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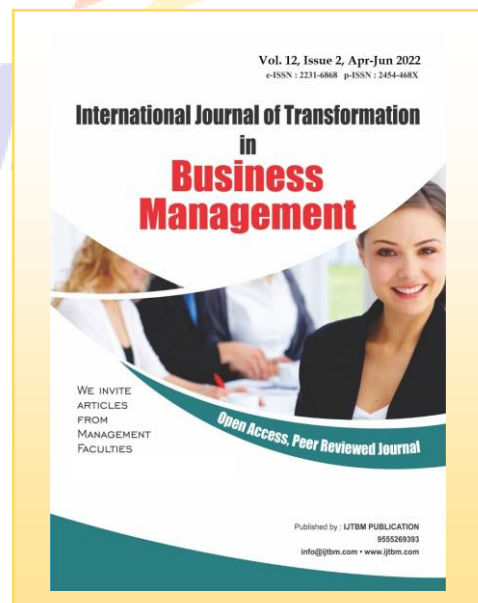
ORGANIZATIONAL IMMUNITY AND ITS ROLE IN
ACHIEVING STRATEGIC SUCCESS: APPLIED
RESEARCH AT THE GENERAL COMPANY FOR IRAQI
AIRWAYS

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INTRODUCTION

Organizational immune systems represent the firewall that protects the organization from external dangers and threats, and that provides an organization with immunity from the external environment and can add a competitive advantage to the organization if the organization's immune system is more powerful than competing organizations and thus increases the chances of the organization to outperform competitors and the success of the organization.

When the company loses its immunity. The first damage to this organization is the erosion of its cultural and social fabric. and therefore there will be a serious injury that the company will face, which is the organizational migration of its human capital that it owns, which is looking for another place, as well as the losses that the organization bears in preparing, training and increasing knowledge of its human resources

When the organization loses the organizational immunity, this means the loss of this immunity. If any organization is infected with an organizational disaster or an environmental virus, the first damage to this organization is the erosion of its cultural and social fabric. Consequently, there will be a serious injury that the organization will face, which is the organizational migration of its human capital that it owns and which is looking for another place, as well as the

losses incurred by the organization in preparing, training and increasing knowledge of its human resources.

Thus, this will lead to the organization's failure and strategic success, which does not stop at the mere acquisition of the organization or its possession of human, financial, material and media resources only, but that success depends on the correct and complete operation of those materials, and that success is a composite criterion that combines the concepts of effectiveness and efficiency and thus be more comprehensive than Either of them, and the organization is efficient when it can optimally invest the material and financial resources and information available to it.

Therefore, injuring the organization and losing its immunity will lead to the injury of all aspects that lead to strategic success, and consequently this will lead to the weakening of the organization and possibly its failure if the infections continue without proper treatment.

THE FIRST TOPIC: RESEARCH METHODOLOGY

First: The Research Problem

The research problem can be formulated through the following questions:

- 1- Can companies or organizations achieve organizational immunity?

- 2- Does organizational immunity contribute to the strategic success of the organization?
- 3- Is there a correlation between organizational resilience and the strategic success of the organization?
- 4- Is there an effect between organizational immunity and the strategic success of the organization?

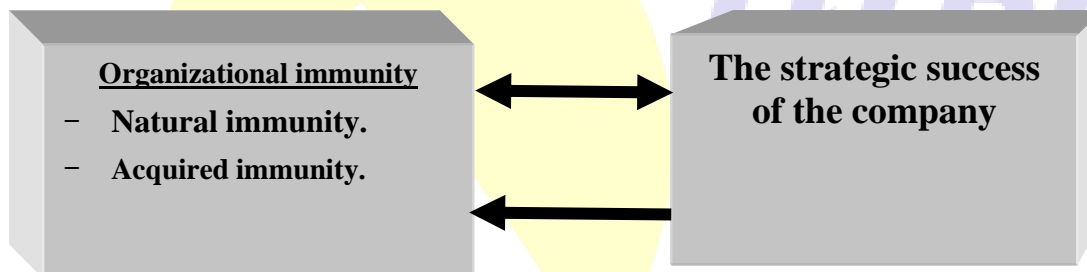
Second: The Importance of Research

The importance of the research can be summarized as follows:

The importance of the research is represented by the importance of the variables investigated, as the research deals with two important variables, namely, organizational immunity and organizational success. It affects organizations and that companies that do not enjoy organizational immunity will lead to the company being exposed to

Fourth: research model

The search model can be illustrated as in Figure (1).



diseases and breaches that may lead to the collapse of the organization or the company, and that the organizational immunity whenever it is high will lead to achieving the strategic success of the organization and adapting in the competitive environment

Third: Research Objectives

The main objectives of the research can be summarized as follows:

- 1- Understand what is organizational immunity.
- 2- Determining the relationship between organizational immunity and the strategic success of the organization.
- 3- Measuring the impact of organizational immunity on the strategic success of the organization in the company under study.

Fifth: Research Hypotheses

The research includes two main hypotheses, which are as follows:

- 1- The first main hypothesis: There is a significant correlation between organizational immunity and the strategic success of the organization.
- 2- The second main hypothesis: There is a significant effect between organizational immunity and the strategic success of the organization.

Sixth: Research limits

- 1- Temporal limits: which includes the duration of the research preparation during the academic year.(2022)
- 2- Spatial limits: The General Company for Iraqi Airways was chosen for the purpose of applying the research, and the questionnaire was distributed electronically and manually.

Seventh: Community and sample research

The General Company for Iraqi Airways was chosen as a community to conduct the research. The research sample was represented by (70) individuals working within the company who were related and knowledgeable in the subject of the research. The number of retrieved and valid questionnaires reached (55) questionnaires, while the other questionnaires were between (invalid and non-retrievable) For the purpose of analysis, it has been neglected.

Eighth: Metrics and statistical tools used

The research adopted a set of statistical methods for the purpose of data analysis, achieving the objectives of the study and testing its hypotheses using the (SPSS V.26) program (Excel).

THE SECOND TOPIC: LITERATURE REVIEW

First: the concept of organizational immunity

A man is described in the language as impervious or immune if he possesses the strong force that prevents others from harming him. In medicine, immunity is the body's ability to confront pathogens such as bacteria, viruses, fungi and cancer cells, eliminate them and prevent them from harming its organs and cells. Immunity The body's ability to resist certain harmful substances such as bacteria and viruses that cause diseases. The body defends itself against diseases and harmful organisms through a complex system, consisting of a group of cells, molecules and tissues, called the immune system, where this system provides protection against a variety of harmful substances that invade the body.

The immune system cannot protect the body from all diseases by relying only on itself, but sometimes it needs some help. Doctors give patients vaccinations to prevent some acute, life-threatening infections. Vaccines and serums enhance the body's ability to

defend itself against certain types of viruses or bacteria.

Immunity can be defined as a strength that the body acquires, which makes it incapable of any disease. (Al-Samman and Al-Dabbagh, 2020: 72), and (Fayrouz, 2017: 427) indicated that immunity is a feature that the body possesses, and it gives it the strength to resist diseases. (Alwan and Taleb, 2015: 48) believes that if an organization is infected with an organizational disaster or an environmental virus, the first damage to this organization is the erosion of its cultural and social fabric. Consequently, there will be a serious injury that the organization will face, which is the organizational migration of its human capital that it owns and which is looking for another place, as well as the losses incurred by the organization in preparing, training and increasing knowledge of its human resources.

(Abdul-Majid, 2016: 19) indicates that organizational immunity is part of the organizational entity of any company and its goal is to confront any external threat, risks or sudden environmental change that may target harm to the organization, so the reaction is direct from the immune system to it, as the organization is a vital part of the surrounding environment and interacts with him naturally and the task of organizational immunity is to protect the organization from any external threat.

