

Environmental analysis and its role in the success of the " organization "

An analytical exploratory study in the Directorate of Water Resources / Babylon

Prof. Dr Nayef Ali Assi

College of Administration and Economics / University of Babylon

Bus.nife.ali@uobabylon.edu.iq

Assistant lecture

Hameed Jassem

Al-mustaqbal university college

Hameed.jassem@mustaqbal-college.edu.iq

Abstract:

The research aims to know the role of environmental analysis by its dimensions (analysis of the internal environment, analysis of the external environment) in the success of the organization by its dimensions (efficiency of operations, attention to the customer, possession of resources, good management). The questionnaire was used as a method for collecting data, and a random sample of (50) individuals was chosen from the Water Resources Directorate / Babil. The research was based on two measures that were developed by the researcher based on the research literature and the nature and environment of the research and were subjected to validity and reliability tests. For the purpose of achieving the research objectives, the research was formulated. Two main hypotheses were tested by several statistical means using the ready-made statistical program (SPSS Var 22). The research concluded that there is an important impact of environmental analysis on the success of the organization.

Keywords: environmental analysis, success of the organization

Introduction:

Business organizations are now working in a changing environment facing a set of challenges, which makes the continuity of these organizations and their success requires a compatibility between their capabilities and available capabilities and the change imposed by that environment in legislation, techniques and economic and political factors that are constantly changing, which makes the success of these organizations extremely difficult. The difficulty is if you cannot study and analyze its internal and external environment in order to achieve its goals. Hence the idea of research came to blend and integrate the concepts of environmental analysis and organizational success in order to develop and improve the work of the organization and in order to achieve the goals of the research and answer a question that was divided into three sections. The first section included the research methodology and dealt with The second topic is the theoretical framework for the research

variables, while the third topic is devoted to testing the research hypotheses, conclusions and recommendations.

The first topic

Research Methodology

First: the research problem

The research problem is represented by the following main question: (What is the role of environmental analysis in the success of the Water Resources Directorate / Babil) in addition to the answer About to the following two sub-questions:

1 -Does the analysis of the internal environment have a role in the success of the Directorate of Water Resources / Babylon?

2- Does the analysis of the external environment have a role in the success of the Directorate of Water Resources / Babylon?

Second: The importance of research

The importance of the research is summarized in the following:

1-The importance of research stems from the importance of the Directorate of Water Resources and its important role in the national economy.

2-Identifying the capabilities and capabilities of managers in analyzing the factors of the internal and external environment and directing the capabilities and capabilities of the organization to reformulate strategies in line with the external situation of the organization and its challenges .

3- Shedding light on the role of environmental analysis in the success of the organization and its steadfastness in the face of internal and external challenges.

Third: Research objectives

1- Recognizing the intellectual and conceptual frameworks for the research variables (environmental analysis and organizational success) with its various dimensions.

2-Studying the relationship, archaeologists, environmental analysis, and the success of the organization in question.

3-Identifying which of the dimensions of environmental analysis is more influential in the success of the organization in question.

4- Briefing the leaders of the organization in question and those interested in water with the conclusions and recommendations it will reach.

