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The effect of organizational immunity in enhancing the strategic capabilities of the company: an applied study on the Iraqi general insurance company

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Abstract---This research diagnoses the impact of the organizational immunity dimensions represented by the organizational (memory, genes, and learning) on enhancing the strategic capabilities dimensions of the company represented by (marketing capabilities, administrative capabilities, technological capabilities, creative capabilities). The study also tries to list those dimensions in the order of priority. The researchers adopted the questionnaire as a tool for collecting data from 55 officials at the administrative levels (higher, middle, and lower levels). SPSS, (28Version) was used to calculate (weighted mean scores, standard deviation, relative importance, coefficient of variation, simple and multiple regression, F-test, corrected interpretation coefficient AR²). The most prominent findings of the research are: The organizational immunity, with its combined dimensions, affects the strategic capabilities of the company in a significant way. However, there are no statistically significant differences in the participants' response to the research variables attributed to the personal and functional variables represented by (gender, age, educational qualification, administrative level and the years of service).

Keywords---organizational immunity, strategic capabilities of the company.

Introduction

Most companies seek to reach a health organization with solid immunity to the external or internal threats that threaten its entity and sustainability. On this basis, the organizations utilize their resources to stop or reduce the threats they face. There is no way for the organization to do so except enhancing their organizational immunity represented by its three dimensions, (i.e., memory, genes, and learning). Moreover, the success of any organization depends on its capabilities, and administrative leaders to achieve the desired goals. In the same vein, the modern economic indicates that the competition between organizations today is based on the strategic capabilities that those organizations possess. The organization strengths are among the factors for the organizations as they enhance the strengths of the organization that help enhance its competitive advantage. In light of this, the structure of the research consisted of four sections.

In light of the growing threats and rapid changes in the environment, the existing companies in general and insurance companies in particular are facing fundamental problems represented by recognizing the importance of maintaining their strategic capabilities, and how to enhance them. Hence, they constitute an important resource that reflects the level of achieving their goals of survival, growth and fulfillment of their obligations towards customers. Therefore, the company should possess a strong immune system that protects it from threats and risks. Furthermore, the organizational immunity is capable of facing the rapid and sudden changes based on information systems, programs, expertise, knowledge and experiences. It serves as a defensive interface that builds a positive organizational climate that acts as an enhanced and improved lever for the strategic capabilities of the company, so a problem arose to answers to the following:

- What is the level of awareness and interest of the participants in the organizational immunity? What are the most important dimensions?
- What is the level of awareness and interest of the participants in the strategic capabilities of the company? Which capabilities are the most important?
- Is there an effect of organizational immunity on enhancing the strategic capabilities of the company?
- Are there differences in the respondents' answers to the questionnaire as a whole due to personal and occupational variables?

Research significance

- The significant of the research stems from the importance of its investigated variables (i.e., organizational immunity and the strategic capabilities of the company) and its modernity in organizational and strategic thought.
- Raising the interest of the officials in the company in question and making them aware of the importance of having the dimensions of organizational immunity. It shapes one of the most important and preventive means that contribute to the development of insurance work in order to achieve the required goals and enhance its strategic capabilities. Therefore, it will be reflected in the performance of its provision of insurance services.

- The research importance stems from in the importance role of the company under study in contributing to economic development by providing insurance protection for members of society and economic activities and encouraging savings and investing money in the country.

