasticity field

Categories	The Difference Between The Averages		
	Diploma Or Less	Bachelor	Postgraduate
Diploma or less			
Bachelor	0.4923*		
Postgraduate	-0.3077	0.1845	

* The difference between the two meanings is statistically significant at the significance level of ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the averages of the educational qualification categories for the field of proactive flexibility, where the results show that there are statistically significant differences between the averages of those whose educational qualification is diploma or less with a bachelor’s educational qualification in favor of academic qualifications diploma or less.

Table 18: LSD test results to compare the averages of the qualification categories for the total degree of strategic flexibility

Categories	The Difference Between The Averages		
	Diploma Or Less	Bachelor	Postgraduate
Diploma or less			
Bachelor	0.4358*		
Postgraduate	-0.3536	0.0822	

* The difference between the two meanings is statistically significant at the significance level of ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the averages of the educational qualification categories for the total degree of strategic flexibility, where the results show that there are statistically significant differences between the averages of those whose educational qualification is diploma or less with the educational qualification Bachelor’s degree in favor of academic qualifications diploma or less, and researchers attribute this to the fact that hospital personnel replace The study has diploma holders or less and they constituted 21.1% of the study sample, they perform their job duties more flexible, and they try more to adapt to dynamic conditions, and they work with maximum energy to prove that the educational qualification does not constitute an impediment to career excellence, which is what was touched Through the researchers ’conversation with some of the workers and managers inside the hospitals under study, and they also wish to be promoted in job grades.

H0_{2,3}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the respondents' responses to (the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip) which is attributed to the age group variable.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 19: Results of the "mono-variance" test - for the age group variable

Field	Averages				Test Value	Sig
	20- Less Than 30	30- Less Than 40	40 - Less Than 50	50 Years And Over		
Flexibility of information	6.8228*	5.8902	5.6015	6.0744	10.172	0.000
Flexibility of human resources	6.8460*	6.0944	5.5670	6.6333*	10.216	0.000
Responsive flexibility	6.7300*	5.9762	5.6199	6.0889	7.606	0.000
Proactive flexibility	6.7679*	5.8664	5.2375	6.5111*	14.309	0.000
The overall degree of strategic flexibility	6.7917*	5.9568	5.5065	6.3269	13.255	0.000

*Statistically significant difference between the averages D at the significance level ($\alpha \leq 0.05$)

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test is less than the significance level 0.05 for all dimensions and for the overall degree of strategic flexibility, and thus it can be concluded that there are statistically significant differences between the averages of the study sample estimates due to the age group variable. The researchers attribute this to the fact that workers with the lowest age group work with greater efficiency and vitality, and that is a natural result of workers under 30 years, especially in the field of information.

To find the difference direction, LSD test was used, as in the following tables:

Table 20: LSD test results to compare age group averages for information elasticity field

Age Group	The Difference Between The Averages			
	20- Less Than 30	30- Less Than 40	40 - Less Than 50	50 Years And Over
20- Less than 30				
30- Less than 40	0.9326*-			

40 - Less than 50	1.2212*-	0.2886-	
50 years and over	0.7483*-	0.1842	0.4729

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the averages of the age groups for the field of information elasticity, where the results show that there are statistically significant differences between the averages of the age groups, for the benefit of the younger age group (20 - less than 30 years) and no differences were found between the rest of the groups Age group.

Table 21: LSD test results to compare average age groups for the field of human resilience

Age Group	The Difference Between The Averages			
	20- Less Than 30	30- Less Than 40	40 - Less Than 50	50 Years And Over
20- Less than 30				
30- Less than 40	0.7516*-			
40 - Less than 50	1.2789*-	0.5274*-		
50 years and over	0.2127-	0.5389	1.0662*	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the averages of the age groups for the field of human resource flexibility, where the results show that there are statistically significant differences between the averages of the age groups, for the benefit of the younger age group (20-less than 30 years) compared to the older age groups And that there are differences between the age group 50 years and over with the age group 40 – less than 50 years in favor of the age group 50 years and over, and there were no differences between the remaining age groups.