Fourth: The hypothetical outline of the research

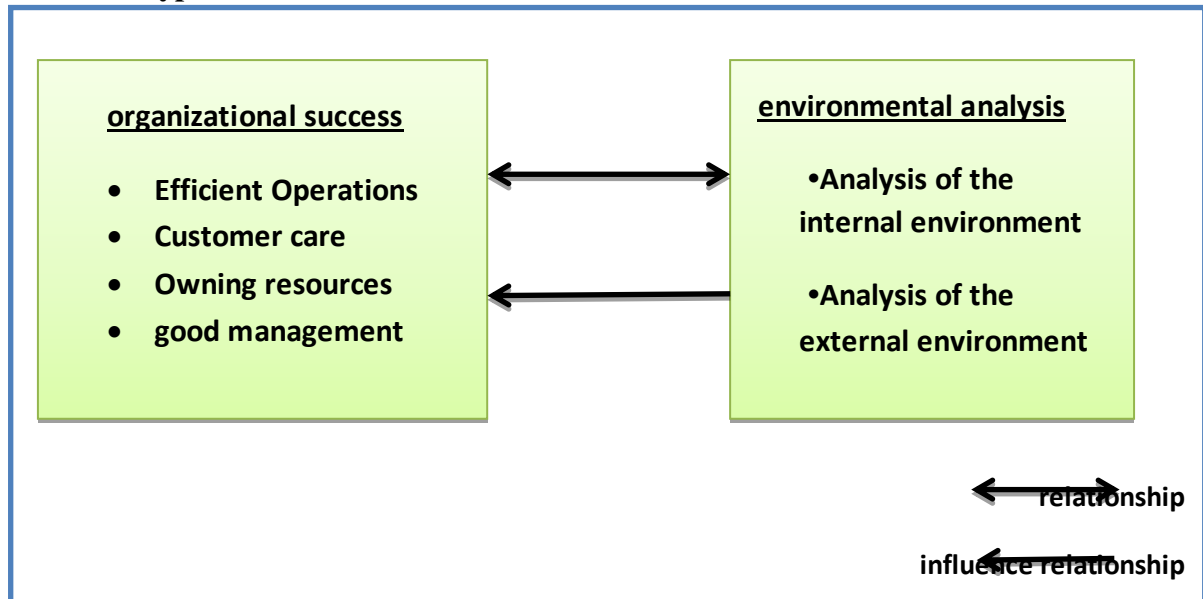


Figure (1) The hypothesis of the research

Fifth : Research hypotheses

1- The first main hypothesis: (there is a significant correlation between environmental analysis and organizational success) and branched from it:

A. There is a significant correlation between the analysis of the internal environment at organizational success.

B. There is a significant correlation between the analysis of the external environment at organizational success.

2- The second main hypothesis: (there is a significant effect relationship of environmental analysis on organizational success) and branched from it:

A. There is a significant effect relationship to analyze the internal environment and organizational success.

B. There is a significant effect relationship for the analysis of the external environment and organizational success.

Sixth: Society and research sample

The Directorate of Water Resources / Babylon was selected in the field for the practical side because of its importance and impact on the economic, environmental and social aspects, as well as the serious endeavor of the Directorate to achieve success in preserving water resources. A sample

of workers in this directorate who have experience and know-how in their field of work was selected by (50) individuals out of the community of (110) individuals, and the sample was chosen at random. As (70) questionnaire forms were distributed, (55) forms were returned, and after sorting the forms, (5) forms that were not valid for statistical analysis were excluded, and the sample size became (50 = n) individuals, which corresponds to the required number.

The second topic

Theoretical framework

First: Environmental analysis

1- The concept of environmental analysis:

Environmental analysis depends on the analysis of the components of the internal and external environment of the organization to reach the strengths and weaknesses in its internal environment, and to discover opportunities that can be invested and threats that impede the work of the organization in its external environment with the aim of balancing them . And (Thompson, 1997: 32) pointed out that environmental analysis is the organization's understanding of its internal and external environment and determining the best ways to respond to rapid changes and exploit them towards achieving the best performance, or it is a planning tool for success in dealing with the changing environment. It is also an assessment of the internal and external environment conditions, whether they are Favorable or unfavorable, through relative strengths and weaknesses, and future external opportunities and threats . (Wrighte, et al., 1998: 77) defined environmental analysis as an analysis that aims to compare and contrast the strengths, weaknesses, opportunities and threats that the environment contains.

As for (Johnson & Scholes, 2002: 14), he referred to the concept of environmental analysis as understanding the strategic position of the organization by answering a set of questions:

What are the changes in environmental factors?

A- How will these changes affect the organization and its activities?

b- What is the strength of the organization's resources in the context of these changes?

C- What are the goals that pressure groups aspire to and how do they affect the current situation of the organization?

d- How will the changes be in the future?

