

## **The Modified Role of Demographic Factors in the Effect of Dynamic Capabilities on the Performance of Administrative Decision-making**

<sup>a</sup>**Saeed Hamad Eslaim** , PhD student at Manouba University, Tunisia

Email: Said\_ra23@yahoo.com

<sup>b</sup>**Pro.Dr. Houda Hakim Guermazi**, Manouba University, Tunisia

Email: [houda.hakim.guermazi@ensi-uma.tu](mailto:houda.hakim.guermazi@ensi-uma.tu)

### **Abstract**

Modern organizations are interested in managing dynamic capabilities that achieve a distinct ability to develop the performance of administrative decision-making. The study aimed to identify the concepts of dynamic capabilities and administrative decision-making, their importance and dimensions, and to explain the mediation of demographic factors in the impact of dynamic capabilities on administrative decision-making. The study population consisted of administrative leaders in the Salah al-Din Health Department, and the study used a comprehensive enumeration method for the study population of 144 individuals. The study relied on the analytical descriptive approach and used some statistical tools such as frequency, arithmetic mean, standard deviation, and multiple regression model, And the T test using the SPSS. 24. The results of the study showed that there was a statistically significant effect of the independent variables (the dimensions of dynamic capabilities) on the dependent variable (administrative decision-making performance), and the demographic variables (gender and age) mediated this effect. The study presented some recommendations, the most important of which is the integration of organizational dynamic capabilities in the administrative decision-making process, and the rehabilitation of administrative staff to manage the organizational dynamic capabilities and the development of the performance of administrative decision-making.

**Keywords:** Dynamic capabilities - administrative decision making - demographic factors - Salah al-Din Health Department.

**Introduction:** Contemporary business organizations are witnessing a state of diversified and accelerating dynamic changes in the regulatory environment, which affects their administrative capacity and ability to achieve their goals (Al-Mashraqi, 2021: 9). In the context of these continuous changes, business organizations are in urgent need to reconfigure their resources, organize their structures, and acquire New capabilities that are compatible with changing global requirements and increasing its ability to predict future opportunities (Gharibawi&Mansir, 2022: 154), which means the need to adopt concepts of dynamic capabilities that enhance the administrative efficiency of the organization, improve its competitive position, and achieve its strategic goals (Sagit& Al-Hamiri, 2023:114), by planning the correct organizational paths to support the operational capabilities of the organization (Al-Haylah et al.,2020:2).Administrative decisions are the essence of the administrative leadership process, and the main factor that determines the organization's ability to make the right decisions that achieve organizational goals (Jassim, 2023:36) The basic administrative aspects of planning, organizing, directing, coordinating and controlling (Al-Muftah& Al-Khareef, 2024: 35).

**Methodology** *A. Study Problem* In recent decades, business organizations have witnessed many challenges emanating from the business environment, which has become characterized by extreme complexity and changing dynamics at all local and international levels (Al-Hamiry& Khalil,2018:95), which led to a deficiency in the cognitive and organizational capabilities of administrative leaders, and this, in turn, was reflected in poor performance Administrative decision-making, and the failure of organizations to manage their resources efficiently and effectively (Abdul-Hadi, 2021:95), which requires changing many traditional concepts and systems and adopting modern trends that face internal and external environmental challenges and are compatible with continuous changes in the business environment (Al-Hajim& Al-Salman, 2021: 4 ),This is done by adopting the concepts of dynamic capabilities that have recently received great and increasing interest in the literature of strategic

management (Hanan&Hamed, 2021: 279), due to their impact on the efficiency of administrative decision-making, which is an integral part of the administrative process and its main function that achieves growth and development for the organization and preserves It has its competitive position (Hussein & Hassan, 2021: 290), especially in the Salah al-Din Health Department, which faces great challenges in exploring new future opportunities, in light of the rapid changes and continuous complexities in the Iraqi health sector (Mahdi et al., 2023: 57). Thus, the problem of the study is to answer the following main question: What is the role of demographic factors as a mediating variable in the impact of dynamic capabilities on the performance of administrative decision-making in Salah al-Din Health Department?

**B- Study Importance**

1. **Theoretical importance:** It stems from the important role that dynamic capabilities contribute to providing an appropriate climate for making administrative decisions that achieve organizational goals, by reconciling the organizational and administrative decision, to achieve excellence in the strategic performance of the organization.

2. **Applied importance:** It is represented in the application of the study to the health department of Salah al-Din Governorate, Iraq, due to the importance of improving the performance of administrative decision-making to improve the efficiency of managing organizational resources by activating the dimensions of dynamic capabilities to achieve the goals of the organization.

**C- Study Objectives** The objectives of the study are summarized as follows:

1. Understanding the concept of dynamic capabilities and its importance.
2. Exploring the dimensions of dynamic capabilities and their relationship to institutional performance.
3. Shed light on the concept of administrative decision-making and stand on its stages and types.
4. Explain the mediation of demographic factors in the impact of dynamic capabilities on administrative decision-making

**D- Study Hypothesis** The study is based on the following two hypotheses:

1. There is a statistically significant effect of the dimensions of dynamic capabilities on the performance of administrative decision-making.
2. There are statistically significant differences in the impact of dynamic abilities on the performance of administrative decision-making due to demographic factors (gender and age).