Table 22: LSD test results to compare age ranges of the response elasticity field

Age Group	The Difference Between The Averages			
	20- Less Than 30	30- Less Than 40	40 - Less Than 50	50 Years And Over
20- Less than 30				
30- Less than 40	0.7538*-			
40 - Less than 50	1.1100*-	0.3563-		
50 years and over	0.6411*-	0.1127	1.4689	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the averages of the age groups of the response elasticity field, where the results show that there are statistically significant differences between the averages of the age groups, for the benefit of the younger age group (20– <30 years) compared to the older age groups, No differences were found between the remaining age groups.

Table 23: LSD test results to compare age group averages for proactive elasticity field

Age Group	The Difference Between The Averages			
	20- Less Than 30	30- Less Than 40	40 - Less Than 50	50 Years And Over
20- Less than 30				
30- Less than 40	0.9056*-			
40 - Less than 50	1.5304*-	0.6288*-		
50 years and over	0.2568-	0.6447*	1.2736*	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the means of the age groups for the proactive elasticity field, where the results show that there are statistically significant differences between the averages of the age groups, in favor of the younger age group (20-20 years) compared to the older age groups, And that there are differences between the age group 50 years and over with the age group 30-less than 40 years, and the category 40 - less than 50 years in favor of the age group 50 years and over, and no differences were found between the rest of the age groups.

Table 24: LSD test results to compare average age groups for the total degree of strategic flexibility

Age Group	The Difference Between The Averages			
	20- Less Than 30	30- Less Than 40	40 - Less Than 50	50 Years And Over
20- Less than 30				
30- Less than 40	0.8349*-			
40 - Less than 50	1.2852*-	0.4503-		
50 years and over	0.4647-	0.3702	0.8204*	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test for comparing the averages of the age groups for the total degree of strategic flexibility, where the results show that there are statistically significant differences between the averages of the age groups, in favor of the younger age group (20-less than 30 years) compared with the older age groups And that there are differences between the

age group 50 years and over with the age group 40 – less than 50 years in favor of the age group 50 years and over, and there were no differences between the remaining age groups.

H0₂₋₄: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$), between the averages of respondents' responses to (the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip) which is attributed to the variable of years of service.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 25: Results of the "mono-variance" test - for the years of service variable

Field	Averages				Test Value	Sig
	Less than 5 years	5 -Less than 10	10 - Less than 20	20 years and over		
Flexibility of information	6.4495*	5.7811	6.3109	5.8823	4.968	0.002
Flexibility of human resources	6.5356*	5.9329	6.3351	6.5000	3.776	0.011
Responsive flexibility	6.5045*	5.8493	6.2826	5.8073	4.366	0.005
Proactive flexibility	6.4532*	5.7069	6.1286	6.0521	4.460	0.004
The overall degree of strategic flexibility	6.4857*	5.8175	6.2643	6.0604	5.309	0.001

*Statistically significant difference between the averages D at the significance level ($\alpha \leq 0.05$)

From the results shown in the previous table, the following can be concluded:

It was found that the probability value (Sig.) Corresponding to the "mono-variance" test is less than the significance level 0.05 for all dimensions and for the overall degree of strategic flexibility, and thus it can be concluded that there are statistically significant differences between the averages of the study sample estimates due to the years of service variable, in favor of the years category Less service (less than 5 years).

To find the difference direction, LSD test was used as in the following tables:

Table 26: LSD test results to compare average years of service for the field of information elasticity

Years Of Service	The Difference Between The Averages			
	Less Than 5 Years	5 -Less Than 10	10 - Less Than 20	20 Years And Over
Less than 5 years				
5 - Less than 10	0.6685*-			
10 - Less than 20	0.1378-	0.5298*		
20 years and over	0.5673*-	0.1012	0.4289*-	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the years of service averages for the field of information elasticity, where the results show that there are statistically significant differences between the years of service averages, in favor of the least years of service category (less than 5 years), as it was found that there were differences between years of service 10-less From 20 years and between 20 and more years of service in favor of the lowest group, no differences were found between the remaining years of service.

Table 27: LSD test results to compare average years of service for the field of human resilience

Years Of Service	The Difference Between The Averages			
	Less Than 5 Years	5 -Less Than 10	10 - Less Than 20	20 Years And Over
Less than 5 years				
5 - Less than 10	0.6027*-			
10 - Less than 20	0.2004-	0.4022*		
20 years and over	0.0356-	0.5671*	0.1649	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the years of service averages for the field of human resource flexibility, where the results show that there are statistically significant differences between the years of service averages, in favor of the least years of service (less than 5 years) with the category (5-10 years). It was found that there were differences between 10 years of service - less than 20 years with the category (5-10 years) in favor of the category (10-20 years), and between years of service 20 years or more with the category (5-10 years) in favor of the category 20 years or more, and no There are differences between the remaining years of service.

