

Strategic Ingenuity and its Role in Achieving Organizational Sustainability: A Study Analyzing the Opinions of a Sample of the Teaching Staff at Al-Huda University College

Assist. Lect., Anfal Shakir Obaid Al-Mohammadi ¹

¹ Fallujah University, University Presidency

Abstract:

The research aims to diagnose the nature of the relationship between strategic ingenuity and its dimensions (opportunity exploration strategy, opportunity exploitation strategy, structural ingenuity) and organizational sustainability at Al-Huda University College. The research problem refers to the main question (What is the role of strategic ingenuity in achieving organizational sustainability at Al-Huda University College?) which was expressed through the main and sub-hypotheses. Therefore, the importance of the research is highlighted in an attempt to highlight several solutions that would address some of the problems facing organizations, especially educational ones. The researcher used the questionnaire as a tool for collecting data, and the descriptive analytical method was employed as a research method, his was to investigate the opinions of the final sample of (44) samples from the staff of Al-Huda University College, which was represented by (teaching staff and department heads), and the sample community in the college amounted to (57) samples, as (57) questionnaires were distributed, of which (44) questionnaires were returned for statistical analysis, and the research reached a set of conclusions, most of which were consistent with the research hypotheses, including (clarity of interest by the researched college in strategic excellence in its dimensions and organizational sustainability), and this came as a result of the need of the college and its staff for organizational sustainability.

Keywords: Strategic excellence, organizational sustainability, Al-Huda University College.

Citation: Al-Mohammadi , A. S. O. (2025). Strategic Ingenuity and its Role in Achieving Organizational Sustainability: A Study Analyzing the Opinions of a Sample of the Teaching Staff at Al-Huda University College . American Journal of Economics and Business Management, 8(7), 3179–3195. Retrieved from <https://globalresearchnetwork.us/index.php/ajebm/article/view/3779>

Received: 12 May 2025

Revised: 28 May 2025

Accepted: 15 Jun 2025

Published: 10 Jul 2025



Copyright: © 2025 by the authors. This work is licensed under a Creative Commons Attribution- 4.0 International License (CC - BY 4.0)

First: Introduction:

The world today is experiencing unprecedented interest in the concept of sustainability and its various fields, as the current changes impose the trend towards achieving sustainability at all levels, and the term organizational sustainability has recently emerged in the scientific community, as this concept emphasizes the role of organizations in achieving positive results that support social, economic and environmental sustainability, and higher education organizations may be the most prominent organizations concerned with achieving organizational sustainability to meet the needs of society, and universities may adopt different ways to achieve organizational sustainability; Therefore, strategic ingenuity has a great role in adapting to the environmental conditions surrounding the organization to discover new business opportunities, which it works to exploit according to a structure with high flexibility to meet the requirements of the environment in local and global markets, organizations

need a lot of focus on strategies that can be used to keep pace with the requirements of the competitive market, and here appears the role of strategic ingenuity as we realize that changes and developments in the activities and activities of the organization and its objectives is what all organizations work to reach and in any society, so it is a key model for the success or failure of organizations, which requires finding ingenuity to meet the requirements of the local and global markets, so it is a key factor in the success or failure of organization, This requires finding ingenuity in order to outperform the organization.

Second: Research Problem:

The research question can be formulated through the following main question: What is the role of strategic prowess in achieving organizational sustainability at Al-Huda University College?

The sub-questions were:

- 1- What is the relative importance of strategic ingenuity from the point of view of (department heads, faculty) at Al-Huda University College?
- 2- What is the level of organizational sustainability at Al-Huda University College?
- 3- What impact can strategic prowess have in promoting organizational sustainability?
- 4- What is the form and nature of the relationship between strategic ingenuity and organizational sustainability in Al-Huda University College?
- 5- What is the impact of strategic prowess (with its dimensions) on the level of organizational sustainability of the sample at Al-Huda University College?

Third: Research Objectives:

The research seeks to achieve the following objectives:

- 1- Knowing the relative importance of strategic ingenuity in the respondent organization.
- 2- Knowing the level of organizational sustainability in the respondent organization.
- 3- Find out the impact that strategic ingenuity and organizational sustainability have on the respondent organization.
- 4- Revealing the nature of the relationship between strategic ingenuity and organizational sustainability in the research organization.
- 5- Measuring the impact relationship between strategic ingenuity and organizational sustainability from the perspective of the research sample community.

Fourth: Importance of research:

The importance of the research is reflected in the following points:

- 1- Trying to research the skill of strategic ingenuity (opportunity exploration strategy, opportunity exploitation strategy, structural ingenuity), its measurement, testing, diagnosis and its role in achieving organizational sustainability (economic sustainability, social sustainability, environmental sustainability), since the expected results of this research are one of the necessities for the research organization.
- 2- Supporting the skill of strategic dexterity as one of the main and important tools in addressing the challenges associated with building organizational sustainability.
- 3- his research is a modest contribution to help future researchers when studying one of the research variables in future research.

- 4- This research adds a deeper understanding of the strategic ingenuity skill of the individuals - the research sample - and how it can be utilized in the research organization.

Fifth: Research hypothesis:

The research hypotheses were formulated within the framework of building the research question and objectives:

First main hypothesis: There is a significant correlation between strategic ingenuity and its dimensions with organizational sustainability, from which the following sub-hypotheses emerge:

- 1- There is a significant correlation between opportunity exploration strategy and organizational sustainability.
- 2- There is a significant correlation between opportunity exploitation strategy and organizational sustainability.
- 3- There is a significant correlation between structural agility and organizational sustainability.