**E- Study Limitations**

- 1- Spatial Limits: Salah al-Din Health Department, Iraq.
- 2- Time limits: The questionnaire was distributed and the field study was conducted during the period 5/15/2023 to 5/25/2023 .
- 3- Human limits: the administrative leaders working in the Salah al-Din Health Department of the Iraqi Ministry of Health.

**F- Questionnaire design and response scale**

The questionnaire consisted of (23) questions, the first section included demographic data (gender and age), and the second section included objective data, and consisted of (21) questions divided into two axes, the first axis included dynamic capabilities (15) questions, and the second axis included administrative decision-making (6. ) questions, and the questionnaire responses were formulated according to the fifth Likert scale, which included five choices: (never - rarely - sometimes - often - always). Table (1) shows the classification of the scale scores used.

Table (1) Scale of responses to the questionnaire items

Category	Never	Rarely	Sometimes	Often	Always
Degree	1	2	3	4	5
Term	1.80≥1.00	2.60≥1.80	3.40≥2.60	4.20≥3.40	5.00≥4.20

**G- Test of validity and validity of the questionnaire**

Table (2) shows that the Cronbach's alpha coefficient for the questionnaire items, which consisted of 21 items, amounted to 0.993, which indicates a high degree of stability of the questionnaire items, as the measurement tool is appropriate if the value of Cronbach's alpha  $\leq 0.707$  (Navarro, et.al., 2010).

Table (2) Cronbach's alpha stability coefficient for the questionnaire items

axis	Address	The number of paragraphs	Cronbach's alpha	Internal consistency validity
First	dynamic capabilities	15	0.960	0.979
Second	Administrative decision making	6	0.968	0.983
The questionnaire sentence		21	0.978	0.988

Self-consistency validity = refs squared of stability coefficient.

The validity of the questionnaire was measured by measuring the validity of self-consistency, and it is clear from Table (2) that all coefficients of self-consistency validity were higher than 0.90 in the questionnaire axes, and reached 0.988 in the total items, and this indicates a high degree of self-consistency for the questionnaire items.

#### **H- Confirmatory Factor Analysis (CFA) test**

It aims to collect the variables by comparing the Variable Correlation links to reduce their number in a smaller number of key factors using the Principal Components Analysis method.

Table (3) Data efficiency test for factor analysis

Variable	Scale	Statistical value
Analysis efficiency test	Kaiser-Meyer-Olkin Measure	0.923
Significance Test $Ch^2$	Bartlett's Test Chi-Square	6323.18
Statistical significance	.Sig	0.000

The value of the Kaiser-Meyer-Olkin scale was 0.923, which is higher than the value of 0.7, which indicates a high efficiency of the data for factor analysis, and the statistical significance = 0.000, which is less than the level of concern 0.05, which indicates the significance of the data.

Table (4) the main factors of the impact of dynamic capabilities on the performance of administrative decision-making

Factors	Value
The first factor: sensor capabilities	
There is constant communication between the management of the health department and the surrounding external environment.	.806
The Department of Health is committed to providing services to the local community according to its needs.	.774
The Department of Health supervises the conduct of periodic field surveys in its areas to identify problems.	.760
The second factor: acquisition capabilities	
There is a strategic plan that the Department of Health is working on following up on its implementation.	.711
The Department of Health has all the data and information necessary to make decisions.	.662
The Department of Health management is keen to recruit and retain administrative competencies.	.653
The third factor: restructuring capabilities	
The Department of Health management is flexible and objective in making decisions.	.751
The Department of Health manages job rotations for workers during emergencies.	.685
The Department of Health management performs a risk analysis of potential	.668

factors before making decisions.	
The fourth factor: learning capabilities	
The Department of Health management is committed to obtaining training courses for senior administrative leaders.	.630
The Department of Health management is keen to provide training for employees to develop performance.	.614
The Department of Health management documents previous problem cases and how to deal with them.	.577
Fifth factor: integration and coordination capabilities	
The Department of Health has an effective internal communication system.	.682
There is a hierarchical organizational structure that organizes work tasks within the health department.	.605
The Department of Health management is keen to work in a team spirit and to achieve cooperation between superiors and subordinates.	.590

Table (5) The percentage of variance that explains the factors of the impact of dynamic capabilities on the performance of administrative decision-making

Factor	Factor Name	Total	Variance%	Cumulative%
1	sensing capabilities	10.85	31.01	31.01
2	acquisition capabilities	3.00	8.58	39.59
3	restructuring capabilities	1.82	5.21	44.81
4	Learning abilities	1.61	4.60	49.41
5	Integration and coordination capabilities	1.22	3.49	56.59

Table (5) shows that there are 5 main factors explaining the impact of dynamic capabilities on the performance of administrative decision-making, as the first factor (sensing) explains 31.01% of the impact of dynamic capabilities on the performance of administrative decision-making, and the second factor (acquisition) explains 8.58% of the impact of capabilities Dynamism on the performance of administrative decision-making, the third factor (restructuring) explains 5.21% of the impact of dynamic capabilities on the performance of administrative decision-making, the fourth factor (learning) explains 4.60% of the impact of dynamic capabilities on the performance of administrative decision-making, and the fifth factor explains (integration and coordination ) 3.49% of the effect of dynamic capabilities on the performance of administrative decision-making, and therefore the five factors explain 52.89% of the impact of dynamic capabilities on the performance of administrative decision-making.

