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Organizational vitality and its role in reducing organizational collapse: the interactive role of downhill industry strategies

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Abstract

This study aims to examine the impact of organizational vitality and derived industry strategies on the likelihood of organizational collapse. Data analysis was conducted using regression analysis and variance analysis on a survey conducted on a sample of organizations. The results indicated that organizational vitality, with its dimensions of learning, creativity, flexibility, and leadership, plays an effective role in reducing the likelihood of organizational collapse. Derived industry strategies, including leadership strategy, space strategy, harvest strategy, and partial liquidation strategy, also showed a positive impact on reducing organizational collapse. There is also a positive relationship between organizational vitality and derived industry strategies. Enhancing integration between these elements is recommended to improve organizational performance.

Keywords

Organizational vitality, organizational collapse, derived industry strategies, Kufa Cement Plant.

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Introduction:

With the acceleration of technological development and market changes, enterprises are under great pressure to develop effective adaptation mechanisms. Increased competitiveness makes vitality necessary for survival in a developing competitive environment, and the increasing complexity of the business environment imposes the need for flexible and dynamic organizational strategies. The failure of enterprises to adapt can lead to a loss of competitiveness and business failure. The inability to interact with technological developments can lead to the backwardness of the organization, and mismanagement and incorrect decisions can contribute to the collapse of the organization.

Thus, the current challenge requires a careful environmental analysis of the surrounding environment and foresight of the future to identify appropriate strategies. Encouraging innovation and stimulating new ideas strengthens the ability to react to transformations. The establishment of flexible and flexible organizational structures contributes to rapid adaptation.

Organizational vitality represents the essence of the ability to adapt and respond to challenges and changes in the environment surrounding the enterprise. It plays a vital role in reducing organizational breakdown by promoting continuity of operations and balancing stability and change. Organizational vitality interacts with sloping industry strategies, enhancing the sustainability and agility of the enterprise.

In conclusion, success lies in organizational vitality and understanding of ramp strategies, which contributes to achieving organizational sustainability that keeps the organization strong in the face of successive challenges. Our study aims to understand the role of organizational vitality and its role in reducing the collapse of enterprises under dealing with sloping strategies.

The problem of study

In light of the changes and challenges facing organizations in the current era, organizational vitality, that is, the ability to adapt, innovate and innovate, has become a decisive factor for success and survival. However, some organizations face the risk of organizational collapse, that is, the loss of the ability to respond to the environment and achieve goals. Therefore, this study aims to explore the role of organizational vitality in reducing organizational collapse, and identify the factors that influence this role, especially industry-sloping strategies, which are the strategies used by organizations to deal with competition and change in the industry.

With the constant dynamics of the regulatory environment and market changes, individuals and organizations face significant challenges in achieving sustainability and survival. It is here that organizational vitality comes into play as an essential key to achieving these goals, as it enhances the ability to adapt and react to transformations. This study highlights the problem of organizational breakdown and the role of organizational vitality in reducing this breakdown, focusing on the vital interaction with the strategies of the declining industry

The main question

:How can organizational vitality play a crucial role in reducing the likelihood of organizational collapse, especially when interacting with declining industry strategies

Sub-questions:

1. .1How can the concept of organizational vitality be defined and understood in the modern business context
2. .2What are the main challenges facing organizations and increase the chances of organizational collapse
3. .3How organizational vitality promotes continuity and adaptation to environmental and market changes
4. .4What is the interactive relationship between organizational vitality and the strategies of the descending industry
5. .5How sloping strategies can contribute to improving organizational vitality
6. .6What is the effective role of Management in enhancing organizational vitality and positive interaction with the environment
7. .7What are the expected results when organizations adopt strategies based on the concept of organizational vitality

The importance of research:

1. .1**From the scientific point of view:**
 - The purpose of enhancing academic understanding: the research contributes to expanding academic understanding of the concept of organizational vitality and how it affects reducing the chances of organizational collapse. It contributes to the analysis and understanding of the interactive relationships between organizational vitality and downstream industry strategies.
 - Knowledge enrichment: adds research to the scientific record by highlighting the key elements of organizational vitality and analyzing their positive impact on the sustainability of organizations.

- The goal of guiding future research: it opens the door for future research to explore other aspects of organizational vitality and how these concepts can be applied in different contexts.

2. **.2From the practical point of view:**

- Policy and institutional improvement: the research provides guidance and suggestions for the formulation of effective organizational policies based on the concept of vitality. Organizations can use the research results to improve their structures and processes.
- By the factors influencing organizational vitality, managers and decision makers can improve the performance of their organization and enhance its ability to adapt to transformations.
- The purpose of stimulating innovation and development: a deep understanding of the role of vitality and interaction with downstream industry strategies can be a motivation for enterprises to promote a culture of innovation and continuous development.
- Improving management and decision-making: research can contribute to improving management skills by understanding ways in which organizational vitality can be enhanced and the ability to make effective decisions enhanced.

The interactive role of sloping industrial strategies: the research highlights how sloping strategies in industry can enhance and interact effectively with organizational vitality, providing practical guidance for better implementing and making the most of these strategies.

Research objectives:

1. **.1Analysis of the concept of organizational vitality:**

- The task of examining the components and elements of organizational vitality and understanding how they affect the performance of organizations.
- The task is to identify the main features of living institutions and the elements that contribute to the construction of this vitality.

2. **.2Examine the main causes of organizational breakdown:**

- The task of analyzing the challenges and problems that may lead to the collapse of the organization and assessing the factors contributing to this phenomenon.
- The task is to identify weak points that can adversely affect organizational vitality.

3. **.3Assessment of the role of organizational vitality in reducing breakdown:**

- Shum examined how organizational vitality can play a role in enhancing the stability of an organization and achieving sustainability.
- of how living features can contribute to improving the adaptability of the enterprise and its resistance to shocks.

4. **.4Study of interaction with the strategies of the sloping industry:**

- how sloping strategies can enhance organizational vitality and contribute to the achievement of the organization's goals.
- Objectivestudy the impact of the interaction between organizational vitality and industry strategies on the performance of the enterprise.