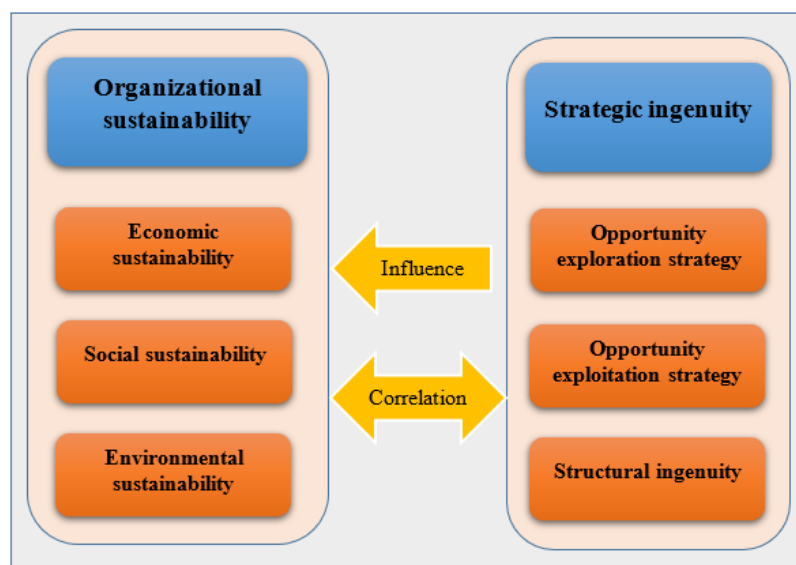
The second main hypothesis: There is an impact relationship of strategic ingenuity with its dimensions on organizational sustainability, from which the following sub-hypotheses derive:

- 1- There is a significant impact relationship for opportunity exploration strategy on organizational sustainability.
- 2- There is an impact relationship for opportunity exploitation strategy on organizational sustainability.
- 3- There is an impact relationship for structural ingenuity on organizational sustainability.

Sixth: The hypothetical scheme:

The research hypothesis was developed to clarify the logical relationships between the main and sub-variables of the explanatory variable, strategic ingenuity, and the response variable, organizational sustainability, as illustrated in Figure 1 below:

Figure (1) Hypothetical research scheme



Seventh: Data and information collection methods:

In order to build the theoretical framework, the researcher relied on data collected from journals and research available on the Internet in both Arabic and English, For the practical aspect, the researcher used a questionnaire, which served as the main tool for conducting this research, The variable of strategic ingenuity was measured using the scale developed by (Chen, 2017) which includes three dimensions: opportunity exploration strategy, opportunity exploitation strategy, and structural ingenuity, Each of these dimensions contains five questions The variable of organizational sustainability was measured using the scale developed by (Crucke et al, 2022) which also includes three dimensions: economic sustainability, social sustainability, and environmental sustainability, Each of these dimensions also contains five questions

Eighth: Research population and sample:

The research sample consisted of (57) faculty members and department heads working at Al-Huda University College, and the questionnaire was distributed to them, as shown in (Table 1).

Table (1) Demographic variables of the research

T	Variants	Property Distribution	Number	Percentage%
1	Gender	Male	35	0.79
		Female	9	0.21
Total			44	%100
2	Age	30years or less	3	0.07
		40-31year	17	0.39
		50 -41year	5	0.11
		51 more	19	0.43
	Total		44	%100
3	Scientific qualification	PhD	27	0.61
		Master's Degree	17	0.39
Total			44	%100
4	Scientific title	Professor	4	0.09
		Assistant Professor	10	0.23
		Teacher	12	0.27
		Teaching Assistant	18	0.41
Total			44	%100
5	Years of service	Five years or less	21	0.48
		11-15year	4	0.09
		21 A year and more	19	0.43
	Total		44	%100

From the above table, the number of males reached (35) with a ratio of (0.79), and the number of females reached (9) with a ratio of (0.21), which indicates that males are more than the number of females in Al-Huda University College, as for the age of 51 years and above, the largest number of the age paragraph reached (19) with a ratio of (0.43) years less, followed by the age of 31-40 years with a ratio of (0.39) and their number (17), followed by the age of 41-50 years and their number (5) and their percentage (0.11), while in the last rank came (30 years and less) and their number (3) and their percentage (0.07), which indicates that most employees at Al-Huda University College are experienced, and regarding the educational qualification, those who hold a doctoral degree came (27) and their percentage (0.61), and their number (27) and their percentage (0.61), followed by

those holding a master's degree (17) and their percentage (0.39), and with regard to the scientific title, the title of assistant teacher obtained a percentage (0.41) and their number reached (18), and those holding the title of teacher reached (12) and their percentage (0.27), while assistant professor reached (10) and their percentage (0.23). With regard to years of service, those with five years or less (21) and their percentage (0.48), those with 21 years or more (0.43) and those with 11-15 years of service (4) and their percentage (0.09).

Research Theoretical Framework

First: strategic ingenuity:

The concept of strategic ingenuity:

The views of researchers differed on the concept of strategic ingenuity, which is reflected in determining an accurate and comprehensive concept of strategic ingenuity, so we will present a set of definitions according to the views of some researchers, and (Heger & Rohrbeck, 2012: 820) defined it as the ability to achieve simultaneous compatibility and the ability to adapt at the business unit level, and (Al-Yisari & Al-Lami, 2022: 91) as the ability of the organization to operate complex and complex organizational designs that can provide efficiency in the short term and creativity in the long term: 91) as the ability of the organization to operate complex and complex organizational designs that can provide efficiency in the short term and innovation in the long term, and (Probst & Rasch, 2005: 90) indicated that strategic ingenuity increases the organization's chances of survival at the expense of maximizing profit in the short term by converting existing resources into projects to explore available opportunities, (Howard, 2012: 17) referred to strategic ingenuity as the ability of the organization to take advantage of current knowledge, experiences and strategies and develop future strategies in accordance with the capabilities of individuals working in the organization. (Malik, 2023: 173) explained that the most important characteristic of strategic ingenuity is the optimal use of available resources such as social, economic, political, technological and other natural resources, and in the same direction defined (Wang, 2017): 2) Strategic ingenuity is the skills that require coordination between current strategic plans and its internal capabilities and accuracy in action, and (Birkinshaw & Gupt, 2013, 85) believes that strategic ingenuity represents the integration of planned and actual strategy, i.e. a tool for adapting to the changes in the environment, explained (Caroline & Sébastien 2016: 3) ingenuity as an organizational ability between specialization and generalization was able to achieve advantages in balancing the management of daily operations and innovation projects, which aims to create an organizational approach to achieve flexibility and search for new knowledge, whether implicit or explicit, and at the same time supports the possibility of enhancing efficiency and using existing knowledge despite the challenges in the organization, and in the words of (Wu et al, 2020): 1) If ingenuity means the ability of an individual to do two different things equally, so strategic ingenuity means the organization's ability to do two different things simultaneously and equally, starting with investment, exploration, integration, responsiveness, adaptability, alignment, efficiency and flexibility.

The importance of strategic ingenuity:

Strategic agility enhances an organization's ability to adapt to a changing environment, thereby playing a vital role in ensuring long-term success. (Du and Chen, 2018, pp. 42–43) emphasized that strategic agility is particularly crucial under conditions of uncertainty and environmental instability. They noted that an organization's capacity for change is positively correlated with its level of strategic ingenuity, which helps maintain a dynamic strategy by interpreting the current environment and adapting to potential future disruptions (Wu et al., 2020, p. 2).

An organization's ability to compete and sustain itself in the market over the long term depends largely on its capacity to seek out and capitalize on new opportunities. This requires flexible organizational structures that are responsive to the dynamics of a constantly evolving environment. Bustinza et al. (2020, p. 10) explained that strategic agility—or strategic ingenuity—plays a critical role in achieving a sustainable competitive advantage. Organizations aiming for strong business performance must first secure such an advantage, which can be attained through the effective implementation of strategic ingenuity.

(Heger and Rohrbeck, 2012, p. 821) added that agile organizations gain competitive advantage by navigating evolutionary change, exploiting and exploring new opportunities, adapting to shifting market conditions, and aligning strategies accordingly. These organizations are capable of developing innovative products for emerging markets while simultaneously competing in mature ones.

Dewhurst and Navarro (2007) further outlined the significance of strategic ingenuity through four key dimensions, namely:

- 1- Initiating individuals to respond to and exploit opportunities that go beyond their current jobs and tasks.
- 2- Encouraging individuals to take action that involves adapting to new opportunities that are clearly aligned with the organization's overall strategy.
- 3- Adopting strategic ingenuity leads to improved performance, encourages product improvement, and increases efficiency in implementing strategies used to provide services to existing customers (Al-Sharifi, 2023: 83).
- 4- Exploring new product capabilities that target existing customers, in line with the product growth and development strategy. (Musigire et al, 2017: 75)

Dimensions of organizational ingenuity:

The researcher adopted the dimensions referred to by (Chen, 2017: 386) in the research (exploring opportunities, exploiting opportunities, structural ingenuity), because these dimensions are compatible with the requirements of our research and can be applied to (Al-Huda University College), which will be explained as follows:

New opportunities aim to develop and create innovative products, as they contribute to fostering creativity and maturing modern ideas. When an organization identifies suitable opportunities, it must also consider the competitive strength of other organizations (Vamplew et al., 2016). According to Heger and Rohrbeck (2012, p. 820), the opportunity exploration strategy leads to the development of new products by improving production processes, maintaining existing products and services, and continuously exploring new markets.

(Pai, 2007, pp. 24–25) emphasized that opportunity exploration reflects an organization's ability to move quickly toward new prospects and its readiness to adapt to volatile markets. Exploring opportunities requires new knowledge that differs from existing knowledge and is characterized by novelty and flexibility. The environment in which the organization operates is often marked by constant change and diversity.

(Mahmoud and Abdullah, 2023, p. 230) stated that organizations turn to their external environment to explore surrounding opportunities, such as producing new products, finding new marketing outlets, and attracting new customers. Similarly, (Michl et al, 2013, p. 51) explained that the skill of opportunity exploration is vital for organizations—including their leaders and management—because it enhances individuals' abilities to form interconnected relationships and utilize resources effectively by discovering new opportunities.

1-Opportunity Exploitation Strategy:

(Kouropalatis et al, 2012: 11) explained that this strategy is an important element in achieving a great benefit at the level of organizations, as organizations often put strategic flexibility in business performance to deal with the steps arising from the exploitation of opportunities available in the market, and (Heger & Rohrbeck, 2012: 820) indicated that exploiting opportunities is the ability of the organization to improve activities to create value in the near term, and (Chen, 2017: 387) that the impact of exploiting opportunities on the nature of the work of organizations requires the creation of valuable activities that meet the needs of current markets in the long term, which in turn affects production and efficiency, because exploiting opportunities leads to high returns as a result of the optimal use of the organization's internal and external resources.