Second: Types of Organizational

Immunity

(Fayrouz, 2017: 427), (Al-Ta'i, 2009: 11), (Alwan and Talib, 2015: 49) and (Abdul-Majid, 2016: 18) see that the organizational immunity is the same as the immunity possessed by any body, whether it is human or Animal or plant, and since organizations are part of the general environment that surrounds all the systems that fall under its influence, the organization is an integrated system and is part of the larger system, which is the external environment. The organizational immune system is formed because a set of basic components and functions are integrated with each other to fight the environmental virus or the organizational threats to which the organization's structure and structure may be exposed. Therefore, organizational immunity consists of two main types:

1. **Natural organizational Immunity:**

From the strategic point of view of some organizations, which have historical roots and face many dangers, and tried to fortify themselves and were successful in that, it is due to unearned natural defenses such as:

- **Competitive position**: It is one of the natural defenses that can help the organization to find a natural and sustainable immunity to the site selection process. He pointed out that there are two

main advantages that can be relied upon to determine the competitive position, namely that the greater the organization's share in the market, the more this indicates the strength of its competitive position and increase its potential returns. And when two or more different organizations partner, it will lead to the creation of a large customer base, which will increase sales, and this will be reflected in profits.

- **Decision-making rights:** Every individual in any organization makes decisions on an ongoing basis and tries to reach middle solutions, whether it is related to setting prices for customers, choosing a new project for financing with a limited budget, or defining goods and services that must be provided before others, and determines effectiveness in taking Such decisions to a large extent the success of the organization in the market The rights of decision-making are the first component unit that should be addressed by organizations that suffer from a dysfunction, as it is the basis for the effective renewal of organizations.
- **Information:** The lack of information for the organization leads to uncertainty when making decisions based on basic information, causing an imbalance in the communication arteries, causing them to stiffen, impeding the free transfer of

information, filling the system with empty calories, and misleading the body that believes that it is nourished, while it may be on The edge of organizational collapse, and here we must focus on the quality of information for its fundamental role in building solid decisions.

- **Motivations:** The issue of motivating employees to provide their best for their organizations is a very complex issue. Incentives are considered as equivalent to outstanding performance. The reward system plays an important role in motivating individuals to make efforts that lead to raising performance levels, which is reflected positively on the goals of the individual and the goals of the organization alike. Motivations are not limited to money but include goals, moral incentives, and employment opportunities that motivate employees to give them the necessary attention and reach them.
- **Organizational Structure:** The organizational structure is one of the most important components of the organization, which must be compatible with the external and internal environment to make appropriate changes. Despite the importance of the organizational structure and the possibility of impeding the progress of the organization if it is poorly designed,

it represents the culmination of reorganization efforts and not its foundation, knowing that the last four variables constitute what is called the DNA of organizations.

2. Acquired organizational immunity:

This type of organizational immunity is acquired after the organization's conflict with one of the environmental dangers or viruses in earlier times. Acquired organizational immunity is divided into:

– **Organizational immune cells:**

identifying the characteristics of the environmental or viral influence before the organization's departments, which infected a particular department, and this part was able to recover and have sufficient immunity against danger. These departments are called immune cells, and therefore these departments provide solutions, strategies and anti-viral treatment.

– **Organizational memory:** adding the mechanisms and means of treatment for the previous case to the memory of the properties equipped for that virus and knowing the mechanism of eliminating this foreign body in it if the organization was exposed to the virus itself.

– **Organizational vaccine:** Some organizations use external parties from which they take the vaccine to spread an

environmental virus. These parties are represented by consulting offices or intellectual capital in similar organizations, or by transferring knowledge, experience and skills from organizations that have already been exposed to such a virus. The use of a ready-made organizational vaccine is one of the strategies ready to eradicate. On such organizational diseases, most organizations try to use organizational partnership to eliminate organizational risks.

– **Benchmarking:** The organization is working here on workers compared to the organizations that have been exposed to one of the dangers represented by the environmental virus and what treatments have been used by these organizations that can be applied in the organizations affected by this virus. Through internal and external benchmarking, especially the strategic benchmarking, which is an organized process for evaluating alternatives and implementing strategies that have proven successful with the partners with whom the organization is strategically allied.

