International Journal of Psychosocial Rehabilitation, Vol. 24, Issue 04, 2020
ISSN: 1475-7192

The Effect of Strategic Agility Dimensions in Enhancing The Immune System: A Survey Of The Opinions Of Sample in The National Insurance Company

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Abstract:

The study aims to identify the correlations and influence of the strategic agility dimensions, which were represented by (strategic sensitivity, collective commitment (unity of command), and the flow of strategic resources) in enhancing the ability of the regulatory immune system through its basic dimensions represented by (central immune system, specialized immune system, and system Immunity to the limbs) by studying these variables and revealing any of these dimensions has a direct impact on enhancing the ability of the immune regulatory system in the researched company, as the research used to measure these variables a questionnaire prepared based on previous studies, as well as adapting the paragraphs in proportion to the current research. As the research community consisted of (75) individuals who occupy administrative positions (as branch manager, head of department and division official) in the National General Insurance Company. A random sample of (62) individuals was chosen to represent the research community, and the data was processed using a set of statistical

methods using a program Spss version 26, as it has been proven that there is a direct relationship to the dimensions of strategic sensitivity and the flow of strategic resources more than the effect of collective commitment, as the research suggests, reformulating laws, organizational rules of behavior and the compensation system that would enhance the ability of the immune system to confront internal organizational diseases.

Keywords: *strategic agility , regulatory immunity ,regulatory immune system*

Introduction:

Rapid and turbulent technological change, the abolition of many controls, the dominance of globalization and the mass privatization of production and consumption have transformed the business environment into environments characterized by intense competition in which the competitive advantages are temporary, as well as the challenges arising from the change in the nature of the climate, fundamental phenomena and global epidemics that add new, complex and distinctive challenges. For the survival of the organizations and the achievement of their goals and thus their success. The rapid development of new digital technologies and modern technological applications has forced companies to improve the efficiency of their current business model and develop new solutions for traditional strategic business models to enhance their ability to deal with external and unexpected environmental threats from competitors entering the market and seize opportunities (Clauss et al, 2020, 2). Hence, strategic agility has received wide attention for its ability to address dynamic business environmental challenges by modifying business models and the ability to deal with them quickly to increase their ability to respond to changes and increase their flexibility and ability to adapt and control them to ensure the health and survival of organizations. On the agility of management, forecasting, perception and sensitivity related to the internal and external environment and anticipating changes proactively, because these are the most important factors decisive to increase the ability of the organization to increase its defense capacity and strengthen its immune system as a wall of protection in the face of these changes as potential threats (Kurniawan et al, 2020,5). To test the hypotheses, the research used the appropriate statistical analysis and treatment tools. The research has been sequenced into four topics: the first one is devoted to the presentation of the methodology and hypotheses, and the second topic: is devoted to presenting the theoretical side, and the third topic: to discuss the field and analytical aspect, so that the study ends with a fourth topic concerned with the most important conclusions and suggestions.

The Research Methodology

1-1 Research Problem:

Most organizations today face many environmental diseases and viruses as a natural result of rapid changes in the competition market and the emergence of modern technologies and destructive new ideas in the era of number technology, the emergence of these trends is weaker than the ability of organizations to survive and ensure continuity, so thinking became clear about building organizations A healthy woman has the sufficient ability to face such challenges by strengthening her immune system, and from here the regulatory immune system has taken the role of the firewall and the main barrier that works to protect it from external and internal environmental dangers and threats and provides immunity and adds to it a sustainable competitive advantage, if the immune system It is more powerful than competitors, it increases the competitive advantage on the one hand, on the other hand, strengthening the immune system of the organization to face all these threats and risks requires the organization to proactively respond and adapt the organization to deal with all these challenges by following the behavior of strategic agility as a new business model An alternative to traditional business models and a decisive factor in increasing the organization's defense capacity and strengthening its apparatus A immune system and acts as a firewall in the face of these changes as potential threats and deepening understanding of environmental uncertainty and its management. As the research problem can be crystallized by asking the following questions:

- What is the importance of strategic agility in enhancing the ability of the immune system in the researched company?
- Can strategic agility have the ability to enhance the regulatory immune system in the researched company?
- Are there correlations and impacts of the strategic agility dimensions on the regulatory immune system in the researched company?

1-2 The Value of Research

1- Shedding light on contemporary concepts in administrative and organizational thought and strategic management as factors that help organizations in how to deal with environmental risks and variables as a threat to their survival and sustainability.

2- Increasing the organizations' culture of the importance of enhancing the ability of the organizational immune system in facing types of organizational diseases, environmental viruses and

crises as one of the effective and main systems in protecting the organization and maintaining its balance and stability.

3- Sustaining the organizations 'health and supporting their immune regulatory system to increase their competitiveness with the possibility of their ability in the struggle for survival and the achievement of success factors.

1-3 The Objectives of Research

The research seeks to achieve a number of goals, which can be summarized as follows:

1- Exposing the extent of the possibility of using strategic agility as a model work method that can enhance the regulatory immune system that acts as a protective wall for the researched company from all internal and external risks and threats.

2- Eliminating organizations from the state of organizational slack by following traditional strategies and following the lean model or methodology in formulating their strategies to increase the ability to adapt and respond to environmental changes to meet the needs of customers.

3- Examining the correlation and influence relationships and uncovering the variables that had a clear effect in strengthening the immune regulatory system in the researched company.