2-Structural ingenuity:

(Howard, 2012: 19) showed the importance of structural ingenuity for organizational functions by maintaining good cultures for innovation and improvement, and the creation of this strategy for real-time exploitation and exploration ensures that organizations can innovate by creating functions with a specific orientation, and (Wang, 2017: 3) indicated that structural agility is a separate structure for two sets of activities, and these activities are different but complementary to each other in supporting the performance of the organization, and (Bui et al., 2021) explained (Bui et al., 2021: 380) that structural agility requires a large amount of managerial expertise and work teams that must be adept at using strategies to maximize the organization's profits by meeting the current market needs, which operates within an organizational structure independent of the organizational structures of other organizations, relying on the ingenuity of using the strategy and the capabilities they have to improve the performance and work of the organization.

Second: Organizational sustainability

The concept of organizational sustainability:

It is the preservation of materials for future generations, that is, it meets all the needs of the organization in the present without compromising the rights of future generations, as it is the ability of the organization to achieve economic, social and environmental goals in the long term (Alexander & Carlos, 2018:1), between (Issa & fendi, 2021: 2223). It is the ability of the organization to continue to operate and grow in the long term taking into account the social, economic and environmental impacts of its operations, that is, the process of continuous search for organizations to survive as long as possible to achieve sustainable survival through strategic awareness, creativity and innovation, and (Ugoani, 2019: 120) that the essence of sustainability in the organizational context is the principle of enhancing the societal, environmental and economic systems in which the organization operates, and (Al-Fatlawi and Al-Obaidi, 2022: 395) defined organizational sustainability as the ability of the organization to generate value and has the ability to renew and renew wealth through the application and development of human resources policies and practices, and that caring for the human side leads to encouraging sustainable performance in human resources and thus seeks to improve human resource management, (Alshimaa et al, 2022: 199) explained that organizations can gain competitive advantage, increase market share and increase shareholder value by adopting and implementing sustainable practices and described sustainability as something that is maintained at a certain rate or level, (Al-Hadrawi et al, 2021: 501) that sustainability is the ability of an organization to make a positive contribution to sustainable development by providing environmental, social and economic benefits simultaneously, and (Zawawi & Abd Wahab, 2019: 5) referred to sustainability as the strategic and transparent integration of social, environmental and economic objectives in the systematic coordination of key organizational business processes that aim to improve

economic performance in the long term.

The importance of organizational sustainability:

Organizational sustainability is an important area for organizational development, as successful sustainability practices are imperative in achieving competitive advantage (Armstrong & Taylor, 2014: 55), and (Florea et al, 2013: 395) explained that organizational sustainability is important for organizations as it helps them to improve productivity and find a balance between the requirements of the internal and external environment surrounding them, and has a major role in improving and increasing financial performance by increasing return and creating value, by identifying characteristics that give the organization a high position among its competitors with minimal waste in resources, and (Eid, 2023): 221) that organizational sustainability has a major role in translating goals easily into tangible benefits that meet the expectations of stakeholders, and it also works to improve the administrative performance of the organization by providing the required training, supervision and effective guidance to the organization's employees, and it also helps to improve the financial performance of the organization, through reducing costs, increasing productivity and improving the reputation of the organization.

Dimensions of organizational sustainability:

The researcher adopted the dimensions referred to by (Crucke et al., 2022, 8) in the research (economic sustainability, social sustainability, environmental sustainability), because these dimensions are compatible with the requirements of our research and can be applied to (place of application), and will be explained as follows:

1- Economic sustainability:

Economic sustainability refers to the organization's position on value creation and achieving a balance between costs and income in the production and distribution of goods and services, and economic sustainability is related to a production system that ensures meeting current consumption needs without compromising future consumption and preserving it for future generations (Alshimaa et al, 2022: 199). (Armstrong & Taylor, 2014: 54) indicated that economic sustainability works to achieve profit and thus increase employment opportunities, which leads to improved living conditions, provide social welfare and help maintain the existence of organizations, and the economic aspect is that which deals with money flow and financial profit, which typically includes income or expenses, taxes, business climate factors, employment, and business diversification factors, Al-Najjar, 2023: 80) explained that through economic sustainability, the organization can conduct its activities in a responsible and recognized manner while achieving a social and economic return for all, achieving a competitive advantage, being able to compete with other organizations, integrating into new markets, developing its reputation and work, and growing itself in the midst of the market and other organizations.

2- Social Sustainability:

Through social sustainability, organizations aim to raise the social level of education and health care as well as the element of participation so that everyone participates in taking and making decisions that affect their lives (Al-Taie, 2023: 700), and (Horak et al, 2018: 652) indicated that social sustainability focuses on reconciling the needs of current and future generations to equalize between generations on social aspects, (Aziz, 2023: 30) asserted that social sustainability is the processes that generate social health related to the well-being of the organization's members, and that it includes concepts such as justice, accessibility, cultural identity, and institutional stability, which seek to preserve the environment through economic growth and poverty reduction.

3- Environmental Sustainability:

Environmental sustainability encompasses a wide range of issues, including the preservation of biodiversity, the ability to renew, reuse, and recycle resources, the protection of non-renewable resources, and the recycling of waste. It also involves preventing damage caused by the organization to the natural environment (Pearce, 2019, p. 79). According to (Zawawi and Wahab, 2019, p. 533), environmental sustainability represents the optimal use and conservation of scarce resources in order to create a healthy environment for future generations. The ultimate goal is to secure the rights of future generations by ensuring the rational and efficient use of available resources.

(Ahmed, 2024, p. 240) further explains that environmental sustainability enables organizations to strengthen their ethical practices and improve their reputation both locally and globally. It also provides organizations with a competitive advantage through the positive impacts it generates for stakeholders and by maximizing the benefits derived from sustainable practices.

