



## The Role of Organizational Resilience in Promoting Organizational Sustainability Study Exploratory Study at Al-Noor Private University

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### Abstract

This study aimed to determine the role of organizational resilience, with its dimensions (adaptation and change, experience, diversity, and creativity), in organizational sustainability, with its dimensions (social, economic, and environmental). The study field was Al-Noor Private University, and the study was conducted on a sample of 250 faculty and staff members. The study adopted a descriptive-analytical approach, using a questionnaire as the primary tool for collecting data related to the fieldwork, in addition to conducting personal interviews. The main and sub-variables were described, and the correlation, influence, and differences between them were analyzed to answer the questions related to the study problem and achieve its objectives. To process the data and information, a number of statistical methods were used, including (frequencies, percentages, arithmetic means, standard deviations, response intensity, confirmatory factor analysis, internal consistency, and questionnaire reliability measurement), using ready-made statistical software such as SPSS version 27 and AMOS version 24. To test the hypotheses regarding the correlation and influence between the main dimensions and variables and their respective dimensions. Based on the results of the statistical analysis, the study reached a number of conclusions, the most important of which is the existence of a significant correlation and influence relationship at both the macro and micro levels between organizational resilience and organizational sustainability.

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### Introduction

The rapid transformations in all fields, driven by technological developments, global openness between countries, and the increasing effects of globalization in its various manifestations, have led to significant changes in the orientations of individuals, societies, and organizations. These changes have not been limited to reshaping the economic landscape, but have also had a profound and direct impact on all areas of cultural and

social life. The education sector, in both its public and private aspects, is no longer immune to these effects, but has become at the heart of the development equation. Organizational

sustainability is one of the most important factors that help organizations, including higher education organizations, to face internal and external changes and challenges, and to confront crises by paying attention to economic, social, and environmental sustainability,

which ensures their survival and continuity in the competitive market, as well as their development and growth.

Achieving organizational sustainability also requires building strong internal capabilities, as organizational resilience has emerged as a vital requirement to ensure the continuity of organizations. Recent studies have focused on the role of resilience in universities and its direct impact on their ability to survive and continue. Organizational resilience plays an important role in bringing about positive changes that are reflected positively in general. Therefore, organizational resilience and its ability to face crises have become the key to its success, survival, and ability to increase its sustainability.

**First topic**

**Methodological framework of the research**

The section discusses the methodological framework, which represents a plan that clarifies the research problem and its importance, the justifications that prompted the research, as well as the goals that the researcher seeks to achieve, and the hypothetical research plan and its hypotheses, as follows:

**First: Research Problem**

Contemporary organizations face accelerating challenges in the form of technological changes, economic fluctuations, increased competition, and ongoing legislative and social pressures. Under these circumstances, the success or long-term survival of an organization is no longer solely dependent on its operational efficiency or traditional competitiveness, but is now linked to its ability to survive, endure, and achieve organizational sustainability in all its dimensions (economic, environmental, and social). (Andries & Czarnitzki 2014, 17))

Based on the above data, the research problem is formulated through a set of questions, namely:

What is the nature of the correlation and influence of organizational resilience in achieving sustainability at the university under study?

From the main question, a number of sub-questions emerge, the most important of which are:

1. What is the nature of the relationship between organizational strength and organizational sustainability at Al-Noor Private University?

2. What is the nature of the relationship of influence between organizational resilience and organizational sustainability at Al-Noor Private University?

**Secondly / The importance of the research**

The current study derives its importance from its variables that address the needs of organizations in general and higher education institutions in particular. The cognitive importance of the study is evident through the topic of organizational resilience and its role in achieving sustainability in the university under

study, which is one of the effective topics that enhances its ability to develop, formulate, and clearly interpret strategies, as well as providing the researcher with the scientific foundations that enhance his knowledge and develop his research capabilities and skills. The current study also contributes, as a scientific reference, to supporting and assisting researchers in the university field by researching a topic characterized by a small number of Arabic and Iraqi writings.

As for the field importance, the study will contribute to bridging the applied research gap regarding the impact of organizational resilience on achieving sustainability in the academic context, as it strengthens research that has linked the two variables within the scope of work of university organizations, which are the main pillar for achieving sustainable development.