5. **.5Development of a guiding framework for institutions:**

- The aimprovide a practical guidance framework that helps organizations to enhance their vitality and improve their ability to adapt.
- The taskproviding practical guidance for the implementation of sloping industry strategies commensurate with the level of organizational vitality.

6. **.6Support management decision-making:**

- information and guidance that helps managers make strategic decisions based on a deep understanding of organizational vitality and interaction with the industry.

Expectations from the research:

- The objectiveprovide a deeper understanding of the relationship between organizational vitality and organizational breakdown.
- best practices and strategies to enhance organizational vitality.
- practical recommendations to organizations to enhance their performance and achieve better sustainability.
- The aimis to shed light on the potential interaction between organizational vitality and downstream industry strategies.

Research hypotheses

The first main hypothesis : there is a statistically significant effect of organizational vitality in reducing the likelihood of organizational collapse

The second main hypothesis: there is a significant effect of sloping industry strategies to reduce regulatory collapse .

The third main hypothesis: there is a statistically significant effect between organizational vitality and industry-sloping strategies.

Study methodology

The researcher will rely on the descriptive-analytical approach in order to find out the important role**organizational vitality in reducing the likelihood of organizational collapse, in interaction with declining industry strategies**

The curriculum also includes the study and analysis of data using computer programs specialized in statistical analysis.

The researcher will also use the statistical survey method through the distribution of a questionnaire consisting of a number of phrases that measure the dimensions and variables of SPSS ,and then analyze these data to test hypotheses using a set of statistical analyzes

Among them:

- -alpha cronbach test
- -Statistical characterizations and iterations
- -Measures of dispersion and central tendency
- -Tests of variances
- -Selection of simple linear regression

Study tools and method of obtaining information

The researcher will work on the compilation of data and information from both:

- -primary sources: in order to address the analytical angles, where the researcher will resort to the questionnaire as a basic tool for the study; it will be designed specifically for this purpose, and will be distributed to the selected sample.
- -Secondary sources: the researcher will go within the theoretical framework of his study to research within the relevant academic sources, which are represented by books, references, periodicals, publications, published research and previous studies, in addition to various sites within the International Information Network.

In order to analyze them and draw conclusions from them, as he will use and benefit from previous studies.

The study community

It is the group that is targeted to conduct the study or research, and this group is specific and limited according to the topic being studied and the desired goals of the research. In our current study, the research community includes individuals working at Kufa cement plant As for the sample, it is a part of the study community that is selected in a random or stratified way to conduct research on it. In your study, a sample of managers and employees Kufa cement plant was selected, the research community consists of 500 workers and administrators, and the sample size was selected is 127 individuals, the number from which the data was collected is 11.1 community and the study sample

Previous studies

The study of Khalidi, Ghanem hashoush. .(2020) Trustworthy leadership and its role in reducing organizational collapse by applying to the General Organization for social insurance.

The study aimed to identify the nature of the relationship between trustworthy leadership and managerial and technical expertise, while determining the impact of trustworthy leadership on organizational factors, as well as identifying the relationship between trustworthy leadership and environmental factors in the institution under study, and finally reaching a set of results and recommendations that are useful in maximizing the benefit of realizing the importance of the relationship And its role in reducing organizational collapse , through the selection of a sample of estimated employees (٢٧٩ individually, and the study found that there is a significant correlation between trustworthy leadership and managerial and technical experience, as there is a significant correlation between trustworthy leadership and organizational factors, and there is also a significant correlation between trustworthy leadership and environmental factors in the institution under study

A study of Al-bashagali, Mahmoud, & Al-Dawood, Alvin. .(2015) The role of organizational ingenuity in reducing organizational collapse a survey study of the opinions of a sample of administrative leaders in the faculties of Duhok University

The study aimed to determine the nature of the correlation and impact relationship between the dimensions of organizational prowess and the sources of organizational collapse in a sample of the faculties of the University of Duhok, and the study relied on the development of a questionnaire consisting of (57) paragraphs, for the purpose of measuring the dimensions and variables, according to the Likert scale (Likert) five weights.

As a mechanism for this study in achieving its objectives, two main hypotheses were put forward that there is a significant correlation between the dimensions of organizational prowess and the sources of organizational collapse (combined and separate) among administrative leaders in a sample of Faculties of Duhok University.

The presence of a moral impact of the dimensions of organizational prowess sources of organizational collapse (combined and unique among administrative leaders in a sample of Colleges of the University of Duhok, and the questionnaire form was distributed to the individuals surveyed, which are exclusively administrative leaders.

The study selected a non-random sample of (60) forms, of which (48) valid forms were returned for analysis, that is, the response rate was (80%). the study used statistical methods to process and analyze data and reach its results based on the SPSS program.

The study reached the most important results:

- -The results of the descriptive analysis showed that the respondents ' answers agreed on the availability of dimensions of organizational prowess in the colleges studied, but at a low percentage.
- -The results of the descriptive analysis indicated that the answers of most of the researchers were in agreement-with a good percentage-on the lack of indicators of sources of organizational collapse in the colleges under study, except for the source of organizational conflict.
- -The presence of a correlation and a moral impact of the dimensions of organizational ingenuity in organizational collapse.

Terms of study :

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- 1. **1. Organizational vitality** is a relatively new concept in the management literature, it has been defined in different ways. According to her is “the ability to change, learn and renew continuously and systematically” (Loew and Sasing, 2010, 693)
Organizational vitality is “the ability to change, learn and renew continuously and systematically ” and, according to (for McLean and McGrath, 2011, P110), organizational vitality is “the ability to create, use, distribute and update knowledge, skills and abilities in a changing environment” (and, according to (for Bennett and Lance, 2012, P76), organizational vitality is “the ability to balance between Exploitation and exploration, which enables the organization to take advantage of current and future resources and opportunities”

Dimensions of organizational vitality:

The dimensions of organizational vitality express various aspects of the correctness and strength of organization. In this context, the dimensions of organizational vitality are represented via four main concepts(Bishwas, S.K...(2015,149

1. **.1Learning:**refers to the ability of an organization to benefit from experience and knowledge and improve its performance over time. Organizational learning promotes adaptation and continuous improvement.
2. **.2Creativity:**expresses the ability to find new and unique solutions to challenges and problems. Innovation contributes to the development of the organization and increase its competitiveness in the market.
3. **.3Flexibility:**relates to the ability of an organization to adapt to changes in the external environment and flexibly adjust working methods and organizational structure to achieve goals.