(Wheelen & Hungger, 2010: 4) believes that environmental analysis is a review and evaluation of the information and data obtained by surveying the internal and external environment, and then presenting them to the strategic managers of the organization, who analyze them strategically with the aim of identifying the strategic factors that will determine the future of the organization. Environmental analysis contributes to identifying the strengths of the internal elements of the

organization that distinguish it from other organizations and give it a competitive advantage that enables it to remain in the position of strength, as attention should be focused on these elements and maintain their stability through continuous improvement. (Elavarasan et al., 2020: 1845), as for the opportunities that are one of the elements of the external environment, they support and strengthen the organization, increase its competitiveness and achieve profits for it if it works to exploit it, and threats that are an element of the external environment affect the work and performance of organizations, as they do not. It is necessary to develop a set of alternative scenarios in the event of their occurrence, based on a flexible strategy capable of adapting to the continuous environmental changes to ensure stability and survival.

2- The importance of environmental analysis

The importance of environmental analysis comes from the fact that the organization does not exist in a vacuum, but rather that it interacts with its environment through what was indicated by (Hill & Jones, 1992: 78):

a- It makes the organization in a permanent state of adaptation to the various environmental factors it deals with or works through.

B - Determining the main strategic directions of the organization.

C- Determining and estimating the opportunities and threats that the external environment can offer, and the strengths and weaknesses of the internal environment.

D- Contribute to the identification of strategic goals by studying the capabilities and needs that the organization seeks to achieve (Hassan, 2015, 24) .

E- It helps in formulating the organization's strategy, as it is not possible to formulate a strategy for the organization without taking into consideration its internal and external environment (Cramer, et al., 2020: 2). The researcher believes that there is a state of intellectual coherence between the components of the internal and external environment, so it is not possible in any way to seize opportunities in the external environment of the organization unless it is based on sufficient and appropriate strengths at least, as well as weaknesses and threats.

3- Dimensions of Environmental Analysis

There is almost unanimity among researchers that the dimensions of environmental analysis are represented by two dimensions: the analysis of the internal environment and the analysis of the external environment, and they will be addressed as follows:

A- Analyzing the internal environment:

The internal environment of the organization, according to (I Vancevich et al., 1997: 59), refers to “a set of internal factors that affect how work is carried out within the organization and how to achieve its goals.” Effective dealing with the outputs of the analysis of the external environment,

meaning that the outputs of the analysis of the internal environment of the organization show the extent of the organization's ability to discover opportunities in the external environment on the one hand and to invest them on the other hand, as well as by identifying the reality of the internal environment of the organization can identify its ability to deal with restrictions and threats encountered in its external environment. (Abu Bakr and Al-Naeem, 2008, 357)

b- Analysis of the external environment:

The external environment means the set of external variables that directly affect the performance of the organization in the short and long terms. Therefore, the external environment is defined as all the factors and variables located outside the organization's boundaries (Robbins, 1990: 206) and agrees with him (Daft, 2004: 135) that The external environment is all the elements that exist outside the boundaries of the organization and have the ability to influence the whole or part of the organization. Such elements must be the subject of continuous study and analysis by the organization so that their impact on the performance of the organization can be realized. In fact, the success or failure of organizations depends to a large extent on the organization's ability to create a high degree of harmonization between its activities and the environment in which it operates.

Second: the success of the organization

1- The concept of organizational success

The term organizational success is considered recent in its expression within the literature of management thought, but it is familiar in its content as it includes the elements of efficiency and effectiveness together, and the concept of organizational success is associated with the development of the literature of strategic thought as an indicator for evaluating the strategic process.

(Fleck, 2009: 79-80) states that the success of the organization lies in its possession of workers who are characterized by high skills and capabilities that are integrated among themselves through their ability to cross-fertilize ideas in continuous workshops so that the organization can achieve its goals and reach success (Lucena & Roper, 2016: 77) believes that organizational success is a form of administrative creativity that achieves a level of high performance that results in successful achievements and results that outperform the organization over what competitors achieve. As for (Pittino, 2017: 37), he believes that organizational success is for organizations to invest critical opportunities through effective planning and commitment to high performance to realize a common vision dominated by sufficiency of resources, clarity of purpose and opportunities, and keenness on performance.

