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The Impact of Organizational Flexibility on Reducing Job Dissatisfaction: The Mediating Role of Organizational Integrity

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Abstract:

This research aims to study the impact of organizational Flexibility on reducing employee dissatisfaction through the mediating role of organizational integrity. The goal is to decrease employee dissatisfaction and negative behaviours towards management and the work environment by enhancing the legal department's ability to respond quickly to these behaviours and feelings amidst rapid environmental changes. The aim is to create an alignment between flexible organizational capabilities and the department's values to foster a healthier and more stable work environment. To build flexible organizational structures and promote a culture of integrity, the descriptive-analytical approach was adopted, utilizing an electronic questionnaire and a random sample of 107 employees from the study population (the legal department), which totalled 148. Data were collected and analysed using a set of statistical tools and software programs ((Spss v.26, Amos v.26), the results showed a direct effect of organizational Flexibility in reducing job dissatisfaction and an indirect effect of the mediating role in the relationship between organizational Flexibility and job dissatisfaction, as the role of organizational Flexibility faded with the presence of organizational integrity, which confirms its importance in promoting ethical values and transparency within the work of the department as working mechanisms to reduce the phenomenon of dissatisfaction, raise the efficiency of its employees and improve their quality of life.

Keywords: organizational Flexibility, employee dissatisfaction, organizational integrity.

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تأثير المرونة التنظيمية في الحد من التذمر : الدور الوسيط للنزاهة التنظيمية

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المستخلص:

يهدف هذا البحث إلى دراسة أثر المرونة التنظيمية على الحد من استياء الموظفين من خلال الدور الوسيط للنزاهة التنظيمية. ويتمثل الهدف في تقليل استياء الموظفين والسلوكيات السلبية تجاه الإدارة وبيئة العمل، وذلك بتعزيز قدرة الإدارة القانونية على الاستجابة السريعة لهذه السلوكيات والمشاعر في ظل التغيرات البيئية المتسارعة. كما يهدف البحث إلى تحقيق التوافق بين القدرات التنظيمية

المرنة وقيم الإدارة، بما يسهم في خلق بيئة عمل أكثر صحة واستقراراً. لبناء هياكل تنظيمية مرنة وتعزيز ثقافة النزاهة، تم اعتماد المنهج الوصفي التحليلي، باستخدام استبيان إلكتروني وعينة عشوائية من 107 موظفين من مجتمع الدراسة (القسم القانوني)، الذي بلغ إجماليه 148 موظفًا. جُمعت البيانات وُحلت باستخدام مجموعة من الأدوات الإحصائية وبرامج الحاسوب (SPSS) الإصدار 26، و Amos الإصدار 26. (أظهرت النتائج تأثيرًا مباشرًا لمرونة الهيكل التنظيمي في الحد من عدم الرضا الوظيفي، وتأثيرًا غير مباشر لدورها كوسيط في العلاقة بين مرونة الهيكل التنظيمي وعدم الرضا الوظيفي، حيث تضاعف دور مرونة الهيكل التنظيمي مع وجود النزاهة التنظيمية، مما يؤكد أهميتها في تعزيز القيم الأخلاقية والشفافية داخل القسم كآليات عمل للحد من ظاهرة عدم الرضا، ورفع كفاءة الموظفين، وتحسين جودة حياتهم.

الكلمات الدالة: المرونة التنظيمية، التزمير الوظيفي، النزاهة التنظيمية.