**Third: Research Objectives**

1- Defining the theoretical dimensions of organizational rigidity

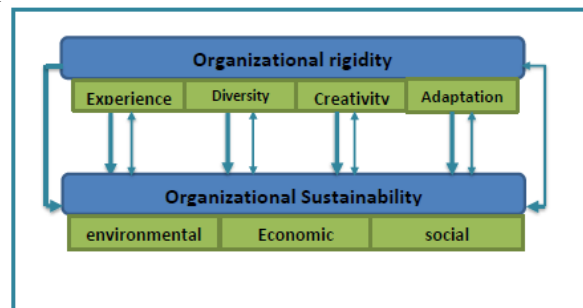
2- Understanding the nature of organizational sustainability theoretically and defining its dimensions

3- Analyzing the nature of the relationship between the two study variables, organizational resilience and organizational sustainability, at Al-Noor Private University.

2- Understanding the nature of the correlation and influence between organizational resilience and organizational sustainability at Al-Noor Private University

**Fourth: Hypothetical Study Plan**

After defining the research problem, its significance, and its objectives, it becomes necessary to draw the hypothetical study plan. The study plan provides a clear picture of the study and its central idea, illustrating the dynamics of the variables and the strength of their relationships. The hypothetical plan includes organizational resilience as an independent variable and a sustainable work organization as a dependent variable.



The plan was prepared by the researcher.

**Fifth: Study hypotheses**

The first main hypothesis

There is no statistically significant correlation between the dimensions of organizational resilience

(combined) and the dimensions of organizational sustainability (combined) in the organization under study, and the following sub-hypothesis arises from this:

**Sub-hypothesis** There is no statistically significant correlation between the dimensions of organizational resilience (individually) and the dimensions of organizational sustainability (combined).

**The second main hypothesis:**

There is no statistically significant effect of the dimensions of organizational resilience (combined) on organizational sustainability (combined) in the organization under study, and the following sub-hypothesis arises from this:

**Sub-hypothesis:** There is no statistically significant effect between the dimensions of organizational resilience (individually) and the dimensions of organizational sustainability (combined) in the organization under study.

**Sixth: Research Methodology**

The research adopted the descriptive analytical approach, which relies on data and information, and then analyzes and interprets them in order to reach the specific goal of the research. This approach is suitable for the current research, as it relies on a set of methods and approaches that researchers follow in order to reach the desired goal.

**Second topic**

**Theoretical framework of the research**

**First: The concept of organizational resilience**

This study highlights resilience in the sense of strength, flexibility, endurance, resistance, and the ability to adapt to crises and changes, as well as the potential for progress and prosperity, rather than rigidity and stagnation.

**where** The concept of resilience is fundamentally linked to adaptation and positive agreement in facing problems and difficulties. Issacson, 2002, 2) The term resilience also refers to the strength of flexibility in the face of shocks (Radi, 2008, 20). This term has been used to describe the ability to develop and has been linked to the concept of strength and toughness to describe the capabilities of individuals and organizations and their resilience to changes that occur in the internal and external environment of organizations and human societies (Al-Zubaidi, 2022, 166).

As he sees (270, Paton (2001) Resilience is a socio-cognitive process that enables individuals and communities to prepare for, respond to, and recover from disasters effectively.

And he knew her Ducheck, 2020, 220) )) It is the continuous ability of an organization to anticipate, absorb, and adapt to unexpected changes, shocks, or stresses, while maintaining its core functions, learning from crises, and developing its ability to perform in

complex and changing environments.

1	Al-Aboudi and Fattah 2023	The organization's ability to develop the basic system mechanisms to respond proactively and rapidly to all changes and crises that the organization faces is represented.
2	Haddad and Al-Ayafi 2023 (375, 376)	The organization's ability to respond to and prepare for emergencies and changes, and to control them in order to maintain its survival and competitive advantage, using flexible organizational tools and work procedures that enable employees to provide products and services appropriate to the changing needs of beneficiaries.
3	Sutcliffe 2003	An organization's ability to withstand, adapt to, and continue to perform efficiently and effectively in the face of crises, pressures, and changing and unpredictable environmental conditions while maintaining its core functions and structure includes resilience, flexibility, structural strength, continuous learning and development, and effective communication.

Within the framework of the current research, the researcher agrees with (Sutcliffe defines organizational resilience as the ability of an organization to withstand, adapt to, and continue to perform efficiently and effectively in the face of crises, pressures, and changing and unexpected environmental conditions while maintaining its core functions and essential structure.