1-4: Hypothesis Research Outline: The model for this research was designed to express the influential relationships between the research variables, which were represented in Figure (1) as follows:

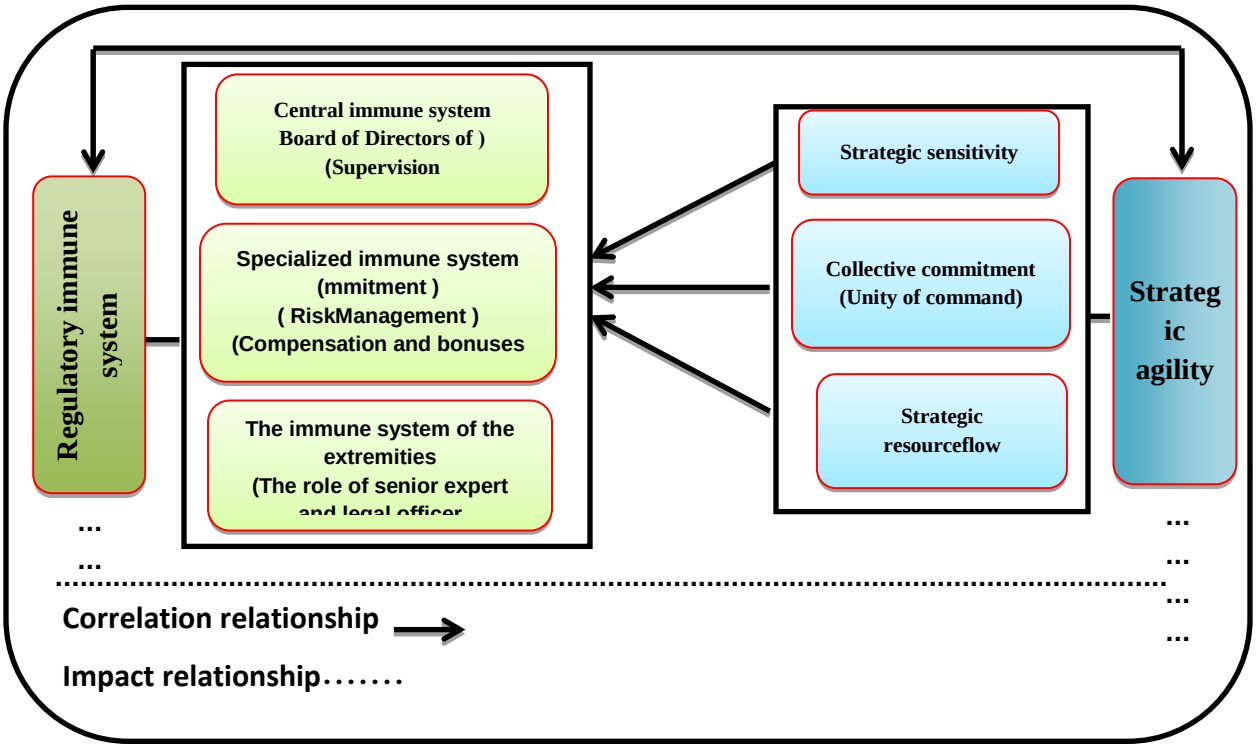

Figure (1) Hypothesis Diagram

1-5: Research hypotheses based on the research problem, the following hypotheses were formulated:

The first main hypothesis: There is a statistically significant significant correlation between the dimensions of strategic agility and the dimensions of the regulatory immune system, and the following sub-hypotheses are branched out of it:

There is a significant statistical correlation between strategic sensitivity and the dimensions of the immune system.

- There is a significant statistically significant correlation between group commitment and the dimensions of the immune system.

- There is a statistically significant significant correlation between the flow of strategic resources and the dimensions of the regulatory immune system.

The second main hypothesis: There is a significant statistical effect of the strategic agility dimensions on the dimensions of the regulatory immune system, and the following hypotheses are branched from it:

-There is a significant statistical effect of strategic sensitivity on the dimensions of the regulatory immune system.

-There is a significant statistical effect of group commitment on the dimensions of the regulatory immune system.

- There is a significant statistical effect of the stream of strategic resources on the dimensions of the regulatory immune system.

1-6: Research Scale

The questionnaire was used as a basic tool for collecting the necessary data and was divided into two parts, as the first part was devoted to the independent variable represented by the dimensions of strategic agility with (15) questions, and the second part was devoted to the approved variable represented by the regulatory immune system and by (25) questions. Likert scale was used to convert descriptive opinions into quantitative form, by using the following weights of the scale: agree completely (5), agree (4), neutral (3), disagree (2), and disagree completely (1). The questionnaire was designed according to the ready-made measures found in similar studies and based on the available literature and intellectual proposals. The paragraphs have been adapted in line with the

current research. In order to verify the extent of the consistency of the questionnaire with the current research, the content validity test and the stability test of the questionnaire were performed as follows:

1- The content validity test: The content validity test was performed after the answer groups were arranged in descending order, where they were divided into two equal groups, and (27%) were taken from the highest scores and (27%) from the lowest scores, and then the difference between the two groups was measured using a test (Mann-Whitney) and the P-Value was less than (0.05), which indicates the validity of the scale in all of its paragraphs.

2- The stability test of the questionnaire: The reliability coefficient of the resolution was calculated using the half-segmentation scale by finding the correlation coefficient between the scores of the individual questions and the degrees of the even questions. When using the (Alpha) scale, it was found that it was significant with a level of (0.05) and its value was (0.788). These results confirm that the questionnaire, with its different scales, has great stability that can be adopted at different times for the same population to give the same results.

The Theoretical Study

1-2: Strategic Agility

1- The Concept of Agility

Agility means "the ability to move quickly and easily" according to the Oxford dictionary, it does not mean change only, but rather rapid and fruitful change (Cunha et al, 2020,2). The Merriam-Webster Dictionary defines an agile person as “a person who is capable of being able to move with agility quickly and easily,” and a graceful mind “is one who possesses a resourceful and adaptable personality” (pesonen, 2010,12). The concept of agility as a concept appeared for the first time in the United States of America in 1991 when a survey conducted by the Iacocca Institute at Lehigh University combined with Flexible Manufacturing Systems (FMS) that focus on capacity-based production, flexibility and agility to meet rapidly changing market needs (Shin et al, 2015,3; Kale et al, 2019,27). Agility is derived from the physical ability to behave (the ability to respond) and the intellectual capacity to find appropriate things for work (knowledge management), it means "the ability to manage the application of knowledge effectively" (Dove, 2001,9-10). (Shin et al, 2015,5; Pesonen, 2010,12) agree that agility means "the ability of the organization to focus on external operations", and flexibility means "efficiency by focusing on internal operations". It is characterized by the ability to measure the market to explore and exploit Opportunities. ”(Dehaghi & Navabaksh, 2014,315) stated that agility“ is meeting the requirements of the changing environment and the ability

to face challenges or the axis close to changing business requirements in order to gain a competitive advantage**“** .