Research objectives

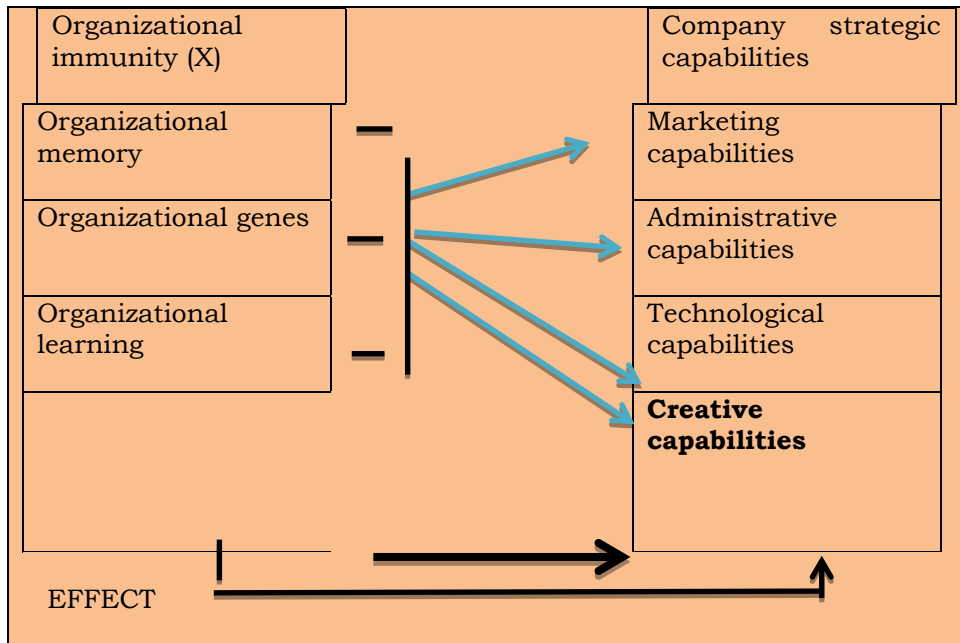
- Diagnosing the respondents' level of response and awareness of the research variables (i.e., the organizational immunity and the company's strategic capabilities) by revealing their practices descriptively.
- Measuring the impact of the organizational immunity on the dimensions of the strategic capabilities of the company under study.
- Detecting the statistically significant differences in the participants' response to the questionnaire items according to the personal and functional variables represented by (gender, age, educational qualification, administrative level, and years of service).

The hypothetical research schemes

Figure 1 shows the hypothetical research scheme. It contains two variables, namely:

- The independent variable, i.e., the organizational immunity. The researchers depended on the studies of Huang (2013) and Abdul Majeed (2016) in determining its dimensions that are: (organizational memory, organizational genes, and organizational learning).
- The dependent variable is the strategic capabilities of the company. It includes (marketing capabilities, administrative capabilities, technological capabilities, and creative capabilities). The researchers also depended on the studies of Laura *et al.* (2011), Batista *et al.* (2016), and Omar (2017) for the classification of the dependent variables.

Figure 1 The hypothesis research scheme



Research hypotheses

The organizational immunity, with its combined dimensions, affects the strategic company capabilities in a significant way. Four sub-hypotheses were derived from this hypothesis:

- The organizational immunity, with all its dimensions, affects the marketing capabilities in a significant way.
- The organizational immunity, with all its dimensions, affects the managerial capabilities in a significant way.
- The organizational immunity, with all its dimensions, affects technological capabilities in a significant way.
- The organizational immunity, with all its dimensions, affects the creative capabilities in a significant way.
- There are statistically significant differences in the respondents' response to the research variables attributed to the personal and functional variables represented by (gender, age, educational qualification, administrative level, and years of service).

Theoretical background

Organizational immunity

As soon as we refer to the term 'organizational immunity', it comes to our mind the immunity that God created for man to be an impenetrable wall for the viruses to which a person is exposed. Therefore, the concept of human immunity is not far from the organizational entities. Many of them were exposed to risks and

crises, whether financial, economic or administrative, which led to the bankruptcy of some. Such risks and crisis have prompted the management scientists to intensify their efforts searching for means and mechanisms that help companies adapt and deal with these crises and risks. Therefore, this medical term was borrowed from biological immune systems and was launched metaphorically in organizations so that its main purpose is to form a defensive system that protect them from any risk threatening its survival or prevents it from performing its functions properly (Nafei, 2015). As for as the definition of organizational immunity, it has been known by many definitions among researchers, and Table 2 shows some of them:

Table 2
Definition of organizational immunity

No	Researcher's name, year of publication and, page numbers	Definitions
1.	El-Nokirah, 2021, p. 236	A set of controls, procedures and policies that depend on a group of individuals and processes in order to form a barrier that prevents the organization from deviating from the path required to achieve its goals, whether this deviation is the result of internal or external reasons.
2.	Hassan, 2021, p. 331	The ability of the organization to carry out a set of actions in order to preserve its activity from any external threat, and those actions act as an immune system to identify the causative factors and try to eliminate them.
3.	Abu Barham, 2022, p. 5.	An integrated work system that aims to utilize the available capabilities and efforts to maintain the stability and security of organizations. It protects them from risks, increase their ability to confront expected and unexpected threats, and develops mechanisms to ensure their stability and sustainability in order to achieve their goals in competition and service provision.