2- The importance of organizational success

Al-Tamimi (2014) mentions that organizational success is important, which is the following:

A- Investing in the capabilities and capabilities of employees and raising the level of their performance in a way that helps them progress and develop.

B - Organizational success helps to set accurate standard performance rates.

C - Organizational success excludes the possibility of increasing workers' complaints against the organization by creating an appropriate climate of trust and ethical dealing among workers.

d- It enables the organization to face rapid and sudden environmental changes and emergency environmental conditions in terms of material and financial aspects and helps workers to be creative and innovative (Shehab, 2016: 75.)

e- It achieves a good reputation for the organization with the external parties dealing with it.

3- Dimensions of organizational success

Organizations have relied on a number of criteria to measure organizational success. Some of these criteria have been adopted as dimensions of the current research in proportion to the nature and environment of the research, as follows:

A- Efficiency of operations

The efficiency of operations is the link between activities and goals that are represented in providing a good or service to the customer, whether inside or outside the organization. (Salman, 2013: 55) believes that operations are concerned with how to design new goods and services that meet the needs and aspirations of customers, and pay attention to monitoring and controlling performance levels for competing organizations.

B - taking care of the customer

This scale focuses on managing the relationship with customers, as their current and future needs, desires, and expectations about the products and services provided to them should be identified. their needs.

The customer at the present time is not very tolerant with regard to the quality of the good or service provided, in addition to being ready to shift his attitudes to organizations that provide him with better and higher quality goods or services, and this is reflected in the success of the organization.

C- owning the resources

Resources of all kinds, such as human, material and financial resources, have an important role in achieving organizational success. Human resources are among the most important resources of the organization, as they seek to achieve the goals of the organization and provide innovations and innovations that enhance its competitiveness. The nature of the available resources should be analyzed, future needs forecasted, and appropriate investment is made. It is necessary to achieve a balance between the required needs and the supply of those resources.

D - good management

The role of management in organizations is to focus on achieving goals, as it falls to the senior management or managers to reorganize all the organization's resources, and this requires good management that works to determine and organize the time needed to complete work tasks (Mounah, 2016: 66). Good and supportive management is characterized by organizational effectiveness in several matters, including spreading the spirit of initiative and cooperation among members of the organization, providing an appropriate work environment for them, and its ability to exclude unnecessary steps, and thus results in a supportive and effective management of the work environment, which leads to strengthening the factors of success at the internal and external levels of the work environment Hence, achieving organizational success requires good and strong management.

The third topic**practical side**

First: To test the validity and reliability of the research scale and the accuracy of the answers of the sample members In order to verify the validity and reliability of the research scale, the (Cronbach's Alpha) scale was used.

Table (1) to test the validity and reliability of the research scale and the accuracy of the answers of the sample members

Hash-half correlation coefficient	The percentage of validity and reliability %	Cronbachs Alpha	number of paragraphs	search variables	T
0.8213	82.13	0.8213	26	environmental analysis	1
0.8432	84.32	0.8432	24	organizational success	2
0.8322	83.22	0.8322	50	overall scale	

It is clear from the test results presented in Table (1) that all values of the (Cronbach's Alpha) coefficients, the percentage of honesty and stability, and the half-hash correlation coefficients for the research variables are within the statistically acceptable limits, which means that the scale used to measure the search items has stability, validity, and high-half fragmentation correlation coefficients. It is very possible to rely on the results that will be obtained to make the right decision.

Second: Testing the research hypotheses**1- Test the first main hypothesis:**

(There is a significant correlation between environmental analysis and organizational success) and branched out from it:

A- There is a significant correlation between the internal environment analysis and organizational success.

B- There is a significant correlation between the analysis of the external environment and organizational success.