1- Introduction

In today's dynamic work environment, organizations are constantly striving to implement changes related to modern technologies and management methods. When implementing these changes, it becomes essential to reshape the mindset of employees to align with the demands of the new phase. Failure to adapt to change can lead to negative consequences, most notably the emergence of resistance behaviours. Studies since the 1980s have shown that the primary challenge to introducing new technologies lies in employee resistance, defined as opposition to or obstruction of new initiatives. This resistance manifests in behaviours ranging from non-cooperation and apathy to deliberate sabotage and sabotage. From a management perspective, this resistance ranges from subtle negative manifestations (such as ignoring or neglecting) to active and overt behaviours. In times of sharp fluctuations and instability, the need arises to develop organizational resilience and adaptability to unforeseen events, as well as the ability to recover from crises and transform challenges into future opportunities. Organizational Flexibility thus acquires particular importance, representing a crucial factor in confronting crises and threats, and in seizing competitive opportunities. It is not limited to adaptation alone, but also empowers the organization to respond effectively to sudden changes, ensuring its long-term sustainability. In the search for deeper explanations of resistance behaviours, the term "workplace grumbling" emerged as a form of resistance manifested in workplace conversations. Grieving is defined as a systematic expression in which employees present differing perceptions of reality and attempt to persuade others of their viewpoints based on their own experiences. Despite the existence of related studies, most have focused on flexibility as an arrangement or human resource strategy, rather than addressing it as a comprehensive organizational capacity in its direct relationship to employee dissatisfaction. Furthermore, integrity has often focused on reducing burnout or fostering trust and commitment, rather than acting as a mediator to explain how organizational flexibility can lower levels of employee dissatisfaction. Behavioural integrity, on the other hand, is a fundamental structure upon which organizations are built at all levels, whether at the individual level of leaders and employees or at the level of the organizational system as a whole. Integrity is an essential quality that should be present in all individuals within an organization. It represents a key requirement that empowers leaders to take responsibility, be transparent, and communicate effectively with subordinates and the public. Therefore, the research problem lies in the increasing manifestations of job dissatisfaction among employees in organizations and its resulting negative impact on organizational performance. This necessitates studying the factors capable of mitigating this phenomenon. Among these factors, organizational Flexibility and behavioural integrity stand out as two key variables that can contribute to reducing dissatisfaction and fostering a positive work environment.

2- Literature Review

A- The concept of Organizational Flexibility

Organizational Flexibility is a relatively recent concept in the field of management, although it has long been used in the natural sciences. (Rios, 2019:9) defines organizational Flexibility as the ability

of an organization to adjust its boundaries or adopt temporary, reversible arrangements at the cognitive and individual levels. This makes it more suitable for describing the adaptation process that enables organizations to develop their resources and capabilities, rather than simply reverting to their previous state after crises. In this context, (Richards, 2020:1) indicates that organizations that demonstrate a dynamic response to sudden changes and are able to quickly return to a state of effectiveness are considered flexible organizations. (Secchi, 2011:10) argues that business success in a competitive environment requires organizations to be "flexible" enough to respond effectively to complex market changes. Furthermore, (Yousaf & Majid, 2018:2) explain that organizational Flexibility is a mechanism for adapting in dynamic environments by repurposing resources and capabilities and managing change in a way that supports organizational performance and sustainable growth. Karmna (2012:934) emphasizes that its importance lies in its direct impact on the organization's value and strategic success, through aligning its strategies with the requirements of the external environment and enabling it to respond quickly to unexpected events. It is represented by four dimensions:

- **(Cognitive Flexibility:** It is defined as the mental capabilities that enable an individual to acquire new skills and adapt to changing environments. This has been explained (Willis & Schaie 2009:376) Cognitive Flexibility is linked to an individual's ability to improve their mental functions through learning and practice, while (Gabrys et al., 2018:1-2) indicated that it plays a crucial role in promoting goal-oriented behaviours and facilitating adaptation to new organizational situations. This Flexibility represents individuals' ability to restructure their knowledge and ideas to suit changes, thereby enhancing their organizational effectiveness.
- **Physical Flexibility:** This refers to the ability of individuals to adapt physically and psychologically to changes in the work environment, ensuring continued efficient performance. (Kratochvíl & Saxlová 1996:495) Physical resilience encompasses an individual's productive capacity and ability to respond to sudden changes in tasks by managing stress and controlling pressure. This resilience is a fundamental dimension for maintaining a balance between the physical and mental health of employees, thereby enhancing performance continuity and productivity.
- **Developmental Flexibility:** This refers to the ability of an organization and its members to reshape work processes and adapt to different environmental and organizational conditions in a way that ensures sustainable development. This has been shown to be (Uller et al., 2020:1) state that developmental Flexibility acts as a bridge between environmental and developmental dimensions, contributing to improved quality of work life and supporting strategic performance. Novoplansky (2002:179) also emphasized its importance in maintaining high levels of individual and organizational performance, even under pressure and with diverse resources.
- **Environmental Flexibility:** This represents the response of individuals and organizations to external environmental changes and their ability to adapt to them. It has been noted that.(Richards, 2020:5) indicated that it reflects the direct influence of environmental forces on employee behaviour, including work-life balance. Chambers et al. (2019:1-2) explained that environmental resilience is measured by the ability of organizational systems to restore their functions after a disruption, while (Angeler et al., 2017:1) addressed this dimension as a mechanism that allows individuals to maintain psychological and physical equilibrium by adapting to stimulating or stressful environments.