Objectives of organizational immunity

Organizational immunity achieves a set of goals; they can be summarized according to Abdul Majeed, (2016) and Abu Hajjaj, (2020) as follows:

- Providing protection to the organization from all external factors that lead to causing problems or crises for the organization through the availability of basic systems, alternative and subsidiary systems, or the availability of multiple and dual protection systems.
- Providing protection to the administrative entity from the internal factors that cause crises for the organization, in particular from the occurrence of cases of lack of coordination between the departments and the levels of society of the organization.

- The organizational immunity acts as a first line of defense against the mistakes or violations of managers and the resulting mismanagement.

Dimensions of the organizational immunity

- **Organizational memory** is sometimes called the organizational memory or institutional memory. It is an accumulated group of data, information and knowledge that are created throughout the history of the organization's existence, as the organization stores data and information for the purpose of reusing them at a later time (Sarsour, 2021). The organization considers it as a basic pillar that contributes to directing the activities of the organization to serve its goals (Musa, 2017). Furthermore, the organizational memory refers to the previously archived knowledge in the organization through the stored information and its use in making current and future decisions.
- **Organizational genes:** They are also called DNA and organizational DNA. Eshtiwi (2013) indicates that it is a metaphorical term that shows the basic factors of the organization that determine its personality. It consists of its unique characteristics, on which its success depends and makes it different from other organizations (Liftat, 2014). The company of Booz Allen Hamilton is credited of knowledge of the organizational genes. They aim of giving organizations an easy way to address problems and find solutions. Neilson *et al*, (2005) believed that the regulatory genes are to help organizations recognize and identify the hidden strengths and identify weaknesses.
- **Organizational learning:** Those practices and processes through which the organization seeks to develop individual or collective capabilities in order to reach the maximum possible benefit to face the continuous changes (Caird & Safrany, 2020). Furthermore, Al-Musawi (2019) perceived the organizational learning as an interactive outcome of the organization's management approach to obtaining the knowledge, skills, attitudes and experiences of individuals, through which it is possible to ensure the continuous improvement of the collective performance of the employees in the organization. Similarly, Nugroho (2018) indicated that organizational learning is a process through which the organization seeks to improve its capacity, develop itself and adapt to the environment. It represents the organization's ability to detect errors and correct them permanently.

Company's strategic capabilities

The concept of the strategic capabilities of the company received great attention by researchers and specialists at the beginning of 1920s, as one of the modern and contemporary concepts in the field of strategic management thought. Day (1994) pointed out that the concept of strategic capabilities is not a new concept. The focus on building distinguished capabilities appeared in (1957) in the study of Selznick and in (1959) in the study of Penrose. Hence, the importance of this concept comes it its contribution to achieving the competitive advantage and profitability of organizations, according to (Zaidi & Othman, 2011). However, in the last twenty years ago, the focus of the strategy shifted from industry-wide analysis to organization-wide analysis, in order to clarify the source of competitive advantage. Definition of the strategic capabilities of the company were many and

varied in content and in the views and opinions of researchers. Table 3 presents some of these definitions:

Table 3
Definitions of the strategic capabilities of the company

No	Researcher's name, year of publication and, page numbers	Definitions
1	Li <i>et al</i> , 2018, p. 205	A set of tacit and explicit skills and knowledge that characterize an organization in a strategic way.
2	Krishnan <i>et al</i> , 2019, p. 482	The effective integration between the skills of employees and technological management skills makes these capabilities difficult to imitate
3	Hooda & Singla, 2020: 4	Possessing the minimum level of knowledge required for all the processes needed to make the best decision which achieves the highest level of quality of services provided.