The practical framework for research:

First: Describing and characterizing the research variables:

1- Describing and diagnosing the opinions of the research sample for the variable (strategic ingenuity):

1-The results of Table No. (2) show the arithmetic mean and standard deviation of the variable (strategic prowess) and the majority of workers' answers are in favor of the paragraphs related to the variable (strategic ingenuity) and this is indicated by the arithmetic mean Table No. (2), and this indicates the importance of strategic prowess for workers at Al-Huda University College and its role on doing two different things at the same time instead of investment, exploration, integration, response, adaptability, harmonization, efficiency and flexibility, as the dimension of the opportunity exploration strategy obtained the highest percentage of the arithmetic mean (4. 31) and standard deviation (58) with a coefficient of variation of (0.13), which indicates that there is a sequence of technical steps in order to explore the opportunities available to him. 31), with a standard deviation of (0.58) and a coefficient of variation of (0.13), which indicates that there is a sequence of technical steps it takes in order to explore the opportunities available to it in the presence of a competitive environment, while after the strategy of exploiting opportunities obtained the lowest arithmetic mean of (4. 08), standard deviation (0.63), and coefficient of variation (0.15). This indicates that there is an interest by the respondent college in this dimension, but it was not as much as the other two dimensions of the variable, as the respondent college also focused on the strategy of exploring opportunities and its strengths and weaknesses.

Table No. (2) shows the analysis of the opinions of the research sample for the variable of strategic ingenuity n=44

T	Paragraphs	Arithmetic mean	Standard deviation	Coefficient of variation
1	The college seeks to discover skills and innovations in the workplace.	4.16	0.37	0.09
2	The college's success is based on its ability to discover new technology.	4.30	0.59	0.14
3	The college adopts the opening of new departments as well as attracting new teaching competencies.	4.45	0.82	0.18
4	The college focuses its efforts on innovative research and development to meet the needs of the labor market.	4.20	0.59	0.14

5	The college is keen to follow developments in other universities.	4.43	0.50	0.11
Total		4.31	0.58	0.13
6	The college is committed to continuously improving the quality of its services while minimizing costs.	4.25	0.58	0.14
7	The College is focused on developing and expanding its future educational services.	4.30	0.59	0.14
8	The college focuses on increasing levels of technology in operational processes.	3.91	0.68	0.17
9	he college is keen to develop its services by utilizing the opinions, ideas and suggestions of others.	3.95	0.57	0.14
10	The college seeks to make adjustments to its administrative process.	3.98	0.73	0.18
Total		4.08	0.63	0.15
11	The college supports a culture of continuous improvement in all its departments.	3.86	1.05	0.27
12	The college's organizational structure ensures the availability of appropriate services for students.	4.02	0.70	0.17
13	The college has a flexible organizational structure that allows communication between its departments to resolve issues quickly.	3.95	0.68	0.17
14	The college seeks to motivate outstanding performers and reward innovators through effective incentive systems.	4.34	0.68	0.16
15	The availability of an organizational structure that encourages teamwork and reduces barriers between departments	4.27	0.45	0.11
Total		4.09	0.71	0.18

2- Describing and diagnosing the opinions of the research sample for the variable (organizational sustainability)

1. Table 3 shows the arithmetic mean, standard deviation and coefficient of variation for the variable (organizational sustainability), and most of the opinions of the college workers were in favor of the paragraphs related to the variable (organizational sustainability), as shown in Table 3, and this in turn indicates the importance of organizational sustainability for the staff working in the research college and the role that organizational sustainability plays in improving its performance and quality, and came after social sustainability with the highest mean (4.20), standard deviation (1.61) and coefficient of variation (0. This indicates that the processes carried out by the college generate social health related to the well-being of its members, represented by justice, access, cultural identity, university stability, and environmental preservation, and came after economic sustainability with the lowest arithmetic mean of (3.83), standard deviation (0.65), and coefficient of variation (0.17). This indicates that the college's position on value creation and balancing costs was not as expected as this dimension obtained the lowest arithmetic mean value compared to the other dimensions of the organizational sustainability variable.

Table (3) shows the analysis of the opinions of the research sample for the organizational sustainability variable n=44

T	Paragraphs	Arithmetic mean	Standard deviation	Coefficient of variation
1	The college has sufficient budgets to continue to provide high-quality educational services.	3.93	0.50	0.13
2	The college is interested in diversifying its funding sources.	3.61	0.65	0.18
3	The college takes advantage of modern technologies to save money.	3.36	0.65	0.19
4	The college is working on developing the organizational structure to reduce the costs of activities.	4.20	0.55	0.13
5	The college is keen on effective management of financial resources.	4.05	0.91	0.23
Total		3.83	0.65	0.17
6	The college focuses on achieving equality among all members of the university community.	3.86	0.55	0.14
7	The college adopts the principle of social responsibility to enhance its presence in the local business environment by organizing seminars and workshops that support and protect the community.	4.27	0.62	0.15
8	The college works to achieve value from its activities for all beneficiaries (students, community organizations, and the local community).	4.34	0.64	0.15
9	The college relies on developing strong relationships with stakeholders.	4.18	0.76	0.18
10	The college makes appropriate efforts to raise awareness of social sustainability.	4.32	0.47	0.11
Total		4.20	0.61	0.15
11	The college provides appropriate support for environmental issues.	4.02	0.76	0.19
12	The college is interested in minimizing the waste generated by its activities.	4.00	0.53	0.13
13	The college is keen to develop awareness of environmental conservation among members of the university community.	4.11	0.49	0.12
14	The college is committed to applying environmental governance to its various activities.	3.45	0.50	0.15
15	The college takes environmental objectives into consideration when developing its strategic plan.	4.07	0.66	0.16
Total		3.93	0.59	0.15

1-Testing the main correlation hypotheses:

The first main hypothesis: This paragraph shows the correlation relationship between the explanatory variable (strategic ingenuity) and the response variable (organizational sustainability) by relying on the correlation coefficient (Pearson), as it was found from Table 4 that there is a correlation relationship between (strategic ingenuity) and (organizational sustainability) as the correlation value reached (0.626), thus the first main hypothesis will be accepted which states that (there is a correlation relationship between strategic ingenuity and organizational sustainability at Al-Huda University College).

