

Article

The Role of Organizational Architecture in Enhancing Organizational Flourishing: An Analytical Study at the College of Administration and Economics, Tikrit University

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Abstract: The current study aims to identify the role of organizational architecture through its dimensions represented by (organizational structure, organizational culture, technology, and strategic plan) in enhancing organizational flourishing, according to its dimensions represented by (innovation, intellectual capital, organizational agility, and competitive advantage) at the College of Administration and Economics, Tikrit University. The study adopted the descriptive-analytical approach to present its details, analyze its data, and test its hypotheses in order to reach its results. Data were collected through a questionnaire distributed to a random sample of (135) faculty members, selected from a population of (207) faculty members. The data obtained from this sample were analyzed using several statistical methods (SPSS Ver. 24), which was employed to apply a number of statistical methods, such as the arithmetic mean, standard deviation, Pearson correlation coefficient, regression coefficient based on ordinary least squares, and hierarchical regression to test the variance in hierarchical importance and determine the individual contribution of each dimension. The study reached a number of conclusions based on and interpreted through the empirical findings. Among these findings, there was a strong, positive, and statistically significant correlation between organizational architecture and organizational flourishing at both the overall level and the dimensional level, according to the results of the correlation test (R) and its statistical significance. This indicates that an increase in the level of availability of the dimensions of organizational architecture is accompanied by an increase in the level of organizational flourishing and its dimensions. The procedures adopted and underlying organizational architecture, which sought to reduce the gap between organizational structures, processes, and the adopted technology, were associated with enhancing organizational flourishing at the level of the college under study. It was also found that organizational architecture had a strong, positive, and statistically significant effect on organizational flourishing at the overall level and a good effect at the level of the sub-dimensions, according to the results of regression analysis. This indicates that the college works to consolidate organizational processes and achieve a high level of integration and responsiveness to changes in the surrounding environment, given its adoption of technology in these processes, its efforts to educate faculty members about it, and its development of a strategic plan to improve it in a manner that enhances organizational flourishing within the college under study. The added value of this study lies in establishing a link between organizational architecture and organizational flourishing within an academic field, while seeking to move away from traditional processes in task execution toward more effective organizational processes by linking them with information technology, thereby improving performance and increasing the speed of response and adaptability to the rapid developments in the work environment in a manner that achieves organizational flourishing for the college.

Keywords: Organizational Architecture, Organizational Flourishing, College of Administration and Economics, Tikrit University.

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1. Introduction

The continuous transformations in the business world have compelled organizations to reconsider their organizational processes and structures in a way consistent with the growing requirements of customers. Organizations have consequently become increasingly in need of greater flexibility in their organizational processes and the procedures accompanying the implementation of these processes. This has created a need for a high level of coordination among individuals, organizational units, and departments, while creating an appropriate climate and positive environment has become one of the requirements for implementing these processes. Such an environment provides the organization with a competitive advantage through the rapid delivery of products or provision of services with high quality and low costs. In addition, the proper utilization of resources and the achievement of objectives with a high degree of accuracy contribute to raising the level of organizational performance and its resulting outcomes. This, in turn, achieves organizational flourishing, which reflects the transition of the organization's leadership focus from merely maintaining its current position to attaining a distinguished competitive position. This requires creating an internal environment that enables employees to be creative at both the individual and organizational levels, develop their personal skills, and maintain indicators of happiness and vitality within the work environment. Through this approach, the organization's leadership will be able to achieve a high level of employee commitment toward their organization, retain them under various circumstances, and encourage them to exert exceptional efforts in achieving its objectives. The matter here is associated with a psychological and emotional factor arising from a commitment based on trust in the organization's leadership and its orientations toward achieving stability and organizational flourishing, which benefits both the organization and its employees.

Naturally, organizations need organizational structures that are compatible with the requirements of flexible transformation in order to achieve flexibility and rapid responsiveness in their processes. Therefore, the need for organizational architecture emerges, which operates according to a comprehensive and coherent plan for mobilizing processes and implementing objectives. It seeks to establish integration among processes, organizational structures, and technologies through an advanced system that works to incorporate information technology systems into organizational structures, which represent the backbone of the organization. Accordingly, information technology systems become interconnected with all organizational processes by linking them to every level, department, and organizational unit within the organization, thereby contributing to reducing the gap between performance requirements and the speed of response.

The importance of this study comes from its focus on variables characterized by their novelty at the administrative and organizational levels. Organizational architecture represents a comprehensive approach that is consistent with the requirements of contemporary organizations in light of rapid technological developments and customers' increasing desire for change. It links organizational structure and processes with information systems, which increases flexibility and the speed of response to these requirements and achieves organizational flourishing for the college under study. This, in turn, affects the psychological, emotional, and functional stability of faculty members, consequently enhancing their creativity within the college. In light of this, the study aims to identify the nature of the relationship between organizational architecture and organizational flourishing, determine the level of availability of the dimensions of each within the college under study, and test the extent to which organizational architecture contributes to enhancing organizational flourishing.

The researcher faced theoretical challenges represented by the scarcity of sources addressing the two variables of the current study due to their novelty, particularly the organizational architecture dimension, for which Arabic and foreign sources were limited. This required an additional effort to complete the theoretical aspect of the study.

The current study was divided in accordance with the nature of the problem and its objectives. The first section addressed the methodological framework of the study, while the second section was devoted to organizational architecture. The third section addressed organizational flourishing. The fourth section focused on the field aspect, study procedures, and data analysis. The study concluded with the fifth section, which included the most important conclusions and recommendations.

2. Materials and Methods

Research Methodology

Preamble:

To answer the questions of the study problem and achieve its objectives, it is necessary to adopt a precise scientific methodology that identifies the steps followed by the study to reach the findings and provide recommendations. This can be clarified through the following sections:

First: Problem of the Study

Contemporary organizations have come to face one constant in their work, namely continuous change, which has compelled them to remain constantly prepared to respond to any potential change or mitigate its impact on them. Therefore, maintaining a competitive position has become difficult and complex, and the matter becomes even more difficult and complicated when these organizations seek to flourish in their environment and remain at the forefront of intense competition while being subject to all these changes. Accordingly, all organizations, including the organization under study, seek to develop more effective methods and procedures to achieve their objectives. Among these methods and procedures is the adoption of organizational architecture by the leadership of these organizations, which seeks to transform organizations from traditional procedures and processes toward more modern and effective processes that are compatible with the accelerating changes resulting from technological developments. This involves linking organizational structures with technological information systems and adopting technology across all organizational processes.

The study problem can be represented through the following main question: **What is the role of organizational architecture in enhancing organizational flourishing at the College of Administration and Economics, Tikrit University?** From this question, which reflects the need for both knowledge and practical understanding of the nature of the relationship between organizational architecture and organizational flourishing in the college under study, several sub-questions can be derived as follows:

1. Are the dimensions of organizational architecture available in the college under study?
2. Are the dimensions of organizational flourishing available in the college under study?
3. What is the nature of the relationship between organizational architecture and organizational flourishing at the overall level and at the dimensional level in the college under study?
4. Is there a statistically significant effect of organizational architecture on organizational flourishing at the overall level and at the dimensional level in the college under study?
5. To what extent do the opinions of the study sample vary regarding the contribution of the dimensions of organizational architecture to organizational flourishing within the college under study?

Second: Importance of the Study

The importance of the study stems from its vital and contemporary variables that serve all organizations, including the organization under study. The importance of the current study can be highlighted from two perspectives, theoretical and practical, as follows:

A. Theoretical Aspect

1. The study derives its importance from the novelty of the concepts of organizational architecture and organizational flourishing and their need for further study and examination in different organizational environments.
2. Highlighting the shift toward contemporary organizational procedures that rely on linking organizational structures with information technology systems to improve organizational processes and achieve organizational flourishing, through reviewing the contributions of previous researchers who addressed each variable separately.
3. Enriching the Arabic administrative literature with a study that brings together the variables of organizational architecture and organizational flourishing, for which studies remain limited.

B. Practical Aspect

1. The possibility of benefiting from the findings of the current study in assisting the leadership of the college under study in diagnosing the reality of organizational architecture, identifying its strengths and weaknesses, and working to develop structures and processes and link them with information systems to increase effectiveness and speed of response.
2. Assisting the leadership of the college under study in creating a positive work environment within the college that enables organizational stability and flourishing by diagnosing strengths and weaknesses through analyzing the opinions of its faculty members.
3. Providing recommendations to the leadership of the college under study based on empirical findings, which may contribute to improving the academic level of the college and achieving its flourishing, given their focus on comprehensive cultural, organizational, technological, and strategic dimensions.