4. **Leadership**: expresses the ability to direct and motivate the team and make leading strategic decisions. Effective leadership plays a crucial role in achieving the goals of the organization.

If these dimensions are strong and balanced, the organization becomes better able to cope with the challenges and stresses of the environment, thereby reducing the likelihood of organizational collapse.

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- 1. **Organizational breakdown** is “the loss of the ability to respond to the environment and achieve goals, which leads to a deterioration in performance, quality, reputation and value” and according to (to Carson Whitson, 2014, 24)

It is a corresponding concept of organizational vitality, and indicates a state of weakness and failure in the organization. According to Xie and Huang, 2013, p. 24), organizational breakdown is “the loss of the ability to respond to the environment and achieve goals, which leads to a deterioration in performance, quality, reputation and value” and according to (Parker and stone, 2015, P. 52), organizational breakdown is “a state of inertia, imitation and repetition in the organization, which prevents learning, innovation and excellence” Causes of organizational breakdown and factors that may contribute to it.): Al-bashqali,, 2015, 28).

1. **Low administrative and technical experience:**

Lack indicates the organization's loss of the necessary experience in the fields of management and the Arts, which negatively affects the ability to make effective decisions and achieve good performance.

2. **Low profit margin:**

This indicates a decline in profitability and the ability to make tangible profits. This can be the result of several factors such as high production costs or low demand for products or services.

3. **Poor availability of strategic factors:**

Problem refers to the lack of effective plans and strategies that enable the organization to adapt to the changes in the external environment and effectively achieve its goals.

4. **Poor availability of regulatory factors:**

It reflects a lack of organizational elements such as the structure of the organization, the orientation of internal processes, the efficiency of organizational processes.

5. **Poor availability of environmental factors:**

Change indicates the organization's inability to keep up with changes in the external environment, which can lead to its inability to adapt and survive in a changing environment.

The presence of these factors can lead to a loss of responsiveness to the environment and a negative impact on performance, quality, reputation and value, forming components of the state of organizational collapse.

1. **3 .Sloping industry strategies** is a concept related to the way an organization chooses to compete in the market and adapt to changes in the industry. According to Porto (1980), there are four basic strategies for the downhill industry, namely Descending industry strategies are important factors affecting the performance of an organization in the market. The following is an explanation of each of the four strategies mentioned (C. ,Sundberg, G. & ,Lilja, M.2015.38)

1. **Leadership strategy:**

The university focuses on achieving competitive superiority by offering superior products or services in terms of quality or innovation.

The company aims to be the leading organization in the industry and occupies a leading position in the market.

2. **Space strategy (rapid growth):**

The company focused on achieving rapid growth by owning a large share of the market.

We advantage of the opportunities to expand rapidly and capture a large market share in a short time.

3. **Harvesting strategy:**

A focused on reaping maximum returns from specific products or services in a certain period of time.

This used when products are outdated or lose their attractiveness in the market.

4. **Partial liquidation strategy:**

The business deals with reducing or partially eliminating the scope or product lines to improve the performance of the organization.

The tool can be used when some products are unprofitable or ineffective.

Determining the appropriate strategy depends on the nature of the industry and the strategic goals of the organization, contributes to determining the extent of its ability to adapt and survive in the changing business environment.

Applied aspect

The practical application of our study included an analytical examination of the study sample, **the study community** is the group that is targeted to conduct the study or research, and this group is specific and limited according to the topic being studied and the desired goals of the research. In our current study, the research community includes individuals working at **the Kufa cement** plant.

As for the sample, it is a part of the study community that is selected in a random or stratified way to conduct research on it. In your study, a sample of managers and employees of Kufa cement plant was selected

The research community consists of 500 workers and administrators, and the sample size was selected is 201 individuals, which is the number from which the data was collected. The sample size was determined using the appropriate formula, resulting in a sample of 127 individuals.

We applied tools and techniques to analyze the collected data, which allowed us to reach valuable conclusions and evidence-based recommendations. All these elements represent our efforts to achieve the study goal of understanding the impact of internal environmental factors on organizational breakdown and the quality of financial reporting.

Chapter One: research methodology

In this research, we focus on measuring and analyzing the impact of internal environmental factors on organizational breakdown and the quality of financial reporting.

Method of data collection:

In this study, data were collected from both secondary and primary sources. The following are the details of the data collection method:

Secondary data: we relied mainly on secondary sources and made use of available online resources dealing with the same research topic.

Raw data: we used two main tools to collect raw data. We started by developing a research questionnaire designed to get answers to research questions related to the importance of

internal environmental factors on organizational breakdown and the quality of financial reporting. The questionnaire was distributed to the target individuals in the study. Study tool: the study tool used in this research consists of an 8-part questionnaire. These parts are designed to adequately cover the problem of research and assumptions, distributing the questions across these parts as follows:

.1The first part: it concerns the general characteristics of the study participants, such as gender, age, educational qualifications, work experience and job position.

.2Part II: dimensions of organizational vitality (learning-creativity-flexibility-entrepreneurship)

.3Part III: dimensions of organizational collapse (reduced managerial and technical experience-low profit margin-poor availability of strategic factors-poor availability of organizational factors-poor availability of environmental factors)

.4Part IV: dimensions of the strategy of declining industries(leadership strategy-space strategy-harvesting strategy-partial liquidation strategy)

Using these methods and tools, we aim to provide robust and reliable results that contribute to understanding the impact of internal environmental factors on organizational breakdown and the quality of financial reporting.