2- The Concept of Strategic Agility

High-lean organizations strategically have the ability to maintain their competitiveness by focusing on their goals while responding at the same time to unforeseen environmental fluctuations in the course of their work. They can be described as “organizations that have the ability to rapidly change and rearrange strategic direction through adaptation. Rapidly with the requirements of changes (threats), exploitation of (opportunities) and trends ”(Clauss et al, 2020,2). Strategically agile organizations have the ability to work in an environment that requires rapid changes, and these changes are often complex and systematic, so most researchers suggest to organizations that work according to strategic planning to shift towards strategic agility as a result of the increasing speed of change in the future (Pesonen, 2010, 14). An agile organization "is a fast, strong, adaptable organization with a rapid capacity to adapt in response to unexpected changes and events, investing market opportunities and meeting clients' needs" (Dehaghi & Navabaksh, 2014,315). Norasimhau et al. (2006,443; Pesonen, 2010.13) state that it is “the organization’s continuing ability to provide accurate explanations for the current changing environment for rapidly reallocating strategic resources on a large scale and collective commitment to the organization’s goals.” (Brannen & Brannen Doz, 2012,78) know it as “the ability to develop strategic alternatives and make informed decisions on strong foundations at the right time and in the right place.” Angela, 2015,2; Todorov & Smallbone, 2014,55; Audran, 2011,47) defines it as “ The ability to continuously and sufficiently adjust and disclose in a timely manner with the strategic direction in the core business in relation to changing conditions and the ability to produce new products and services or create new business models and innovative ways to create value for the company. The ability to continuously adapt and make decisions in the changing events of the external environment to enhance the value and competitiveness of the organization. ”(Kurniawan et al, 2020,5; Ahammad et al, 2020,1) states that it is“ the organization’s ability to discover, review and reshape its strategies in an adaptive manner when Facing the dynamics of an environment a For changing business, it is the mechanism that the organization takes to manage changes, expected risks, threats and external opportunities.

3- The importance of strategic agility

The importance of strategic agility can be summarized in a number of points, as follows**:**

- Improving the efficiency of the current organization's business models and continuing to develop new solutions for the traditional business models while at the same time dealing with potential threats with competitors entering the market (Cluss et al, 2020,2).

-The ability to innovate and transform and be highly flexible to keep pace with change movements while maintaining a strong focus on strategy.

-Developing processes of customer interest that are scalable, continuous adaptation, and digitally connected value chains, taking advantage of data analysis and transforming it into actionable knowledge, and thus making proactive decisions to face expected changes (Wiraeus & Creelma, 2019.13)

- Enables the organization to achieve high agility and provide added value to clients through developing four competencies (efficiency effectiveness, quality improvement, reliability, and flexibility) (Doz & Kosene, 2008,40)

- A means to seize the appropriate opportunities, take advantage of the disturbances in the environment, and perform work creatively and innovatively as a result of a rapid response to external changes (Alsharah, 2020,32).

- Adapting the organization’s culture to market changes, getting to know it quickly, and taking advantage of external changes to form a product or service according to these changes.

- Enhancing the quality of the organisation's competitive activity stocks and responses to environmental fluctuations and enhancing the level of performance (Ahammad et al, 2020,1).

4- Dimensions of Strategic Agility

Three main dimensions were adopted: (strategic sensitivity, collective commitment, and appropriateness of strategic resources) according to the researchers (Doz & Kosonen, 2008; Pesonen, 2010; Santala, 2009 Ofoegha & Akanbi, 2012;; Mavengere, 2013; DjajaArief, 2015; Debellis et al, 2020; Doz, 2020).

4-1: Strategic Sensitivity: It is a mixture of insight, insight, and simple verification in the sense of being open to the largest possible amount of information, intelligence and innovation through establishing and maintaining relationships with a variety of different people and organizations, as it is defined as "identifying and seizing opportunities continuously and quickly. From competitors by sharing discrete and reliable market data in real time and setting the organization's priorities in order to focus on clear performance targets (Santala, 2009,46; Ofoeghu & Akanbi, 2012,154). Strategic insight means extracting knowledge from complex strategic situations while exploring and analyzing them. To be able to take advantage of them (external sensing) and internal vision (internal awareness)

to highlight the strengths and weaknesses of the organization in light of environmental changes, either foresight or foresight is focusing on the future in the long term through knowing patterns and the short term through tracking changes (Mavengere, 2013,22) as defined by (Doz & Kosonen, 2010,371; Doz, 2020,3) as “the intensity and (accuracy) of perception and the intensity of awareness of new and evolving strategic positions when they occur in time. Actual, as it requires an accurate and comprehensive perception of the facts that are taking place. "

Pesonen (2010, 14-15) indicates that there are three capabilities that enhance and maintain strategic sensitivity:

- The open strategic process: it improves the organization’s response to different points of view and ways of thinking. Therefore, effective cooperation with stakeholders in the organization, including suppliers, customers, and competitors, must be relied upon when determining the strategy and the mechanism of its formation.

- Increase strategic vigilance: enhance the organization's ability to form and define strategic questions in a new and comprehensive way that requires a diversity of thinking processes within the organization by directing thinking towards a conceptual direction.

High-quality internal dialogue: increases the organization's efficiency in transforming individual visions and ideas and exchanging views into a collective and common direction of strategy through a systematic enhancement of knowledge and job enrichment.