Table (4) shows the correlation between strategic ingenuity and organizational sustainability

Responsive variable Explanatory variant	organizational sustainability		
strategic ingenuity	R	Sig	N
	0.626**	0.000	44

2-Test the correlation sub-hypotheses:

From Table (5), it is clear that all sub-hypotheses stemming from the first main hypothesis will be accepted, as the correlation between the dimension of the opportunity exploration strategy and the organizational sustainability variable reached (0.557**), and this indicates the prominent role that the opportunity exploitation strategy plays in achieving organizational sustainability in Al-Huda University College, and the correlation between the dimension of the opportunity exploitation strategy and the organizational sustainability variable reached (0.460), and this indicates that the opportunity exploitation strategy has an association in excelling and achieving Al-Huda University College its goals and organizational sustainability, and the correlation between structural ingenuity and organizational sustainability dimension.

Table (5) shows the test of the sub-hypotheses of the correlations between strategic ingenuity and its dimensions and organizational sustainability n44

Responsive variable Explanatory variant	organizational sustainability					
strategic ingenuity	Opportunity Exploration Strategy R	Sig	Opportunity Strategy R	Sig	Structural dexterity R	Sig
	0.557**	0.000	0.460**	0.000	0.667**	0.000

3-Test the main effect hypothesis:

Table No. (6) shows the results of the analysis of the impact of strategic ingenuity on organizational sustainability, and the results show that strategic prowess has a significant impact on organizational sustainability, as the calculated value of (f) reached (27.003) and this value is greater than its tabular value (4.04), which indicates the impact of strategic prowess on organizational sustainability, at a significance level of less than (0.05) and (R2) value (0.391), which indicates that strategic ingenuity explains 39. 1 percent of the changes in organizational sustainability, and the value of (B) reached (0.626), which indicates that a change in strategic ingenuity for one unit leads to a change in organizational sustainability at a rate of (62.6%). The value of (B) amounted to (0.626) and this indicates that the change in strategic ingenuity for one unit leads to a change in organizational sustainability by (62.6%). The value of (Sig) amounted to (0.00) and this value is less than (0.05) and this indicates that the simple regression model is significant and thus the second main hypothesis will be tested, which is (There is an impact relationship for strategic prowess on organizational sustainability in Al-Huda University College).

Table (6) shows the relationship between the impact of strategic ingenuity on organizational sustainability

Variable	organizational sustainability Y					
	Beta	R ²	F	T	Sig	Decision
strategic ingenuity X	0.626	0.391	27.003	5.196	0.000	Acceptance of the hypothesis
The tabular F-value of 44 4.04 = (0.05)N=						

4-Test the impact sub-hypotheses:

From Table 7, it is clear that all sub-hypotheses stemming from the second main hypothesis will be accepted, as the results of the analysis showed that the dimension of opportunity exploration strategy has a significant impact on organizational sustainability, as the calculated value of (f) reached (18.898), which is greater than its tabular value of (4.04), and this indicates the impact of the dimension of opportunity exploration strategy on organizational sustainability, at a significance level less than (0.05), and the value of (R²) reached (0.310), and this indicates that the dimension of opportunity exploration strategy explains (31%) of the changes in organizational sustainability. The value of (R²) amounted to (0.310) and this indicates that the dimension of the opportunity exploration strategy explains (31%) of the changes in organizational sustainability, while the value of (B) amounted to (0.557) and this indicates that the change in the dimension of the opportunity exploration strategy by one unit leads to a change in organizational sustainability by (55.7%), while the value of (Sig) amounted to (0.00), which is less than (0.05), The results of the analysis of Table (7) showed that the dimension of opportunity exploitation strategy has a significant impact on organizational sustainability as the calculated value of (f) (11.302) at a significance level less than (0.05) and the value of (R²) (0.212) This indicates that the dimension of opportunity exploitation strategy explains (21.2%) of the changes in organizational sustainability, The value of (B) was (0.460), which indicates that the change in the dimension of opportunity exploitation strategy by one unit leads to a change in organizational sustainability by (46%), while the value of (Sig) amounted to (0.00), which is less than (0.05), The results of the statistical analysis in Table 7 showed that the dimension of structural ingenuity has a significant impact on organizational sustainability, as the calculated value of (f) (33.620) is greater than its tabular value of (4.04), and this indicates that there is an impact of the dimension of structural ingenuity on organizational sustainability, at a significance level of less than (0.05), and the value of (R²) (0.445), which indicates that the dimension of structural ingenuity explains 44% of the changes in organizational sustainability. The value of (R²) was (0.445), which indicates that the dimension of structural ingenuity explains 44.5% of the changes in organizational sustainability, while the value of (B) was (0.667), which indicates that the change in the dimension of structural ingenuity by one unit leads to a change in organizational sustainability by (66.7%), while the value of (Sig) was (0.00), which is less than (0.05).