B- The concept of organizational integrity

Integrity is linked to an individual's value system, including principles, ethics, honesty, and sincerity (Krylova et al., 2017:2). Palanski & Yammarino (2007:173) identified five essential elements that constitute the concept of integrity: perfection, consistency between words and deeds, consistency in

times of crisis, self-honesty, and ethical conduct (Krylova et al., 2017:3) defined it as an individual's trustworthiness through keeping promises and adhering to values. Prottas & Nummelin (2018:412) indicated that it relates to subordinates' perception of the extent to which leaders' or managers' words align with their actual practices. Gatling et al. (2020:3) explained that it means credibility embodied in the alignment of words with actions, while Simons et al. (2015:233) demonstrated that behavioural integrity has organizational, individual, and social effects, most notably fostering trust and organizational commitment. The main dimensions of organizational integrity can be summarized as follows:

- **Focus on efficiency:** It relates to an individual's abilities, skills, and knowledge in performing tasks efficiently and avoiding waste (Haris et al., 2023:31). Organizational efficiency means the ability of organizations to avoid wasting resources (materials, energy, effort, money, and time) in doing something or achieving a task, as it is measured by timely decision-making and customer satisfaction (Chinyere, 2022:4).
- **Operating controls:** These are the control procedures that improve performance and support organizational goals, while promoting participation and job satisfaction (Lawrence et al., 2018:147). (Cardinal et al., 2017:563) believes that operational controls should promote participation, identification, motivation, and job satisfaction of members, because organizational membership is an important part of the social life of members in the organizational workplace of the organization.
- **Principles and purpose:** It refers to the values that guide managerial behaviour and provide a basis for good governance and sound decision-making (Zlătescu & Marinică, 2021:13). Principles guide the thoughts and actions of employees and can be considered one of the most important aspects of group culture. Values are guiding principles used to arrive at correct decisions and explain the reason for existence (Meechana et al., 2022:215).
- **core values:** These are the core beliefs that determine the internal behaviour of the organization and its relationship to its external environment (Ratana, 2022:8). Both (Barchiesi & Colladon, 2021: 5-6) indicated that core values refer to the correct behaviour that organizations must maintain because of the common standards of the systems in which they operate.
- **Culture:** The culture of integrity represents an ethical standard that promotes cohesion and creativity, and is influenced by internal and external factors, and forms the basis of organizational stability (Xu & Yang, 2020:44). It should be noted that organizational culture is the basis of organizational integrity, which ensures a good relationship between different levels of values, organizational structure, and organizational stability (Mingaleva et al., 2022:7).

C- The concept of job dissatisfaction

Work-related stress is one of the most prominent factors contributing to the rise of dissatisfaction among working individuals. Non-traditional forms of employment – such as part-time work, temporary contracts, and irregular working hours – have contributed to reinforcing this behaviour, making working life more precarious and unstable. (Pouliakas & Theodossiou., 2010:1). Complaining is viewed as a behavioural component of resistance to change, where employees express their opposition or protest through conversations with management or colleagues (Laumer et al., 2014:3). In this context (Uémoto., 2018:14) explains that complaining is a disruptive organizational behaviour that may manifest as raising one's voice, deteriorating relationships among employees, or even directing reprimands during work. (Alagappar & Kumar., 2015:1) define it as an expression of discontent or resentment and dissatisfaction with the work environment, taking various forms such as speaking negatively about colleagues and criticizing them behind their backs, or showing

resentment towards superiors and colleagues during work. Mahmud et al. (2017:165) view grumbling as a form of rejection that contrasts with acceptance, reflecting a clear opposition to the introduction of new ideas or changes within the organization, along with a tendency to support the status quo and discourage employees from embracing development. Therefore, workplace grumbling is considered a one-dimensional variable, consisting of ten items measured using the scale developed by Laumer et al. (2014), where most items focus on expressing protest and resisting organizational changes.

3- Objectives:

- A- Measuring and analysing the level of organizational Flexibility in its dimensions (cognitive, physical, developmental) in the legal department under study.
- B- Measuring and analysing the level of organizational integrity in its dimensions (focus on efficiency, operating controls, principles and purpose, core values and culture) in the legal department under study.
- C- Measuring the level and analysing job dissatisfaction in the legal department under study.
- D- Testing the mediating role of organizational integrity (partial or total) in the relationship between organizational Flexibility and job discontent.