**Thirdly / Dimensions of organizational resilience**

Many researchers have addressed different and multiple dimensions of organizational rigidity; researchers have examined (Wut, Lee, & Xu, 2022, 3) Dimensions of resilience in terms of perseverance, adaptability, and stability, in

order to enhance the organization's resilience in the face of crises and disasters.

While the researcher relied (Stephanie Duchek, 2019, 22)) on the dimensions of resilience represented by anticipation and adaptation to increase the resilience of the organization and how it copes with changes in its internal and external environment.

As for (Duchek, Raetze & Scheuch, 2019, 7) emphasized that diversity and experience are the basis of organizational strength and its most important dimensions.

As for (Al-Zubaidi, 2022, 61), he adopted the dimensions that were represented by adaptation and change, creativity, diversity, and experience as a basis for the resilience of organizations.

After reviewing a group of research papers and theses and noting that most researchers agreed on the dimensions of resilience, which are (adaptation and change, creativity, diversity, experience), and the extent to which these dimensions are compatible with the field and sample of our current study, which is Al-Noor Private University, the researcher decided to rely on them in her research.

Foremost among these is adaptation, which reflects the organization's ability to modify its organizational behavior and internal strategies in accordance with changes in the external and internal environment, making it more prepared to deal with crises and emergencies.

While change represents a dynamic dimension that is the organization's readiness to adopt the necessary transformations, whether at the level of structure, culture or systems, with the aim of achieving continuous development and maintaining competitiveness.

This is followed by creativity, which represents the primary driver for generating new ideas and providing innovative and unconventional solutions to the challenges facing the organization.

Diversity is also an important dimension that enhances the resilience of the organization by integrating different cultural and professional backgrounds, which contributes to broadening horizons of thinking and supporting the decision-making process with a higher level of inclusiveness and awareness.

Experience, on the other hand, serves as a supporting and complementary factor to the other dimensions, providing the necessary theoretical and practical foundation for understanding challenges, analyzing situations, and making effective decisions based on past experiences and accumulated knowledge. Experience is a crucial element in guiding innovation and change processes, ensuring that adjustments are balanced and grounded in a clear vision.

Integrating these dimensions harmoniously contributes to building more resilient, responsive, and innovative organizations, making them capable of achieving success in work environments that require strategic thinking and continuous mobility.

The first dimension: adaptation and change

The first dimension of organizational resilience is adaptation and change. Organizational change is defined as a fundamental modification of one of the organization's pillars (such as structure, culture, processes, or functions) in response to environmental or internal changes. Organizational adaptation, on the other hand, is viewed as the organization's ability to periodically and sustainably adjust its behavior and strategies to keep pace with these changes, not as a temporary measure but as an ongoing operational methodology. Adaptation is a fundamental element in building organizational resilience, as it makes the organization capable of absorbing shocks and adapting to environmental pressures without losing its identity or performance. This is demonstrated in the message through several pathways:

\*Distinguishing responses to change: Responses vary based on the type of organization (modernized,

transitional, traditional) and its internal capabilities, reflecting the extent of adaptation available internally.

\*Focus on the human element: The psychological and behavioral adaptation of employees is a key focus, directly linking individual adaptation to organizational resilience (El Jazzar, 2022, pp. 42-50).

And you see (2022, 547, Parinaz & Farid define organizational change as a deliberate and planned process aimed at reorienting or reshaping the structure, culture, or practices within an organization to align with internal or external developments. Adaptation, on the other hand, represents the dynamic response to these changes, reflecting an organization's ability to flexibly modify its behavior and strategies to remain effective and relevant to its environment.

Change can be radical and far-reaching, requiring effective adaptation systems at multiple levels. Adaptation within organizational change is not merely a survival tool, but a strategic component in building organizational resilience and the ability to transform confidently. Without a robust and integrated adaptive architecture encompassing people, systems, and culture, any change project, even a well-structured technical or administrative one, is at risk of failure or slowdown. Change is perceived as an accelerated and iterative process within organizations, necessitating an effective response from both individuals and the organization as a whole. (van den, 2021, 19)).

The researcher defines adaptation and change as the process of modifying the organizational structure, procedures, or strategies to suit the challenges posed by the external environment.