Third: Objectives of the Study

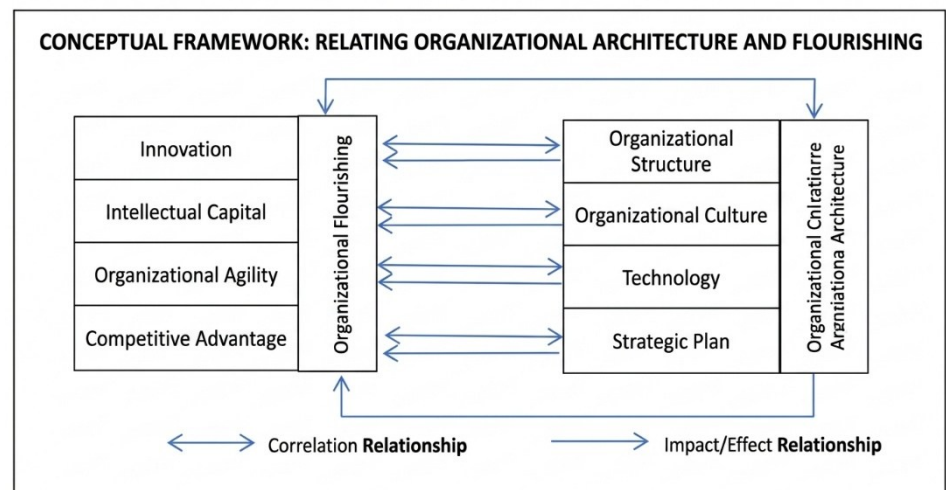
The study seeks to achieve the following objectives:

1. To identify the availability of the dimensions of organizational architecture in the college under study.
2. To identify the availability of the dimensions of organizational flourishing in the college under study.
3. To determine the nature of the relationship between organizational architecture and organizational flourishing at the overall level and at the dimensional level in the college under study.
4. To determine the effect of organizational architecture on organizational flourishing at the overall level and at the dimensional level in the college under study.
5. To determine the extent of variation in the sample's opinions regarding the contribution of the dimensions of organizational architecture to organizational flourishing within the college under study.

Fourth: Hypothetical Study Model and Hypotheses

A. Hypothetical Study Model

The hypothetical study model illustrates the theoretical conceptualization of the relationships between the study variables and their dimensions. It identifies the independent variable represented by organizational architecture and its dimensions (organizational structure, organizational culture, technology, and strategic plan), and the dependent variable represented by organizational flourishing and its dimensions (innovation, intellectual capital, organizational agility, and competitive advantage). It also illustrates the direction of the relationship between them, represented by a two-way arrow, and the effect represented by a one-way arrow. Figure (1) presents the hypothetical study model, illustrating the details of the relationships between the variables and their dimensions.



Source: Prepared by the Researcher Figure (1) Hypothetical Study Model

B. Hypotheses of the Study

The study is based on five main hypotheses, from which several sub-hypotheses are derived, as follows:

1. **First Main Hypothesis (H1):** The dimensions of organizational architecture are available in the college under study.
2. **Second Main Hypothesis (H2):** The dimensions of organizational flourishing are available in the college under study.
3. **Third Main Hypothesis (H3):** There is a statistically significant positive correlation between organizational architecture and organizational flourishing at both the overall level and the dimensions level in the college under study.
4. **Fourth Main Hypothesis (H4):** Organizational architecture has a statistically significant effect on organizational flourishing at both the overall level and the dimensions level in the college under study.
5. **Fifth Main Hypothesis (H5):** The relative importance of the contribution of the dimensions of organizational architecture to organizational flourishing varies within the college under study.

Fifth: Boundaries of the Study

1. **Cognitive Boundaries:** The study boundaries of the encompassed the two variables of organizational architecture and organizational flourishing.
2. **Human Boundaries:** The human boundaries of the study included a random sample of teaching staff at the College of Administration and Economics, Tikrit University.
3. **Temporal Boundaries:** The study was conducted during the period from 27/8/2025 to 20/12/2025.
4. **Spatial Boundaries:** The study was conducted at the College of Administration and Economics, Tikrit University.

Sixth: Methodology of the Study

The study adopted the descriptive-analytical approach, which is considered one of the scientific approaches that enables the phenomenon under study to be described accurately and systematically, followed by its analysis and the interpretation of the relationships among its variables, thereby reaching results that can be relied upon to explain the reality of the phenomenon under study.

Seventh: Data Collection Methods

A. Theoretical Aspect

The secondary sources of the study were obtained to cover its theoretical aspect from scientific references and previous studies, including university theses and dissertations,

peer-reviewed scientific journals, as well as conferences related to the subject of the current study. This was done with the aim of constructing the theoretical framework and identifying the concepts, dimensions, and indicators related to the study variables.

B. Practical Aspect

The primary sources of the study were obtained through analyzing the opinions of the study sample, represented by the teaching staff at the College of Administration and Economics, Tikrit University. A questionnaire developed by the researcher based on the five-point Likert scale was adopted for the purpose of conducting the field survey. Its items were designed in light of the study variables and their dimensions, according to the nature of the problem, objectives, and hypotheses. The data were collected for the purpose of analyzing them, extracting the results, and discussing them to achieve the objectives of the study and test its hypotheses.

During the analysis procedures, a number of statistical methods were employed, including the arithmetic mean, standard deviation, Pearson correlation coefficient, and regression coefficient using ordinary least squares, through the adoption of the statistical program (SPSS Ver. 24).

The study included two variables. The first was the independent variable, represented by organizational architecture, while the second was the dependent variable, represented by organizational flourishing. These two variables were measured through a questionnaire prepared by the researcher, which consisted of three sections. The first section was devoted to describe the sample members through seven demographic characteristics: (1. Gender, 2. Age, 3. Length of service, 4. Educational attainment, 5. Academic title, 6. Job position, 7. Academic department).

The second section was devoted to measure the independent variable, organizational architecture, through (16) statements divided into four dimensions: (A. Organizational Structure, B. Organizational Culture, C. Technology, D. Strategic Plan), with (4) statements for each dimension.

Finally, the third section was devoted to measure the dependent variable, organizational flourishing, through (16) statements also divided into four dimensions: (A. Innovation, B. Intellectual Capital, C. Organizational Agility, D. Competitive Advantage), with 4 statements for each dimension.

The responses of the sample members were quantified using the five-point Likert scale, whereby the response “**Strongly Disagree**” was assigned a value of (1), “**Disagree**” a value of (2), “**Somewhat Agree**” a value of (3), “**Agree**” a value of (4), and “**Strongly Agree**” a value of (5).

Table (1) presents the structure and details of the questionnaire by displaying the variables, dimensions, coding, measurement indicators, and sources.

Table 1. Questionnaire Structure

No.	Variables	Sub-Dimensions	Coding	Measurement Items	Sources
1	Demographic Information	Gender	D1		Prepared by the researcher
		Age	D2		
		Years of Service	D3		
		Educational Attainment	D4		
		Academic Title	D5		
		Job Position / Role	D6		

No.	Variables	Sub-Dimensions	Coding	Measurement Items	Sources
2	Organizational Architecture (X)	Academic Department	D7		
		Organizational Structure	XX1	X1-X4	(Saleh & Saleh, 2020, pp. 461-463)
		Organizational Culture	XX2	X5-X8	
		Technology	XX3	X9-X12	(Al-Shammari, 2017, 31-34)
		Strategic Plan	XX4	X13-X16	
3	Organizational Flourishing (Y)	Innovation	YY1	Y1-Y4	(Al-Taie & Al-Shaibani, 2016, pp. 153-154)
		Intellectual Capital	YY2	Y5-Y8	(Al-Attar et al., 2020, 142-143)
		Organizational Agility	YY3	Y9-Y12	(Mustafa & Amin, 2023, 64-65)
		Competitive Advantage	YY4	Y13-Y16	(Ali & Lafta, 2024, 181-182)

Source: Prepared by the Researcher According to the Questionnaire Dimensions (Variables)

Eighth: Testing the Validity and Reliability of the Study Instrument

The validity of the questionnaire was tested using the face validity method. The questionnaire in its preliminary form was distributed to (6) experts specializing in Business Administration from the academics at the College of Administration and Economics, Tikrit University. The experts provided a number of scientific, linguistic, and formal comments, which were taken into consideration to produce the questionnaire in its final and approved form. Subsequently, the validity of the questionnaire items in expressing the variables intended to be measured was verified.

The reliability of the questionnaire was also tested by calculating Cronbach's Alpha coefficient, whose test value should not be less than its hypothetical value of (0.70) in order for the questionnaire to be considered reliable. This means that if the questionnaire were redistributed to the same individuals under similar conditions, similar results would be obtained. The results showed that the Cronbach's Alpha coefficient was (0.942) for the organizational architecture variable, (0.924) for the organizational flourishing variable, and (0.962) for the total questionnaire. These values are considered high as they exceed the hypothetical coefficient value of 0.70. Therefore, the adopted questionnaire is characterized by reliability, and its data are considered dependable for subsequent statistical analysis.