Table 28: LSD test results to compare the years of service averages for the response elasticity field

Years Of Service	The Difference Between The Averages			
	Less Than 5 Years	5 -Less Than 10	10 - Less Than 20	20 Years And Over
Less than 5 years				
5 - Less than 10	0.6552*-			

10 - Less than 20	0.2219-	0.4333*	
20 years and over	0.6972*-	0.0420	0.4732*-

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the years of service averages for the response elasticity field, where the results show that there are statistically significant differences between the years of service averages, in favor of the least years of service category (less than 5 years), and that there were differences between the years of service 10-less From 20 years with the category (5-10 years) in favor of the category (10-20 years), and between years of service 20 years or more with the category (5-10 years) in favor of the category 20 years or more, and no differences were found between the remaining years of service.

Table 29: LSD test results to compare the years of service averages for the proactive elasticity field

Years Of Service	The Difference Between The Averages			
	Less Than 5 Years	5 -Less Than 10	10 - Less Than 20	20 Years And Over
Less than 5 years				
5 - Less than 10	0.7462*-			
10 - Less than 20	0.3245-	0.4217*		
20 years and over	0.4010*-	0.3451	0.0765-	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the years of service averages for the proactive elasticity field, where the results show that there are statistically significant differences between the years of service averages, in favor of the least years of service category (less than 5 years), as it was found that there were differences between years of service 10-less From 20 years with the category (5-10 years) in favor of the category (10-20 years), and no differences were found between the remaining years of service.

Table 30: LSD test results to compare average years of service for the total degree of strategic flexibility

Years Of Service	The Difference Between The Averages			
	Less Than 5 Years	5 -Less Than 10	10 - Less Than 20	20 Years And Over
Less than 5 years				
5 - Less than 10	0.6682*-			
10 - Less than 20	0.2214-	0.4468*		
20 years and over	0.4253*-	0.2429	0.2039-	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows the results of the LSD test to compare the years of service averages for the total degree of strategic flexibility, where the results show that there are statistically significant differences between the years of service averages, in favor of the least years of service category (less than 5 years), as it was found that there were differences between years of service Less than 20 years with the category (5-10 years) in favor of the category (10-20 years), and there were no differences between the remaining years of service.

H0_{2.5}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the respondents' responses to (the reality of applying strategic flexibility in non-governmental hospitals in non-governmental hospitals in Gaza Strip) which is attributable to the job variable.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

Table 31: Results of the "mono-variance" test - for the job variable

The Field	Averages						Value Of The Test	Sig
	The Doctors	Nurses	Specialists	Technicians	Administrators	Workers And Services		
Flexibility of information	5.8244	5.8363	6.0667	5.8578	6.5417*	6.0200	2.434	0.034
Flexibility of human resources	6.0896	5.9775	6.2599	6.0882	6.4842	6.2533	1.106	0.356
Responsive flexibility	5.8383	5.9095	6.0357	6.1863	6.4189	6.1867	1.412	0.219
Proactive flexibility	5.7985	5.8392	5.8552	6.0931	6.3333	5.9533	1.164	0.326
The overall degree of	5.8877	5.8906	6.0544	6.0564	6.4445	6.1033	1.752	0.122

strategic flexibility								
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*Statistically significant difference between the averages at the significance level ($\alpha \leq 0.05$)

From the results shown in the previous table, the following can be concluded:

It was found that the probabilistic value (Sig.) Corresponding to the “mono-variance” test is higher than the significance level 0.05 for all dimensions, and for the overall degree of strategic flexibility except for the field of information elasticity, where there were differences in favor of administrative staff, and thus it can be concluded that there are no statistically significant differences between The averages of the study sample estimates are attributed to the job. The researchers attribute this to the presence of single policies, controls and systems that regulate work within hospitals, and the existence of a homogenous environment within them.