Advantages of enhancing the strategic capabilities of the company

Charantimath (2006) and Al-Saadi, (2020) indicated that there are many advantages that can be achieved when enhancing the strategic capabilities of the company, as follows:

- It helps to enhance the employees' self-confidence.
- Consolidating team spirit and encouraging cooperation.
- Empowering workers and granting them powers.
- Building and sustaining relationships between customers and the organization, thus achieving the foundations of loyalty and belonging to it.
- Integration of internal processes in the organization.

Dimensions of the company strategic capabilities

The strategic capabilities include a number of dimensions; this study followed the dimensions proposed by (Batista *et al*, 2016; Laura *et al*, 2012; Omar, 2017). They are as follows:

- **Marketing capabilities:** The organization develops its marketing capabilities through knowledge, know-how, and the unique advantage that distinguishes it from other competitors. Furthermore, the organization analyzes the market and competitors and try to provide the best services to its customers (Takahashi *et al*, 2017; Lafta *et al*, 2016). Hence, these capabilities can be enhanced through the optimal investment of internal and external resources and their integration to form a strong wall that protects the organization from environmental changes and enhance and maintain its competitive advantage (Neill *et al*, 2014).
- **Administrative capabilities:** one of the important variables and a key factor in the success of the organization and the sustainability of its

performance in the contemporary environment (Salehi *et al*, 2018). They are valuable resource that has a positive impact on the value of the organization. It represents, in light of the theory based on resources, an important resource for strengthening its competitive advantage. Furthermore, the fact is that managers who have a high managerial ability have the knowledge and experience that enables them to achieve investment efficiency, and then achieve higher growth rates than their peers (Eissa & Hashad, 2021).

- **Technological capabilities** play a vital role in motivating the organization to develop and achieve a competitive advantage. At a time when the environment has witnessed many changes in technology due to the different sources of energy and renewal, it will call for greater investment in and attention to these capabilities to keep pace with the rapid changes. It has become necessary for each organization to identify its strengths and weaknesses in its technological capabilities and work to improve them. such awareness enhances the company competitive position based on awareness, understanding and assimilation (Abd Ali & Lafta, 2021; Lee & Lee, 2016). It is one of the factors that help the organization to perform its functions properly. To sum up, all these capabilities help the organization to achieve a high absorptive capacity (Murovec & Prodan 2009).
- **Creative capabilities** are the main element in improving economic conditions. They are the mechanism that enables organizations to produce new products and adopt the necessary processes and systems to adapt to changing markets, complexity and diversity of customer needs, shortening the life cycle of products and accelerating their appearance. Modern technologies have changed the foundations and rules of competition. They reinforced the realization that creative capabilities are the necessary competitive force to achieve the success for organizations (Al-Qaisi, 2021).

Methods

Research design

This research adopted the descriptive analytical design, which does not stop at collecting data only. But it analyzes them and reveals the relationship through combining more than one research method such as observation, personal interviews and questionnaire in order to access information that contributes to the interpretation of the phenomenon under study and to get a broad understanding of its aspects.

Research limits

- **Spatial boundaries** are represented in the field of application in the Iraqi General Insurance Company, located within the geographical area of Baghdad Governorate.
- **Time limits:** the period in which the research was conducted from (16/2/2022 - 6/15/2022).
- **Human limits:** they include a number of officials in the company under study with the administrative levels (higher, middle, and lower).

Research setting

The research was applied on the Iraqi general insurance company. It is one of the self-financing companies affiliated to the Ministry of Finance. It was established on 14/10/1959, based on the Commercial Companies Law No. (31) of 1957 in Baghdad as a private shareholding company with a capital of 100 dinars to practice various types of insurance, and was subjected in 1964 to the decision to nationalize commercial companies. In the year 1965, the company was specialized in life insurance business until it became the largest Arab company specialized in life insurance business. In 1988, a decision was issued to cancel the specialization and allowed the company to engage in all kinds of insurance business, which are (life insurance, fire and accident insurance, supplementary car insurance, engineering insurance, marine insurance, civil liability insurance, and debt insurance).

