

# Strategic Architecture and its Role in Promoting Organizational Sustainability: An Analytical Study of the Opinions of a Sample of Workers at Ministry of Interior

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## Abstract:

The study aimed to determine the impact of strategic architecture on enhancing organizational sustainability, and to reveal whether there is a relationship of significance between strategic architecture and organizational sustainability. In order to achieve the objectives of the study, a questionnaire was used as a tool to collect data, the validity of the tool and its stability were verified. The descriptive and analytical approach was the method used in the study, and the study community consisted of a sample of officers and employees of the Ministry of Interior working in directorates, departments and divisions of Planning and Follow-up. A random sample of (151) officers representing the original community was chosen from the total number of the study community. The research concluded that the practice of strategic architecture in the Ministry of Interior leads to organizational sustainability at work, the development of administrative work and the improvement of performance through practices that lead to preserving the Ministry's resources and sustainable technologies for work completion.

**Keywords:** Strategic Architecture, Organizational Sustainability, Ministry of Interior.

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## INTRODUCTION

At the beginning of the twenty-first century, the world witnessed many vital developments and changes, which have steadily affected the development of nations in all its forms, industrial, economical, social and cultural, with their capitalist and socialist systems, which called for many organizations to restore many of their operations. Moreover, business organizations seek to achieve a set of goals, the most important of these are survival, growth and excellence, working to achieve these

goals and competitive advantage, most important of all is to ensure organizational sustainability.

Organizational sustainability of an organization represents the its potential and work to reach the goals by integrating all opportunities, whether social, economic, or environmental. Thus, increasing the value of shareholders in the long term. Modern and pioneering institutions seek to make fundamental changes and update the structure of operations and information to support the decision-making process, coping

with changes that occur in their surrounding environment and increasing their ability to compete and survive (Agustina Widi 2016: 125).

(Conway, 2014: 65) believes that it is necessary for organizations to practice strategic architecture in order to achieve the desired goals in competition and improve the level of their services that enable the organization to reach its goals, as the organizations' practice of strategy has a great impact on achieving organizational sustainability because it requires unusual capabilities due to rapid development in the business environment, which added great importance to the architectural strategy.

Strategic architecture is a factor in the success of the organization as it is a means of reaching success and thus achieving organizational excellence and sustainability, in addition to its role in evaluating the skills and capabilities of individuals who work on organizational strategies and placing them in a suitable position, which supports comprehensive strategy down to organizational sustainability (Shannassy, 2014: 33) (Pearce, 2016: 89). (Ireland, 2011: 45) believes that strategic architecture has a significant impact on organizational sustainability by managing performance standards for human resources in business organizations and creating value for sustainability in support of the sustainability strategy of the organization. The contribution of the strategic architecture does not stop in promoting and achieving organizational sustainability, rather it extends to the development of organizational architecture through its endeavor to increase the productivity of human resources and the efficiency of the organizational structure in order to reach the desired strategic goals of the organization. These components are technology, strategic plan,

organizational culture, and organizational structure (Fourie, 2005: 54).

The role of strategic architecture increases through its practices that aim to develop resource capabilities, which are reflected in the development and implementation of the organization's strategy, in addition to its influence in developing the organizational culture that plays a pivotal role in promoting organizational values and beliefs through which quality, continuous improvement, and advancement to excellence and organizational sustainability can be achieved. (Tucci, 2011: 25).

(Andrews, 2014: 163) pointed out that organizational culture has an impact on quality, as it is one of the organizational sustainability variables and thus excellence can be reached by creating a culture of excellence, which is the environment that contains individuals who understand the importance of productivity and the true meaning of value. The organizational culture is a measure of achieving organizational sustainability. The organization's practices for the architectural strategy also contribute to the activation of technology by encouraging work on modern systems by providing jobs and qualifications (Ansoff, 2011: 63). Also, (Arikan 2011: 25) indicated that the architectural strategy has an impact on organizational performance through the best use of resources. Today, we consider it a distinction that in the near future will be insufficient performance and work to continuously improve performance, learn from past experiences, increase creativity and innovation, along with achieving societal goals in a positive environment. Based on the above and for the purpose of benefiting from the above-mentioned

indicators; The study came to determine the impact of strategic architecture in achieving organizational sustainability.