4- Importance:

- A- Reducing employee turnover rates to retain talent and expertise and minimize dissatisfaction.
- B- Enhancing organizational performance by adopting organizational Flexibility and organizational integrity to achieve higher levels of performance and productivity.
- C- Providing valuable information that helps decision-makers support managerial decision-making and develop effective human resources policies and strategies that focus on Flexibility and integrity.
- D- Enhancing the legal department's ability to face challenges in light of changes and crises makes Flexibility and integrity important tools that help it adapt easily.

5- Research hypotheses:

- A- Hypothesis 1: There is a statistically significant effect between organizational Flexibility and job discontent.
- B- Hypothesis 2: There is a statistically significant effect between organizational Flexibility and organizational integrity.
- C- Hypothesis 3: There is a statistically significant effect between organizational integrity and job dissatisfaction.
- D- Hypothesis 4: Organizational integrity mediates the relationship between organizational Flexibility and job discontent.

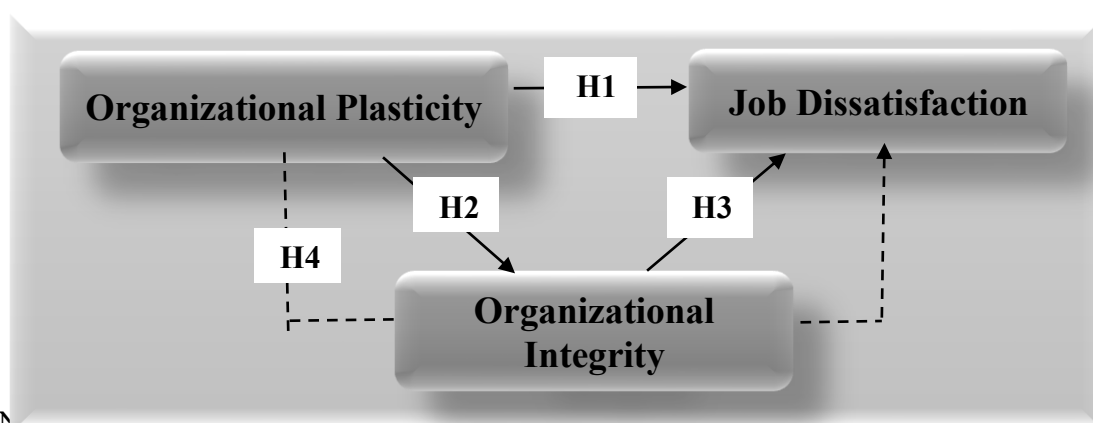


Fig.1 The hypothetical model prepared by the researcher

6- Research Methodology

The researcher adopted the descriptive analytical approach to study the relationship between the variables "organizational Flexibility, job dissatisfaction, and organizational integrity" and analyzed that relationship using a set of statistical tools through the programs (SPSS v.26, Amos v.26), by selecting a random sample of 107 from the study population, and justifications for choosing the legal department in the Ministry of Higher Education and Scientific Research is that it faces many challenges and pressures in its work and is subject to high requirements of integrity and transparency due to its connection with the interpretation and application of the law and regulations, which makes the concept of integrity a suitable focus for the study. which consists of 148, representing 72%. The questionnaire was one of the main tools for obtaining the data, which was developed and based on approved measures for the variables that were tested and whose validity was confirmed through Cronbach's alpha. Its suitability and consistency with the chosen study environment ranged between (94-96) for the three variables. It was distributed electronically and then statistically analysed using descriptive analysis of demographic variables, correlation coefficient, and structural equation modelling to reach the direct and indirect impact of the variables. The organizational Flexibility variable was measured based on Richards, 2020, job dissatisfaction based on Spector, PE (1985), and organizational integrity based on (Al-Ta'i et al., 2017, Al-Hasnawi, 2015).

7- Results and Discussions

Descriptive analysis of demographic information

We note from Table (1) below that the percentage of males exceeds the percentage of females by 23%. This confirms that the legal department relies mostly on males and has not given females the opportunity, which is reflected in achieving a balance of power and building flexible structures to promote a culture of integrity, improve quality of life, and reduce discontent. It shows that most of them are between 30-45 years old and have more than 10 years of service. Also, the largest group of them hold bachelor's and master's degrees, which indicates that they are more experienced and knowledgeable in their field of work, but they need support and assistance from their superiors to create a kind of overlap between flexible organizational capabilities and values to create a healthy and more stable environment.