4-2: Collective Commitment or (Leadership Unity): It means the ability of the higher team in the organization to make bold, decisive and fast decisions without engaging in a policy that results in winning or losing at the higher levels, as the leadership team unit allows to reach decisions Quickly by understanding strategic positions and understanding the options that are intellectually opened or closed (Doz & Kosonen, 2008,96) (Debellis et al, 2020,5-6) define it as "the ability of team members in the organization to understand each other and mutual confidence to enable them to make bold and fast strategic decisions that push them to collective commitment towards strategic changes to be prepared in advance." It appears unless the principles, values, practices and benefits are shared and instilled in the organization’s culture. Finally, unity of leadership is one of the determining factors for the organization’s ability to fulfill its collective obligations. Pesonen (2010.16) states that the practice of interdependence and senior team cooperation and the skills, leadership and management style of senior executives all of these practices enhance the desire for collective commitment, prevent divisions and tensions among co-workers, promote constructive dialogue, and thus achieve maximum results for the management team.

4-3: Resource Fluidity: Resource Fluidity: means rapidly redistributing resources by integrating interconnected capabilities closely related to human resources (teamwork) that ensures the sharing of knowledge and employee assets that have strategic potentials with capabilities that refer to the main intangible assets such as competencies and technology. Which has the ability to generate, absorb and transform the exploitation of acquired opportunities (Battisella, 2017,67). (Debellis et al, 2020,6) defines it as "the ability to implement the agreed strategic changes by redistributing resources so that they are flexible to modify, adapt and reconfigure the business model", as it includes the rapid deployment of resources and restructuring of businesses to take advantage of strategic opportunities. The liquidity of resources increases tensions as a result of change and instability. Therefore, liquidity requires change, modification and alteration, and seriousness, and this depends on consistency and harmony to make full use of resources (Lewis, 2014, 60). Taking urgent strategic decisions based on the movements of the business environment, rapidly reallocating internal resources and developing organizational capabilities, either to prevent anticipated threats or take advantage of potential business opportunities. In the event that organizations are unable to sense internal and external opportunities and threats and seize opportunities to confront them, they will not be able to make decisions. A correct strategy to reconfigure and allocate its resources to counter these threats (Chan & Muthuvloo, 2020,5). Santala (2009,53) also indicates that resource liquidity requires disciplined processes to evaluate individual units and reallocate key resources, meaning that only one group has performance data, with the need to establish dynamic governance mechanisms to know where to allocate resources and redistribute responsibilities in a fast and flexible manner.

2-2: The Regulatory Immune System

1- The concept of regulatory immunity

The immune system "is a complex organism consisting of cells, molecules or organs that work to prevent any external threats that cause diseases, infections and viruses when they invade or enter the human body. The immune system identifies and eliminates them, and because it is able to remember these diseases or viruses, it is easy for it to deal with them." Responding to it when it appears again is more efficient and effective "(Hung, 2013,231). Meaning it is an innate response to internal and external pressures and the ability to resist diseases and their causes, similar to the immunity of the human body, which resists dangerous external interventions and monitors internal immune activities to ensure the normal functioning of the body of the organism (Xue et al, 2020,43). (Wang et al., 2010.5-6) states that it is "self-organization, the ability to act dynamically to diagnose and eliminate threats within and outside the organization and to remember them in order to maintain the health of

the organization and in response to major environmental risks." Both (Ridderstrale, 1999,156 Birkinshaw &) refer to him as "the organizational structure, subsystems, and the tendency to resist technological changes and innovations to face external risks." (Al-Saadi, 2016, 129) states that it is "a structural scheme of the regulatory immune system, called (layers of the structure of the organization's immune system), which is a complex system of regulation with the capacity for self-development and consists of a number of departments, sites, systems, cultures, technologies, and human resources).

As (Kegan and Lahey, 2009,196) sees it as "a system of sensing and not a cognitive thought directed by the feelings of the active and influential individual through the organization's management of the state of recurrent or continuous anxiety in the face of unwanted changes that are outside the control of the organization." Bhattarai (2016,116) believes that it is "an internal system of an organized and active entity that has the ability to foresee and resist inappropriate change to the current situation to protect the organization and maintain current achievements and organizational dimensions from intruders." (Al-Dabbagh, 80,2020) indicates that organizational immunity "is an integrated approach that works to diagnose all obstacles, threats, risks and weaknesses surrounding the organization and to find the appropriate treatment for it to serve as a force that protects the organization in the event that it is exposed to these obstacles."

2- The concept of the regulatory immune system

The origin of the organisation's immune system is due to two issues: the first is the theory of organizational conditioning in response to internal and external threats that affected the organizational structure of organizations, and the second is the collapse and bankruptcy of some companies and the emergence of large competing companies, which led to an increase in interest in internal mechanisms and corporate governance, and the emergence of a group of new systems, which necessitated the matter For organizational adaptation and increased focus on the responsibilities and capabilities of senior management to monitor all these threats, viral diseases and risks, and to choose the appropriate means to confront them (Simmons, 2013,1139).

The immune system is somewhat similar to the immune system in the human body. Both are a complex and delicate set of interconnected functions between them and workers that protect the organization from emergency changes (interventions) that it is exposed to by setting strong defense barriers. Preventing any changes that occur regardless of the results. "Individuals resemble immune cells that protect the internal situation of the organization and resist these changes, while working managers, policies, procedures, processes and culture are means that provide control, sustainability,

safety and management of the current situation that is better for the organization compared to uncertainty and risk (Gilley et al. , 2009,3). Lee et al. (2011,114) stated that it is "an intelligent system consisting of a set of processes within the organization that work to protect it by identifying and killing pathogens and viruses through a number of defense layers with distinctive characteristics such as strength, conditioning and independence." As for (Bayar et al, 2016.3), he says, it is "a self-organizing network made up of immune cells and molecules that are able to interact with each other in a way that controls their spread rates in order to identify diseases and their causes to eliminate and eliminate them." (Xue et al., 2020,43) states that it is "the process of developing the necessary measures by the organization in response to the risks in a timely manner to maintain normal operation and recording the necessary information about those risks and a gathering of experiences in order to eliminate them based on the characteristics of biological immunity." Intelligent, complex and accurate consisting of a group of individuals, procedures, laws and preventive measures influenced by the internal environment (as weaknesses) such as employees, senior management, sub-departments, customers, and the external environment (as threats) such as competitors, suppliers, creditors, economic and financial crises, lawsuits, etc. and diagnoses them Or disclosure of it in order to find appropriate treatments or antibiotics to remove or eliminate them.