Research community

The comprehensive enumeration method was adopted in studying the research community from the officials in the Iraqi General Insurance Company and at the administrative levels (upper, middle, and lower). They include 55 respondents, and the Table 1 shows a description of the research community.

Table 1
Description of the research community

Demographic information	Categories	number	Percentage
Gender	Male	20	36%
	female	35	64%
age	40<-30	12	22%
	40 <	43	78%
Major	Diploma	10	18%
	Bachelor	40	73%
	Higher Diploma	2	4%
	Master	3	5%
Administrative level	Higher Management	11	20%
	middle management	22	40%
	Executive management	22	40%
Years of experiences	Less than 15	7	13%
	15-20	15	27%
	20-25	12	22%
	More than 25	21	38%

Instrument

The questionnaire was adopted as the main tool for collecting data and information from the field side of the research. It included 42 five-point Likert

scale items. 18 items for the dimensions of organizational immunity and 24 items for the dimensions of the strategic capabilities of the company. They were graded from (very high, high, medium, low, very low) and with weights (5, 4, 3, 2, 1), respectively.

Validity and reliability

The researcher obtained the split-half method to identify the interdependence of the two parts of the questionnaire, so the questionnaire was divided into two halves, the first half of which (individual items) included 21 items that obtained Cronbach's alpha coefficient (0.883), while the second half (pair items) contained 21 items obtained Cronbach's alpha coefficient (0.879). The two-half-resolution correlation coefficient scored (0.714) which showed strong correlation. Furthermore, the questionnaire obtained Spearman-Brown's coefficient (0.833), and Guttman's half-segmentation coefficient (0.832). In total, it reached (0.928).

Statistical tests

The statistical program (SPSS V.28) was adopted to calculate (percentages, weighted mean, coefficient of variation, standard deviation, simple and multiple regression, test (F), corrected interpretation coefficient AR^2).

Results

Organizational immunity variable

Results in Table 4 show the followings:

- The independent variable, i.e., organizational immunity, obtained a weighted mean score of ($M= 3.12$), which gives an indication of the degree of medium response shown by the respondents towards all dimensions of this variable, and that the standard deviation value amounted to (0.522), relative interest (62.4%), and a relative coefficient of variation (16.73%). These findings refer to the consensus on the availability and practice of organizational immunity in the Iraqi General Insurance Company in a way that does not meet the ambition.
- The coefficient of variation was obtained to show which of the dimensions is more important than the others. The dimension of organizational learning ranked the first in terms of importance because the value of the coefficient of variation for it is smaller than the same value for the other dimensions, which amounted to (19.51 %). The organizational memory dimension was achieved the second ranked with a coefficient of variation amounted to (20.75%), while the organizational genes dimension occupied the last rank with a coefficient of variation (23.70%) according to the answers of the research community in the company under study.

Table 4
Ranking of importance for the dimensions of organizational immunity according to the coefficient of variation

Dimensions of organizational immunity	Weighted mean	Standard deviations	Relative importance%	Coefficient of variation%	Rank
Organizational memory	3.16	0.656	63.2	20.75	2
Organizational genes	3.10	0.735	62	23.70	3
Organizational learning	3.11	0.607	62.2	19.51	1
Total	3.12	0.552	62.40	16.73	

Strategic capabilities of the company

Results of Table 5 show that :The strategic capabilities of the company obtained a total mean of (M= 2.97) at a moderate level and less than the hypothetical mean (HM) of (HM= 3). Therefore, this dimension constitutes a weakness at the general level. The overall strategic capabilities obtained a standard deviation of (Std= 0.557), and a relative interest (59.4%) average that did not meets the ambition, and a relative coefficient of variation (18.75%). It indicates the relative consistency of opinions .2. The coefficient of variation was obtained to show which of the dimensions is more important than the others. According to the answers of the research community in the company under study, the technological capabilities came in the first place in terms of importance because the value of its coefficient of variation is smaller than the value of the other dimensions which amounted (23.81%). The marketing capabilities ranked second with a coefficient of variation that amounted (24.18%), while the administrative capabilities ranked third with a coefficient of variation (24.91%). Finally, the creative capabilities took the last rank with a coefficient of variation (27.04%).