***I-Goodness of Fit Index (GFI)***

This indicator shows the total degree of compatibility of the square of the residual calculated from the estimated data to the square of the residual calculated from the actual data. The index values range between (0-1), and it can be calculated through the Comparative Fit Index (CFI), and the increasing Match Quality Index Incremental Fit Index (IFI) Table (6).

Table (6) Results of (CFI) and (IFI) Indicators Tests

Model	CFI	IFI
Default Model	0.920	0.920
Saturated Model	1.000	1.000
Independence Model	0.000	0.000

Table (6) shows the quality of data matching, where the value of Independence Model = 0.000

**Theoretical Framework**

***First: Dynamic capabilities***

### ***1. Conceptual of Dynamic capabilities:***

Teece and his colleagues are the first to use the term dynamic capabilities in 1997 (Sajit&Al-Hamiry,2023:115), and capabilities include two types: static capabilities, which mean the ability to achieve what is required according to the available capabilities, and dynamic capabilities, which means the ability to create and innovate to improve and adapt knowledge, while referring The dynamic to the changing organizational environment that needs to respond to its requirements in the appropriate manner and time (Abdul Hadi, 2021: 105).

Dynamic capabilities mean those capabilities that the organization relies on in creating, modifying, and restructuring its resources and capabilities; As a response to the dynamics of the external environment (Jiang, et.al., 2015:1185), it is also defined as the process of integrating and building the organization's resources and reconfiguring its capabilities in line with developments in the changing business environment (Ferreira, et.al., 2020:2 ), which is the renewable capabilities that achieve the organization's positive adaptation, competitive advantages, and strategic direction in organizational performance (Amana et al., 2020: 305), as it is meant by the coordinated and interrelated capabilities that help the organization to reconfigure its capabilities and operational capabilities to ensure strategic renewal in line with changes in the environment External (Amana et al., 2021: 4).

Based on the above, dynamic capabilities can be defined procedurally as: the organizational process that management uses to adapt operational inputs to outputs according to changing work conditions to improve the performance of strategic decision-making.

### ***2.Importance of Dynamic Capabilities:***

The importance of dynamic capabilities is the following:

- Improving organizational performance by sensing its internal and external environment to discover opportunities and reach creative work models that achieve organizational creativity (Proeller, 2011:5).
- Achieving flexibility in organizational performance, which helps achieve creativity, innovation and the ability to adapt to dynamic variables (Heaton, et.al., 2019:5).
- Building a competitive advantage, strengthening the organization's competitive capabilities, and enhancing its market position (Al-Hawary& Al-Syasneh, 2020:579).
- Organizing the internal resources of the organization and coordinating between them and external resources, which enables the organization to seize opportunities and confront external threats (Majeed& Ahmed, 2022: 77).
- Developing organizational and operational structures and administrative decision-making rules that enable the organization to reconfigure its assets and identify opportunities and threats (Hanan& Hamid, 2021: 279).
- Increasing the efficiency of managers to make successful administrative decisions with the aim of improving organizational performance and achieving the desired goals (Sajit& Al-Hamiry, 2023: 114).

### ***3.Dimensions of dynamic capabilities***

The most important dimensions of dynamic capabilities include:

- a. Sensing capabilities: means the organization's ability to monitor, research and continuous development(Al-Sarayreh, 2020:22) by exploring the organization's environment, identifying the needs and desires of its customers, and responding to market dynamics (Tallott&Hilliard,2016:339). It also means the organization's ability to monitor changes in the organizational environment and explore future opportunities. (Ofoegbu, et.al., 2018:9).
- b. Acquisition capabilities: It represents the organization's ability to design and implement business models that enable it to own, organize, manage and disseminate sources of knowledge in order to reduce conflict that may arise between various organizational units, thus achieving the best investment of its resources (Al-Hamiry and Khalil, 2018: 103).

- c. Restructuring capabilities: It means the ability of the organization to integrate its physical and human assets and resources and reshape and configure them to comply with strategic decisions derived from the dimensions of sensing and acquisition to direct learning (Adam, et.al., 2018:51).
- d. Learning capabilities: It refers to the organization's ability to develop its knowledge resources to produce new knowledge and employ that knowledge stock to improve administrative performance, and respond to changes in the business environment (Al-Hayla et al., 2020: 10). Learning capabilities include three elements: the acquisition of new knowledge, the absorption of this knowledge, And transforming them into creative capabilities that are used to solve the problems facing the organization (Gharibawi&Mansir, 2022:160).
- e. Coordination and integration capabilities: It means enhancing the organization's use of its resources in an optimal manner and consistent with external changes to achieve harmony and compatibility between inputs and outputs (Majeed& Ahmed, 2022: 80), which enables the organization to complete its work and own new technological tools and access to potential markets (Jiang, et al., 2015: 1187).