Table 1 Description of the study sample

Identification Information	Classification	Total Number		Percentage	
Gender	Male	65	107	61%	100%
	Female	42		39%	
Age	Under 30	19	107	18%	100%
	30-45	47		44%	
	Over 45	41		38%	
Academic Qualifications	Bachelor's	60	107	56%	100%
	Master's	36		34%	
	Doctorate	11		10%	
Years of Service	Less than 5 years	25	107	23%	100%
	5-10 years	12		11%	
	Over 10 years	70		66%	

Description and diagnosis of the Organizational Flexibility variable

Table (2) shows the descriptive measures of the organizational Flexibility variable, which consists of four Dimensions came after environmental Flexibility in terms of ranking. First With an arithmetic mean of (2.743) and a standard deviation of (1.0231), it ranked second in terms of Importance The coefficient of variation reached (37.298), while the cognitive Flexibility dimension obtained the lowest arithmetic mean of (2.495(with a standard deviation)1.1450And it came in fourth place And the last In terms of Importance The coefficient of variation reached (45.891This indicates that the department under study achieves average levels of organizational Flexibility in most of its dimensions and suffers from a relative weakness in the cognitive Flexibility aspect, which may require some attention to enhance this aspect through the development of continuous learning and thinking skills among the employees working in that department.

Table 2 Descriptive measures of the Organizational Flexibility variable

Organizational Flexibility	Dimensions	M	St	CV	Prio
	Cognitive Flexibility	2.495	1.1450	45.891	4
	Physical Flexibility	2.651	0.9684	36.529	1
	Developmental Flexibility	2.521	1.0651	42.249	3
	Environmental Flexibility	2.743	1.0231	37.298	2
Total		2.6025	1.0504	—	—

Description and diagnosis of the Organization Integrity variable

We observe from Table No. (3) the descriptive measures of the organizational integrity variable consisting of five dimensions, with intrinsic values coming in the rank First In terms of the arithmetic mean of (2.642(with a standard deviation)1.1154And it ranked third in terms of Importance The coefficient of variation reached (42.218), while after focusing on efficiency, it obtained the lowest arithmetic mean of (2.436) with a standard deviation of (1.0404He came in fifth place .And the last In terms of Importance The coefficient of variation reached (42.709This indicates that the department under investigation exhibits an average level of organizational integrity, and that the operational controls dimension represents the element The strongest However, the focus on efficiency represents a weakness that needs support, development, and employee motivation. Achievement Continuous work and the provision of training programs that will help in administration Time and improvement productivity The work reduces the variance across all dimensions. The other.

Table 3 Descriptive measures of the Organization Integrity variable

Organizational Integrity	Dimensions	M	St	CV	Prio
	Focus on efficiency	2.436	1.0404	42.709	5
	Operating controls	2.512	0.9477	37.726	1
	Principles and purpose	2.452	1.0386	42.357	4
	Core values	2.642	1.1154	42.218	3
	Culture	2,500	1.0011	40.044	2

Total	2.508	0.9974	—	—
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Description and diagnosis of the Job Dissatisfaction variable

Table (4) shows the descriptive measures of the job dissatisfaction variable. Which represents one-dimensionality, which came at an average level as the arithmetic mean reached (2.412(with standard deviation)0.9312The coefficient of variation (38.606) indicates high dispersion in Answers The sample group's high level of job dissatisfaction is a concern for the department under investigation and requires follow-up to improve working conditions, increase motivation and rewards, enhance fairness and transparency in policies, and establish channels to identify employee challenges and develop solutions. and procedures Which helps improve their careers To contribute In terms of stability and institutional affiliation.

Table 4 Descriptive measures of the Job Dissatisfaction variable

Variable	M	St	CV	Prio
Job Dissatisfaction	2.412	0.9312	38.606	—

Testing research hypotheses

We observe from the table (5) The value of (F) The value of the organizational Flexibility variable reached (570.925), which is greater than the critical value of (3.084). This indicates that organizational Flexibility has an effect on job dissatisfaction at a significance level of (0.05), and confirms the first hypothesis (that there is a statistically significant effect between organizational Flexibility and job dissatisfaction). Furthermore, the value of (R²) reached (0.845), which shows that the organizational Flexibility variable and its dimensions explain (84%) of the variables affecting the job dissatisfaction variable, while (16%) are attributed to other variables. Additionally, the value of (β) reached (0.837), meaning that a one-unit change in the organizational Flexibility variable leads to an increase in the job dissatisfaction variable. By amount (83%).