Ninth: Description Field, Population, and Sample of the Study

A. Description Field of the Study

The field was of study represented by the higher education sector, specifically the College of Administration and Economics at Tikrit University, which was established in (2000). At the beginning of its establishment, the college included only two academic departments: the Department of Business Administration and the Department of Economics. The number of students admitted in the year of establishment was (388) male and female students. Currently, the college comprises (7) academic departments according to the chronological order of their establishment, namely (Business Administration, Economics, Accounting, Finance and Banking, Public Administration, Marketing, and Digital Economics). Currently, the college has (5,400) male and female students in morning and evening undergraduate studies and (75) postgraduate students, with (9) postgraduate programs at the doctoral and master's levels.

The college is considered one of the important and promising colleges at Tikrit University, as it is strongly connected to the labor market, and its academic graduates from both undergraduate and postgraduate studies are able to work in both the public and private sectors.

It was selected as the field of the current study for the following reasons:

1. The suitability of the field under study to the variables of the current study, as the field under study is characterized by a clear organizational structure and administrative procedures, making it an appropriate environment for studying the dimensions of organizational architecture and the extent to which they are reflected in organizational flourishing.
2. The field under study uses information systems to implement most of its organizational processes, supported by a flexible organizational structure that accommodates modifications according to work requirements.
3. The field under study possesses a harmonious internal environment in which work is carried out smoothly, making it more capable of achieving organizational flourishing.

B. Description of the Study Population and Sample

The target population consisted of all teaching staff, numbering (207) faculty members. A random sample was selected from this population, and its size was determined using the Stephen Thompson equation. According to the results of this equation, the minimum sample size was estimated at (135) faculty members. A total of (130) responses were retrieved, and these questionnaires represented the study sample, with their data adopted for the purposes of analysis and extracting the results. Table (2) presents the details of the population and sample.

Table 2. Study Population and Sample

College	Population / Academic Staff	Sample / Distributed Questionnaires	Retrieved Questionnaires	Response Rate (%)
Administration and Economics	207	135	130	96.3%

Source: Size Prepared by the Researcher According to the Population and Sample

C. Description of the Demographic Information Members of the Sample

Table (3) presents a description of the sample members through demographic information that reflects the identifying characteristics of these individuals. This description was conducted using frequencies and percentages.

Table 3. Distribution of Sample Members According to Demographic Characteristics

Variables	Categories	Frequency	Percentage (%)	Rank	Variables	Categories	Frequency	Percentage (%)	Rank
1. Gender	Male	119	88.1	1	6. Job Position	Faculty Member / Academic Staff	113	83.7	1
	Female	16	11.9	2		Unit Head	7	5.2	2
2. Age	20–39 years	52	38.5	2		Division Head	5	3.7	3
	40–49 years	56	41.5	1		Department Rapporteur	6	4.4	4
	50–59 years	19	14.1	3		Head of Department	4	3.0	5
	60 years and above	8	5.9	4	7. Academic Department	Business Administration	38	28.1	1
3. Years of Service	10 years or less	32	23.7	3		Public Administration	16	11.9	4
	11–20 years	53	39.3	1		Accounting	24	17.8	3
	21–30 years	37	27.4	2		Economics	25	18.5	2
	31 years and above	13	9.6	4		Banking and Finance	12	8.9	5
4. Educational Attainment	Master's Degree	58	43.0	2		Marketing	12	8.9	6
	Ph.D.	77	57.0	1		Digital Economics	8	5.9	7
5. Academic Title	Assistant Lecturer	30	22.2	3					
	Lecturer	42	31.1	2					
	Assistant Professor	43	31.9	1					
	Professor	20	14.8	4					

Source: Prepared by the Researcher Based on the Demographic Information

The following can be observed from Table (3):

3. **According to gender**, the majority of the sample members are males, accounting for (88.1%), while females account for only (11.9%). This indicates the reality of social diversity, which shows a predominant representation of males in the field under study. Until relatively recently, females were reluctant to join this college,

which has been characterized by male predominance. Most of the small proportion of females compared with males are newly employed.

4. **According to age**, it is observed that the majority of the sample members fall within the age group of (40–49 years), accounting for (41.5%), while the age group of (60 years and above) recorded the lowest level of representation, at (5.9%). These results confirm the intellectual maturity of the sample, as the largest proportion of the college's teaching staff are middle-aged individuals characterized by good experience, work capacity, and wisdom in dealing with problems.
5. **According to years of service**, it is observed that the majority of the sample members fall within the category of (11–20 years), accounting for (39.3%), while the category of (31 years and above) recorded the lowest level of representation, at (9.6%). These results confirm the accumulated knowledge of the sample members, which enhances the reliability of their responses to the questionnaire items. The results concerning years of service indicate that the largest proportion consists of middle-aged teaching staff whose years of service and academic titles are associated with their occupational age. Experiences, knowledge, and skills accumulate gradually according to the years of service at the college. The level of knowledge increases as a result of continuous training and scientific research, which reveals new horizons of knowledge, develops individual and collective skills, and enhances the level of academic performance.
6. **According to educational qualification**, it is observed that the majority of the sample members hold a **Doctoral degree**, accounting for (57%), while those holding a **Master's degree** recorded the lowest level of representation, at (43%). This indicates that the majority of the teaching staff in the study sample possess high-level academic qualifications, as they have completed the requirements for academic development and advancement in their scientific and academic knowledge, which broadens their intellectual horizons and enables them to provide high-quality academic services.
7. **According to academic title**, it is observed that the majority of the sample members are **Assistant Professors**, accounting for (31.9%), while **Professors** recorded the lowest level of representation, at (14.8%). These results confirm the academic awareness of the sample under study, which increases with the advancement and elevation of academic rank. This rank is the outcome of an increased number of scientific studies addressing field problems and finding solutions to them, thereby providing greater experience. It is also enhanced through workshops, seminars, and lectures undertaken to fulfill the requirements for obtaining academic titles, which provide substantial knowledge diversity that contributes to refining the academic personality of this sample of teaching staff. The proportion of Professors is the lowest because only a limited number of teaching staff have reached the eligibility requirements for this academic title, either because they have not completed the prescribed period for promotion or because they have not fulfilled the promotion requirements.
8. **According to job position**, it is observed that the majority of the sample members are **Teaching Staff without a Position**, accounting for (83.7%), while **Heads of Departments** recorded the lowest level of representation, at (3%). This is a natural distribution of the sample according to the organizational structure, as the study targeted teaching staff and anyone required to fulfill an academic teaching load, including department heads.
9. **According to academic department**, it is observed that the majority of the sample members belong to the **Business Administration** department, accounting for (28.1%), while the **Digital Economics** department recorded the lowest level of representation, at (5.9%). These results demonstrate the diversity of the job

positions and academic departments to which the sample members belong, which enhances the comprehensiveness of the opinions covering the responses to the questionnaire items. They also reflect the size of each department and the sample from which responses were obtained. As previously indicated in the description of the study field, the first departments established at the college were the **Business Administration Department** and the **Economics Department**. These departments are the largest in terms of teaching staff and the most productive in terms of knowledge output. The most recently established department is the **Digital Economics Department**, which was established in (2025), and its teaching staff does not exceed (11) faculty members.

Literature Review

Organizational Architecture

Preamble:

Organizational architecture has become a focus of attention for contemporary organizations because it provides a comprehensive framework that links the organization's strategic objectives with its organizational processes through the design of its organizational structure, supported by advanced information systems and technologies that provide the organization with the ability to adapt seamlessly.

First: The Emergence and Concept of Organizational Architecture

The origins of this concept date back to when the term "organizational architecture" was used by the American scholar John Zachman in 1987, when he published an article entitled "A Framework for Information Systems Architecture." For many years, the term was used exclusively by information systems specialists. A transformation occurred during the 1990s, when organizational leaders and specialists, who were primarily engaged in organizational planning and business process reengineering, began using this term. It was also adopted by U.S. federal agencies because it allows for the application of a comprehensive approach to aligning information technology with organizational processes. Since then, its application has gradually expanded to include many public and private organizations [1]. It provides a comprehensive expression of contemporary organizations concerned with proactive and comprehensive management in responding to competitive challenges.

Researchers have made numerous contributions to this perspective, as it has been described as encompassing all systems, management processes, technologies, structures, and strategies that constitute the way an organization operates [2]. It is an interconnected structure that defines the components, stakeholders, and relationships among them, in addition to the rules and principles governing their design and expansion throughout the organization [3].

It also represents a coherent and integrated action plan that, as a whole, creates a collaborative force among established objectives and strategies, while strengthening the functioning of the organizational structure, processes, data, and supporting technological infrastructure [4]. Bortnik et al. [5] confirmed this by describing organizational architecture as a coherent set of methods, principles, and models adopted in designing the organizational structure, implementing processes, and establishing information systems and their technologies.

The researcher believes that organizational architecture represents a managerial approach and an integrated framework that achieves alignment among the organization's strategy, organizational structure, processes, and technological infrastructure through reciprocal relationships and working mechanisms that enhance its ability to respond to environmental requirements.