Testing the correctness and reliability of the tool:

A. Tool validity test - face validity and content validity:

In this study, we tested the validity of the tool using two Tests: face validity and content validity. For the health of the face, a committee of management experts reviewed the tool to ensure its alignment with the concepts to be measured. For the correctness of the content, the tool was presented to a sample of the target group of the study, opinions were collected on the alignment of the content of the tool with the studied concepts.

The results of the instrument validity test were analyzed using the appropriate statistical criteria. The results showed an agreement of more than 60% among experts, confirming that all the data of the instrument were acceptable and had clear degrees of validity, suitable for application in the study community.

P. Testing the reliability of the tool:

The reliability of the instrument was also statistically tested using cronbach's Alpha to measure internal consistency. Cronbach's alpha values for the dimensions and the entire questionnaire were excellent, which indicates the stability of the instrument and its reliability in measuring the studied concepts.

Table No. (2) cronbach's internal consistency coefficients Alpha for the questionnaire:

The data table of the kronbach internal consistency coefficient for the study questionnaire, which relates to a set of axes related to leadership and organization. The table shows that you have such diverse axes as "trustworthy leadership", "organizational dexterity" and "leadership by quality", and each axis has a certain number of elements. The internal consistency coefficients look encouraging, ranging from 0.641 to 0.813, and the total value indicates a high reliability of our resolution in general (0.971). This means that the elements inside each axis are well aligned.

Based on these results, the researcher can count on the correctness and reliability of the tool used to collect data. Therefore, the researcher has full confidence in the ability of the instrument to achieve the goals of the study and meet the requirements for testing and analyzing hypotheses.

Table No. (1): kronbach internal consistency coefficient for the study resolution

Internal consistency	Number of paragraphs	The axis
648.	5	Learning
		Cr
755.	5	Flexibility
739.	5	Leadership
793.	5	Low administrative and technical experience
809.	5	Low profit margin
759.	5	Weakness of strategic factors
747.	5	Weak regulatory factors
708.	5	Weak environmental factors
641.	5	Leadership strategy
690.	5	Space strategy
711.	5	Harvesting strategy
813.	5	Partial liquidation

		strategy
971.	70	Total

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The source is prepared by the researcher based on the spss26 program

Instrument validity: the validity of the measuring instrument in the study was assessed by calculating the Pearson correlation coefficients between the elements of the instrument and the sum of the factors. The following tables present the results of these tests:

From Table (2) it appears that all the paragraphs of the axes are significantly related to the total degree of the eighth axis. The values of the Pearson correlation coefficients range from .A minimum of 456 and .Maximum of 796. All these correlations are statistically significant at a significant level (0.000), with probability values less than 0.01.

These results indicate a strong correlation between the vertebrae of the axons and the total degree of the axis. Probability values (p-values) of less than 0.01 indicate that these statistically significant correlations are not the result of a random exchange of influence but reflect the strength of the relationship between the variables. Thus, we can rely on these results to accurately analyze and interpret the data.

Table (2) **Pearson correlation coefficients for the terms of all axes with the total degree of axes**

Pearson correlation coefficients of the terms of the first axis (learning (with the total degree of the axis							
		5	4	3	2	1	The number
		.511**	.634**	.731**	.695**	.646**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients for the terms of the second axis (creativity) with the total degree of the axis							
		5	4	3	2	1	The number
		.731**	.652**	.721**	.697**	.456**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients of the terms of the third axis (elasticity)with the total							

degree of the axis							
		5	4	3	2	1	The number
		.729**	.660**	.787**	.780.000**	.622**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients of the terms of the fourth axis (leading) with the total degree of the axis							
		5	4	3	2	1	The number
		.699**	.753**	.805**	.726**	.722**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients for the terms of the fifth axis (decrease in administrative and technical experience)with the total degree of the axis							
		5	4	3	2	1	The number
		.796**	.836**	.787**	.659**	.678**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients for the terms of the Sixth Axis (decrease in profit margin) with the total degree of the axis							
		5	4	3	2	1	The number
		.734**	.604**	.706**	.742**	.786**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients for the terms of the seventh axis (weakness of the strategic factors) by the total degree							
		5	4	3	2	1	The number
		.670**	.755**	.765**	.709**	.625**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients of the terms of the ninth axis (weak regulatory factors) with the total degree of the axis							
		5	4	3	2	1	The

							number
		.692**	.586**	.733**	.673**	.713**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients for the terms of the X-axis (double the environmental factors) (with the total degree of the axis							
		5	4	3	2	1	The number
		.672**	.735**	.700**	.523**	.570**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients for the terms of the eleventh axis (leadership strategy) with the total degree of the axis							
		5	4	3	2	1	The number
		.679**	.635**	.600**	.593**	.770**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients for the terms of the twelfth axis (space strategy) with the total degree of the axis							
		5	4	3	2	1	The number
		.772**	.634**	.745**	.643**	.660**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients of the thirteenth axis terms (harvest strategy) (with the total degree of the axis							
		5	4	3	2	1	The number
		.682**	.715**	.560**	.623**	.590**	Correlation coefficient
		0.000	0.000	0.000	0.000	0.000	Level of significance
Pearson correlation coefficients of the thirteenth axis terms (partial filtering strategy) with the total degree of the axis							
		5	4	3	2	1	The number
		.774**	.715**	.721**	.641**	.652**	Correlation

							coefficient
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The source is prepared by the researcher based on the spss26 program
 Section 2: presentation and analysis of research data and testing of hypotheses first:
 presentation of demographic data of the study sample
First: presentation of the demographic data of the study sample

Table (3) description of the individuals of the research sample in terms of its demographic variables