Table 5
Ranking the importance of the dimensions of the strategic capabilities of the company according to the coefficient of variation

Dimensions of strategic capabilities	Weighted mean	Standard deviations	Relative importance%	coefficient of variation%	Rank
Marketing capabilities	2.99	0.723	59.8	24.18	2
Managerial capabilities	3.03	0.755	60.6	24.91	3
Technological capabilities	3.12	0.743	62.4	23.81	1
Creative abilities	2.74	0.741	54.8	27.04	4
Total	2.97	0.557	59.4	18.75	

Research hypotheses testing

Testing the main hypothesis, which states that (the organizational immunity, with its combined dimensions, significant affect the strategic capabilities of the company). Therefore, for the purpose of testing the first main hypothesis, and the four sub-hypotheses emerge from it, the (F) test was used to show the significance of the calculated regression equation (effect). In addition to using the corrected interpretation coefficient (AR^2) to explain the amount of variance that explains the organizational immunity in the dimensions of the company's strategic capabilities. Table 6 shows the values of the coefficients used to measure the effect between the researched changes as follows:

Table 6
Effect of organizational immunity dimensions on the strategic capabilities of the company

Independent variable	Strategic capabilities of the company						
	A	B	R ²	A R ²	P-VALUE	T	F
Organizational memory	0.389 (0.240)	0.186	0.578	0.553	0.043	2.075	23.302 (0.000)
Organizational genes		0.089			0.328	0.989	
Organizational learning		0.553			0.000	5.760	

The results in Table 6 showed the presence of an interpretation coefficient (0.578) with a probability value of (0.000) while the corrected interpretation coefficient was (0.553). The organizational immunity with its combined dimensions was able to explain (55.3%) of the changes that occur in the overall strategic capabilities of the company. On the other hand, the remaining percentage (44.7%) is attributed to other variables that were not included in the tested model, which is considered a strong and reliable model in explaining changes in the strategic capabilities of the insurance company investigated. Likely, it was found that the value of (F) calculated for the model (23.302) and with a probability value (0.000) is significant, which is less than the level of significance (0.1 and 0.05). Accordingly, the main hypothesis of the research is accepted, which states (the organizational immunity, with its combined dimensions, significantly affects the strategic capabilities of the company).

Testing the sub-hypotheses

Testing the first sub-hypothesis, which states that (organizational immunity, with its combined dimensions, has a significant effect on marketing capabilities). Table 7 shows the presence of an interpretation coefficient (0.467) and a probability value, (0.000). While the corrected interpretation coefficient was (0.436). Furthermore, the organizational immunity with its combined dimensions was able to explain (43.6%) of the changes that occur in the marketing capabilities, while the remaining percentage (56.4%) is attributed to other variables that were not included in the tested model. The interpretation model is a strong model that can

be adopted in the interpretation, and it was found that the value of (F) calculated for the model (14.887) with a probability value (0.000), which is less than the level of significance (0.1 and 0.05). Therefore, these results lead to the acceptance of the first sub-hypothesis that the organizational immunity, with all its dimensions, affects the marketing capabilities in a significant way.

Table 7
The effect of organizational immunity dimensions on marketing capabilities

Independent variable	Marketing capabilities						
	A	B	R ²	A R ²	P-VALUE	T	F
Organizational memory	0.164 (0.732)	0.128	0.467	0.436	0.300	0.984	14.887 (0.000)
Organizational genes		0.022			0.867	0.168	
Organizational learning		0.757			0.000	5.403	

Testing the second sub-hypothesis

Which states that the organizational immunity, with its combined dimensions, has a significant effect on the administrative capabilities. The results in Table 8 showed the presence of an interpretation coefficient (0.468) with a probability value of (0.000), while the corrected interpretation coefficient was (0.437). The organizational immunity with its combined dimensions was able to explain (43.7%) of the changes that occur in administrative capabilities. While the remaining (56.3%) is attributed to other variables that were not included in the tested model. As the interpretation model is a strong model that can be adopted in the interpretations. Likely, it was found that the value of (F) calculated for the model (14.974) and the value of the probability (0.000), which is less than the level of significance (0.1 and 0.05). Therefore, these results lead to the acceptance of the second sub-hypothesis.