Second: The Importance of Organizational Architecture

Dankova [1] and Foorthuis et al. [6] agreed on the importance of organizational architecture in strengthening the functioning of organizations through aligning their different units, as follows:

1. It provides the organization with a comprehensive view of its various structural units, how they are interconnected, coordinated, and interact with one another.
2. It bridges the gap between business operations and information technology systems to achieve organizational efficiency and effectiveness.
3. It enables a flexible response to changes through the implementation of a coherent strategy at the organizational level.

Third: Dimensions of Organizational Architecture

Al-Shammari [7] and Saleh and Saleh [2] addressed the dimensions of organizational architecture examined in the current study due to their comprehensiveness, as they emphasized fundamental pillars applicable to all organizations, including the field under study. In addition, these dimensions contribute to achieving the objectives of the current study. The following is an explanation of these dimensions:

A. Organizational Structure: The organizational structure represents the backbone upon which the organization is based. It extends throughout the organization and intersects with all its components and levels. It regulates relationships among employees and coordinates the completion of tasks among different units and functions, while defining responsibilities and authorities at each organizational level [2]. Since organizations consist of networks of established rules and defined standards characterized by interconnected relationships, organizational structures emerge as determinants of rule-governed work contexts that direct employees' behaviors through formal channels, leading to specific outcomes and enabling organizational leaders to make strategic decisions according to the constraints imposed by these structures [3].

B. Organizational Culture: Organizational culture encompasses the values, customs, traditions, and beliefs shared among employees, which guide their interactions, the manner in which they perform their tasks, and their acceptance of changes occurring within the organization, while enhancing harmony toward the achievement of specified objectives [7]. Organizational culture supports change in organizations undergoing transitional stages, as it influences internal communication among employees and facilitates the transfer and exchange of information by creating a common basis for understanding through explicit language or symbols. Thus, it provides employees with pathways according to which they can act [8]. Organizational culture is a fundamental pillar of organizational architecture and enhances its functioning. This has led organizations to emphasize the proper management of architecture and its transformation from a passive design into an effective design capable of accommodating diverse cultures within the organization's internal environment [9].

C. Technology: Technology is one of the main pillars of organizational architecture and encompasses the technical resources that enhance the organization's technological infrastructure, such as devices, equipment, and software employed to improve productivity. Organizations strive to introduce multiple and highly efficient technological solutions that enhance compliance with environmental operating standards, strengthen organizational processes, and increase overall organizational performance [10].

Since organizational architecture links the organization's mission, objectives, and goals with its production processes through its technological infrastructure, which is supported by information systems for task implementation, it transforms the operational system from a traditional system based on manual processes into an automated system characterized by rapid decision-making [11]. The organizational structure is highly important in implementing technology-related transformations, as technology has become effective in achieving the organization's production objectives [4]. This effectiveness cannot be achieved independently of organizational flexibility that responds rapidly to technological requirements, which are characterized by rapid transformation, the reception of vast amounts of information, and its processing within a short period, thereby providing decision-makers with what they need to complete organizational processes.

D. Strategic Plan: The strategic plan is an effective organizational process for making decisions regarding methods of resource allocation and addressing the challenges encountered, while taking advantage of the opportunities available within the surrounding environment [12]. The strategic plan determines the organization's priorities by taking into account the specified objectives that the organization seeks to achieve within a defined period. Accordingly, the organization focuses its efforts on these priorities and mobilizes its capabilities and resources to implement them [13].

The strategic plan is formulated according to organizational architecture through organizational synergy resulting from the integration of the units, procedures, and methods adopted in strategic planning, which are designed according to the principle of reducing the gap between business operations and the technologies used to implement them [14]. The strategic plan is characterized by complexity because it determines difficult managerial choices among several proposed alternatives, governed by internal and external environmental conditions, including market competitiveness and the flexibility of organizational structures that allow certain processes and procedures to be adopted rather than others [15].

Organizational Flourishing

Organizational Flourishing

Preamble:

Organizations strive to maintain their stability and achieve flourishing within their work environment. They therefore resort to various means and methods to achieve their objectives, including maintaining a positive internal environment that enables employees to perform their work creatively. This provides the organization with efficiency and effectiveness in implementing its strategic plans, through which it seeks to achieve organizational flourishing and remain at the forefront of competition.

First: The Concept of Organizational Flourishing

After achieving economic gains at both the local and international levels, most organizations began to investigate methods and practices that could enhance their realized gains, strengthen their presence in the work environment, and distinguish them from competitors. Accordingly, they focused on organizing their internal environment in an attempt to achieve organizational flourishing that would enable them to attain their desired objectives.

Many researchers have presented their perspectives on the concept of organizational flourishing. It has been described as the organization's ability to survive and continue as a result of achieving long-term success that strengthens its competitive position, based on a positive work environment that encourages employee creativity, achieves high levels of commitment, and unifies efforts toward achieving organizational objectives [16].

It also represents the development of employees' skills and distinctive creative capabilities to enhance performance levels, which is reflected in providing services that are consistent with and meet customers' emerging needs, while ensuring effective communication that maintains sustainable interaction between senior management and employees [17].

Organizational flourishing is also associated with the psychological state of employees through which they experience vitality and learning within the organization. It encompasses the emotional aspect represented by vitality arising from employees' happiness with their work and the organization's success, as well as the cognitive aspect, which reflects employees' willingness to learn and share their knowledge due to their trust in the leadership of the organization in which they work [18].

The researcher believes that organizational flourishing reflects the state of stability and recovery experienced by the organization, which is reflected in its performance and its ability to meet the needs of all stakeholders, thereby enabling it to gain precedence over competitors in the work environment.

Second: Advantages of Organizational Flourishing

Flourishing organizations are characterized by a number of advantages, as follows [16], [19]:

1. Creating new and advanced employment opportunities.
2. Providing high-quality products.
3. Creating a democratic climate that reduces work-related pressures on employees.
4. Developing employees' skills and capabilities as an important and vital element for organizational development.
5. Providing job security and stability by achieving long-term sustainability.
6. Demonstrating flexibility and rapid responsiveness to changes in the surrounding environment and confronting various challenges.

Third: Dimensions of Organizational Flourishing

Many researchers, including Al-Taie and Al-Shaibani [20], Al-Attar et al. [21], Mustafa and Amin [17], and Ali and Lafta [22], have agreed on the dimensions of organizational flourishing. These dimensions have been applied and tested in various fields, indicating their importance and effectiveness in enabling organizations to achieve their desired objectives. The current study addressed these dimensions because they are compatible with its educational field, to which these innovative and knowledge-based dimensions apply, thereby contributing to achieving the intended objectives of the study. The adopted dimensions are presented below:

1. **Innovation:** Innovation refers to innovative methods of producing a product, developing organizational procedures, or introducing managerial practices that lead to outcomes that strengthen the organization's competitive position in the work environment or enhance the quality of its brand [23]. It represents the organization's ability and capacity to perform activities differently from competitors and provide innovative goods and services that perform distinctive functions and offer multiple uses, enabling the organization to confront challenges, particularly changes in consumer preferences [21]. Innovation is based on providing a new good or service or making improvements to an existing product by adding additional features that enable it to perform more functions, generate greater benefits for users, and enhance organizational flourishing.

2. **Intellectual Capital:** Intellectual capital refers to the knowledge-based characteristics of employees, who represent the organization's shining stars and its masterminds, for whom finding substitutes is difficult [21]. It represents employees who distinguish themselves from others through the use of their minds, experiences, and ideas more than their physical efforts. They add the touches that serve as the key to organizational solutions, owing to the knowledge, cultures, and distinctive capabilities they possess, through which they develop the performance of their organizations and enhance their creativity. They constitute the competitive weapon through which an organization outperforms others [24]. This enhances the organization's market value by utilizing its human capital, which distinguishes it from other organizations and enables it to achieve a high level of efficiency in implementing operations [22].

3. **Organizational Agility:** Organizational agility refers to the organization's ability, through the capabilities it possesses, to respond to organizational changes and changes in the surrounding environment [25]. It enables rapid adaptation to the surrounding environment and optimal utilization of its resources to confront challenges. It is characterized by a decisive and rapid response to occurring changes, through which the organization maintains its competitive advantage by relying on its ability and capacity for early detection and prediction of potential problems [17]. It represents the organization's ability to maintain its current position and flourish in a competitive environment characterized by continuous and unpredictable change, relying on its material, human, and technological capabilities that enable it to respond rapidly and effectively to changing

markets, translating this response into goods and services designed according to customer needs [26].

4. **Competitive Advantage:** Competitive advantage refers to the characteristics that distinguish an organization from its competitors through the organizational flourishing it has achieved while exploiting the rapid changes in the work environment, particularly technological changes, which represent a genuine opportunity for differentiation due to their impact on the efficiency of organizational processes and the skills of employees within the organization [22]. It is considered a criterion for successful organizations that have developed unique and unconventional models that are difficult for competitors to replicate and that contribute to confronting the challenges of the surrounding environment. These represent core capabilities that provide organizations possessing them with precedence and sustainable distinction in the labor market [27]. The organization's ability to enhance its market value in the long term becomes evident through benefiting from its distinctive capabilities, which have granted it the advantage of interacting with all changes occurring in the work environment [20].