3- **The importance of the immune regulatory system**

- Preventing the effects of the organization's internal mistakes, enhancing flexibility and looking for new solutions.
- Establishing mechanisms for predicting the external environment and working to confront its anticipated threats.
- Providing a state of balance within the organization and preventing quick decisions that may conflict with the organization's internal standards.
- Motivating worker behavior even in the absence of legal responsibility.
- Assisting managers in getting early identification of risky and fraudulent business practices, and enhancing self-reporting mechanisms (Simmons, 2013, 1138-1139).
- Protecting the organization from work disruptions by enhancing flexibility to meet challenges efficiently and restore balance more quickly (Perry, 2014,4).

4- Dimensions of the regulatory immune system

4-1: The central immune system: It is called by the board of directors and senior managers or the supervisory board of directors. The central immune system has a direct effect on the mechanism, structure and design of the system’s structure as a whole, as well as investing, focusing, reorienting

and determining the extent of its strength in the face of internal and external threats to the organization. The basic principle in the law of organizations focuses on that managers are the ones who manage the commercial affairs of organizations instead of shareholders and for this reason the responsibilities of boards of directors have increased over time in exercising their roles in monitoring, controlling, supervising and directing, especially with regard to compliance, risk management, compensation implementation, procedures and internal controls in response to political circumstances. And economic turmoil, which prompted organizations to adopt models to monitor organizations' governance through internal mechanisms and tools to address costs, mediations, asymmetric information problems and administrative obstacles. Oversight committees are: an audit committee, a compensation committee and a governance committee headed by independent managers whose job is to respond to potential risks that the organization may face.

4-2: Specialized Immune System: It is called a full-time work system, and others call it (commitment and risk management systems). A specialized system aimed at diagnosing environmental diseases or viruses and all kinds of risks that threaten the organization has a memory that works to prevent recurrence of infection or infection with the disease The same, it is a secondary system supporting the immune system consisting of (the Board of Supervisors, the Accounts and Financial Control Department, the Quality Control Department, the Strategic Planning Department, the Technical Information System Department, the Market Research Department, the Public Relations Department, the Performance Evaluation Department, and Free Trade Unions). The mechanism of action of these departments, the scope of their distribution, the impact of their capabilities, their defense strength, and the directions of this effect have a direct impact on the organisation's immunity (Wang, 2010.7). This system consists of the following main elements: (Simmons, 2013,1144-1150).

4-2-1: Compliance: The legal commitment of the organizations is an integral part of the daily activities, which includes a large number of decisions taken by the members of the organization, as the continuous failures of the organizations have resulted in raising the level of legal commitment by designing the system of communication networks that work on the flow of information With the aim of the successful implementation of compliance programs, the rules of organizational behavior, and monitoring and reporting systems that vary according to the nature of the organization, the industry sector and the operational context, as well as the compliance laws differ in the judicial ruling for similar cases and this puts organizations in an unstable state due to the presence of many commercial decisions with the absence of specific legal application for them.

4-2-2: RiskManagement: Developments in organizations' governance have coincided with commercial efforts to integrate legal compliance under the umbrella of the broader strategy known as Enterprise Risk Management. Business by identifying risks and analyzing them and determining the set of internal controls and risk laws that must be included in business decisions. There are multiple types of risks, including financial risks, reputation risks, commercial resource risks, operational risks, property rights risks and others. In the wake of the global financial crisis, managers of organizations sought to Diagnosing and controlling excessive risks in major financial organizations and trying to generate a strong operational link to deal with risk management, predicting the future and properly assessing business risks.

4-2-3: Compensation (Rewards and Incentives) Compensation: Compensation in all parts of the organization are operational decisions intended to encourage the behavior of human resources, starting with the top management and up to the lower levels, as the legal literature placed on the harmonization of actual wages in line with the objectives The organization to reduce the costs of mediation, as the objectives are divided into two parts, the first of which is: financial goals that include net income and profits before interest and taxes, debt repayment, profitability, stock prices, etc., and the second: operational goals that include the measure of customer service, product development and services and environmental supervision as part of the internal reward system, and often Compensation is viewed from two perspectives: the first is the perspective of compensation for performance and maximizing the share of shareholders, and the second: the broader perspective of public responsibility that takes into consideration non-contributory actors such as (employees). The first perspective is most relevant to the organisation’s immune system, while the second perspective is a political perspective that deals with interests. External, in addition to that compensation is an emotional issue that is strongly related to the organization's operations and internal standards. It is also preferable to include compensation decisions. Board decisions that take a broader view of shareholders with an external view (Simmons, 2013,1147).