Third: Objectives of organizational immunity

Believes (Abdul-Majid, 2016: 21) that the goals of organizational immunity can be clarified as follows:

- 1- Protection of the administrative entity from all external factors and elements that may lead to a crisis and it is protection that ranges from the existence of basic, alternative and subsidiary systems, or the existence of multiple and double protection systems.
- 2- Protecting the administrative entity from all internal factors and elements that may cause a crisis for the organization, in particular from the occurrence of cases of lack of coordination between the departments and levels of the organization's community.
- 3- It acts as the first line of defense against violations and misconduct by managers within the organization.

Fourth: Indicators of the organizational immunity system

(Al-Samman and Al-Dabbagh, 2020: 74) explains that the assessment of the organization's immunity is a systematic project that includes complex factors and uncertainty factors. Therefore, a model for the organization's immune system was presented, which includes the following indicators:

- 1) The ability to recognize viruses: Organizations suffer from different forms of viruses in their external environment, and they also have their own immune system to resist many forms of risks and crises in their external environment, as the virus needs only a few resources to

survive, which is It infects the members of the organization, as the mechanism of infection explains how the organization has been affected by all its components and it is similar to the viral DNA, which is designed efficiently and accurately as an infectious agent, and any modification to the viral DNA has no effect, and opposes the values that the organization possesses, and will lead to the emergence of A strong organizational immune system causes the virus to be destroyed.

- 2) Characteristics of the organization: There are four directions and schools of thought in clarifying the characteristics of the organization, as the first and second orientation focus on the internal characteristics of businessmen and organizations, where the essence of the first model is the business owner and how to train him and his motives as the only driving force to raise the level of the organization, while the second model explains the characteristics of the organization with its standards, as we note that the rate of employment growth tends to decline with the age of the organization, and we note that the organization's location plays a major role in the practice of commercial activity and rapid growth, as well as the presence of many sectors in which the organization can operate at varying costs, The third and fourth orientations

illustrate external factors, personal and professional networks, and the business environment.

- 3) The ability to learn: There are two types of organizational learning. Single-loop learning enhances the diversity of knowledge by exploiting the content of existing knowledge. This occurs when knowledge workers share, exchange and collect knowledge under certain platforms. The other is double-loop learning. It transforms primary research from exploitation of existing knowledge towards exploration New knowledge Like new abilities, creativity and risk-taking, single-loop and double-loop learning is a cellular mechanism in which the immune system recognizes and eliminates foreign objects and pathogens.
- 4) The ability to respond to viruses: The important issue that affects the state of the organization to respond to viruses is the main reason for stimulating internal events and processes in the organization that may be affected by the occurrence of these events, so to protect the organization from deterioration, it is necessary to diagnose the sources of potential malfunction, as well as the weak links in The chain of functional processes in the organization. Diagnosing the main cause that motivates these accidents may be a challenging issue because: The nature of accidents may

change according to circumstances. and the lack of systematic methods that help to continuously monitor the potential sources of the triggering event. And the low level of forecasting the potential resources that exist for catalytic events, especially if they are external to the organization.

- 5) Organization's capacity for health care: The long-term economic health of a society depends on access to health care that is less costly, more efficient, and effective for its delivery system, as the executive managers and those responsible for directing their organizations must focus on planning well for goals and facing future challenges of factors Leading to a value-based payment and delivery model, where healthcare organizations have relied on transparency tools to provide patients and individuals with information about cost and quality of care, technology has been used to provide information to clients about comparing prices for common medical procedures, as well as providing information to employers and those responsible for Pay to work on reducing these expenses.

Fifth: The concept of strategic success

Success is what every person seeks with a specific mission in life and an organized plan based on clear stages and solid steps and

based on capabilities, qualifications, innovation and creativity. The available resources in a manner that achieves the highest returns from them, as well as satisfying the needs and desires of working individuals and raising their morale to enhance their desire and motivation to work. (Al-Ta'an, 2014: 209) indicates that strategic success is the organization's ability to stay in the field of business, adapt and respond, grow and continuously learn in light of the goals it seeks to achieve. And it was addressed (Al-Tamimi and Al-Khashali, 2015: 646) that survival and continuity of work represent the essence of strategic success, and the foundation represents the basis from which the institution can start to search for an appropriate situation to adapt to the surrounding environment, but adaptation will not be the desired state in the long term unless accompanied by growth. It has evolved towards achieving the planned goals and objectives, and this is what allows the organization to have more stability and survival and to achieve the pillars of strategic success represented by efficiency and effectiveness.