Table (2) results of the correlation between environmental analysis and organizational success

n=50

		Analysis of the external environment	internal environment analysis	environmental analysis
organizational success	Pearson correlation	** 0.994	** 0.844	** 0.921
	Sig(2- tailed)	0.003	0.050	0.001

** Correlation is significant at the 0.01 level (2- tailed)

Table (2) shows the correlation matrix that tested the first main hypothesis and the hypotheses branched from it that there are strong and significant positive correlations at the level (1%) between environmental analysis and organizational success. The value of the correlation coefficient between them was (0.921) at the level of significance (1%), and it is considered a strong relationship according to the (Cohen) rule.

As for the sub-dimensions level, there was the strongest correlation between the analysis of the external environment and organizational success, as the value of the correlation coefficient between them reached (0.994) at the level of significance (1%), and it is considered a strong soft relationship according to the (Cohen) rule. While the correlation between the analysis of the internal environment and organizational success was a value of (0.844), which is also a strong and direct relationship according to the (Cohen) rule. The results of Table (2) indicate the acceptance of the first main hypothesis and its sub-hypotheses, which states (there is a significant correlation between environmental analysis and organizational success).

2- Test the second main hypothesis

(There is a significant effect relationship of environmental analysis on organizational success).

A- There is a significant significant effect of the internal environment analysis on organizational success.

B- There is a significant effect relationship for the analysis of the external environment on organizational success.

Table (3) estimating the relationship of simple linear regression to measure the impact of environmental analysis on organizational success

(Organizational success (dependent variable						Y dependent variable X independent variable
F tabular	F calculated	T tabular	T calculated	R ²	B	
1.64	7.456	2.021	2.731	0.713	0.734	internal environment analysis X ₁
	253.856		15.933	0.988	0.881	Analysis of the external environment X ₂
	16.884		4.109	0.849	0.868	Relative analysis X

The results shown in Table (3) also show the following:

A- The calculated value of (F) for the simple linear regression model of the internal environment (X₁) reached (7.456), which is greater than its tabular value of (1.64) at a significant level of (1%), and this indicates that the regression coefficient of (0.734) at The level of morale mentioned, that is, a change of one unit in the internal environment will lead to an increase in organizational success by (0.734). Accordingly, the internal environment has a significant effect on organizational success.

B- The value of the interpretation coefficient (R²) was (0.713). This means that the internal environment explains (71.3%) of the changes that occur in organizational success. The remaining percentage (28.7%) is due to the contribution of other variables not included in the current research scheme.

The results shown in Table (3) also show the following:

A- The calculated value of (F) for the simple linear regression model of the external environment (X₂) reached (253.856), which is greater than its tabular value of (1.64) at a significant level of (1%), and this indicates the stability of the regression coefficient of (0.881) at The mentioned level of morale, that is, a change of one unit in the external environment will lead to an increase in organizational success by (0.881). Accordingly, the external environment has a significant effect on organizational success.

B- The value of the interpretation coefficient (R²) was (0.988). This means that the external environment explains about (98.8%) of the changes that occur in organizational success. The

remaining percentage (1.2) is due to the contribution of other variables not included in the current research scheme.

From the foregoing, the second sub-hypothesis is accepted, which states (there is a significant influence relationship for the analysis of the external environment in organizational success)

Based on the foregoing, the second main hypothesis is accepted, which is that (there is a significant effect relationship for environmental analysis on organizational success).

Third, conclusions and recommendations

1-Conclusions

A- There is a strong correlation between environmental analysis and organizational success.

B- There is an important impact relationship of environmental analysis on organizational success.

C- The strongest correlation is between the external environment and organizational success. It also has the highest impact relationship on organizational success.

D- There are no appropriate budget allocations, which constitutes a weakness in the Water Resources Directorate.

2- Recommendations

A- The necessity of increasing the attention of the Water Resources Directorate to the process of analyzing the internal environment to identify strengths and weaknesses and analyzing the external environment to identify opportunities and threats.

B- The need to give the analysis of the external environment a priority because of its great impact on the success of the organization by developing a strategy to exploit opportunities and avoid potential threats.