Table 5 The impact of Organizational Flexibility on Job Dissatisfaction

Independent variable	F	β	R2	sig	dependent variable
Organizational Flexibility	570.925	0.837	0.845	0.001	Job Dissatisfaction

We observe from the table (6) The value of (F) For the organizational Flexibility variable, the amount was (2336.74This is greater than the tabulated value of (3.084), which indicates that there is an effect of organizational Flexibility in Organizational integrity at the significance level of (0.05), and confirms what was stated in the hypothesis. Second(There is a statistically significant relationship between organizational Flexibility and organizational integrity.), and the value of (R2) reached (0.957This shows that the organizational Flexibility variable and its dimensions are explained by a percentage of (95% of the variables that affect a variable Organizational integrity and the ratio (5% refers to other variables, as does the value of (β) It reached (0.955That is, a change of one unit in the organizational Flexibility variable leads to an increase in the job dissatisfaction variable .By amount(95%).

Table 6 The impact of Organizational Flexibility on Organization Integrity

Independent variable	F	β	R2	sig	dependent variable
Organizational Flexibility	2336.74	0.955	0.957	0.001	Organizational Integrity

We observe from the table(7)The value of (F) for a variable Organizational integrity It reached (663.650This is greater than the tabulated value of (3.084), which indicates that there is an effect .For organizational integrity in Job dissatisfaction At the significance level of (0.05), and confirms what was stated in the hypothesis .Third(There is a statistically significant effect between organizational integrity and job dissatisfaction.), and the value of (R2) reached (0.863This shows that the variable Organizational integrity Its dimensions are explained by the ratio (86% of the variables that affect a variable Organizational integrity and the ratio (14% refers to other variables, as does the value of (β) It reached (0.929That is, when one unit changes in a variable Organizational integrity This leads to an increase in the variable of job dissatisfaction .By amount(92%).

Table 7 The impact of Organization Integrity and Job Dissatisfaction

Independent variable	F	β	R2	sig	dependent variable
Organizational Integrity	663.650	0.929	0.863	0.001	Job Dissatisfaction

We observe from the table(8)The value of (F) for a variable organizational and Flexibility Organizational integrity It reached (335.337This is greater than the tabulated value of (3.084), which shows that For them impact on Job dissatisfaction At the significance level of (0.05) ,However, the value of (sig) The value of the organizational Flexibility variable was (0.180), which is greater than (0.05), meaning its effect diminishes in the presence of organizational integrity, which acts as a mediator and whose effect on job dissatisfaction was total, i.e., total mediation, as it reached (sig=0.001This is less than (0.05), which confirms the validity of the hypothesis. Organizational integrity mediates the relationship between organizational Flexibility and job discontent.).

Table 8The impact of Organizational Flexibility and Organization Integrity on Job Dissatisfaction

Independent variables	F	B	R2	sig	Independent variable
Organizational Flexibility	335.337	0.213	0.866	0.180	Job Dissatisfaction
Organizational Integrity		0.654		0.001	

8- Conclusion

Showed The results indicate that organizational Flexibility was at an average level in most dimensions, but suffered from a relative weakness in cognitive Flexibility, which may require some attention to enhance this aspect through developing continuous learning and critical thinking skills among employees. The department under study exhibited an average level of organizational integrity, and the operational controls dimension represents the element The strongest However, the focus on efficiency represents a weakness that needs support, development, and employee motivation. Achievement Continuous work and the provision of training programs that will help in administration Time and improvement productivity The work reduces the variance across all dimensions .The other Job dissatisfaction was also at a moderate level, indicating a high degree of distraction .Answers The sample group's findings indicate high levels of job dissatisfaction, which is a concern for the department under investigation and requires follow-up to improve working conditions, increase motivation and rewards, enhance fairness and transparency in policies, and establish channels to identify employee challenges and develop solutions. And procedures Which helps improve their careers to contribute in terms of stability and institutional belonging. The results showed Also about

There is a direct effect of organizational Flexibility in reducing job dissatisfaction, and an indirect effect of the mediating role overall in the relationship between organizational Flexibility and dissatisfaction .Functional, Where the role of organizational Flexibility faded with the presence of integrity Organizational, This underscores its importance in promoting ethical values and transparency within the department's operations, serving as mechanisms to reduce dissatisfaction, enhance employee efficiency, and improve quality of life. They have them.

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