Second: The Conceptual Relationship Linking the Study Variables

Organizations that adopt organizational architecture are characterized by following a comprehensive approach to strengthening their organizational processes, achieving effectiveness in decision-making, and managing resources through tangible steps that enable them to achieve alignment between their operations and organizational structure [14]. Accordingly, they improve their ability to manage established plans, as their role as a link between organizational processes, structures, and technologies enhances their ability to formulate strategic plans and identify alternatives in the event of obstacles to implementation [13].

This indicates that organizations are able to adapt to changes in the surrounding environment and flourish when they are capable of aligning the design of their organizational structure with their production processes. Appropriate strategic planning contributes to achieving organizational flourishing by utilizing the intellectual capabilities of leadership, which examines future changes in the work environment and translates them into executive steps that guide employees in performing their tasks professionally, leading to innovative outcomes that strengthen the organization's competitive position [24].

The findings of Bortnik et al. [5] indicated an interrelationship between organizational architecture and competitive capabilities and capacities, with organizational architecture representing the driving force and primary catalyst of this relationship. Improving and developing its efficiency contributes to enhancing the organization's capabilities, flourishing, and competitiveness across both stable and unstable environments.

Since the competitive capabilities of contemporary organizations have become closely associated with technology, technology emerges as one of the most important pillars of organizational architecture and a fundamental supporter of organizational flourishing in contemporary organizations.

3. Result

Empirical Results

Preamble:

This section addresses the practical aspect of the study, through which the theoretical concepts and frameworks are translated into measurable and analyzable indicators within the field under investigation. It also aims to analyze the data collected from the study sample to determine the extent to which the dimensions of the study subject are available and to test its hypotheses. In addition, it presents the statistical methods used to analyze the data and interpret the results, ultimately leading to conclusions that may contribute to providing recommendations and proposals of practical value to the field under investigation.

First: Description and Diagnosis of the Study Variables and Dimensions

Table (4) presents the descriptive analysis of the two study variables (organizational architecture and organizational flourishing). This analysis was conducted using a number of statistical methods, including the arithmetic mean, standard deviation, minimum value, and maximum value.

Table 4. Descriptive Statistics of Study Variables and Dimensions

Variables and Dimensions	Mean	Std. Deviation	Minimum	Maximum	Relative Importance (%)	Coefficient of Variation (%)	Rank
XX1	4.196	0.620	1.50	5.00	83.9%	14.8%	1
XX2	3.933	0.747	1.00	5.00	78.7%	19.0%	2
XX3	3.898	0.746	1.00	5.00	78.0%	19.1%	4
XX4	3.898	0.715	1.50	5.00	78.0%	18.3%	3
Organizational Architecture (X)	3.981	0.634	1.31	5.00	79.6%	15.9%	—
YY1	3.824	0.742	1.25	5.00	76.5%	19.4%	4
YY2	4.011	0.572	2.00	5.00	80.2%	14.3%	2
YY3	3.898	0.685	1.75	5.00	78.0%	17.6%	3
YY4	4.157	0.521	3.00	5.00	83.1%	12.5%	1
Organizational Flourishing (Y)	3.973	0.544	2.50	5.00	79.5%	13.7%	—

Source: Prepared by the Researcher Based on the Outputs of SPSS V.24

It can be observed from Table (4) that there is a high level of agreement regarding the availability of the organizational architecture variable with its four dimensions (A. Organizational Structure, B. Organizational Culture, C. Technology, and D. Strategic Plan), according to the perceptions of the teaching staff in the College of Administration and Economics / Tikrit University, the field of the study. This is evidenced by the high arithmetic mean, which exceeded its hypothetical value of (3), in addition to the high relative importance. The organizational architecture variable recorded an arithmetic mean of (3.981), with a relative importance of (79.6%). This indicates that the college operates according to a coherent set of methods, approaches, and principles adopted in designing the organizational structure and implementing organizational processes, information systems, and technologies. At the level of the dimensions, the following can be observed:

1. **Organizational Structure**, represented by the symbol (XX1), recorded the highest level of agreement, with an arithmetic mean of (4.196). This result indicates that tasks are distributed among teaching staff according to their respective specializations and are accomplished with a high degree of smoothness across the different organizational units. Information technology systems contribute to this process, as they interact with the organizational structure and enhance the organizational processes within the college.
2. **Organizational Culture**, represented by the symbol (XX2), ranked second, with an arithmetic mean of (3.933). This result indicates that the college leadership creates an organizational climate that supports emerging technological developments and works to accomplish tasks collaboratively through teamwork.

It also seeks to make acceptance of and adaptation to changes a general culture within the college.

3. **Strategic Plan**, represented by the symbol (XX3), ranked third, with an arithmetic mean of (3.898). This result indicates that the college leadership balances organizational requirements with available resources when preparing the strategic plan, and that a time schedule is established for implementing the formulated strategic plan.
4. **Technology**, represented by the symbol (XX4), ranked fourth, with an arithmetic mean of (3.898). This result demonstrates that the college under investigation possesses electronic devices and equipment at an acceptable level that contribute to providing educational services to students. Most organizational processes are conducted electronically, and teaching staff receive training on their implementation. Figure (2) illustrates the level of agreement regarding the organizational architecture variable and its four dimensions.

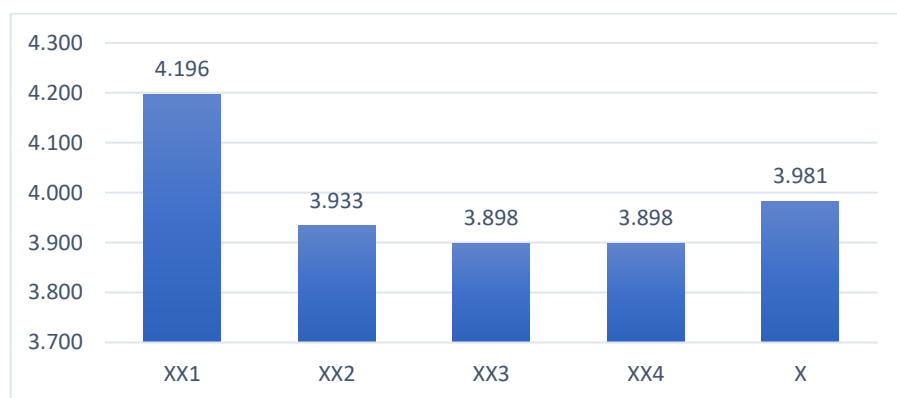


Figure 2. Level of Agreement Regarding the Organizational Architecture Variable and Its Four Dimensions

It can also be observed from Table (4) that there is a high level of agreement regarding the availability of the organizational flourishing variable with its four dimensions (A. Innovation, B. Intellectual Capital, C. Organizational Agility, and D. Competitive Advantage), according to the perceptions of the teaching staff in the College of Administration and Economics / Tikrit University, the field of the study. This is evidenced by the high arithmetic mean, which exceeded its hypothetical value of (3), in addition to the high relative importance. The organizational flourishing variable recorded an arithmetic mean of (3.973), with a relative importance of (79.5%). This indicates a high level of agreement among the surveyed sample regarding the existence of organizational flourishing in the college under investigation. The work environment is characterized by positivity that encourages employees' creativity and achieves high levels of commitment while unifying efforts toward the achievement of organizational objectives. At the level of the dimensions, the following can be observed:

1. **Competitive Advantage** ranked first, recording the highest level of agreement, with an arithmetic mean of (4.157). This confirms that the college under investigation is distinguished by the quality of its educational outcomes compared with similar colleges and continuously works to develop its educational services in accordance with the needs of society.
2. **Intellectual Capital** ranked second, with an arithmetic mean of (4.011). This indicates that the teaching staff possess the necessary academic qualifications to provide distinguished educational services, and that the organizational leadership encourages them to learn and acquire new knowledge.
3. **Organizational Agility** ranked third, with an arithmetic mean of (3.898). This result confirms that the college possesses the material and human capabilities that

enable it to respond to changes in the surrounding environment, and that its organizational structure is characterized by flexibility that enables it to accommodate technological developments.

4. **Innovation** recorded an arithmetic mean of (3.824). This indicates that the college leadership is keen to apply innovative work methods in its organizational processes and supports teaching staff in presenting innovative ideas in their work. Figure (3) illustrates the level of agreement regarding the organizational flourishing variable and its four dimensions.