C- The necessity of providing the appropriate financial allocations in the budget of the Directorate of Financial Resources to carry out its work as required.

***** Research sources *****

First: Arabic sources:

1- Hassan, Muhammad Mohsen, the strategic diagnosis of the Iraqi Anti-Corruption Academy, according to Sowl analysis. Unpublished higher diploma research, College of Administration and Economics, University of Baghdad, 2015.

2- Abu Bakr, Mustafa Mahmoud, and Al-Naeem, Fahd bin Abdullah, Strategic Management and the Quality of Thinking and Decisions in Contemporary Institutions, 2008.

3- Al-Tamimi, Muhammad Yassin Rahim, 2014, the relationship between strategic choices and transformational leadership and their impact on organizational success, a master's thesis, College of Administration and Economics, University of Baghdad.

- 4- Shehab, Safa Muhammad Ibrahim, 2016, the role of performance management in achieving organizational success, a master's thesis in Public Administration Sciences, College of Administration and Economics, University of Baghdad.
- 5-Salman, Qais Hamad, (2013) The effect of sharing knowledge on organizational creativity, an empirical study in the Arab Detergents and Chemicals Company, Journal of Economic and Administrative Sciences, Vol. 19, No. 72, pp. 88-109.
- 6- Kamouna, Ali Abdul-Amir (2016) The effect of leadership styles and knowledge management strategy on organizational mortality, field research in a number of Iraqi private banks, PhD thesis in business administration sciences, University of Baghdad.

Second: Foreign sources:

- 7- Wheelen, Th., and Hungger, D., " Strategic Management and Business Policy Concept and cases ", 10th ed., Upper Saddle River, New Jersey, 2010.
- 8- Elavarasan, R.M., Afridhis, S., Vijayaraghavan, R.R., Subramaniam, U., & Nurunnabi, M.(2020). SWOT analysis : A framework for Comprehensive evaluation of drivers and barriers for renewable energy development in Significant countries . Energy Reports , 6,1838-1864.
- 9- Hill, C. and Jones, G.r., " Strategic Management : An In tegraed Approach " , 3rd ., ed., Houghton Mifflin C., Boston, 1992.
- 10- Cramer, G.R., Cochetel , N., Ghan, R., Destrac- Irvine , A., & Delrot, S., (2020)," A sense of Place : Transcriptomics identifies environmental Signatures in cabernet Sauvignon berry skins in the late stages of ripening", BMC Plant biology, VOI . 20, NO.1, PP.41.
- 11- I Vancevich, J.M., Lorenzi, p., Skinner, S. & Crosby, p., " Management " 2nd ed., USA : Mc Graw- Hill Co., 1997 .
- 12- Robbins, S.P., " Organization theory , Structure, Design and Applications " , 3rd ed., Prentice – Hall, 1990.
- 13- Daft, R.L., " Organization Theory and Design " , 8th ed ., West publishing Co., New York, 2004 .
- 14- Fleck, Denise L., (2009)," Archetypes of Organizational Success and Failure ", Available online at , <http://www.anpad.org.br/bar>, BAR, Curitiba, V.6,n.2 art .1.
- 15- Lucena , A,& Roper. S, (2016) , Absorptive capacity and ambidexterity in R& D : linking technology alliance diversity and Firm in novation, Enterprise Research centre, www.EnterpriseResearch.ac.uk.
- 16- Pittino, D, Martinez , A,B,Chirico, F, Galvan, R,S(2017)," psychological ownership , Knowledge Sharing and entrepreneurial orientation in Family Firms : The moderating role of governance heterogeneity" journal of business research.
- 17- Thompson, John L ., " Strategic Management a awareness and Change " 3th Edition , 1997 .
- 18- Wright, P., and Kroll, M.J., parnell, J.A., " Strategic Management : Concepts " 4th ed., prentice Hall, U.S.A.,1998.
- 19- Johnson, G and Scholes , K, " Exploring Corpoate Strategy" 6th ed ., prentice – Hall, Financial mes, 2002 .