And (Jassim, 2014: 33) indicates that strategic success indicates the degree of commitment of service organizations towards the beneficiaries of their services, their evaluation of their satisfaction, and their levels of interest in the human capital working in them in the context of their quest

to stay in the field of competition first and adapt to successive environmental changes secondly and finally growth and then distinction over competing organizations. And perpetuating this to achieve its strategic objectives, ie its long-term aspirations.

(Saeed and Mahdi, 2017: 254) looked at it through successful leadership and management that understands the purpose of the organization and what is happening in the business environment, anticipates events and faces reality with a long-term view that focuses on critical success factors, competition that adds value to the customer and all stakeholders, It can communicate the vision, purpose, achievable goals and measurable goals, and works to develop new capabilities and knowledge capital, and its focus is external rather than internal, and it focuses on staff development, motivation, satisfaction, feedback, evaluation and review. (Al-Mukhtar, 2019: 27) refers to the above concepts, opinions and directions on strategic success. We can say that strategic success has indicators and implications that are summarized as follows:

- 1) The cornerstones of strategic success are survival, growth and adaptation.
- 2) Continuity and excellence make the organization strategically successful and support it in survival through its adaptation to its environment.
- 3) The organization's commitment to developing an efficient and effective

work strategy, which is the cornerstone of its strategic success, achieving its predetermined goals and objectives.

- 4) Any organization must place most of its focus on its intellectual capital with all its components and characteristics, as well as creating an effective organizational climate.
- 5) The strategic success is able to lead the organization to what it aims to achieve in terms of goals.

Sixth: The importance of strategic success

According to (Mohammed and Omar, 2018: 9) the importance of success occupied an important place in some studies and research, as its concepts developed through the organizational thought that preceded it with the concepts of efficiency and effectiveness. The strategy is easy to formulate but difficult to implement. A good strategy is one that can be implemented successfully, and sometimes the successful implementation of a strategy that has some flaws may be better than adopting a consistent strategy that cannot be implemented. It is achieved by the strategies it has adopted and the superiority of its construction and operations and its workers are characterized by a high understanding of their work and their commitment to achieving the results entrusted to them and their regularity in working in the form of teams and the low level of negative conflicts and their bearing responsibility and their

ability to solve problems and their continuous quest for quality improvement such as a set of administrative processes and is determined by the internal resources of the organization including It has tangible and intangible resources for the effectiveness and success of organizations that lead organizations towards Long-term excellence in which organizations can increase their success by providing appropriate methods and tools to enhance success and achieve their goals.

Seventh: Criteria for strategic success

(Muhammad and Omar, 2019: 10), (Jassem, 2016: 37), (Al Kubaisi and Hassan, 2017: 27), (Al Ani and Hamad, 2017: 219) agree that the criteria for strategic success begin with survival, pass through adaptation and end with growth, and these three stages It begins with the achievement of the goals that the organization seeks, and the criteria for strategic success can be addressed as follows:

1. **LITBM** Survival: Survival represents the essence of strategic success, because the mere survival of the organization in the circle of competition at the present time is considered a success in itself, due to the objective conditions under which the organization operates. The question that arises is whether the organizations are successful at the same level? Certainly not, as the survival is based and the basis

on which the organization can proceed to search for an appropriate situation to make more adaptations to the environment surrounding the organization in order to continue and grow. The survival of the organization is one of the basic activities that the strategic manager must pay attention to on the basis of one of the dilemmas that arise during the identification of long-term goals and the development of plans to achieve them, and the need to pay attention to survival, along with the growth and effectiveness of the organization according to a holistic vision, and to consider long-term survival as one of the goals. The strategy that links the organization's values and growth, especially in times of environmental turmoil, and enhances management's ability to adapt to changes in the strategic business environment. And that the organization's ability to survive is an implicit assumption that organizations begin and end with a mechanism of birth and annihilation similar to organic beings, including humans, and with the difference in talking about organizations that they do not fade easily and that they are able to survive even if they are not successful because the interests of a large number of individuals are linked to their cancellation, and what prompts many parties To search for new goals (real or