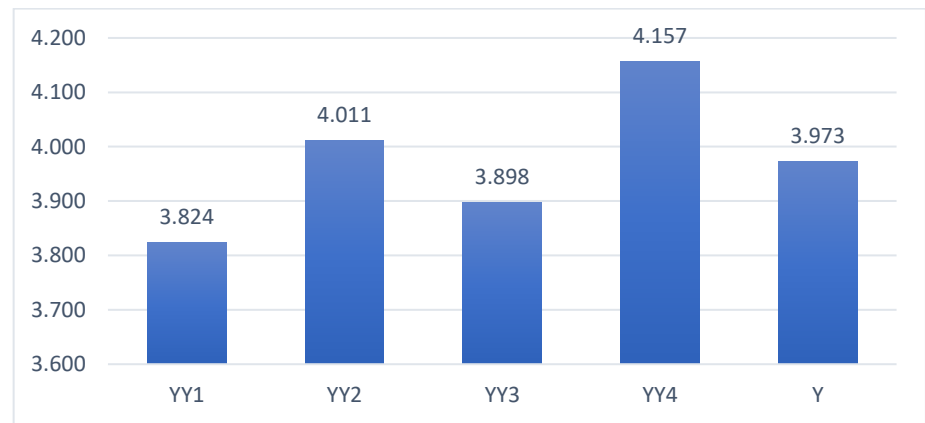


Figure 3. Level of Agreement Regarding the Organizational Flourishing Variable and Its Four Dimensions

Meanwhile, the low value of the standard deviation for the study variables (organizational architecture and organizational flourishing) across all their dimensions indicates consistency and a lack of dispersion in the responses of the sample members and their perceptions regarding their agreement on these variables and dimensions within the field under investigation. This result is further confirmed by the low values of the coefficient of variation, which ranged between (12.5%) and (19.4%) for the variables and dimensions. These values are below the upper limit of the hypothetical value of the coefficient, which is (50%), thereby reinforcing the consistency of the responses and the absence of dispersion. These results confirm the reliability of the arithmetic mean in representing the overall sample.

Second: Data Normality

The normality of the data was tested as a primary condition for using parametric statistical methods by examining the normal distribution of the data. The values of both the skewness coefficient (Skewness) and kurtosis coefficient (Kurtosis) were calculated to verify the normality of the data for the study variables (organizational architecture and organizational flourishing) and all their dimensions. The data are considered to be normally distributed if the skewness coefficient falls within the range of (+1 to -1) and the kurtosis coefficient falls within the range of (+3 to -3).

Upon reviewing Table (5), it can be observed that the values of the skewness and kurtosis coefficients fall within the specified ranges, indicating that the data are normally distributed. Accordingly, the normality assumption is satisfied, allowing the researcher to use parametric statistical methods to test the study hypotheses.

Table 5. Data Normality Test

Variables and Dimensions	Code	Skewness Coefficient	Kurtosis Coefficient
A. Organizational Structure	XX1	-0.512	2.595
B. Organizational Culture	XX2	-0.186	2.074

Variables and Dimensions	Code	Skewness Coefficient	Kurtosis Coefficient
C. Technology	XX3	-0.909	1.134
D. Strategic Plan	XX4	-0.991	1.351
Organizational Architecture	X	-0.278	2.841
A. Innovation	YY1	-0.674	0.487
B. Intellectual Capital	YY2	-0.503	0.475
C. Organizational Agility	YY3	-0.715	0.779
D. Competitive Advantage	YY4	-0.163	-0.478
Organizational Flourishing	Y	-0.429	-0.001

Source: Prepared by the Researcher Based on the Outputs of SPSS V.24

Third: Testing Differences in Availability

This section included two main hypotheses, as follows:

1. Main Hypothesis One (H1): The dimensions of organizational architecture are available in the college under investigation.

To test this hypothesis, the One-Sample Test was employed to determine the significance of differences in the extent to which the organizational architecture variable, with its four dimensions (A. Organizational Structure, B. Organizational Culture, C. Technology, and D. Strategic Plan), is available within the College of Administration and Economics / Tikrit University, the field of the study. The statistical significance (Sig.) of the t-test, when equal to (5%) or less, indicates the statistically significant availability of the variable and its four dimensions. In contrast, a statistical significance (Sig.) of the t-test greater than (5%) indicates that the availability of the variables and dimensions is not statistically significant. Table (6) presents the test results.

Table 6. One-Sample t-Test for Availability of Organizational Architecture Variable and Its Four Dimensions

Variables and Dimensions	Code	Test Value = 3		
		t	df	Sig. (2-tailed)
A. Organizational Structure	XX1	22.410	134	0.000
B. Organizational Culture	XX2	14.517	134	0.000
C. Technology	XX3	13.980	134	0.000
D. Strategic Plan	XX4	14.592	134	0.000
Organizational Architecture	X	17.976	134	0.000

Source: Prepared by the Researcher Based on the Outputs of SPSS V.24

It can be observed from Table (6) that the statistical significance (Sig.) of the **t-test** was less than (5%), indicating the statistically significant availability of the organizational architecture variable with its four dimensions. This means that organizational architecture, with its four dimensions, is available in the College of Administration and Economics / Tikrit University, the field of the study. This confirms that the college under investigation possesses the foundations and pillars of organizational architecture, as it has a flexible organizational structure and an organizational culture that supports transformation procedures toward modernization, relying on advanced technology that

ensures the integration of organizational processes through an accurate strategic plan. Accordingly, **the first main hypothesis is accepted.**

2. Main Hypothesis Two (H2): The dimensions of organizational flourishing are available in the college under investigation.

To test this hypothesis, the **One-Sample Test** was employed to determine the significance of differences in the extent to which the organizational flourishing variable, with its four dimensions (A. Innovation, B. Intellectual Capital, C. Organizational Agility, and D. Competitive Advantage), is available within the College of Administration and Economics / Tikrit University, the field of the study. The statistical significance (Sig.) of the **t-test**, when equal to (5%) or less, indicates the statistically significant availability of the variable and its four dimensions. In contrast, a statistical significance (Sig.) of the **t-test** greater than (5%) indicates that the availability of the variables and dimensions is not statistically significant. Table (7) presents the test results.

Table 7. One-Sample t-Test for Availability of Organizational Flourishing Variable and Its Four Dimensions

Variables and Dimensions	Code	Test Value = 3		
		t	df	Sig. (2-tailed)
A. Innovation	YY1	12.906	134	0.000
B. Intellectual Capital	YY2	20.535	134	0.000
C. Organizational Agility	YY3	15.245	134	0.000
D. Competitive Advantage	YY4	25.822	134	0.000
Organizational Flourishing	Y	20.776	134	0.000

Source: Prepared by the Researcher Based on the Outputs of SPSS V.24

It can be observed from Table (7) that the statistical significance (Sig.) of the **t-test** was less than (5%), indicating the statistically significant availability of the organizational flourishing variable with its four dimensions. This means that organizational flourishing, with its four dimensions, is available in the College of Administration and Economics / Tikrit University, the field of the study, owing to its achievement of innovation in academic work through the intellectual capital represented by the teaching staff, as well as the capabilities possessed by the organization that enable it to achieve organizational agility in meeting work requirements and attaining competitive advantage over competitors. **Accordingly, the second main hypothesis of the study is accepted.**

Fourth: Testing the Relationship

This section included one main hypothesis, as follows:

3. Main Hypothesis Three (H3): There is a statistically significant positive correlation between organizational architecture and organizational flourishing at the overall level and across the dimensions in the college under investigation.

To test this hypothesis, the **Pearson correlation coefficient** was calculated to determine the significance, strength, and direction of the relationship between the study variables (organizational architecture and organizational flourishing). Table (8) presents the results of the correlation coefficient values.

Table 8. Pearson Correlation Matrix Between Variables

Variables	Indicator	YY1	YY2	YY3	YY4	Y
XX1	Pearson Correlation	0.673**	0.479**	0.593**	0.422**	0.643**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000

Variables	Indicator	YY1	YY2	YY3	YY4	Y
XX2	Pearson Correlation	0.747**	0.663**	0.733**	0.548**	0.791**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
XX3	Pearson Correlation	0.703**	0.542**	0.637**	0.470**	0.695**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
XX4	Pearson Correlation	0.785**	0.664**	0.779**	0.598**	0.831**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
Organizational Architecture (X)	Pearson Correlation	0.813**	0.659**	0.768**	0.571**	0.828**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000

(**). Statistically significant at the 1% significance level; (*) Statistically significant at the 5% significance level.

It can be observed from Table (8) that there is a high, statistically significant positive (direct) correlation between the organizational architecture variable, with its four dimensions, and the organizational flourishing variable, with its four dimensions, at a significance level of less than (5%). This means that an increase in the level of availability of organizational architecture, with its four dimensions, in the College of Administration and Economics / Tikrit University, the field of the study, will be accompanied by an increase in the level of organizational flourishing, with its four dimensions, within this field. This indicates that there are unconventional procedures within the organizational processes and structure, represented by the integration of technology into these processes and its linkage with all stages of operations and levels of the organizational structure, which has enhanced its flexibility in responding to the requirements of the work environment, adapting to them, and strengthening organizational flourishing in the college under investigation. Accordingly, **the third main hypothesis is accepted.**

4. Discussion

Fifth: Regression Analysis

This section included two main hypotheses, as follows:

4. Main Hypothesis Four (H4): Organizational architecture has a statistically significant effect on organizational flourishing at the overall level and across the dimensions in the college under investigation.