The ratio	Issue	Category	The variable
68.5	87	Male	Gender
31.5	40	Female	
100.0	127	Total	
21.3	27	From 20 to less than 30 years	Age:
40.9	52	From 30 to less than 40	
27.6	35	From 40 to less than 50	
10.2	13	More than 50 years	
100.0	127	Total	
65.4	83	Bachelor	Educational qualification
7.1	9	Higher diploma	
21.3	27	Masters	
6.3	8	Ph. D. in	
100.0	127	Total	
24.4	31	Less than 5 years	Experience
18.1	23	From 5 to less than 10 years	
29.1	37	From 10 to less than 15 years	
28.3	36	More than 15 years	

100.0	127	Total	
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Table (3) provides a description of the individuals of the research sample in terms of their demographic variables. These variables include gender, age, educational qualification, job location, and experience. Here's a brief explanation of each variable:

1. Gender: males: their number is 87 people, and their percentage is 68.5% of the sample. As for females: their number is 40 people, and their percentage is 31.5% of the sample.
2. Age: from 20 to under 30 years: their number is 27 people, their percentage is 21.3%. , While from 30 to under 40 years old: their number is 52 people, their percentage is 40.9%, and from 40 to under 50 years old: their number is 35 people, their percentage is 27.6%. , Two nations over 50 years old: their number is 13 people, and their percentage is 10.2%.
3. Educational qualification: Bachelor's degree holders: there are 83 people, and their percentage is 65.4%. ,As for the Higher Diploma: their number is 9 people, and their percentage is 7.1%. ,While Masters: their number is 27 people, and their percentage is 21.3%. ,Ph. D.: Their number is 8 people, their percentage is 6.3%.
4. Experience: their experience was less than 5 years: their number is 31 people, and their percentage is 24.4%. ,And those whose experience was from 5 to less than 10 years: their number is 23 people, and their percentage is 18.1%, while those whose experience was from 10 to less than 15 years: their number is 37 people, and their percentage is 29.1%. ,And finally those whose experience was more than 15 years: their number is 36 people, and their percentage is 28.3%.

This table provides a description of the demographic features of the study sample, including gender, age, educational qualification, job, experience. The sample consists

Second: data analysis first: dimensional analysis of the organizational vitality variable

Table (4)dimensions of organizational vitality

Standard deviation	Arithmetic mean	The total degree of the axis
.501	3.94	For the first axis: learning
.586	3.88	The second axis : creativity .
.609	3.94	The third axis: flexibility.

.602	3.91	The fourth axis : leadership
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The source is prepared by the researcher based on the spss26 program

It shows that all axes have generally elevated values, which indicates the presence of high scores in these bioregulatory dimensions.

The third axis (elasticity) shows the highest arithmetic mean between dimensions, with a high standard deviation.

Second: analysis of the dimensions of facing the organizational collapse

Table (5) analysis of the dimensions of facing organizational collapse

Standard deviation	Arithmetic mean	The total degree of the axis
630 .	3.92	Fifth axis: low administrative and technical experience
694.	3.80	Sixth Axis: low profit margin
578.	3.84	The seventh axis: weakness of strategic factors
619 .	3.87	The eighth axis: weakness of regulatory factors
567.	3.91	The ninth axis: vulnerability of environmental factors

The table presented by the analysis (5) of the dimensions of facing organizational collapse, the Sixth Axis (profit margin decline) shows the lowest level among the dimensions, which indicates the importance of controlling the profit margin to avoid possible problems.

Third: dimensional analysis of the strategies of the declining industries

Table (6) shows the analysis of the dimensions of the top-sloping industry strategies

Standard deviation	Arithmetic mean	The total degree of the axis
519.	3.93	The tenth axis: leadership strategy
515.	3.89	The eleventh axis : space strategy
575.	3.94	The twelfth axis: harvesting strategy
623.	3.87	The thirteenth axis: the strategy of partial liquidation

The source is prepared by the researcher based on the spss26 program

This table presents the average and standard deviation of the dimensions of the sloping industry strategies,

shows that the company relies on a variety of sloping industries strategies, the harvesting strategy shows the highest arithmetic mean between the strategies, which indicates a focus on reaping benefits from previous investments.

Third: testing the study assignments after completing the analysis and presenting the results of the study, this section includes testing the study assignments.

Research hypotheses

The first main hypothesis:there is a statistically significant effect of organizational vitality with its dimensions in reducing the likelihood of organizational collapse;

To test this hypothesis, we analyzed each dimension of organizational vitality with organizational collapse, and for this purpose, we tested the simple regression, and Table No. 7 shows the analysis of the simple regression between the dimension of trustworthy leadership with organizational collapse

Eta Squared	Eta	R Squared	R	Sig.	F	
346.	589.	219.	468.	000.	5.037	Low administrative and technical experience * learning
340.	583.	273.	523.	000.	4.891	Low profit margin * learning
381.	617.	288.	536.	000.	5.844	Weak strategic factors * learning
396.	630.	293.	541.	000.	6.240	Weak organizational factors * learning
383.	619.	325.	570.	000.	5.891	Poor environmental factors * learning

Table (7) simple regression between the dimension of trust learning with organizational breakdown

The source is prepared by the researcher based on the spss26 program

Table (7) presents the results of a simple regression analysis between learning dimension and organizational breakdown.

The table shows that there is a statistically significant relationship between each dimension of organizational vitality (low managerial and technical experience, low profit margin, weak strategic factors, weak organizational factors, weak environmental factors) and between the learning dimension and organizational collapse.

- Enterlow values of SIG. They indicate that there is a strong statistical significance.
- TheSquared value indicates how strong the relationship is, a variation in the range from 21.9% to 32.5%, which means that these dimensions explain a significant part of the change in organizational breakdown.