Table (7) shows the relationship between the impact of the dimensions of strategic ingenuity on organizational sustainability

Variable	organizational sustainability Y					
	Beta	R ²	F	T	Sig	Decision
strategic ingenuity						
Opportunity Exploration Strategy	0.557	0.310	18.898	4.347	0.000	Acceptance of the hypothesis

Opportunity Exploitation Strategy	0.460	0.212	11.302	3.362	0.000	Acceptance of the hypothesis
Structural Ingenuity	0.667	0.445	33.620	5.798	0.000	Acceptance of the hypothesis
The tabular F-value of 4.04 = (0.05)N=44						

Conclusions:

This section aims to present the most important conclusions reached by the research based on the results of the theoretical and applied analysis of the variable of strategic ingenuity and organizational sustainability, and these conclusions can be presented as follows:

- 1- Researchers differed in developing a comprehensive, clear and specific definition of strategic ingenuity and organizational sustainability due to the different scientific and applied field of each of them, as well as the different dimensions of strategic ingenuity and organizational sustainability.
- 2- It was found that the college seeks to provide high-quality educational services, achieve equality among all members of the university community, and preserve the environment through organizational sustainability.
- 3- The results indicated that there is an interest for the respondent college in strategic ingenuity for its role in doing two different things at the same time instead of exploiting and exploring opportunities, adaptability, creativity, efficiency, and flexibility.
- 4- The results showed a significant correlation between strategic ingenuity and organizational sustainability in the respondent college and this came as a result of the need of the college and its teaching staff for organizational sustainability.
- 5- The results showed a significant impact relationship of strategic ingenuity on organizational sustainability in the respondent college and this means the possession of the college staff for organizational sustainability.

Recommendations:

- 1- Introducing the concept of organizational sustainability to the teaching staff to practice their work with different activity and renewed ideas that make them in a state of continuous development.
- 2- Working to increase Al-Huda University College with strategic ingenuity, which is the competitive weapon to achieve its goals and deepen the understanding and awareness of the staff in the research college of the importance of strategic ingenuity by holding workshops and seminars.
- 3- Increasing the empowerment of the dimensions of strategic ingenuity in influencing organizational sustainability to enable the respondent college to benefit from the impact of these dimensions in discovering skills and innovations in the field of work.
- 4- Directing the respondent college to further exploit the relationship between strategic ingenuity and organizational sustainability to help it ensure its survival and excellence by developing (opportunity exploration strategy, opportunity exploitation strategy, structural ingenuity).

Arabic sources

1. Al-Yassari, Ahmed Kazim Baris and Al-Lami, Ali Dair Rahim, (2022), "The impact of managerial communication in enhancing strategic prowess", Iraqi Journal of Administrative Sciences, No. 72, Vol. 18, pp. 90-115.

2. Malik, Ahmed Ali, (2023), "The role of strategic ingenuity in enhancing innovative performance through the requirements of applying quality management: A case study in Umm Qasr North Port", Al-Ghari Journal of the Faculty of Management and Economics, Vol. 19 (No. 1), pp. 173-200.
3. Al-Sharifi, Jassim Sahib Shakoor, (2023), "The impact of strategic thinking skills in enhancing strategic prowess: An analytical study of the views of a sample of managers of the Federal Integrity Commission", Al-Kut Journal of Economic and Administrative Sciences, No. 48, Vol. 15, pp. 82-104.
4. Mahmoud, Osman Karim and Abdullah, Dana Hamed, (2023), "Cleaner production and its role in achieving strategic prowess: An analytical study of the opinions of a sample of managers in a number of mineral water production factories in Sulaymaniyah Governorate", Scientific Journal of Ceyhan University - Sulaymaniyah, no. 2, Vol. 7, pp. 226-251.
5. Al-Fatlawi. Majid Jabbar Ghazai and Al-Obaidi. Farah Ali Abdul, (2022), "The reflection of strategic renewal on organizational sustainability: An exploratory study of the opinions of university leaders in Iraqi universities", Al-Ghari Journal of the Faculty of Management and Economics, no. 2, Vol. 18, pp. 393-416.
6. Al-Hadrawi. Rafid Hamid, Al-Dabhawi. Amer Abdul Karim, Al-Zubaidi. Haider Hammoudi, (2021), "The role of strategic awareness in achieving organizational sustainability: An exploratory study in the Najaf Cement Factory", Kufa Journal of Literature, No. 1 (43), pp. 499-522.
7. Eid. Ayman Adel, (2023), "The impact of strategic renewal on achieving organizational sustainability: An Applied Study on the Chemical Industry Companies in Sadat City", Alexandria University Journal of Administrative Sciences, no. (1), Vol. (60), pp. 219-266.
8. Al-Najjar. Samer Ahmed Mohammed Talba, (2023), "The mediating role of green transformational leadership and enhancing organizational sustainability: An Applied Study on Employees of the Ministry of Health Hospitals in the Northern Borders Region", Alexandria University Journal of Administrative Sciences, Vol. (3), No. (60), pp. 77-114.
9. Ahmed. Abdelnasser Mohamed Sayed, (2024), "Organizational sustainability definition, objectives, importance, types, principles and dimensions", Arab Journal of Literature and Humanities, Issue (30), Volume (8), pp. 237-248.
10. al-Ta'i. Yusuf Jahim and the ordeal. Hassan Jawad Kazem, (2023), "Customer passion and its impact on organizational sustainability: An analytical study in electronic products sales centers", Al-Ghari Journal of Economic and Administrative Sciences, Issue (4), Volume (19), pp. 695-725.