Table 8
The of organizational immunity dimensions on administrative capabilities

Independent variable	Managerial capabilities						
	A	B	R ²	A R ²	P- value	T	F
Organizational memory	-0.073 (0.884)	0.262	0.468	0.437	0.060	1.922	14.974 (0.000)
Organizational genes		-0.046			0.739	0.335	
Organizational learning		0.777			0.000	5.321	

Testing the third sub-hypothesis that states the organizational immunity, with its combined dimensions, has a significant effect on technological capabilities. Table 9 shows that the existence of an interpretation coefficient (0.274) with a

probability value of (0.000), while the corrected interpretation coefficient was (0.215). This indicates that the organizational immunity combined dimensions were able to demonstrate (21.5%) of the changes that occur in technological capabilities. While the remaining percentage (78.5%) is attributed to other variables that were not included in the tested model. Hence, the interpretation model is considered a medium-strength. Similarly, it was found that the value of (F) calculated for the model (7.804) and a probability value (0.000), which is smaller than the level of significance (0.1 and 0.05). Therefore, these results lead to the acceptance of the third sub-hypothesis.

Table 9
The effect of organizational immunity dimensions on technological capabilities

Independent variable	Technological capabilities						
	A	B	R ²	A R ²	P- value	T	F
Organizational memory	0.561 (0.317)	0.258	0.274	0.215	0.095	1.699	7.804 (0.000)
Organizational genes		-0.035			0.820	-0.229	
Organizational learning		0.596			0.000	3.655	

Testing the fourth sub-hypothesis

Which states that the organizational immunity, with its combined dimensions, has a significant effect on creative capabilities. Table 10 shows the presence of an interpretation coefficient (0.246) with a probability value (0.002), and a corrector interpretation coefficient (0.201). Thus, the combined dimensions of organizational immunity (memory, genes, and learning) accounted for (20.1%) of the changes in creative abilities, while the remaining percentage (79.9%) was attributed to other variables that were not included in the tested model. Besides, the calculated F value amounted to (5.535) with a probability value of (0.002) which is less than the level of significance (0.1 and 0.05). So, the fourth sub-hypothesis is accepted.

Table 10
Effect of organizational immunity dimensions on creative capabilities

Independent variable	Creative capabilities						
	A	B	R ²	A R ²	Sig	T	F
Organizational memory	0.902 (0.127)	0.094	0.246	0.201	0.557	0.591	5.535 (0.002)
Organizational genes		0.415			0.012	2.591	
Organizational learning		0.082			0.635	0.478	

Testing the hypothesis of difference

To test the third main hypothesis, which states there are statistically significant differences in the participants response to the research variables attributed to the personal and functional variables represented by (gender, age, educational qualification, administrative level, and years of service), Table 11 shows the following:

Table 11
Analysis of the differences in the participants' response to the questionnaire items according to personal and occupational variables

Properties	Variables	Computed value	Probability
Gender	Organizational immunity	0.299	0.578
	The strategic capabilities of the company	0.923	0.341
Age	Organizational immunity	0.419	0.520
	The strategic capabilities of the company	0.001	0.984
Qualification	Organizational immunity	1.506	0.224
	The strategic capabilities of the company	0.661	0.580
Administrative level	Organizational immunity	0.219	0.804
	The strategic capabilities of the company	0.687	0.508
Years of service	Organizational immunity	0.708	0.552
	The strategic capabilities of the company	0.453	0.716

F tabular value = 4.044, with a degree of freedom of 54

The results in Table 11 show the followings:

Gender

Table 10 shows that there were no differences attributable to gender (males or females) in the respondents' answers about the organizational immunity and the strategic capabilities of the company, as the value of the probability of answering the organizational immunity was (0.587), and the calculated (F) value was (0.299), which is less than its value Tabular (4.044) and a degree of freedom (54), while the probabilistic value of the sample's answers on strategic capabilities was (0.341) and the calculated (F) value (0.923). Thus, this result means that there is a remarkable agreement in the answers because most of the community members are female, which caused the absence of *differences* in answering the items of the questionnaire.