The following sub-hypotheses are derived from it:

Sub-Hypothesis One (H4.1): Organizational structure has a statistically significant effect on organizational flourishing in the college under investigation.

To test this hypothesis, Simple Linear Regression Equation (1) was formulated using the **Ordinary Least Squares (OLS)** method to estimate the value of organizational flourishing through the organizational structure dimension of the organizational architecture variable, in order to determine the level of influence of this dimension on the organizational flourishing variable. Table (9) presents the test results.

Table 9. Simple Linear Regression Analysis for the Impact of Organizational Architecture and Its Dimensions on Organizational Flourishing

Model No.	Explanatory Variable (Predictor)	Dependent Variable	Constant (β_0)	Regression Coefficient (β)	t-value	Sig.	F- statistic	Sig.	R ²
1	XX1	Y	1.606	0.564	9.681	0.000	93.714	0.000	0.413

Model No.	Explanatory Variable (Predictor)	Dependent Variable	Constant (β_0)	Regression Coefficient (β)	t-value	Sig.	F-statistic	Sig.	R ²
2	XX2	Y	1.708	0.576	14.891	0.000	221.739	0.000	0.625
3	XX3	Y	1.998	0.507	11.154	0.000	124.415	0.000	0.483
4	XX4	Y	1.510	0.632	17.196	0.000	295.701	0.000	0.690
5	X	Y	1.144	0.710	17.059	0.000	291.001	0.000	0.686

Source: Prepared by the Researcher Based on the Outputs of SPSS V.24

It can be observed from Table (9) that the validity of Regression Equation Model (1) is confirmed by the value of (F), which amounted to (93.714) at a significance level of less than (5%). This indicates the possibility of estimating the value of organizational flourishing through the organizational structure dimension. The value of (T), amounting to (9.681) at a significance level of less than (5%), also indicates a statistically significant effect. Furthermore, the positive beta regression coefficient (β), amounting to (0.564), indicates that the effect is positive. This means that a one-unit increase in the organizational structure dimension leads to an increase in organizational flourishing by (56%). The coefficient of determination (R^2), amounting to (0.413), indicates that the organizational structure dimension explains (41.3%) of the changes occurring in the level of organizational flourishing, while the remaining percentage is attributable to other factors not reflected in the current model. These results indicate that this dimension regulates relationships among individuals and coordinates the completion of tasks among the different units and functions within the college. It also grants teaching staff the authorities and responsibilities in accordance with the nature of their abilities and capabilities, thereby enhancing organizational stability and flourishing. Accordingly, **the first sub-hypothesis is accepted.**

Sub-Hypothesis Two (H4.2): Organizational culture has a statistically significant effect on organizational flourishing in the college under investigation.

To test this hypothesis, Simple Linear Regression Equation (2) was formulated using the **Ordinary Least Squares (OLS)** method to estimate the value of organizational flourishing through the organizational culture dimension of the organizational architecture variable, in order to determine the level of influence of this dimension on the organizational flourishing variable. Table (9) above demonstrates the validity of Regression Equation Model (2), as indicated by the value of (F), which amounted to (221.739) at a significance level of less than (5%). This indicates the possibility of estimating the value of organizational flourishing through the organizational culture dimension. The value of (T), amounting to (14.891) at a significance level of less than (5%), indicates a statistically significant effect. Moreover, the positive beta regression coefficient (β), amounting to (0.576), indicates that the effect is positive, meaning that the organizational culture dimension has a positive effect on the level of organizational flourishing. In other words, a one-unit increase in the organizational culture dimension leads to an increase in organizational flourishing by (58%). The coefficient of determination (R^2), amounting to (0.625), indicates that the organizational culture dimension explains (62.5%) of the changes occurring in the level of organizational flourishing, while the remaining percentage is attributable to other factors not reflected in the current model. This demonstrates that this dimension, through the shared values, customs, traditions, and beliefs among the teaching staff, contributes to activating the performance of their tasks, their acceptance of changes occurring within the college under investigation, and the enhancement of harmony toward achieving the specified objectives, thereby strengthening organizational flourishing. **Accordingly, the second sub-hypothesis is accepted.**

Sub-Hypothesis Three (H4.3): Technology has a statistically significant effect on organizational flourishing in the college under investigation.

To test this hypothesis, Simple Linear Regression Equation (3) was formulated using the **Ordinary Least Squares (OLS)** method to estimate the value of organizational flourishing through the technology dimension of the organizational architecture variable, in order to determine the level of influence of this dimension on the organizational flourishing variable. Table (9) above demonstrates the validity of Regression Equation Model (3), as indicated by the value of (F), which amounted to (124.415) at a significance level of less than (5%). This indicates the possibility of estimating the value of organizational flourishing through the technology dimension. The value of (T), amounting to (11.154) at a significance level of less than (5%), indicates a statistically significant effect. The positive beta regression coefficient (β), amounting to (0.507), indicates that the effect is positive. This means that a one-unit increase in the technology dimension leads to an increase in organizational flourishing by (51%). The coefficient of determination (R^2), amounting to (0.483), indicates that the technology dimension explains (48.3%) of the changes occurring in the level of organizational flourishing, while the remaining percentage is attributable to other factors not reflected in the current model. This indicates that the technological resources possessed by the college, including hardware, software, and databases, support organizational activities, improve performance, and enhance innovation, competitive advantage, and flourishing within the college. **Accordingly, the third sub-hypothesis is accepted.**

Sub-Hypothesis Four (H4.4): The strategic plan dimension has a statistically significant effect on organizational flourishing in the college under investigation.

To test this hypothesis, Simple Linear Regression Equation (4) was formulated using the **Ordinary Least Squares (OLS)** method to estimate the value of organizational flourishing through the strategic plan dimension of the organizational architecture variable, in order to determine the level of influence of this dimension on the organizational flourishing variable. Table (9) above demonstrates the validity of Regression Equation Model (4), as indicated by the value of (F), which amounted to (295.701) at a significance level of less than (5%). This indicates the possibility of estimating the value of organizational flourishing through the strategic plan dimension. The value of (T), amounting to (17.196) at a significance level of less than (5%), indicates a statistically significant effect. The positive beta regression coefficient (β), amounting to (0.632), indicates that the effect is positive. This means that a one-unit increase in the strategic plan dimension leads to an increase in organizational flourishing by (63%). The coefficient of determination (R^2), amounting to (0.690), indicates that the strategic plan dimension explains (69%) of the changes occurring in the level of organizational flourishing, while the remaining percentage is attributable to other factors not reflected in the current model. This demonstrates that the college leadership works to organize decision-making regarding resource allocation methods, address the challenges facing the college under investigation, and capitalize on the opportunities available within its surrounding environment. **Accordingly, the fourth sub-hypothesis is accepted.**

Sub-Hypothesis Five (H4.5): Organizational architecture as a whole has a statistically significant effect on organizational flourishing in the college under investigation.

To test this hypothesis, Simple Linear Regression Equation (5) was formulated using the **Ordinary Least Squares (OLS)** method to estimate the value of organizational flourishing through organizational architecture as a whole, in order to determine the level of influence of the latter on the organizational flourishing variable. Table (9) above demonstrates the validity of Regression Equation Model (5), as indicated by the value of (F), which amounted to (291.001) at a significance level of less than (5%). This indicates the possibility of estimating the value of organizational flourishing through organizational architecture as a whole. The value of (T), amounting to (17.059) at a significance level of less than (5%), indicates a statistically significant effect. The positive

beta regression coefficient (β), amounting to (0.710), indicates that the effect is positive. This means that the organizational architecture variable as a whole has a positive effect on the level of organizational flourishing; in other words, a one-unit increase in the strategic plan dimension leads to an increase in organizational flourishing by (71%). The coefficient of determination (R^2), amounting to (0.686), indicates that organizational architecture as a whole explains (68.6%) of the changes occurring in the level of organizational flourishing, while the remaining percentage is attributable to other factors not reflected in the current model. This confirms that the college under investigation has operated according to an integrated system through which it has achieved alignment among its strategy, organizational structure, processes, and technological infrastructure through reciprocal relationships and working mechanisms that enhance its ability to achieve organizational flourishing. **Accordingly, the fifth sub-hypothesis is accepted, and based on the results of the sub-hypotheses, the fourth main hypothesis can be accepted.**

Main Hypothesis Five (H5): The hierarchical importance of the contribution of the organizational architecture dimensions to organizational flourishing varies in the college under investigation.

To test this hypothesis, **Hierarchical Regression** was employed to examine the variation in **Hierarchical Importance** and determine the **Unique Contribution** of each dimension independently of the other dimensions. This variation is determined through the values of **R Square Change**, **F Change**, and **Sig. F Change**, which can help determine whether the increase in the coefficient of determination resulting from the addition of new variables is statistically significant or merely due to chance. Table (10) presents the test results.