Then we analyzed the simple regression between the dimension of creativity as one of the dimensions of organizational vitality with organizational breakdown and Table (8) shows that

Table (14) simple regression between the dimension of creativity with organizational collapse

Eta Squared	Eta	R Squared	R	Sig.	F	
458.	677.	377.	614.	000.	4.758	Low administrative and technical experience* creativity
422.	650.	336.	579.	000.	4.117	Low profit margin *

							creativity
522.	722.	417.	646.	000.	6.146		Weak strategic factors * creativity
415.	644.	295.	543.	000.	3.996		Weak organizational factors * creativity
400.	632.	279.	528.	000.	3.748		Weak environmental factors * creativity

The source is prepared by the researcher based on the spss26 program

A simple regression analysis of the organizational dexterity dimension was performed as part of the organizational vitality dimensions, so as to examine the relationship with organizational breakdown. Table (8) shows the results of this analysis.

- the values in the table show that there is a statistically significant relationship between each dimension of organizational vitality and between the dimension of creativity and organizational breakdown.
- Enterlow values of SIG. They indicate that there is a strong statistical significance.
- Thesquared value indicates how strong the relationship is, and it varies between 27.9% and 41.7%, which means that these dimensions explain a large percentage of the change in the organizational breakdown.

The results support the first main hypothesis that suggests that organizational vitality, and in particular organizational dexterity, has a positive effect that enhances organizational stability and reduces the likelihood of organizational collapse.

Then we analyzed the simple regression between the dimension of flexibility as one of the dimensions of organizational vitality with organizational breakdown and Table (9) shows that

Table (9) analysis of the relationship between FlexibilityWith the organizational collapse

Eta Squared	Eta	R Squared	R	Sig.	F	
428.	654.	307.	554.	000.	5.538	Low administrative and technical experience * flexibility
447.	669.	359.	599.	000.	5.992	Low profit margin * flexibility
632.	795.	590.	768.	000.	12.687	Weak strategic factors * flexibility
490.	700.	411.	641.	000.	7.116	Weak regulatory factors * flexibility
478.	691.	410.	641.	000.	6.780	Weak environmental factors * flexibility

The source is prepared by the researcher based on the spss26 program

A simple regression analysis of the dimension of the organizational environment was performed as part of the dimensions of organizational vitality, to examine the relationship with organizational collapse. Table (9) shows the results of this analysis.

- Another table shows that there is a statistically significant relationship between the dimension of resilience and organizational breakdown.
- Enter low values of SIG. They indicate that there is a strong statistical significance.
- The squared value indicates how strong the relationship is, and it ranges from 30.7% to 59.0%, which means that the flexibility dimension explains a large percentage of the change in the organizational breakdown.

Then we analyzed the simple regression between the dimension of leadership as one of the dimensions of organizational vitality with organizational collapse and table (10) that table (10) shows the relationship between the dimension of leadership with organizational collapse

Eta Squared	Eta	R Squared	R	Sig.	F	
392.	626.	300.	547.	000.	5.160	Low administrative and technical experience* leadership
374.	612.	264.	514.	000.	4.785	Low profit margin * leadership
727.	853.	685.	828.	000.	21.299	Weak strategic factors * leadership
811.	900.	743.	862.	000.	34.304	Weak regulatory factors * leadership
748.	865.	679.	824.	000.	23.733	Weak environmental factors* leadership

- 10 shows that there is a statistically significant relationship between the remoteness of entrepreneurship and organizational collapse.
- Enter low values of SIG. They indicate that there is a strong statistical significance.
- The Squared value indicates how strong the relationship is, it ranges from 26.4% to 74.3%, which means that the remoteness of leadership explains a large percentage of the change in the organizational breakdown.

From the above, we come to the conclusion that the validity of the first hypothesis

The second main hypothesis: there is a significant effect of the industry strategies descending in their dimensions (leadership strategy-space strategy-harvesting strategy-partial liquidation strategy (to reduce organizational collapse

To test this hypothesis, we analyzed each dimension of the descending industry strategies with organizational collapse and for this purpose we tested the simple regression and Table No. 11 shows the analysis of the simple regression between the dimension of resource leadership with organizational collapse

Table (11) simple regression between the dimension of leadership strategy with organizational collapse

Eta Squared	Eta	R Squared	R	Sig.	F	
383.	619.	325.	570.	000.	5.891	Low administrative and technical experience* leadership strategy
579.	422.	650.	336.	579.	4.117	Low profit margin * leadership strategy
646.	522.	722.	417.	646.	6.146	Weak strategic factors * leadership strategy
543.	415.	644.	295.	543.	3.996	Weak organizational factors * leadership strategy
528.	400.	632.	279.	528.	3.748	Weak environmental factors * leadership strategy

The source is prepared by the researcher based on the spss26 program

- Table (11) shows the results of this analysis. That there is a significant statistical correlation between the remoteness of leadership strategy and organizational breakdown.
- Enterlow values of SIG. They indicate that there is a strong statistical significance.
- The Squared value indicates how strong the relationship is, it ranges from 27.9% to 41.7%, which means that the dimension of the leadership strategy explains a significant percentage of the change in organizational breakdown.

Then we analyzed the simple regression between the dimension space strategy as one of the declining industry strategies with organizational breakdown and table (12) shows that

Table (12) simple regression between the dimension of space strategy with organizational breakdown

Eta Squared	Eta	R Squared	R	Sig.	F	
428.	654.	307.	554.	000.	5.538	Low administrative and technical experience* space strategy
447.	669.	359.	599.	000.	5.992	Low profit margin * Space Strategy
632.	795.	590.	768.	000.	12.687	Weak strategic factors * space strategy
490.	700.	411.	641.	000.	7.116	Weak organizational factors * space strategy
428.	654.	307.	554.	000.	6.780	Weak environmental factors* space strategy

The source is prepared by the researcher based on the spss26 program

A simple regression analysis of the dimension of the space strategy was carried out as part of the industry regression strategies, to examine the relationship with organizational collapse. Table (12) shows the results of this analysis.

- The following table shows that there is a statistically significant relationship between the dimension of space strategy and organizational breakdown.
- Enter low values of SIG. They indicate that there is a strong statistical significance.
- The Squared value indicates how strong the relationship is, it ranges from 30.7% to 59.0%, which means that the dimension of the space strategy explains a large percentage of the change in the organizational breakdown.