fictitious) to justify its continuation, or its transformation into another form of organization, as happened with (a number of Jordanian public organizations transformed into the private sector, such as the Transportation and Telecommunications Corporation, and the Jordan Electricity) taking into account the fact that their long-term survival It must create the future in light of the needs of its customers, seize new opportunities, and develop its competencies to prepare the infrastructure for the future.

2. Adaptation: Adaptation is one of the most critical factors in determining the survival or demise of the organization because changes in the environment can be tolerated for a short period of time, but flexibility (adaptation) in the context of changing conditions is necessary for the survival of the organization in the long run. It is one of the most important factors in transforming non-profit organizations into organizations. Educated and able to build their capabilities and maximize their performance in a way that enhances the importance of their adaptation to the environment in the context of their quest for further growth and the advancement of their social responsibility and competition among them to prove their value as it represents the important step

in finding a bridge between the always-moving environment that carries many surprises that the organization must anticipate for. And move towards containing these variables and bridging the gap between them and the external environment.

3. Growth: Growth is a natural and basic phenomenon as it is one of the complex, important and desirable processes that create a motive to seize opportunities and the availability of stimuli and capabilities to confront and adapt to the threats and challenges that surround the organization, and that growth is a stage of the life cycle of the organization through which it develops skills and knowledge To create value that makes them earn additional resources.

THE THIRD TOPIC: SEARCH RESULTS ANALYSIS

First: display the results

- 1- The results of the questionnaire in the General Company for Iraqi Airways: The research sample was chosen to include a group of employees in the General Company for Iraqi Airways for the purpose of answering the paragraphs of the questionnaire form, because the research axes are closely and clearly related to their administrative and technical tasks, and the researchers distributed (70) questionnaire forms received (55) A questionnaire was obtained from them, so that the size of the research sample was (55), and the results of their answers appeared as in Table (1) and Table (2).

Table (1) Frequencies of general data for the research sample in the General and Iraqi Airways Company

Qualification		Social status		gender		Length of service		individual's age		Administrative position		
Bachelor's degree and above	Diploma and lower	other	Married	female	Male	more than (5)	(5) years or less	more than (30)	(30) years or less	employee	Division official	Head of the Department
42	13	20	35	17	38	34	21	31	24	32	13	10
55		55		55		55		55		55		

Table (2) Frequency of responses to the paragraphs of the questionnaire for the opinions of the research sample (55) employees regarding independent and dependent research variables in the General Company for Iraqi Airways

n	Questions	Arithmetic mean	standard deviation
Organization immunity			
1)	The company's management adopts a flexible organizational structure.	4.22	0.84
2)	The company's management trains employees to develop their skills according to a programmed systematic plan.	4.43	0.63
3)	The company's management facilitates the sharing of knowledge gained from the employees' previous experiences.	3.98	1.05
4)	The company's management is benefiting from the lessons of the experiences it has gone through previously.	4.55	0.61
5)	The management of the company encourages the process of collective learning among the employees of the company.	4.13	0.88
6)	The company's management emphasizes the reliability of the information.	4.55	0.65
Total		4.29	0.52
strategic success			
		Arithmetic mean	standard deviation
1)	Staying competitive is a success in itself.	3.91	1.25
2)	Company management relies on technology to achieve a competitive advantage necessary to survive in the business world.	3.92	0.84
3)	The company is concerned with adapting to sudden changes in the political and economic environment.	3.74	1.00
4)	The firm faces difficulty in adapting to the rapidly changing environment due to the constraints placed on the firm's ability to change.	4.29	0.88
5)	The authority is delegated to the managers and experts in the departments to solve business problems.	3.76	1.00
6)	The growth of the company is one of the main goals that it seeks to achieve.	4.13	0.96
Total		3.91	0.63

2- Analysis of the level of responses of community members to organizational immunity: The responses of community members to the paragraphs of organizational immunity in general are completely towards agreement, as the weighted arithmetic mean reached (4.29), which is greater than the hypothetical arithmetic mean of (3), and the answers

of the community members were homogeneous and this means that This variable is very clear to members of the research community, according to their views, due to the high level of awareness of community members and their awareness of the importance of organizational immunity, as shown in Table (3).