## ***Second: Administrative decision making:***

### ***1.The concept of administrative decision-making performance:***

Performance means the ability of the organization to make optimal use of its resources and its ability to achieve its goals in the long term (Abdul Hadi, 2021: 108). As for the decision, it is an activity of choice and preference carried out by the leader in order to confront a specific situation or solve a problem related to the work that he supervises ( Belhaj, 2016: 270), while administrative decision-making refers to the multi-step process that includes a set of successive administrative activities aimed at solving a specific problem and begins with diagnosing the problem, presenting and evaluating the available alternatives, and choosing the best of them, leading to the final solution to the problem (Alwan, 2021: 268), it also means a method of logical and objective thinking that is capable of choosing between several alternatives to find a solution to a problem according to the available capabilities and is characterized by flexibility and the ability to move and change (Qarbouz&Almawi, 2020: 406), and it should be noted that administrative decision-making represents the most prominent stages of the decision-making process And its main director (Al-Miftah& Al-Khareef, 2024:36).

Through the above, the procedural definition of administrative decision-making can be defined as: an administrative process that includes the ability to diagnose problems, search for possible solutions, and choose the best alternative with the possibility of evaluation, follow-up, and feedback based on flexibility and dynamism according to internal and external variables in order to achieve the goals of the organization.

### ***2.Stages of administrative decision making:***

The administrative decision-making process goes through several stages, including:

- a. ***The stage of defining the problem:*** It includes accurate identification of the dimensions of the problem, the nature of the circumstances that led to it, the degree of its importance, and the appropriate time period for its solution (Al-Ashhab, 2015: 37).
- b. ***The stage of identifying alternatives:*** It includes the process of searching for possible solutions that can be implemented to solve the problem through investigation, gathering information, and exploring innovative alternatives in light of the general policy of the organization (Belhaj, 2016: 272).
- c. ***The alternatives evaluation stage:*** during which several alternatives identified in the previous stage are compared and the advantages and disadvantages of each alternative are evaluated according to the available data and information (Alwan, 2021: 269).
- d. ***The decision-making stage:*** It represents the stage of weighting the best alternative out of several proposed alternatives that achieve the general goal of solving problems and the success of the organization (Jassim, 2023: 164).
- e. ***The implementation stage of the decision:*** It includes the ability to develop operational plans in which the decisions taken are implemented through efficiency and effectiveness in the internal communication systems and to ensure the implementation of decisions with the required quality and

on time in line with the nature of the internal and external operations of the organization to maintain its competitive position (Alhawamdeh, &Alsmairat, 2019:95).

f. **The stage of evaluating the administrative decision:** It is the last step in the stages of administrative decision-making, which means doing feedback to quantitative and qualitative data and information to confirm the positive or negative results of administrative decisions (Ahmed, 2021: 46).

**3.Types of administrative decisions**

The types of administrative decisions can be determined according to the level of the administrative decision as follows:

- **Strategic decisions:** They are related to the general policy of the organization and its future, and therefore they greatly affect the success of the organization and its ability to develop. Therefore, it is reserved for the organization’s senior management (Qarbouz&Alamawi, 2020: 406).
- **Tactical decisions:** They are repeated decisions within the framework of strategic decisions, but they are at a lower level than them and at a higher level than operational decisions because they include more technical details and are specific to department heads and technical heads (Al-Ashhab, 2015: 24).
- **Operational decisions:** It means the process of making routine decisions related to the conduct of daily routine business and activities that are simple and require a little responsibility and creativity (Ahmed, 2021: 43).

**Statistical Analysis**

**1- Description of the researched organization:**

The Salah al-Din Health Department is affiliated with the Iraqi Ministry of Health. The study population is represented by the administrative leaders (managers, heads of departments, and heads of divisions) in the Salah al-Din Health Department. They number 144 directors (Muhaimid&Haifi, 2023: 125), and a comprehensive enumeration method was used for the study population. (144) questionnaires were distributed, and after excluding one incomplete questionnaire, (143) questionnaires were retrieved, representing (99.3%) of the total study population.

**2 - Descriptive statistics of demographic data**

Table (7) Statistical analysis of the study sample responses to demographic data

Variable	Response	Frequency	Percentage	Arithmetic mean
Gender	Male	91	63.6	1.36
	Female	52	36.4	
Age	Less than 30 years old	22	15.4	2.24
	From 30 years to less than 40 years	58	40.6	
	From 40 years to less than 50 years	33	23.1	
	50 years and older	30	21.0	

It is clear from Table (7) that the number of males in the study sample amounted to 91 individuals, or 63.6%, and the number of females reached 52, or 36.4%, and the arithmetic mean was 1.36. The age group from 40 years to less than 50 years 33 individuals with a rate of 23.1%, the age group 50 years and over 30 individuals with a rate of 21%, and the age group under 30 years 22 individuals with a rate of 15.4%, and the arithmetic mean was 2.24.