Then we analyzed the simple regression between the dimension harvesting strategy as one of the declining industry strategies with organizational breakdown and table (13) shows that

Table (13) simple regression between the dimension of the harvesting strategy with the organizational breakdown

Eta Squared	Eta	R Squared	R	Sig.	F	
392.	626.	300.	547.	000.	5.160	Low administrative and technical experience* harvest strategy
374.	612.	264.	514.	000.	4.785	Low profit margin * harvesting strategy
727.	853.	685.	828.	000.	21.299	Weak strategic factors * harvest strategy
811.	900.	743.	862.	000.	34.304	Weak regulatory factors * harvesting strategy
748.	865.	679.	824.	000.	23.733	Weak environmental factors * harvesting strategy

The source is prepared by the researcher based on the spss26 program

A simple regression analysis of the dimension of the harvesting strategy was carried out as part of the descending industry strategies, to examine the relationship with organizational collapse. Table (13) shows the results of this analysis.

- The nexttable shows that there is a statistically significant relationship between the dimension of the harvesting strategy and the organizational breakdown.
- Enterlow values of SIG. They indicate that there is a strong statistical significance.
- The rSquared value indicates how strong the relationship is, it ranges from 26.4% to 74.3%, which means that the dimension of the harvesting strategy explains a significant percentage of the change in the organizational breakdown.

Then we analyzed the simple regression between the dimension of the partial liquidation strategy as one of the descending industry strategies with organizational breakdown and table (14) shows that

Table (18) simple regression between the dimension of the partial liquidation strategy and the organizational breakdown

546.	739.	460.	678.	000.	8.262	Low administrative and
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						technical experience* partial liquidation strategy
524.	724.	364.	603.	000.	7.565	Low profit margin * partial liquidation strategy
503.	709.	356.	596.	000.	6.947	Weakness of strategic factors * partial liquidation strategy
565.	752.	457.	676.	000.	8.942	Weak regulatory factors * partial liquidation strategy
564.	751.	318.	564.	000.	8.904	Weak environmental factors* partial liquidation strategy

The source is prepared by the researcher based on the spss26 program

Table (14) shows a simple regression analysis between the dimension of the partial liquidation strategy and the organizational collapse, the results indicate :

- The followingtable shows that there is a statistically significant relationship between the dimension of the partial liquidation strategy and the organizational collapse.
- Enterlow values of SIG. They indicate that there is a strong statistical significance.
- TheSquared value indicates how strong the relationship is, it ranges from 31.8% to 46.0%, which means that after the partial liquidation strategy explains a significant percentage of the change in the organizational breakdown.

From the above analysis, we come to the conclusion that the validity of the second main hypothesis

The third main hypothesis:there is a statistically significant effect between organizational vitality with its dimensions and the declining industry strategies

To analyze this hypothesis, we conducted a Test between each of the dimensions of organizational vitality with the dimensions of sloping industry strategies

At the beginning we analyzed the dimension of learning as one of the dimensions of organizational vitality with the dimensions of strategies for the declining industrytable (15) shows that

Table (15) analysis of the discrepancy between learning and sloping industry strategies

A

Eta Squared	Eta	R Squared	R	Sig.	F	
418.	647.	320.	566.	000.	6.825	Leadership strategy * learning
418.	646.	324.	569.	000.	6.818	Space strategy * learning
364.	604.	253.	503.	000.	5.443	Harvesting strategy * learning
605.	778.	443.	666.	000.	10.541	Midterm retail strategy * learning

For a source prepared by a researcher based on the spss26 program

- (15) shows that there is a statistically significant relationship between the dimension of learning and the dimensions of the sloping industry strategies.
- Enterlow values of SIG. They indicate a strong statistical significance.
- The squared value indicates the percentage of change that can be explained by the distance of learning, it is between 25.3% and 44.3%.

In general, these results show that there is a statistical relationship between the dimension of learning and the dimensions of sloping industry strategies, which reinforces the third main hypothesis about the existence of a statistical effect between organizational vitality and sloping industry strategies.

Then we analyzed the dimension of creativity as one of the dimensions of organizational vitality with the dimensions of strategies for the declining industry and table (16) shows that

Table (16) analysis of the discrepancy between creativity and the strategies of the declining industry

Eta Squared	Eta	R Squared	R	Sig.	F	
415.	644.	299.	546.	000.	3.998	Leadership strategy * creativity
472.	687.	357.	597.	000.	5.036	Space strategy * creativity
447.	669.	361.	600.	000.	4.558	Harvesting strategy *

						creativity (
590.	768.	500.	707.	000.	9.910	Partial liquidation strategy *creativity

The source is prepared by the researcher based on the spss26 program

- This table indicates a statistically significant relationship between the dimension of creativity and the dimensions of the sloping industry strategies.
- Enter low values of SIG. They indicate a strong statistical significance.
- The squared value indicates the percentage of change that can be explained by the dimension of creativity, ranging from 29.9% to 50.0%.

In general, it is shown that there is a statistical correlation between creativity and the dimensions of sloping industry strategies, which supports the third main hypothesis about the existence of a statistical effect between organizational vitality and sloping industry strategies.

Then we analyzed the dimension of flexibility as one of the dimensions of organizational vitality with the dimensions of strategies for the S-slope industry table (17) shows that

Table (17) analysis of the contrast between resilience and slope industry strategies

Eta Squared	Eta	R Squared	R	Sig.	F	
518.	720.	438.	661.	000.	7.955	Leadership strategy * flexibility
472.	687.	403.	635.	000.	6.611	Space strategy * flexibility
471.	686.	351.	593.	000.	6.593	Harvesting strategy * flexibility
569.	754.	488.	699.	000.	9.081	Partial liquidation strategy * flexibility

The source is prepared by the researcher based on the spss26 program

- The table indicates a statistically significant relationship between the dimension of resilience and the dimensions of sloping industry strategies.
- Enter low values of SIG. They indicate a strong statistical significance.
- The rsquared value indicates the percentage of change that can be explained by the elasticity dimension, ranging from 35.1% to 48.8%.