4-2-4: Enhancing the role of senior experts and the legal officer An Enhanced Chief Legal Officer Role: The lack of clarity on the type of judgment and the roles of public and private organizations contributed to the transformation of the legal profession and the emergence of an internal legal advisor, as the embodiment of the current reality of the internal legal department of the organization raises many questions A task related to the role of lawyers and consultants in defending the rights of the organization, as the internal legal advisor is characterized by what is called (double awareness), which includes implicit knowledge and legal acumen that is a vital part of the regulatory

immune system, as workers are placed in a privileged position to provide advice that helps to monitor and support The strategic orientation of managers, and this role requires interaction with actors to gain access to organizational information and knowledge and the ability to engage in preventive law that enables organizations to sense environmental threats and risks and find solutions and legal remedies for them as antibiotics to defend the organization (Simmons, 2013, 1150). As the consultants and experts support the immune system of the organization by diagnosing weaknesses, discovering the expected threats in the general system of the organization and enhancing its organizational structure and internal processes, therefore most organizations rely on attracting and employing consultants, insurance advisors and safety experts to provide advice and advice in facing environmental threats and viruses and to provide training programs on How to respond to and eliminate them, so the immune system must contain a number of layers of protection, so that the outer layer is of advisers and experts specializing in their ability to detect and stop threats, and the inner layer acts as specialized defenses that are not exaggerated for a wide range of threats unless the organization is defensive in particular. (Tracy, 1993,166-274).

4-3: The immune system of the parties: This system is called the peripheral system or strengthening the large role of legal officials, consultants and experts, and it consists of all business sectors and other supportive sectors such as (product development, procurement, marketing services, information system, and human resources management). Different layers of defense perform an immune function and on the other hand perform their main tasks, such as, thus achieving self-control and mutual supervision among them and analyzing the results of the feedback through the reactions they receive based on the rules set by the immune system of the parties and in line with the main directions determined by the central immune system. As a result, a strong defense system is formed for the organization capable of developing itself through mutual cooperation and exchange of information (Wang et al, 2010.7-8).

The Practical Study

3-1: Interpretation of Research Variables

3-1-1: Analyzing the descriptive strategic agility dimensions

Table (1) shows that the independent variable (strategic agility) achieved a general arithmetic mean of all its dimensions (3.93), which is a value higher than the hypothetical mean of its value (3) on the five Likert scale, and with a standard deviation of its value (0.27). This indicates the homogeneity of the sample responses and their dispersion. Relatively noticeably noticeable, as its arithmetic mean ranged between (3.98-3.87) as it achieved the highest level of importance component (strategic

sensitivity) with a high general arithmetic mean for all its expressions amounting to (3.98) and a standard deviation of its value (0.36), while the lowest average general arithmetic The value of the component (liquidity of strategic resources) amounted to (3.87) and a standard deviation of (0.38), which indicates the homogeneity of the sample answers, which achieved an agreement rate of (78%), which explains the interest of the researched company in strategic sensitivity more than the rest of the other dimensions.

Table (1) the arithmetic mean and standard deviation of the strategic agility dimensions

Independent variables	Frequency of The ratio	I do not strongly agree	I do not agree	Neutral	I Agree	I strongly Agree	Arithmetic mean	Standard Deviation
Total of strategic sensitivity	Repetition	0	6	53	192	59	3.98	0.358
	Percentage	0%	0.02%	0.17%	0.62%	0.19%		
Total of collective commitment	Repetition	0	5	57	198	50	3.97	0.357
	Percentage	0%	0.016%	0.18%	0.064%	0.16%		
Total liquidity of strategic resources	Repetition	0	14	64	181	51	3.87	0.380
	Percentage	0%	0.05%	0.21%	0.58%	0.17%		
Total of strategic agility	Repetition	0	25	174	571	160	3.931	0.2694
	Percentage	0%	0.03%	0.19%	0.61%	0.17%		

Reference: this is presented by the researchers based on the results of Spss program

3-1-2: Analysis of the dimensions of the descriptive regulatory immunity

The results of Table (2) show that the dependent variable (regulatory immunity) achieved a general arithmetic mean of all its dimensions (3.94), which is a value higher than the hypothetical mean of (3) on the five Likert scale, and with a standard deviation of its value (0.30), which indicates the homogeneity of the sample answers. Its dispersion is relatively noticeable, as its arithmetic averages ranged between (3.99-3.87), as it achieved the highest level of importance after (the immune system of the extremities - the periphery) with a high general arithmetic mean for all of its expressions

amounting to (3.99) and a standard deviation of (0.397), while it was The lowest general arithmetic average for the dimension (specialized immune system - compensation) was (3.87) and a standard deviation of (3.87), which indicates the homogeneity of the sample answers, which achieved an agreement rate of (79%), which explains that the researched company is very interested in the immune system. For the parties (peripheral) and realize the importance of the legal and counselors as a strong immune system that supports the general immune system more than the rest of the other immune systems.

Table (2) the arithmetic mean and standard deviation of the immune regulatory system dimensions

Dependent variables	Repetition of The ratio	I do not strongly agree	I do not agree	Neutral	I Agree	I strongly Agree	Arithmetic mean	Standard Deviation
Total of Central immune system	Repetition	0	14	64	169	63	3.91	0.49
	Percentage	0%	0.05 %	0.21%	0.55 %	0.20 %		
Total immune system specialist group commitment (unit of (command	Repetition	0	9	54	185	62	3.97	0.42
	Percentage	0%	0.03%	0.17 %	0.50%	0.20 %		
A total immune system of specialist Risk Management	Repetition	0	9	57	182	62	3.96	0.43
	Percentage	0%	0.3 %	0.18 %	0.59%	0.20 %		
Total Immune	Repetition	0	19	57	181	53	3.87	3.87

System of Specialist Compensation		**0 %**	**0.06%**	**0.19 %**	**0.58 %**	**0.17 %**		
Total immune system of the extremities (peripheral)	**Repetition**	**0**	**6**	**43**	**208**	**53**	**3.99**	**0.397**
		0 %	**0.02 %**	**0.14 %**	**0.67%**	**0.17 %**		
Total of regulatory immunity	**Repetition**	**0**	**57**	**275**	**925**	**293**	**3.94**	**0.304**
	Percentage	**0%**	**0.03%**	**0.18%**	**0.60 %**	**0.19 %**		

Reference: this is presented by the researchers based on the results of Spss program.