Age

Table 10 shows that there are no differences attributed to age in the society's response to the organizational immunity and the company's strategic capabilities,

as the value of the probability of answering the organizational immunity was (0.520), and the calculated (F) value (0.419) is less than its tabular value (4.044) and the degree of freedom (54), while the probabilistic value of the respondents' answers about the strategic capabilities of the company was (0.984) and the calculated (F) value was (0.001). This finding indicates that there is a remarkable convergence for the ages of most members of society, which made there a consensus in the answer.

Academic qualification

Table 10 indicates that there were no differences attributable to the academic qualification (diploma, bachelor, high diploma, master, doctorate) in the respondents' answers about the organizational immunity and the strategic capabilities of the company. Hence, the value of the probability of answering the organizational immunity was (0.224), and the calculated (F) value was (1.506), i.e., is lesser than its tabular value (4.044) and a degree of freedom (54), while the probabilistic value of the respondents' answers about the strategic capabilities of the company was (0.580) and the calculated value (F) (0.661). This result is confirmed by that the most members of society hold a bachelor's degree, which helped not to show any differences in the answer.

Administrative level

It was showed in Table 10 that there were no differences attributed to the administrative level (top management, middle management, lower management) in the participants' answers to the organizational immunity and the strategic capabilities of the company. The value of the probability of answering the organizational immunity was (0.804), and the calculated (F) value (0.219) which is less than its tabular value is (4.044) and with a degree of freedom (54), while the probabilistic value of the respondents' answers about the strategic capabilities of the company was (0.508) and the calculated value (F) was (0.687). This result means that the members of society have diverse and close-minded administrative levels, which made that no differences appeared in their answers.

Years of service

Finally, it was found that there were no differences attributed to the number of years of service in the response of the research community to the organizational immunity and the strategic capabilities of the company. The value of the probability of answering the organizational immunity was (0.552), and with a calculated (F) value (0.708), which is less than its tabular value (4.044), with a degree of Freedom (54), while the probabilistic value of the respondents' answers about the company's strategic capabilities was (0.716) and the calculated (F) value (0.453). Therefore, this finding indicates that the years of service is significantly related to the age variable, as most members of society have more than 15 years of service, which caused the absence of differences in their experiences. In light of has been explained, we conclude the rejection of the second main hypothesis of the research and the acceptance of the null hypothesis which states (there are no significant differences with statistical significance in the respondents' response to the research variables due to the personal and

functional variables represented by (gender, age, educational qualification, administrative level, years of service).

Conclusions and Recommendations

Conclusions

- The results of the research showed that there is agreement by the respondents to a medium degree for the variable of organizational immunity, as the order of its dimensions was descending as (organizational learning, organizational memory, and organizational genes).
- The strategic capabilities of the company did not achieve a level that satisfies the ambition, as the results showed that there is an agreement to a medium degree for the strategic capabilities variable, and the order of its dimensions was descending as (technological capabilities, marketing capabilities, administrative capabilities, and creative capabilities).
- The results indicated that there were no statistically significant differences in the participants' responses to the two variables of the research attributed to the personal and functional variables represented by (gender, age, educational qualification, administrative level, years of service).
- The research concluded that there is an effect of organizational immunity in enhancing the strategic capabilities of the company with an impact rate (55.3%).

Recommendations

- The research recommends to pay additional attention to organizational immunity as it is the immune shield of the organization that makes it conduct its business more efficiently and effectively by focusing on the adoption of electronically archived systems and benefiting from the expertise and experience of similar companies.
- The researched company is aware of the importance of the company's strategic capabilities as an important and essential resource for success and achievement of goals and an important competitive advantage that makes it superior to other competitors for its continued survival and growth through doubling the interest in human resources and motivating them by adopting fair incentive systems.
- The interest of the insurance company in the marketing capabilities as the main interface to attract the largest number of customers in order to preserve their money and property. That will be reflected on the company by increasing profits by focusing on various promotional practices.
- The researcher recommends for paying attentions to creators and providing a suitable work environment to benefit from them and improve the work presented to customers, as well as granting distinguished people financial and moral incentive rewards to motivate them to innovate.

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