In general, it shows that there is a statistical correlation between resilience and the dimensions of the sloping industry strategies, which supports the third main hypothesis about

the existence of a statistical effect between organizational vitality and the sloping industry strategies

Then we analyzed the dimension of entrepreneurship as one of the dimensions of organizational vitality with the dimensions of strategies for the industry of sloping leadership and table (18) shows that

Table (18) analysis of the discrepancy between leadership and sloping industry strategies

Eta Squared	Eta	R Squared	R	Sig.	F	
741.	647.	804.	549.	741.	14.671	Leadership strategy
819.	742.	862.	671.	819.	23.033	Space Strategy * Leadership
714.	618.	786.	510.	714.	12.935	Harvest strategy * leadership
671.	819.	637.	798.	000.	14.028	Partial liquidation strategy * leadership

The source is prepared by the researcher based on the spss26 program

The table indicates the presence of a statistical significance, and a large percentage of the change can be explained by the dimension of leadership.

- Otable indicates that there is a statistical relationship between the dimension of entrepreneurship and the dimensions of sloping industry strategies, especially in the case of a partial liquidation strategy.

In summary, these results show that there is a statistical correlation between entrepreneurship and the dimensions of sloping industry strategies. This is supported by the third main hypothesis, which assumes the existence of a statistical effect between organizational vitality and sloping industry strategies.

From the above, we come to the conclusion that the validity of the third hypothesis

General findings and recommendations

Based on the results presented by regression analysis and variance analysis, some general conclusions and recommendations can be made:

Overall results:

The first main hypothesis: there is a statistically significant effect of organizational vitality with its dimensions in reducing the likelihood of organizational collapse. Simple regression analysis was used to verify this hypothesis, and the results showed a positive correlation and statistical significance between the dimensions of organizational vitality (learning, creativity, flexibility, entrepreneurship) and reducing the likelihood of organizational collapse.

The second main hypothesis: there is a statistically significant effect of sloping industry strategies in reducing regulatory collapse. Simple regression analysis was used to verify this hypothesis, and the results showed a positive correlation and statistical significance between the dimensions of the sloping industry strategies and the reduction of the likelihood of organizational collapse.

The third main hypothesis: there is a statistically significant effect between the organizational vitality with its dimensions and the sloping industry strategies. Variance analysis was used to verify this hypothesis, and the results showed a positive correlation and statistical significance between the dimensions of organizational vitality and the dimensions of sloping industry strategies.

General analysis:

- The of understanding and enhancing organizational vitality is manifested in enhancing the stability and flexibility of the organization.
- Top down industry strategies also play a vital role in achieving organizational stability and reducing the likelihood of collapse.
- The relationships between the dimensions of organizational vitality and the strategies of the descending industry highlight the great importance of the integration of internal and external aspects of organization.

These results indicate the importance of applying strategies and procedures to enhance organizational vitality and improve harmony with the strategies of the declining industry to achieve sustainability and stability in the regulatory environment.

Recommendations based on the results and previous analysis, some recommendations can be made to strengthen the organizational vitality and improve the strategies of the downstream industry:

To enhance organizational vitality:

1. .1Developing sustainable learning programs: learning and developing internal skills may be one of the key elements in achieving organizational vitality. Training and skills development programmes for staff should be encouraged and supported.

2. .2Promote a culture of innovation and creativity: innovation and creativity can be improved by holding work sessions and workshops that encourage creative thinking and the exchange of ideas between teams.
3. .3Enhance flexibility and adaptation: the ability to adapt to changes in the internal and external environment should be improved. This includes adopting flexible organizational structures and promoting rapid reaction to challenges.
4. .4Fostering an entrepreneurial culture: encouraging and promoting an entrepreneurial culture can contribute to improving the ability to make bold and innovative decisions.

To improve the sloping industry strategies:

1. .1Strengthen leadership strategies: the ability to define a vision and guide teams towards sustainable strategic goals should be strengthened.
2. .2Improving space strategies: the organization's ability to absorb changes in the market and technology should be strengthened and its ability to control resources improved.
3. .3Improvement of harvesting and partial liquidation strategies: the organization must improve its understanding of potential challenges and implement effective strategies to take advantage of opportunities and to deal with challenges.
4. .4Promote the integration of organizational vitality and downhill industry strategies: the integration of the dimensions of organizational vitality and downhill industry strategies should be strengthened to ensure harmony between the internal and external dimensions of the organization.

Improve overall organizational capacity:

1. 1 .Strengthen internal communication: communication between all levels of the organization should be strengthened to ensure effective information circulation and understanding of leadership orientations and strategic goals.
2. 2 .Stimulate engagement and participation: active participation should be encouraged and spaces should be provided for employees to contribute their ideas and opinions to decision-making processes.
3. 3 .Continuous monitoring and evaluation: periodic evaluation should be carried out to ensure the continuity of the effectiveness of organizational vitality and adaptation to shifts in the environment.
- 4 .Leadership skills development: leadership skills should be developed to ensure that the organization is directed towards achieving its goals effectively.

Those recommendations can form the basis for action to improve organizational performance and achieve sustainability and growth in a changing environment.

Conclusion:

This study is a window into understanding the deep interactions between organizational vitality and downstream industry strategies and how they jointly influence organizational stability. By analyzing the data, the results showed that the living forces within the organization enhance the ability to adapt and reduce the likelihood of collapse. Moreover, the sloping industry strategies have shown a positive impact on improving the stability of the organization in the face of external challenges.

The importance of improving trustworthy leadership and organizational prowess stands out as essential parts of organizational vitality. There is also a need to strengthen the industry's lean strategies, including improving leadership with resources, enhancing leadership with innovation and improving leadership with quality.

This study provides a framework for thinking about how to improve organizational performance and sustainability in the face of increasing challenges. It encourages further research to explore more subtle details and expand our understanding of these complex relationships in diverse contexts.

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