The second dimension: Creativity

Organizational creativity is a cornerstone of resilience and the ability to survive and thrive in constantly changing and uncertain environments. By generating new solutions and offering innovative alternatives to traditional practices, creativity provides organizations with an effective tool for dealing with crises and sudden upheavals, not merely as an intellectual activity, but as a strategic approach that enhances an organization's readiness to respond quickly and learn from experience.

Recent literature, including the study of (Musa & Enggarsyah (2024, pp. 307-309) argue that the relationship between creativity and organizational resilience is not unidirectional, but rather complementary and interactive. Creativity contributes to enhancing organizational readiness, while a resilient environment, in turn, fosters and further stimulates creativity. Therefore, integrating creativity as an integral part of organizational culture is a prerequisite for building organizations capable of resilience, not only in the face of crises, but also of achieving sustainable excellence amidst rapid change.

Creativity is defined as the ability to generate new, original, and useful ideas, processes, or products in a given context (37). (Amabile, 1996).

As for (Kurdi Ahmed Al-Sayed, 2010, 45), he defined organizational creativity as the ability of the organization to use the available capabilities in a new and innovative way that contributes to achieving goals efficiently and effectively, through the development of new products, services or administrative methods. Creativity is a new competitive advantage and a basic driver of international competition. Organizations race to acquire this advantage to enhance their strength, resilience, survival, continuity and prosperity in the long term. Through what the organization possesses of talented and creative minds, and despite its high costs, it represents a source of superiority and the creation of wealth and profits. Creativity is the generation of new ideas that have not been known before and are unfamiliar, and they must have tangible value, be practically applicable and useful.

We conclude that creativity, as mentioned, represents a competitive advantage that enhances the organization's sustainability, resilience, and ability to face crises by generating new ideas and innovative, unconventional solutions to overcome a crisis or disaster.

The researcher believes that the concept lies in being an administrative style that relies primarily on the human element by proposing distinctive solutions to problems, performing work in new ways and methods, and implementing creative ideas in order to develop production, the process, or the service.

The third dimension is diversity.

Diversity is one of the crucial dimensions that contribute to enhancing resilience in organizations, through the multiplicity of visions and thinking skills it provides, which supports the organization's ability to survive and respond effectively to changes.

(Abdul Basit Muhammad Hassan, 2005) indicates that the meaning of diversity is the existence of variation and difference between individuals or groups in qualities, characteristics, affiliations or viewpoints, such that this difference includes physical, cultural, social, psychological, cognitive and other dimensions.

In an organizational context, diversity refers to the differences among employees in ethnic, religious, cultural, educational, and professional backgrounds, as well as individual characteristics such as gender, age, and abilities. This diversity impacts work dynamics, communication styles, decision-making processes, and innovation. A diverse work environment signifies the presence of individuals with varied backgrounds, experiences, and characteristics within an organization, which enhances team dynamism and performance effectiveness when an inclusive and motivating

environment is provided. Robbins, S.P., & Judge, T.A (2019, 44).

As indicated (223-222, Ducheck (2020) in his study on the internal dynamics of organizational resilience found that diversity in teams and leadership teams supports the organization's ability to sense environmental changes early (sensing capabilities), and enhances its ability to make quick and effective decisions under pressure, which is one of the drivers of building resilience in the long term.

The researcher believes that the concept of diversity lies in it being an administrative style or pattern that allows the organization to achieve a good level of productivity and profitability, whether in goods or services, by using all the diverse capabilities and integrating them to work harmoniously and benefiting from the diverse skills of the employees and knowledge.

The fourth dimension/Experience

In an organizational context, experience refers to the cumulative body of knowledge, skills, and experiences that individuals and the organization acquire through practical application and exposure to diverse work situations. Experience is not limited to the individual level; it crystallizes at the collective level in the form of policies, procedures, or organizational habits shaped by past experiences. This experience constitutes a living knowledge base that the organization can utilize to make more accurate decisions, avoid recurring errors, and adapt to environmental changes. This enhances the organization's resilience and sustainability. This experience is stored within what is known as "organizational memory," either formally (documentation, databases, procedural manuals) or informally (verbal culture, implicit behavior).

Timo Vuori, 2016, 294-295) and others), define organizational experience as the number of tasks and activities that the organization has previously accomplished, and shows that its impact on organizational performance is positive in certain circumstances, and may be negative or have no impact in other cases.