**3 - Descriptive statistics of the study variables**

**The first axis - dynamic capabilities**

Table (8) descriptive statistics of the study sample's responses about dynamic abilities.

Phrase	never	rarely	sometimes	often	always	Arithmetic mean	standard deviation
The first dimension: sensor capabilities							

There is constant communication between the management of the health department and the surrounding external environment.	Frequency	11	22	25	33	52	3.65	1.31
	%	7.7	15.4	17.5	23.1	36.4		
The Department of Health is committed to providing services to the local community according to its needs.	Frequency	13	23	23	34	50	3.59	1.34
	%	9.1	16.1	16.1	23.8	35.0		
The Department of Health supervises the conduct of periodic field surveys in its areas to identify problems.	Frequency	14	20	23	29	57	3.66	1.37
	%	9.8	14.0	16.1	20.3	39.9		
Overall average: 3.63								
The second dimension: acquisition capabilities								
There is a strategic plan that the Department of Health is working on following up on its implementation	Frequency	8	14	31	30	60	3.83	1.23
	%	5.6	9.8	21.7	21.0	42.0		
The Department of Health has all the data and information necessary to make decisions	Frequency	11	21	31	29	51	3.61	1.31
	%	7.7	14.7	21.7	20.3	35.7		
The Department of Health management is keen to recruit and retain administrative competencies	Frequency	9	17	27	34	56	3.77	1.25
	%	6.3	11.9	18.9	23.8	39.2		
Overall average: 3.73								
The third dimension: restructuring capabilities								
The Department of Health management is flexible and objective in making decisions	Frequency	7	14	34	35	53	3.79	1.18
	%	4.9	9.8	23.8	24.5	37.1		
The Department of Health manages job rotations for workers during emergencies	Frequency	8	17	25	35	58	3.82	1.24
	%	5.6	11.9	17.5	24.5	40.6		
The Department of Health management performs a risk analysis of potential factors before making decisions	Frequency	9	14	25	34	61	3.86	1.24
	%	6.3	9.8	17.5	23.8	42.7		
Overall average: 3.82								
The fourth dimension: learning capabilities								
The Department of Health management is committed to obtaining training courses for senior administrative leaders	Frequency	10	22	33	31	47	3.58	1.28
	%	7.0	15.4	23.1	21.7	32.9		
The Department of Health management is keen to provide training for	Frequency	10	15	24	39	55	3.79	1.25
	%	7.0	10.5	16.8	27.3	38.5		



employees to develop performance								
The Department of Health management documents previous problem cases and how to deal with them	Frequency	11	12	31	28	61	3.81	1.28
	%	7.7	8.4	21.7	19.6	42.7		
Overall average:3.72								
The Fifth Dimension: Integration and Coordination Capabilities								
The Department of Health has an effective internal communication system	Frequency	8	16	24	32	63	3.88	1.24
	%	5.6	11.2	16.8	22.4	44.1		
There is a hierarchical organizational structure that organizes work tasks within the health department	Frequency	7	15	30	35	56	3.82	1.20
	%	4.9	10.5	21.0	24.5	39.2		
The Department of Health management is keen to work in a team spirit and to achieve cooperation between superiors and subordinates	Frequency	5	15	17	42	64	4.01	1.14
	%	3.5	10.5	11.9	29.4	44.8		
Overall average:3.90								

Table (8) shows the responses of the study sample about dynamic capabilities, where the responses of the study sample came with a high degree (often) about the availability of sensing capabilities with an arithmetic mean of 3.63, and the responses came with a high degree (often) about the availability of acquisition capabilities with an arithmetic mean of 3.73, and the responses came with a high degree (often) about the availability of restructuring capabilities, with an arithmetic mean of 3.82, and the responses also came with a high degree (often) about the availability of learning capabilities, with an arithmetic mean of 3.72, and the responses also came with a high degree (often) about the availability of integration and coordination capabilities, with an arithmetic mean of 3.90.

**The second axis - making administrative decisions**

Table (9) descriptive statistics of the study sample's responses about the performance of administrative decision-making.

Phrase		never	rarely	sometimes	often	always	Arithmetic mean	standard deviation
The first dimension: making strategic decisions								
There is agreement between the decisions of the Department of Health management and the strategic plan of the organization	Frequency	9	17	27	34	56	3.77	1.25
	%	6.3	11.9	18.9	23.8	39.2		
The Department of Health reviews information and data before making administrative decisions	Frequency	13	18	23	27	62	3.74	1.36
	%	9.1	12.6	16.1	18.9	43.4		
The Department of Health management involves workers in decision-making	Frequency	14	20	23	29	57	3.66	1.37
	%	9.8	14.0	16.1	20.3	39.9		
Overall average: 3.72								
The second dimension: making tactical decisions								
There is a continuous internal communication system to receive and	Frequency	13	23	29	35	43	3.50	1.31
	%	9.1	16.1	20.3	24.5	30.1		