Table 10. Hierarchical Importance Variance of Organizational Architecture Dimensions in Contributing to Organizational Flourishing

Model	Dimensions (Predictors)	R ² Change	F Change	Sig. F Change
1	XX1	0.413	93.714	0.000
2	XX2	0.219	78.889	0.000
3	XX3	0.016	5.807	0.017
4	XX4	0.072	33.597	0.000

Source: Prepared by the Researcher Based on the Outputs of SPSS V.24

It can be observed from Table (10) that there is hierarchical importance and contribution of the four dimensions of the organizational architecture variable to organizational flourishing, as the statistical probability (Sig. F Change) was statistically significant at less than (5%) for all dimensions. This confirms the validity of the equation model for each dimension. It can also be observed that there is variation in the hierarchical importance of the contribution of the four dimensions of the organizational architecture variable to organizational flourishing according to the perceptions of the teaching staff members in the College of Administration and Economics / Tikrit University. The organizational structure dimension recorded the highest level of unique contribution, as indicated by the (R Square Change) value of (0.413), meaning that this dimension uniquely contributes (41.3%) to the organizational flourishing variable, differing from the contributions of the other dimensions, and has the highest hierarchical importance among the dimensions. It is followed by the organizational culture dimension, as indicated by the (R Square Change) value of (0.219), then the strategic plan dimension, as indicated by the (R Square Change) value of (0.072), and finally the technology dimension, as indicated by

the (R Square Change) value of (0.016). **These results confirm the acceptance of the study's fifth main hypothesis.**

5. Conclusion

1. The results of the description and diagnosis revealed that the College of Administration and Economics (the college under investigation) possesses teaching staff with academic experience, degrees, and academic titles that have provided it with a solid academic knowledge base. This indicates that these staff members are capable of understanding developments occurring in the work environment, including technological developments and the increasing need for their use.
2. The college under investigation possesses organizational architecture at both the overall level and the level of its dimensions (organizational structure, organizational culture, technology, and strategic plan), as indicated by the arithmetic means of this variable and its dimensions. This demonstrates that the college has been able, through its organizational capabilities, to move toward more effective work procedures and organizational processes characterized by flexibility and rapid responsiveness.
3. The college under investigation has achieved organizational flourishing at both the overall level and the level of its dimensions (innovation, intellectual capital, organizational agility, and competitive advantage), according to the arithmetic means presented in the description and diagnosis of its items. This indicates that the college has worked to provide innovative ideas and services through its teaching staff, who represent its intellectual capital and added value and contribute significantly to achieving the college's objectives, competitive advantage, and flourishing in the labor market.
4. The dimensions of organizational architecture are available in the college under investigation, according to the results of the t-test, which were statistically significant at less than (5%). This indicates that the college under investigation possesses the foundations and pillars of organizational architecture, as it has a flexible organizational structure and an organizational culture that supports procedures for transformation toward modernization, based on advanced technology implemented through an accurate strategic plan.
5. The dimensions of organizational flourishing are available in the college under investigation, according to the results of the t-test, which were statistically significant at less than (5%). This indicates that the college under investigation has achieved a competitive advantage in the labor market by providing educational services through innovative methods, as its teaching staff represent its intellectual capital, which has enabled it to utilize organizational resources and capabilities in an agile manner to achieve organizational flourishing.
6. There is a strong, positive, and statistically significant correlation between organizational architecture and organizational flourishing at both the overall level and the level of the dimensions, according to the results of the correlation test (R) and its statistical significance. This demonstrates that an increase in the level of availability of organizational architecture and its dimensions is accompanied by an increase in the level of organizational flourishing and its dimensions. The procedures adopted by organizational architecture, which were based on reducing the gap between organizational structures, processes, and adopted technologies, were associated with enhancing organizational flourishing at the college under investigation. Furthermore, the organizational capabilities possessed by the college, such as agility and others, contribute to implementing organizational architecture more effectively.

7. The lowest correlation results in terms of ranking, despite their statistical significance and good correlation strength, were recorded for the organizational structure dimension among the dimensions of organizational architecture and organizational flourishing. This indicates that there is a flexible organizational structure in the college that accepts electronic transformation procedures; however, there is a need to achieve greater integration between the levels of this structure and the adopted technology.
8. The results of regression analysis revealed a strong, positive, and statistically significant effect of organizational architecture on organizational flourishing at the overall level, as well as a good effect at the level of the sub-dimensions. This indicates that the college works to strengthen organizational processes and achieve a high level of integration and responsiveness to changes in the surrounding environment, given its adoption of technology in these processes, its efforts to educate teaching staff about it, and its development of a strategic plan in a manner that enhances organizational flourishing in the college under investigation.
9. The lowest effect in terms of ranking, despite its statistical significance and good strength, was recorded for the technology dimension, as indicated by the regression coefficient (B). This indicates that technology is adopted in organizational procedures and processes for accomplishing tasks; however, there is a need for greater support from organizational leadership to enhance the technological infrastructure in the college and extend it to broader organizational levels.
10. It was found that there is variation in the hierarchical contribution of the dimensions of organizational architecture to organizational flourishing in the college under investigation. The technology dimension recorded the lowest contribution among the dimensions of organizational architecture, confirming the need to strengthen technological procedures in the college, provide resources that offer greater support for this direction, and educate and train teaching staff regarding technological developments.

Recommendations

1. Enhance the expertise and specialized knowledge of teaching staff regarding emerging work requirements that require academic expertise and specialized technological knowledge.
 - a. Implementation Mechanism: Train the teaching staff in the college under investigation on performing academic tasks and functions using modern methods and approaches related to technology, and subject them to a test to ensure that they have benefited from this training program.
2. Develop a comprehensive plan based on precise standards, according to which technology is integrated into organizational processes and structures to increase flexibility and speed of response, while working to educate teaching staff in this direction.
 - a. Implementation Mechanism: Involve different administrative levels within the college in the process of developing strategic plans and determining the procedures required and the technology necessary for implementing organizational processes, in order to improve the college's educational outcomes.
3. Enhance organizational flourishing in the college under investigation by focusing on innovation in the provision of educational services and retaining teaching staff who represent its intellectual capital, while focusing on the organizational capabilities of the college.
 - a. Implementation Mechanism: The college leadership should provide material and moral support to teaching staff to stimulate their creativity, while allocating

- the necessary resources to increase organizational capabilities that enhance organizational agility and competitive advantage.
4. Strengthen the dimensions of organizational architecture in the college under investigation by relying on flexible organizational structures capable of accommodating changes in the surrounding environment and educating teaching staff about these changes, particularly technological changes.
 - a. Implementation Mechanism: Establish specialized departments or units concerned with information technology. These units should provide technological integration across all levels of the organizational structure, while offering training and educational courses for teaching staff to work accordingly.
 5. Enhance the dimensions of organizational flourishing in the college under investigation by investing in the capabilities of its teaching staff, who represent its intellectual capital and source of creativity.
 - a. Implementation Mechanism: Create a suitable environment that enables teaching staff to provide their best educational services and innovations within the college.
 6. Work to strengthen the organizational architecture approach, which is characterized by comprehensiveness and coordinated action, enabling the college to act proactively toward changes in the work environment and achieve alignment among its strategies, processes, and organizational structure, thereby achieving flourishing for the college.
 - a. Implementation Mechanism: The college leadership should provide the necessary requirements, resources, and infrastructure that enhance the implementation of organizational architecture and support organizational flourishing, while establishing work principles and rules that require teaching staff to implement them.
 7. Strengthen the functioning of the organizational structure by linking it with information technology to enhance organizational flourishing.
 - a. Implementation Mechanism: Establish units within the organizational structure for information technology systems concerned with databases, task accomplishment, and electronic transactions, while activating monitoring mechanisms to ensure implementation.
 8. Emphasize organizational architecture in the college given its significant effect on enhancing organizational flourishing by strengthening organizational processes according to the foundations, principles, and dimensions upon which this architecture is based.
 - a. Implementation Mechanism: Develop an integrated strategic plan that begins with organizational awareness to prepare the ground for accepting change, proceeds through organizational procedures and changes in the organizational structure, and ultimately reaches the modernization of the technology used.
 9. Enhance the technological infrastructure in the college by updating the devices and equipment used and preparing dedicated rooms and halls for them at various organizational levels.
 - a. Implementation Mechanism: Electronically connect all departments and units of the college by equipping them with servers, computers, and Internet networks, and train teaching staff in their use.
 10. Identify additional funding sources to support and update the adopted technology, while educating teaching staff about the necessity of electronic transformation in providing academic services to enhance organizational flourishing in the college.
 - a. Implementation Mechanism: Allocate a portion of the revenues generated from evening and postgraduate studies to develop the devices and equipment in the

college and provide incentives to teaching staff who demonstrate creativity in delivering their academic services and lectures electronically.

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