3-2: Examining the hypotheses of correlation between the dimensions of strategic agility and the regulatory immune system

Table (3) shows the existence of a significant correlation between the dimensions of strategic agility at the overall level and the regulatory immune system, as the value of the correlation reached (0.603 **), which is a strong positive direct correlation with a significant level (0.000). Its immune system, while the highest correlation coefficient was with the specialized immune system variable (compensation), as its value was (0.579 **) with a significant level (0.000), while the lowest correlation was with the central immune system variable as its value reached (0.252 *) with a significant level (0.048 Thus, the first main hypothesis is accepted: (There is a significant correlation between the dimensions of strategic agility (strategic sensitivity, collective commitment, flow of strategic resources) and the regulatory immune system.

Table (3) Results of Correlation Analysis Between Independent and Dependent Variables (N = 62)

The dependent variable of the immune regulatory system Y	**Immune system for limbs**	**A specialized immune system**			**Central immune system**	**R- Person**
		compensation	**Risk management**	**commitment**		
	Y5	**Y4**	**Y3**	**Y2**	**Y1**	

.470**	**.179**	**.334****	**.398****	**.468****	**.252***	**R**	**Strategic Sensitivity X1**
.000	**.163**	**.008**	**.001**	**.000**	**.048**	**Sig**	
.325**	**.118**	**.313***	**.273***	**.307***	**.117**	**R**	**Collective commitment and unity of leadership X 2**
.010	**.362**	**.013**	**.032**	**.015**	**.366**	**Sig**	
.535**	**.208**	**.579****	**.458****	**.372****	**.226**	**R**	**Financial Liquidity of Strategic Resources X3**
.000	**.105**	**.000**	**.000**	**.003**	**.078**	**Sig**	
.603**	**.229**	**.558****	**.512****	**.518****	**.269***	**R**	**The independent variable strategic agility X4**
.000	**.073**	**.000**	**.000**	**.000**	**.034**	**Sig**	

Reference: This is presented by the researchers based on the outputs of the **SPSS** program, the significant relationship at the level of (0.01).

The results of the sub-hypotheses were as follows:

3-2-1: The first sub-hypothesis: There is a significant correlation between the strategic sensitivity variable and the regulatory immune system, as the value of the correlation reached ((0.470 **), which is an average positive correlation with a significant level (0.000). This indicates that the researched company possesses the sensitivity of the strategy, while The correlation of the strategic sensitivity variable with the sub-variables of the regulatory immune system, so there was a significant correlation significant with the variables central immune system and the variable of the specialized immune system (commitment, risk management, and compensation) while variable (the immune system of the parties), there is no statistically significant correlation. Thus, the sub-hypothesis is

accepted: which states (there is a significant correlation between the strategic sensitivity and the dimensions of the immune regulatory system).

3-2-3: The second sub-hypothesis: the presence of a significant correlation between the group commitment variable and the regulatory immune system, as the value of the correlation reached (** 0.325), which is a positive average significant correlation with a significant level (.0100) and this indicates that the company has group commitment Relatively speaking, as for the association of the group commitment variable with the sub-variables of the regulatory immune system variable, there was a significant association relationship with the specialized immune system variable (commitment, risk management, and compensation) while other variables (the central immune system, and the immune system variable for the parties) There is no statistically significant correlation. Thus, the second sub-hypothesis is accepted: which states that (there is a significant significant correlation relationship between collective commitment (unity of command) and the regulatory immune system).

3-2-3: The third sub-hypothesis: The existence of a significant correlation between resource liquidity and the regulatory immune system, as the value of the correlation reached (535 **. 0), which is an average positive correlation with a significant level (0.000). This indicates that the company has liquidity in resources but It suffers from a lack of liquidity as a result of its reliance on self-financing, and as for the correlation of the liquidity variable of strategic resources with the sub-variables of the regulatory immune system, there was a significant correlation with the variable of the specialized immune system (commitment, risk management, and compensation) while the other variables (the system Central immunity, and the immune system of the parties) there is no statistically significant correlation, and thus the third sub-hypothesis is accepted: which states that (there is a significant correlation significant between the liquidity of strategic resources and the regulatory immune system).

3-3: Analysis of testing hypotheses of the impact of strategic agility dimensions on the regulatory immune system to prove the second main hypothesis Multiple linear regression analysis was used to verify the effect of strategic agility dimensions (strategic sensitivity, collective commitment (unity of command), and liquidity of strategic resources) on the immune system. Regulatory, as shown in Table (4).

Table (4) Results of Multiple Regression Analysis

Sig. F	F	R^2	R	Sig. T	T	β	Variable dimensions of strategic agility	Depend -ent variable

							X	Y
0.000	11.791	0.379	0.615	0.006	2.878	33.353	constant	Regulatory immune system
				0.032	2.202	1.096	Strategic sensitivity	
				0.043	1.507	0.696	Collective commitm-ent	
				0.002	3.284	1.529	Resource flow	

Reference: This is presented by the researchers based on the outputs of the **SPSS** program, the significant relationship at the level of (0.00).

Table (4) shows the results of the analysis to test the significance of regression that there is a significant effect of the dimensions of strategic agility on the regulatory immune system, as the calculated value of (F) reached ((11,791) and the value of Sig. Reached (0.000) which is less than (0.01). Therefore, we reject the null hypothesis. (H0: B = 0), from which we conclude from accepting the alternative hypothesis (Ha: B ≠ 0), which is (that there is a significant effect of significant significance for the dimensions of strategic agility in the regulatory immune system), and the value of the determination coefficient of (0.379) clarifies that the variables The independent (strategic sensitivity, group commitment, and the flow of strategic resources) explains a rate (0.38%) of the change in the regulatory immune system and that a percentage (0.62%) is due to other random factors not included in the model. To test other sub-hypotheses, linear regression was used. Simplex, as follows:

3-3-1: The effect of the strategic sensitivity variable on the regulatory immune system: To prove the validity of the first sub-hypothesis, the effect of the independent sub-variable (strategic sensitivity) on the dependent variable (regulatory immune system) was analyzed. Table (5) shows the test results.