implement administrative decisions								
The Department of Health supervises the implementation of administrative decisions	Frequency	11	21	31	29	51	3.61	1.31
	%	7.7	14.7	21.7	20.3	35.7		
The Department of Health uses modern technology to monitor the implementation of administrative decisions	Frequency	13	18	23	27	62	3.74	1.36
	%	9.1	12.6	16.1	18.9	43.4		
Overall average: 3.61								
The third dimension: making operational decisions								
The Department of Health provides the necessary information to implement administrative decisions	Frequency	13	16	33	35	46	3.59	1.29
	%	9.1	11.2	23.1	24.5	32.2		
The Department of Health follows up the level of implementation of administrative decisions	Frequency	11	16	36	38	42	3.58	1.23
	%	7.7	11.2	25.2	26.6	29.4		
The Department of Health management receives feedback on the results of implementing administrative decisions	Frequency	11	21	28	32	51	3.63	1.30
	%	7.7	14.7	19.6	22.4	35.7		
Overall average: 3.60								

Table (9) shows the responses of the study sample about the performance of administrative decision-making, where the responses of the study sample came with a high degree (often) about the performance of strategic decisions with an arithmetic mean of 3.73, and the responses came with a high degree (often) about the performance of tactical decisions with an arithmetic mean of 3.61, and so did the responses were highly (often) about the performance of operational decisions, with an arithmetic mean of 3.60.

#### 4- Testing the validity of the study hypotheses:

*Testing the validity of the first hypothesis:* The validity of the first hypothesis was tested using multiple linear regression model using SPSS, Vr.24 program.

Table (10) Results of multiple linear regression analysis of the influence of independent variables (Dimensions of dynamic capabilities) on the dependent variable (administrative decision-making)

Model dimensions	Regression value (B)	standard error	T value
Administrative decision making	0.693*	0.138	5.012
sensing capabilities	0.612	0.150	4.084
acquisition capabilities	0.253	0.130	1.938
restructuring capabilities	0.253	0.130	1.938
Learning capabilities	0.253	0.130	1.938
Integration and coordination capabilities	0.253	0.130	1.938
The calculated F value	760.03		
The level of significance F calculated	0.000		
Correlation coefficient (R)	0.966		
Determination coefficient (R <sup>2</sup> )	0.935		
The standard error of the estimate	0.200		

\* Fixed slope.

The relationship of the regression line was as follows:

$$Y = 0.693 + 0.612x_1 + 0.253x_2 + 0.253x_3 + 0.253x_4 + 0.253x_5$$

Where: Y = managerial decision making, X1 = sensing capabilities, X2 = acquisition capabilities, X3 = restructuring capabilities, X4 = learning capabilities, X5 = integration and coordination capabilities

The results of the multiple regression model shown in Table (10) showed a strong relationship between each of the dynamic abilities and decision-making performance, as the value of the correlation coefficient (R) was (0.966); This indicates the strength of the dynamic abilities to perform administrative decisions, and the explanatory value of the regression model (R<sup>2</sup>) was (0.935); This indicates that 93.5% of the changes in the performance of administrative decisions are explained by dynamic capabilities, while the value of (F) calculated in the regression model was 760.03 with a level of statistical significance (sig = 0.000), which is smaller than the level of statistical significance adopted (0.05), which indicates It indicates that there is a statistically significant effect of the dynamic capabilities on administrative decision-making, and then the alternative hypothesis is accepted that there is a statistically significant effect of the dimensions of dynamic capabilities on the performance of administrative decision-making.

**Testing the validity of the second hypothesis:**

The validity of the second hypothesis was tested using the (t test) at a significant level (0.05) using the SPSS program,24. Table No. (11) shows the results of the test:

Table (11) results of the t-test for the third hypothesis of the study

Variable	average	standard deviation	Standard error of the mean	Test t	95% confidence interval for a difference between the two means		The probability of p
					Maximum	minimum	
Gender	1.36	0.48	0.040	33.880	1.45	1.25	0.000
Age	2.24	1.19	0.099	22.442	2.45	2.05	0.000

It is clear from Table (11) that the significance probability p = (0.000) in the demographic variables, which is smaller than the significant level (0.05), which indicates the existence of statistically significant differences between the opinions of the study sample, and then the alternative hypothesis is accepted that there are statistically significant differences for the effect of The dynamic abilities to perform managerial decision-making are due to demographic factors (gender and age).

**Conclusion:**

- The results of the applied study showed the availability of dynamic sensing capabilities in the Salah al-Din Health Department, with an arithmetic mean of 3.63, indicating the majority of the department's ability to sense the opportunities available in the external environment.
- Availability of dynamic acquisition capabilities in the Salah Al-Din Health Department with an arithmetic mean of 3.73, indicating the majority of the department's ability to acquire, exploit and retain resources.
- Availability of dynamic restructuring capabilities in the Salah Al-Din Health Department, with an arithmetic mean of 3.82, indicating the majority of the department's ability to be flexible and adapt to organizational environmental changes.
- Availability of dynamic learning capabilities in the Salah al-Din Health Department, with an arithmetic mean of 3.72, indicating the majority of the department's ability to learn and develop to keep pace with organizational changes.
- Availability of dynamic integration and coordination capabilities in the Salah al-Din Health Department, with an arithmetic mean of 3.90, indicating the majority of the department's ability to coordinate and harmonize in administrative decisions.