Table (3) the level of community members' responses and their perceptions of organizational immunity

standard deviation	Arithmetic mean	Variables	n
0.52	4.29	organizational immunity	.1

3- Analysis of the level of community members' responses to the strategic success variable: The community members' responses to the paragraphs of the strategic success variable were oriented towards agreement, as the weighted arithmetic mean was (3.91), which is greater than the hypothetical arithmetic mean (test criterion) of (3),

and the community members' answers were homogeneous This means that this variable is very clear to the members of the research community, according to their views, due to the high level of awareness of community members and their awareness of the importance of strategic success, as shown in Table (4).

Table (4) the level of community members' responses and their perceptions of the strategic success variable

standard deviation	Arithmetic mean	Variables	n
0.63	3.91	strategic success	.1

4- Testing of correlation hypotheses: The first main hypothesis states (there is a significant correlation between the independent variable, organizational

immunity and strategic success), and from Table (5), which shows the Spearman correlation coefficient with the p_value), we note the following:

Table (5) Spearman's correlation coefficient with (p_value) between organizational immunity and strategic success

strategic success			independent variable
connotation	P_value	R	
having a connection	0.000	0.53	organizational immunity

The value of the correlation coefficient between organizational immunity and strategic success is (0.53), which is a direct and significant correlation coefficient, as the value of the P_value (0.000), which is less than the significance level (0.05), and this means that there is a positive significant correlation between organizational immunity and strategic success.

Testing the impact hypotheses: The second main hypothesis states (there is an effect between the independent variable organizational immunity and the dependent variable strategic success). From table (6), which shows the values of simple linear regression analysis of organizational immunity and strategic success, it is noted in Table (6).

Table (6) values of simple linear regression analysis of organizational immunity and strategic success

strategic success					independent variable	
indication	regression coefficients		R ²	P_value		F
	β	α				
Having effect	0.492)0.000(1.827)0.000(0.343	0.000	32.662	organizational immunity

As the value of (P_value = 0.000) For the F test, it is less than (0.01), which means that there is a significant effect below the level of significance (0.01) for organizational immunity and strategic success.

THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

1- Conclusions

- We conclude that the issue of organizational immunity is one of the important topics for most organizations because it contributes to being a firewall for the organization to protect it from all organizational dangers.
- We conclude that enhancing immunity, whether acquired or natural, especially in company departments and among working individuals, leads to achieving strategic success in the competitive environment.
- We conclude that the issue of motivating employees to provide their best for their organizations is a very important topic, and the incentives are the equivalent of outstanding performance and achieving immunity to them.
- They represent the sections infected with specific viruses and treated with immune cells. These sections present solutions, strategies and antiviral treatment for the environmental virus.

- Through the practical side, we conclude that there is a correlation between organizational immunity and strategic success.
- Through the practical side, we conclude that there is an impact relationship between organizational immunity and strategic success

2- Recommendations

- The General Company for Iraqi Airways should benefit more from other airlines, their global experiences, and the obstacles or viruses that infected their organizations.
- We advise the airline to establish more relationship and coordination with competing companies in order to benefit from them, whether from the negatives or positives they have been exposed to.
- Taking advantage of external parties to take the vaccine from them for the outbreak of an environmental virus, provided that it is similar to it, as it is one of the ready strategies to eliminate such organizational diseases.
- Attention to the organizational structure because it may hinder the progress of the organization if it is poorly designed. It represents the pinnacle of reorganization efforts.
- The need to raise awareness of the General Company for Iraqi Airways of

the importance of applying organizational immunity systems as one of the most important protection systems, through continuous training of employees

and an increase in the knowledge base of expertise and experience between former and new employees.

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