The researcher believes that the concept of experience revolves around it being all the information, skills, values, and rules that have been acquired and stored over time and that can be used in solving problems and making decisions.

Section Two / Organizational Sustainability

First: The concept of sustainability

The concept of sustainability has received considerable attention in various fields and disciplines, including management, science, environment, and corporate social responsibility. This attention has contributed to the formation of different perspectives

across different disciplines in developing this multi-dimensional concept.

Sustainability is generally defined as the ability to continue, survive, and meet current needs without negatively impacting the ability to meet future needs. The Chartered Institute of People and Development in London defines it as follows: CIPD Organizational Sustainability is the ability of an organization to integrate environmental, social and economic dimensions into its strategic operations in a way that maintains a long-term balance by helping the business thrive in a changing and multi-challenging environment without affecting future needs and without compromising the rights of future generations (Zawawi and abdwahab, 2019, 397).

Sustainability today is a means for business organizations to improve productivity and achieve a balance with the requirements of the environment and the surrounding local communities. It also refers to the impact of organizations on the economic conditions of stakeholders and on economic systems at the local and global levels (Awad; 2020, 35).

Based on the opinions of some researchers with differing viewpoints and opinions on sustainability, the researcher seeks to present a number of concepts related to organizational sustainability according to the following table:

1	Sriathan et al 2020, 6)	The strategies that abilities, talents, visions, and leadership To organizations possess to bring about change are essential. Which business organizations face as drive sustainable challenges .economicand communityenvironmental pillars
2	Al-Sabawi, 2021, 34	On the conditions under which a decent livelihood can be Governor On with the governor Enough for humans and creatures secured According to a balanced system that allows for natural resources And others for current economicloyaltyandSocial requirements In a way that ensures the provision of survival Futuresgenerations Which was human according to the equationneeds and well-being established by the Almighty God.(The work of God, who perfected everything.)The
3	Al-Dulaimi, 2024, 74	An integrated methodology that takes into account social, economic, and environmental conditions to meet the needs of the present and future without compromising the ability of future generations.-

In this area, the researcher believes that organizational sustainability is a set of systematic capabilities adopted by the organization in order to ensure its continuity and ability to face the challenges it faces and external threats by adapting social, economic and environmental conditions, addressing weaknesses within the organization, and exploiting and investing in external opportunities in a timely manner without waste, while emphasizing that it does not affect the ability of future generations to obtain these resources.

Second/ Dimensions of organizational sustainability

First/ Economic organizational sustainability

The first dimension refers to financial and economic performance and the overall measure of the organization's general financial health over a specific

period of time, where without positive financial performance the organization may not be able to continue its business operations. Lee, et al, 2017:467).

Since the company's business practices within the economic system relate to the economy's ability, as one of the sustainability systems, to survive and develop in the future and aims to support future generations, the economic approach focuses on the economic value that the company provides to the surrounding system in a way that allows it to flourish and enhance its ability to support future generations. Alhaddi, 2015, 8).

Economic sustainability is based on economic growth and development, and it must be maintained within environmental limits through the interrelationships between people and their actions, their living environment, and government legislation. Thus, economic practices are the way in which the economy works in a sustainable manner that protects social and environmental elements (Al-Rumani, 2017, p. 45).

Researchers believe that organizational economic sustainability must ensure sufficient cash flow for liquidity by generating above-average returns for shareholders. To achieve economic sustainability, an organization must conduct its activities responsibly and recognizably, while also generating social and economic benefits for its stakeholders. Cella-De-Oliveira, 2013,964).

Secondly, social and organizational sustainability

The second dimension of organizational sustainability is social sustainability. Social sustainability focuses primarily on society and social development. It is achieved when an organization's processes effectively support its systems, structures, and formal and informal relationships, enabling current and future generations to build healthy and livable communities. Social sustainability also requires organizations to be responsible in their dealings with consumers, investors, the government, and employees, and to manage their internal affairs by motivating employees through mechanisms that increase the organization's value. Masochq, 2019, 8).

Social sustainability is defined as the process of promoting inclusive and resilient societies where citizens have a voice and governments respond to them. It is the process of increasing social opportunities for all citizens now and in the future. It is also a means of reducing poverty, hunger, and unemployment, and increasing social empowerment to achieve shared prosperity (Medhat Abu Al-Nasr and Yasmine Medhat Mohamed 2016).