Sources

1. Probst, G, & Raisch, S, (2005), "Organizational crisis: The logic of failure", Academy of Management Perspectives, 19(1), PP: 90-105.
2. Howard, J .H, (2012), "Innovation, Ingenuity and Initiative": The Adoption Application of New Ideas in Australian Local Government, Canberra, Anszog, Institute for Governance, Australian center of Excellence for Local Government
3. Wang, Yiqing, (2014), "A Study of Authentic Leadership Adopting the Job Demands and Resources Approach in Predicating Work -related Flow and Job Performance", Thesis submitted to gain the degree of master in psychology philosophy, Lingnan University.
4. Birkinshaw, J & Gupta, K (2013), "Clarifying the distinctive contribution of ambidexterity to the field of organization studies", The Academy of Management Perspectives, 27(4).
5. Sébastien, B & Caroline M, (2016), "Organizational context and innovation ambidexterity: Is creativity the missing link?", International Conference on Strategic Management, PP: 1-21.
6. wu, J, Wood, G, Chen, X, Meyer, Martin, L, Zhiyang, (2020), "Strategic ambidexterity and innovation in Chinese multinational vs. indigenous firms: The role of managerial capability", International Business Review, Volume 29 (6), p :1.

7. Du, J & Chen, Z, (2018), "Applying Organizational Ambidexterity in strategic management under a "VUCA" environment: Evidence from high tech companies in China", International Journal of Innovation Studies, Vol.2, PP: 42-52.
8. Navarro, J & Dewhurst, F, (2007), "Linking organizational learning and customer capital - through an ambidexterity context: an empirical investigation in SMEs", The International Journal of Human Resource Management, Vol.18, Issue,10
9. Musigire, S, Ntayi, J, & Ahiauzu, A, (2017), "Does strategic ambidexterity moderate organizational support-sales performance relationship for financial services in Uganda?", African Journal of Business management, 11(4), PP: 74-83
10. Chen Yan, (2017), "Dynamic ambidexterity: How innovators manage exploration and exploitation", School of Business, Stevens Institute of Technology, Castle Point on Hudson, Hoboken, NJ 07030, U.S.A.
11. Heger Tobias & Rohrbeck Rene, (2012), "Strategic foresight for collaborative exploration of new business fields", Technological Forecasting & Social Change.
12. Vamplew P, Dazeley R & Foale C, (2016), "Softmax Exploration Strategies for Multiobjective Reinforcement Learning", Neurocomputing.
13. Pai, Ashwin, (2007), "Overcoming the Innovator's Dilemma through Organizational Ambidexterity within the Indian Pharmaceutical Industry", University of Nottingham.
14. Michl, T, Gold, B & Picot, A, (2013), "Managing strategic ambidexterity: the spin-along approach", Int. J. Technology Management, Vol. 61, No.1, PP:47-63.
15. Kouropalatis, Y, Hughes, P & Morgan, R, (2012), "Pursuing "flexible commitment" as strategic ambidexterity an empirical justification in high technology Firms", European Journal of Marketing, Vol. 46, Issue. 10, PP: 1389 - 1417.
16. Alexandr, Alamo; Carlos, Antonio (2018). Organizational Sustainability Practices: A Study of the Firms Listed by the Corporate Sustainability Index, Sustainability Journal, Vol.10, No.226, pp.1-10.
17. - ISSA, R. A., & Fendi, A. H. (2021). The Mediator role of artificial Intelligence characteristics for the relationship between Human Resources Capabilities and organizational performance. Review of International Geographical Education Online, 11(8), 2218-2233
18. - Ugoani, J. (2019). Business ethics and its effect on organizational sustainability. Global Journal of Social Sciences Studies, 5(2), 119-131.
19. Armstrong, M & Taylor, S, (2014), "Armstrong's handbook of human resource management practice", 13TH EDITION, UK.
20. Alshimaa, M, & Gaafar, H & Abu Zeid, R, (2022), "Impact of Economic Organizational Sustainability on Employees' Satisfaction in Airlines" Journal of the Faculty of Tourism and Hotels-University of Sadat City, Vol. 6, PP: 197-216.
21. Zawawi, Nur Fadiyah Mohd & Abd Wahab, Sazali, (2019), "Organizational sustainability: a redefinition?", Journal of Strategy and Management.
22. Florea, L, Cheung, Y & Herndon, N, (2013), "For All Good Reasons: Role of Values in Organizational Sustainability", Springer Science Business, Vol, 114, PP: 393 – 408.
23. Pearce, J. M. (2019). The Mueller Report: Moving Beyond Sustainability Indicators to Sustainability Action.
24. Zawawi, N. F. M., & Wahab, S. A. (2019). Organizational sustainability: a redefinition?. Journal of Strategy and Management.
25. Horak, S., Arya, B., & Ismail, K. M. (2018). Organizational sustainability determinants in different cultural settings: A conceptual framework. Business Strategy and the Environment, 27(4), 528-546

26. Crucke, S., Kluijtmans, T., Meyfroodt, K., & Desmidt, S. (2022). How does organizational sustainability foster public service motivation and job satisfaction? The mediating role of organizational support and societal impact potential. *Public Management Review*, 24(8), 1155-1181.
27. Bui, T.D., Tsai, F.M., Tseng, M.L., Tan, R.R., Yu, K.D.S. and Lim, M.K., (2021) "Sustainable supply chain management towards disruption and organizational ambidexterity, A data driven analysis" *Sustainable production and consumption*, 26, pp.373-410.
28. Bustinza, O.F., Vendrell-Herrero, F. and Gomes, E., (2020) "Unpacking the effect of strategic ambidexterity on performance, A cross-country comparison of MMNEs developing product-service innovation" *International Business Review*, 29(6), pp.1-34.
29. Heger, T. & Rohrbeck, R., (2012) "Strategic foresight for collaborative exploration of new business fields" *Technological Forecasting and Social Change*, 79(5), pp.819-831.
30. Aziz, shuaib ahmed, (2023), "The impact of administrative empowerment on organizational sustainability: an analytical study of the opinions of a sample of employees at tal afar university", *muthanna journal of administrative and economic sciences (MJAES)*, Volume (13), Issue (1), 2023, PP: 23-39.