- The performance of making strategic administrative decisions came with an arithmetic average of 3.73, which indicates the majority of successful strategic decision-making.
- The performance of tactical administrative decision-making came with an arithmetic average of 3.61, which indicates the majority of tactical decision-making, which is characterized by efficiency.
- The performance of operational administrative decision-making came with an arithmetic average of 3.60, which indicates the majority of effective operational decision-making.
- The statistical analysis model showed that there is a statistically significant effect of dynamic capabilities on the performance of administrative decision-making, and it was also shown that demographic factors associated with gender and age contribute to a mediating role in the relationship between dynamic capabilities and administrative decision-making.

#### ***Recommendations:***

- Integration of organizational dynamic capabilities into the administrative decision-making process.
- Formation of an administrative unit concerned with developing dynamic capabilities and monitoring their impact on administrative decision-making.
- Develop qualitative and quantitative measures to measure the efficiency of administrative decision-making performance.
- Using modern technological means to provide databases and basic information necessary for making administrative decisions according to the organization's resources.
- Enhancing the administrative and organizational empowerment of employees to develop creativity and talent management to support the dynamic capabilities of the organization.
- Providing continuous training programs to qualify the administrative staff to manage organizational dynamic capabilities and develop the performance of administrative decision-making.
- Follow-up recent developments in administrative sciences to enhance competitiveness and provide the highest level of health services with quality, efficiency and speed of response to face emergency cases.

#### **References**

- AbdAl-Hadi, Muhammad Jamal Muhammad, (2021), The impact of dynamic capabilities on improving institutional performance, an applied study on industrial companies, Scientific Journal of Economics and Trade, Ain Shams University, Vol. 51.
- Adam, M. ; Strähle, J. ; Freise, M., (2018), Dynamic Capabilities Of Early Stage Firms: Exploring The Business Of Renting Fashion, Journal Of Small Business Strategy, Vol.28, No.2.
- Ahmed, Hashem Abdel Khaleq, (2021), A strategic plan for the role of environmental security in developing the environmental responsibility of the decision-maker, an applied study on the State Information Service, an unpublished master's thesis, Faculty of Graduate Studies and Environmental Research, Ain Shams University, Cairo.
- Al Moftah, Fatima & Al Khareef, Saad Abdullah, (2024), Decision-making methods during crises, a field study on a sample of administrative leaders at King Saud University in the Kingdom of Saudi Arabia, Arab Journal of Management, Vol. 44.
- Al-Ashhab, Nawal Abdel-Karim, (2015), Administrative decision-making, its types and stages, Dar Amjad for publication and distribution, Amman, Jordan.
- Al-Hajm, HashemNayefHashem, & Al-Salman, Hussam Abdel-Amir, (2021), The role of production in achieving sustainable competitive advantage through the mediating variable dynamic capabilities, Journal of Economic Sciences, Vol. 16, p. 61.
- Alhawamdeh, H.M. &Alsmairat, M.A. K, (2019), Strategic DecisionMaking and Organization Performance: A Literature Review, International Review ofManagement and Marketing, 9(4).