Social sustainability includes many topics, including the sustainability of social resources (such as human resources working in the social sector, social services and social institutions, and civil society organizations...), the sustainability of social development and social justice, in addition to social

empowerment, popular participation, social support, coexistence, and working on equity in the field of health. It also includes preserving and developing human capital and social capital, preserving and protecting human rights, and the sustainability of social responsibility and human resilience and adaptation (Abu Al-Nasr 2024, 379-380).

Thirdly/ Environmental organizational sustainability  
Environmental sustainability relates to environmental safety and protection, highlighting the current generation's concern for the ability of future generations to meet their needs. Three traditional issues for environmental protection stand out: resource exploitation, emissions, and environmental damage and risks. Steuree, et al., 2005, p. 264.

Environmental sustainability is also defined as the ability of an organization to manage its environmental aspects or the overall behavior of the organization towards society, i.e., its total level of material consumption and emissions. Lee, al, 2007, p. 467).

Environmental sustainability refers to meeting the resource and service needs of current and future generations without compromising the health of the ecosystems that provide them. Environmental sustainability is a condition for the balance, resilience, and interdependence that allows human society to meet its needs while not exceeding the capacity of the supporting ecosystemsto continue regenerating the services necessary to meet those needs, and not through actions that reduce biodiversity. Morelii, 2011, 4) These pressures have already begun to threaten the foundations of growth and development. By 2030, more than one billion people are expected to live in areas of extreme water stress, and global terrestrial biodiversity is expected to decline by an additional 10%, leading to the loss of essential ecosystem services by 2050. Increasing levels of greenhouse gas emissions from transport and industry will also lead to an increase in the global number of deaths (OECD, 2015, 2).

Achieving environmental sustainability also requires designing and delivering products that comply with environmental requirements, making sustainability a primary goal when selecting new product components, choosing raw materials that preserve the biodiversity of natural resources, using sustainable energy sources,

paying attention to recycling, designing products in a way that makes them recyclable and reusable, and focusing on the safe disposal of waste. Organizations that adopt environmental sustainability achieve competitive advantages over other organizations that do not take the environment as one of their priorities. Moreli, 2011, 6).

Third section: The practical framework of the research  
1- Analyzing the correlation relationship

To determine the strength and direction of the relationship between two variables, the correlation coefficient between them is calculated. The nature of the relationship between the two variables—whether direct or inverse—is determined by the sign of the correlation coefficient. The closer the correlation coefficient is to one, whether positive or negative, the stronger the correlation between the two variables.

The first main hypothesis: There is no statistically significant correlation between the dimensions of organizational resilience (combined) and the dimensions of organizational sustainability (combined) in the organization under study.

Table shows the results of the first main hypothesis test as follows:

The results of testing the first main hypothesis show that the value of the correlation coefficient between the dimensions of organizational resilience (combined) and the dimensions of organizational sustainability (combined) reached(0.87), and this relationship was also direct, as evidenced by the positive correlation coefficient. Furthermore, the 95% confidence intervals were similar at a significance level of (0.05), with lower and upper limits of(0.941 and 0.800, respectively). In addition, this correlation appeared to be statistically significant, as indicated by a p-value of (0.002), which is less than (0.05). This supports the alternative hypothesis, which states that there is a statistically significant correlation between the dimensions of organizational resilience (combined) and the dimensions of organizational sustainability (combined).

Table () The relationship between the dimensions of organizational resilience (combined) and the dimensions of organizational sustainability (combined)

First variable	relationship direction	The second variable	Correlation value	95% Confidence Interval		Probability value P-value
				Lower	Upper	
Organizational rigidity	↔	Organizational Sustainability	0.87	0.800	0.941	0.002

Source: Prepared by the researcher in light of the results of the statistical analysis using software AMOS V.24 n=239

The following sub-hypothesis arises from the first main hypothesis:

Sub-hypothesis: "There is no statistically significant correlation between the dimensions of organizational resilience (individually) and the dimensions of organizational sustainability (combined)."

Table ( ) shows the results of testing the first sub-hypotheses above, as follows:

The results of the first sub-hypothesis test show that the value of the correlation coefficient between the adaptation and change dimension and the organizational sustainability variable reached (0.73), and this relationship was also direct, as evidenced by the positive correlation coefficient. Furthermore, the 95% confidence intervals were similar at a significance level of (0.05), with lower and upper limits of (0.827 and 0.600, respectively). In addition, this correlation was found to be statistically significant, as indicated by a p-value of (0.004), which is less than (0.05). This leads to the rejection of the null hypothesis and acceptance of the alternative hypothesis, which states that there is a statistically significant correlation between the adaptation and change dimension and the organizational sustainability variable.