Table (5) Results of the Analysis of the Effect of the Strategic Sensitivity Variable on the Immune Regulatory System

Sig. F	F	R^2	R	Sig. T	T	β	Dimensions of strategic agility X	Dependent variable Y
0.000	17.055	0.221	0.470	0.000	4.124	1.994	Strategic sensitivity	Regulatory immune system

Reference: This is presented by the researchers based on the outputs of the **SPSS** program.

Table (5) shows the results of the regression significance test that there is a significant effect of the strategic sensitivity variable on the regulatory immune system, as the value of (F) calculated (17.055 at the level of significance (Sig = 0.000) which is less than (0.01) and therefore we reject the null hypothesis (H0: B = 0), from which we conclude from accepting the alternative hypothesis (Ha: B ≠ 0), which is (that there is a significant effect of the strategic sensitivity variable on the regulatory immune system), and the value of the determination coefficient of (0.221) indicates that the independent variable Strategic sensitivity explains a percentage (0.22%) of the change in the regulatory immune system, and that (0.82%) is due to other random factors not included in the model. Meaning that an increase in the strategic sensitivity dimension by one unit will lead to an increase in the immune regulatory system by (1.994%) unit.

3-3-2: The effect of the strategic sensitivity variable on the regulatory immune system: To prove the validity of the second sub-hypothesis, the effect of the independent sub-variable (collective commitment - unity of command) on the dependent variable (regulatory immune system) was analyzed. Table (6) shows the test results.

Table (6) the Results of the Analysis of the Effect of the Group Commitment Variable on the Immune Regulatory System

Sig. F	F	R^2	R	Sig. T	T	β	Dimensions of strategic agility X	Dependent variable Y
0.010	7.080	0.106	0.325	0.010	2.661	1.383	Collective commitment (unity of command)	Regulatory immune system

Reference: This is presented by the researchers based on the outputs of the **SPSS** program.

Table (6) shows the results of the regression significance test that there is a significant effect of the group commitment variable on the regulatory immune system, as the value of (F) computed (7.080 at a significant level (Sig = 0.010) and it is at the level of (0.01) and therefore we reject the null hypothesis (H0: B = 0), from which we conclude from accepting the alternative hypothesis (Ha: B ≠ 0), which is (that there is a significant effect of the group commitment variable on the regulatory immune system), and the value of the determination coefficient of (0.106) clarifies that the independent variable Group commitment explains a percentage (0.11%) of the change in the regulatory immune system, and that (0.89%) is due to other random factors not included in the model. In the sense that increasing the group commitment dimension by one unit will increase the immune system by (1.383%) unit.

3-3-4: The effect of the strategic resource flow variable on the regulatory immune system: To prove the validity of the third sub-hypothesis, the effect of the independent sub-variable (strategic resource flow) on the dependent variable (regulatory immune system) was analyzed. Table (7) shows the test results.

Table (7) the Results of the Analysis of the Impact of the Variable Strategic Resource Flow on the Regulatory Immune System

Sig. F	F	R^2	R	Sig. T	T	β	Dimensions of strategic agility X	Dependent variable Y
0.000	24.043	0.286	0.535	0.000	4.903	2.140	Collective commitment (unity of command)	Regulatory immune system

Reference: This is presented by the researchers based on the outputs of the **SPSS** program.

Table (7) shows the results of the regression significance test that there is a significant effect of the strategic resource flow variable on the regulatory immune system, as the value of (F) calculated at (24.043 at a significant level of (Sig = 0.000) which is less than (0.01), and therefore we reject the null hypothesis. (H0: B = 0)), which leads us to conclude from accepting the alternative hypothesis (Ha: B ≠ 0), which is (that there is a significant effect of the strategic resource flow variable on the regulatory immune system), and the value of the determination coefficient of (0.286) clarifies that The independent variable of strategic resource flow explains the rate (0.29%) of the change in the immune system, and that the percentage (0.71%) is due to other random factors that are not included in the model. The value of (), which clarifies the relationship between the flow of strategic resources and the immune system, also came with a value of (2.140), meaning that an increase in the dimension of the flow of strategic resources by one unit will lead to an increase in the regulatory immune system by (2.140%) units**.**

The Conclusions and Recommendations

4-1: Conclusions

1- The results show that the overall rate of strategic agility reached (3.93), with a high level of positivity, and this reflects the extent of Wataniya's interest in strategic agility as an agile system that strengthens the immune system and protects against uncertain environmental conditions.

2- The organizational immune system dimensions achieved a positive trend with an overall rate of (3.94), which means that the regulatory immune system is one of the basic pillars in building a healthy organization free from environmental diseases and able to compete and survive in the competition market.

3- The presence of correlational relationships of statistical significance between the dimensions of strategic agility and the organizational immune system, even though they were relationships with a medium level of correlation strength.

4- It became clear that after the strategic sensitivity and flow of strategic resources, they had a great and direct impact on the immune system.

5- The collective commitment to strategic agility had a lesser effect than the rest of the other dimensions, and this indicates a relative weakness in the formulation and implementation of laws related to the rules of organizational behavior, and on the other hand the weakness of the compensation and reward system, which leads to the weakening of the immune system's ability to face internal environmental diseases.

4-2: Recommendations

1- Designing an effective and flexible immune system that has the ability to absorb all unexpected changes and environmental risks so that it does not attack the components of the system itself and allocate appropriate resources to it and maintain it continuously.

2- Paying attention to planning in attracting specialized talents and competencies from consultants, actuaries and insurance experts to hedge against fraud threats and uncertain risks.

3- The participation of workers in building a healthy and agile organization as part of the immune system when they commit to achieving the organization’s strategic goals as a proactive defensive force for the organization to preserve its health.

4- Maintaining the organizational structures periodically and avoiding job slack because it reduces strategic agility and weakens the immune system of the organization.

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