- Al-Hawary, S.I. & Al-Syasneh, M.S., (2020), Impact of dynamic strategic capabilities on strategic entrepreneurship in presence of outsourcing of five stars hotels in Jordan, *Business: Theory and Practice*, 21(2).
- Al-Hila, Amal Abdel-Maguid ; Al-Masry, Marwan Majeed, and Tafesh, Ahmed Mohamed, (2020), The degree of contribution of dynamic capabilities in improving the capabilities of business intelligence, an applied study on Palestinian private universities, the first international conference on information technology and business.
- Al-Humairi, Bashar Abbas, & Khalil, Muhammad Jassim, (2018), The relationship of social capital with dynamic capabilities and its impact on the organization's leadership, a prospective study of the opinions of a sample of employees at the University of Babylon, *Journal of the College of Administration and Economics for Economic, Administrative and Financial Studies*, Vol. 10, P. 3: 92-120.
- Al-Mashreqi, Ahmed Abdullah, (2021), The impact of entrepreneurial orientation on the dynamic capabilities of Yemeni industrial companies, *Al-Razi University Journal of Administrative and Human Sciences*, Vol. 2, p. 1: 4-30.
- Al-Sarayreh, R.S., (2020), Dynamic Capabilities and its Impact on Strategic Myopia Test of the Moderating role of Social Media A Field Study on the Fuel Distributer Companies in Jordan, Thesis for Master Degree, Business Faculty, Middle East University.
- Alwan, Firas Hussein, (2021), The role of the WICS model of leadership in the organizational decision-making process. An analytical study of the views of a sample of leaders and employees of the Salah al-Din Electricity Distribution Department. *Tikrit Journal of Administrative and Economic Sciences*, Vol. 17, p. 53: 263-279.
- Amana, Ahmed Abdullah ; Al-Rubaie, Rasha Abbas ; Al-Tarfi, Alaa Hussein, and Qandil, Ahmed Muhammad, (2020), The effect of dynamic capabilities in supporting the elements of authentic leadership through the flexibility of human resources, *Journal of the College of Administration and Economics for Economic, Administrative and Financial Studies, University of Babylon*, Vol. 12, p. 1: 289-318.
- Amana, Ahmed Abdullah ; Mohsen, Amjad Hamid, and Taqi, Laith Daa, (2021), The Impact of Dynamic Capabilities on Achieving Strategic Success A descriptive analytical study of the opinions of a sample of workers in some faculties of the University of Karbala, *Journal of Management and Economics, University of Karbala*, Vol. 10, p. 40: 1-16.
- Belhadj, Fatiha, (2016), Theoretical and practical foundations of decision-making, *Algerian Journal of Globalization and Economic Policies*, p.7: 269-284.
- Ferreira, J. ; Coelho, A. ; Moutinho, L., (2020), Dynamic capabilities, creativity and innovation capability and their impact on competitive advantage and firm performance: The moderating role of entrepreneurial orientation. *Journal of Technovation*, 92(16), 1-18.
- Gharibawi, Ali, & Monaser, Elias, (2022), The contribution of the dynamic capabilities approach in the field of strategic management, *Journal of Economic and Administrative Research*, Vol. 16, p. 2: 153-171.
- Hanan, Safaa Kamel, & Hamid, Suhair Adel, (2021), The impact of dynamic capabilities on organizational dexterity, analytical research, *Baghdad University Journal of Economic Sciences*, Vol. 2, p. 64: 273-299.
- Heaton, S. ; Siegel, D.S. ; Teece, D.J., (2019), Universities and innovation ecosystems: a dynamic capabilities perspective, *Industrial and Corporate Change*, 28(4), 921-939.
- Hussein, Adwaa Kamal & Hassan, Alaa Ahmed, (2021), The voice of workers and its role in enhancing the ability to make decisions among intuitive leaders, a survey study at the University of Mosul, *Tikrit Journal of Administrative and Economic Sciences*, Vol. 17, p. 55: 289-303.

- Jassim, Haider Muhammad, (2023), The correlation between risk management and total quality management in administrative decision-making, an analytical study of the opinions of a sample of employees in the Islamic South Bank, Al-Muthanna Journal of Administrative and Economic Sciences, Vol.13, P.1: 156-177.
- Jiang, W. ; Mavondo, F.T., &Matanda, M.J., (2015), Integrative capability for successful partnering: a critical dynamic capability, Management Decision, 53(6), 1184-1202.
- Karbouz, Zahreddine, &Elmawy, Ahmed, (2020), The participation of workers in decision-making and its impact on the rationalization of administrative decisions, a case study of the Algerian pipe industry in Ghardaïa, Annals of Guelma University of Social and Human Sciences, vol. 11, p. 2: 403-412.
- Mahdi, Anas Khalil, Idris ; Al-FadilTaiman, and Ali, Malik Al-Naeem, (2023), The impact of strategic planning on knowledge sharing in the Salah al-Din Health Department in Iraq from the point of view of administrative leaders 2022 AD, Arab Journal of Science and Research Publishing, Vol.7, P.3: 56-80.
- Majid, Majid Hamid; Ahmed, AlaaShehab, (2022), The availability of dynamic capabilities in educational organizations, an applied study at the University of Mosul and the Northern Technical University, Tanmiat Al-Rafidain Journal, University of Mosul, vol. 41, p. 135: 72-88.
- Muhaimid, Kifah Abbas, &Heifi, AmmarHammoud, (2023), Strategic foresight and its role in promoting technological change: An exploratory study of the opinions of a sample of administrative leaders in the Salah al-Din Health Department, Warith Scientific Journal, Vol. 5, p. 13: 119-130.
- Navarro. A. ; Losada. F. ; Ruzo. E., and Diez. J. A., (2010), Implications of perceived competitive advantages, adaptation of marketing tactics and export commitment on export performance, Journal of World Business, Vol.45.
- Ofoegbu, W; Obrenovic, B; Akhunjonov, U., (2018), Dynamic Capabilities and Competitive Advantage of Fast Foods Restaurants, International Journal of Management Science and BusinessAdministration, 4(3), 7-14.
- Proeller, I., (2011), How dynamic capabilities mediate the link between strategy and performance, annual conference of the European group for public administration panel on strategic management in government, Bucharest, Romania.
- Sajit, Fatima Hakim, & Al-Hamiry, Bashar Abbas, (2023), The impact of dynamic capabilities on strategic renewal, an analytical study of the views of a sample of managers in the Iraqi General Cement Company in the province of Najaf, Journal of the College of Administration and Economics for Economic Studies, University of Babylon, Vol. 15, P. 2: 108-129.
- Tallott, M. & Hilliard, R., (2016), Developing dynamic capabilities for learning and internationalization a case study of diversification in an SME, Baltic Journal of Management, 11(3), 328 – 347.