It is also noted that the correlation coefficient between the diversity dimension and the organizational sustainability variable reached a certain value (0.81), and this relationship was also direct, as evidenced by the positive correlation coefficient. Furthermore, the 95% confidence intervals were similar at a significance level of (0.05), with lower and upper limits of (0.895 and 0.693, respectively). In addition, this correlation was found to be statistically significant, as indicated by a p-value of (0.003), which is less than (0.05). This leads to the rejection of the null hypothesis and

acceptance of the alternative hypothesis, which states that there is a statistically significant correlation between the diversity dimension and the organizational sustainability variable.

It is noted that the correlation coefficient between the creativity dimension and the organizational sustainability variable has reached (0.83), and this relationship was also direct, as evidenced by the positive correlation coefficient. Furthermore, the 95% confidence intervals were similar at a significance level of (0.05), with lower and upper limits of (0.909 and 0.730, respectively). In addition, this correlation appeared to be statistically significant, as indicated by a p-value of (0.003), which is less than (0.05). This leads to the rejection of the null hypothesis and acceptance of the alternative hypothesis, which states that there is a statistically significant correlation between the creativity dimension and the organizational sustainability variable.

Finally, it is noted that the correlation coefficient between the experience dimension and the organizational sustainability variable reached a certain value. The correlation coefficient was positive (0.80), indicating a direct relationship. Similarly, the 95% confidence intervals were similar at a significance level of 0.05, with lower and upper limits of 0.886 and 0.675, respectively. Furthermore, the correlation was found to be statistically significant, with a p-value of 0.004 (less than 0.05). This leads to the rejection of the null hypothesis and acceptance of the alternative hypothesis, which states that there is a statistically significant correlation between the experience dimension and the organizational sustainability variable.

Table ( ) The relationship between the dimensions of organizational resilience (individually) and the dimensions of organizational sustainability (combined)

First variable	relationship direction	The second variable	Correlation value	95% Confidence Interval		Probability value
				Lower	Upper	P-value
Adaptation and change	↔	Organizational Sustainability	0.73	0.600	0.827	0.004
Diversity	↔		0.81	0.693	0.895	0.003

First variable	relationship direction	The second variable	Correlation value	95% Confidence Interval		Probability value P-value
				Lower	Upper	
Creativity	↔		0.83	0.730	0.909	0.003
Experience	↔		0.80	0.675	0.886	0.004

Source:Prepared by the researcher in light of the results of the statistical analysis using softwareAMOS V.24 n=239

1-2-Analysis and testing of influence relationships

To complete the procedures for testing the hypothetical model presented in the current study, it is important to test the relationship of influence between the main variables as well as between their sub-dimensions in order to arrive at the correct testing of the main and sub-influence hypotheses, within the following paragraphs: The second main hypothesis: There is no statistically significant effect of the dimensions of organizational resilience (combined) on organizational sustainability (combined) in the organization under study.

Table () shows the results of testing the fourth main hypothesis, as follows:

The results of testing the second main hypothesis show that the organizational rigidity variable has a positive effect on the organizational sustainability variable, as

independent variable	Direction of influence	dependent variable	regression coefficient Estimate(β)	standard error of the regression coefficient Se.(β)	R2	95% Confidence Interval		Probability value P-value
						Lower	Upper	
Organizational rigidity	←	Organizational Sustainability	0.831	0.096	0.77	0.660	1.041	0.001

Source:Prepared by the researcher in light of the results of the statistical analysis using software(AMOS V.24) n=239:

First sub-hypothesisThere is no statistically significant effect between the dimensions of organizational resilience (individually) and the dimensions of organizational sustainability (combined) in the organization under study.