To find the difference direction, LSD test was used, as in the following table:

Table 32: LSD test results to compare job category averages for the field of information elasticity

Work Nature	The Difference Between The Averages					
	The Doctors	Nurses	Specialists	Technicians	Administrators	Workers And Services
The Doctors						
Nurses	0.0118					
Specialists	0.2423	0.2304				
Technicians	0.0335	0.0215	0.2088-			
Administrators	0.7173*	0.7054*	0.4750*	0.6838*		
Workers And Services	0.1956	0.1837	0.0467-	0.1622	0.5217*-	

* The difference between the two meanings is statistically significant at the significance level ($\alpha \leq 0.05$)

The previous table shows LSD test results to compare job category averages for the field of information resilience, where the results show that there are statistically significant differences between the averages of administrative staff with the qualification with the rest of the jobs for the benefit of administrators, and no differences in other job categories were found. The researchers attribute this result to the fact that administrators, by virtue of their work, are more knowledgeable about the information than other hospital employees, and therefore their assessments are higher in the field of information flexibility.

Conclusions

The study reached several results and was classified as follows:

- The results of the study showed that there is an average degree approval by the individuals of the study sample on the strategic flexibility with its four dimensions: (information flexibility, human resource flexibility, response flexibility, and proactive flexibility) among workers in non-governmental hospitals in Gaza Strip, as it became clear through the field of flexibility The strategy as a whole has a relative weight of 60.44%.
- The results indicated that the flexibility of human resources obtained the largest approval percentage, and it ranked first with a relative weight of 61.63%.
- The results indicated that the response elasticity obtained an approval percentage that ranked second with a relative weight of 60.50%.
- The results indicated that the information flexibility obtained an approval rating that ranked third with a relative weight of 60.15%
- The results indicated that the proactive flexibility obtained an approval percentage that ranked fourth and last with a relative weight of 59.49%.
- The results showed that the dimensions of strategic flexibility (information flexibility, human resource flexibility, proactive flexibility) had an effect, while there was no effect on the (response flexibility) dimension in improving service quality.
- The results of the study found that there were no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the dimensions of the scale, all dimensions of strategic flexibility and the overall degree thereof in non-governmental hospitals in Gaza Strip, due to gender and job variables.
- The results of the study found that there are statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the dimensions of all dimensions of the strategic flexibility and its overall degree in non-governmental hospitals in Gaza Strip due to the changes in the age group, educational qualification, and years of service.

Recommendations

Through the results of this study, the most important recommendations that can contribute to increasing flexibility among workers in non-governmental hospitals in the governorates of Gaza Strip can be clarified, and researchers hope that these recommendations

will be applied in the researched hospitals, to enhance the role of strategic flexibility in them, And the following table clarifies the general recommendations in light of the results of the study.

1. Recommendations Related To Demographic Variables

- Striking a balance in the percentage of males and females in the cadres that are employed, by attracting a sufficient number of females.
- Work to appoint young people and people with energies to vacate jobs in the hospitals under study, because this group is dynamic and active, similar to the elderly.
- The use of an administrative cadre who is distinguished by the scientific and practical qualifications and those who hold certificates, because they may be able to perform administrative functions and understand their requirements.
- The necessity of harmonizing the expertise and academic qualifications of the titles and heads of departments, who have experience and higher degrees, with the requirements of their work.

2. Recommendations Related To Strategic Flexibility

- Working to update information systems, archiving and networks through which data and information are transferred between departments, and to find mechanisms through which the information stored can be used to enhance decision-making.
- Work to attract individuals to occupy supervisory and medical positions, so that they are experienced, that they have worked in the health field, and work to train them and develop their skills.
- Developing new strategies through which potential future scenarios are developed, so that the hospital is able to deal with any change, and define the response required for change.
- Increased capacity to create and seize opportunities, and for the hospital to be ready and prepared for unexpected environmental conditions.
- Strengthening the relationship between hospital departments, universities and institutes, by conducting courses and training programs in the areas of flexibility and how to enhance them.
- Work to strengthen cooperation between hospital departments, the Ministry of Health, the Relief Agency and international and local relief institutions, to help provide equipment, devices and medicine.
- Providing the appropriate organizational conditions to develop strategic flexibility, by reducing the degree of centralization in decision-making, and delegating some powers, with a focus on interaction between workers to achieve cooperation.
- Increase coordination between workers inside the hospital and between departments, functional units and pharmacies, and define the nature of the overlap in the tasks between each of them.

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