Table () shows the results of testing the first sub-hypothesis above, as follows:

Based on the results of testing the first sub-hypothesis, it is observed that the adaptation and change dimension has an effect on the organizational sustainability variable, and this effect is a direct one, as indicated by the positive sign of the regression coefficient.The estimated value (β) for the adaptation and change dimension was (0.675), and the standard error of the

evidenced by the positive sign of the regression coefficient.The estimated value (β) for the organizational rigidity variable was 0.831, and the standard error of the regression coefficient was 0.096. Furthermore, both the lower and upper limits of the 95% confidence interval (1.041 and 0.660, respectively) showed similar signals at a significance level of 0.05. This effect is statistically significant, as indicated by the p-value of 0.001, which is less than 0.05, meaning that organizational rigidity has a significant effect on organizational sustainability. Additionally, the coefficient of determination (CID) was 0.77, indicating that 0.77 of the changes in the dependent variable (organizational sustainability) are caused by changes in the independent variable (organizational rigidity).

Table (26) Results of the impact of the dimensions of organizational resilience (combined) on organizational sustainability (combined)

regression coefficient was (0.099). Furthermore, both the lower and upper limits of the 95% confidence interval (0.874 and 0.484, respectively) showed similar signals at a significance level of (0.05). This effect is not statistically significant, as indicated by the p-value of (0.003), which is less than (0.05). This suggests that there is no statistically significant effect of the adaptation and change dimension on the organizational sustainability variable.

Section Four: Conclusions, Recommendations, and Suggestions

First: Conclusions

1- There is a significant correlation between the dimensions of organizational resilience (combined) and the dimensions of organizational sustainability (combined), which indicates that Al Noor University possesses a good level of organizational resilience that

enables it to promote sustainable aspects within its operations.

2- There is a significant correlation between all dimensions of the organizational resilience variable (individually) and the dimensions of the organizational sustainability variable (collectively), which indicates that each dimension of organizational resilience contributes directly to enhancing organizational sustainability within Al-Noor Private University.

3. There is a significant impact relationship between the dimensions of organizational resilience (combined) and organizational sustainability (combined), which leads to the prominent role of organizational resilience in a sustainable work organization. This places upon the university administration the responsibility of paying attention to its capabilities and continuously developing them in order to enable it to achieve sustainability.

4. There is a significant impact relationship for all dimensions of the organizational resilience variable (individually) in the dimensions of the organizational sustainability variable (collectively), which indicates the ability of Al-Noor Private University to employ the dimensions of organizational resilience in supporting the university's continuity towards organizational sustainability.

Second: Recommendations and proposals

Based on the findings of this study, and drawing on previous theoretical literature, the researcher found it necessary to present the following proposals.

1. The leadership at Al-Noor University must focus on strengthening organizational resilience and making it an administrative approach used in building a sustainable university through the following mechanisms:

- Spreading the culture of organizational resilience by organizing and holding a series of seminars and conferences that highlight the importance of organizational resilience in universities, which contributes to clarifying the value of a strong organization and encourages openness to ideas
- Developing the university's human resources by encouraging members of the university community, including faculty members and their assistants, to engage in constructive discussions and present creative and innovative ideas.
- Providing the necessary material, technological and financial capabilities to ensure organizational strength in universities; this is achieved by finding alternative and additional funding sources, such as partnerships between different community organizations and universities, and maximizing the use of available resources in the university to serve its goals.

2. The leadership at Al-Noor University is required to prioritize a sustainable approach, as it plays a vital role in developing the university's competitive position and giving it a competitive edge compared to its peers, in

addition to enhancing its reputation, which strengthens its social standing and ensures its continuity. This can be achieved through the following mechanisms:

a) Making the Sustainable Development Goals a part of the university's culture and values, and including them in the university's educational and research plans.

b) Incorporating the Sustainable Development Goals into the university's vision, mission, objectives, and values.

3/ Since the social sustainability dimension received the lowest levels of relative importance according to the practical test tables, the researcher suggests the following to increase the activation of social sustainability at the university.

A- Integrating social sustainability concepts and practices, such as the university's social responsibility, equity and inclusion, and the Sustainable Development Goals, into core and specialized courses by developing mandatory courses for all university students entitled Sustainability and Citizenship or Sustainable Development and Social Impact.

B- Supporting scientific research aimed at social impact by encouraging and directing scientific research, master's theses and doctoral dissertations to solve local and organizational social problems in the university and the community.

C - Establishing a University Center for Community Service and Problem Solving: This proposal transforms the university from a mere educational institution into an institution of expertise for the community by establishing a specialized center comprising experts from various faculties (engineering, management, law, health, etc.) to provide free or low-cost consulting and applied services to the local community and non-profit organizations.

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