### **1- The Concept of Architectural Strategy:**

Strategic architecture in its general sense is an eloquent term that expresses the work structure within organizations through the application of the core business as defined in the vision and mission of the organization, and the extent of the communication process between the organizational structure and other key parts (2013: 89, Schatten). In addition, the main goal of the organization's architecture is to enable it to create value for all stakeholders in addition to empowering itself for development and survival (Wagter et al,2016:54).

While (2010: 47 Bernus) stated that it is the system that supports the organizational structure of the organization in addition to the priorities and behaviors of workers, by containing all the components that make up the general system of the organization.

As (Jonkers,2014:74) stated that it is a coherent set of principles, methods, and models that are used in the design and realization of organizational structure, business processes, software, equipment, and infrastructure.

### **2- Dimensions of Architectural Strategy:**

The study adopted a set of dimensions being the most comprehensive and compatible with this study, which are the organizational structure, technology, strategic plan, and organizational culture (Bojinov 2016: 85).

#### **A- Organizational Structure:**

The process of understanding an organization and its external environment is necessary to define the network of stakeholders and their positions in the organizational structure in order to identify the level of their decisions and their authority within the organization (Perez, 2016: 85).

The importance of the organizational structure lies on the following, as stated by (2013: 89, Schatten) and (2016: 54, Wagter et al).

- 1- Arranging relationships within an organization
- 2- It is considered one of the administrative tools that helps the organization reach its goals and based on that, the organizational structure is similar to the human skeleton as it clings to the various subsystems of the human body, and without this structure, different departments and sections remain isolated units from each other.

Hakimpoor (2014, 87) believes that the importance of the organizational structure lies in:

- 1- The organizational structure facilitates and assists in the implementation of the system's plans, its effectiveness, and its performance and implementation programs.
- 2- The organizational structure is the basis for exercising authority, according to which decisions are made and organization activities are implemented, as it defines the administrative levels, their

powers, responsibilities and authorities.

- 3- An organizational structure exists for the purpose of organizing or minimizing individual influences in the organization through setting up controls, systems, and performance and implementation foundations that prevent or limit personal diligence.
- 4- The organizational structure determines the methods through which the control processes are practiced in the organization by defining the control levels and their bodies.
- 5- The organizational structure is found to meet the ambiguity, complexity and change in the environment of the organization by creating compatibility between the organization's performance, movement and the requirements of the environment.
- 6- The organizational structure determines the differences between organizations, by defining the basis for distinguishing between Organizations in form and substance.
- 7- The organizational structure has an impact on both the behavior and attitudes of workers, and to the extent that the organization can reduce ambiguity and clarify whenever it relates to the tasks to be performed, how it is to perform, to whom the worker raises his report and to whom it turns in the event of a problem, as much as it shapes their trends

and motivates them to perform higher.

### **B- Technology:**

This dimension started with the need to find an aspect of technology related to effective information technology (IT) strategy. Computer systems characterize the era of networks. It is the response of these systems that supports performance and scalability, and is proactive in implementing systems, and how organizations generally benefit from information and communication technologies. This dimension includes the perceived alignment of information technology with business objectives, availability of systems and technology dependence, information technology research, development benefits and implementation positions, (Mansfield 8, 2005).

The management of the infrastructure through the existing technology in the organization in order to benefit from the information and communication technologies that are not available in other organizations will be of value to the complementary elements for the purpose of the change in the number of monopoly systems (Mansfield 2005: 118)

Technology is characterized by a set of characteristics, the most important of which are (563: Brynjolfsson, 2017)

- 1- Reducing time: Technology makes all electronic places contiguous, for example the Internet, which allows each one of them to obtain the necessary information and data in a short time, regardless of its geographical location.
- 2- Increase productivity: Information technology raises productivity when it is used well and effectively.

- 3- Flexibility: There are many uses of information technology due to the multiplicity of our needs for it, the simplest example of that is the computer that we use in our daily and practical life, it is a tool for writing and carrying out various complex operations such as communication from a distant location or proximity. It also gives production high efficiency and this is by gaining information technology great flexibility compared to a machine with limited use.
- 4- Automation: It means the fastest, the smallest, and the least expensive, and it is one of the most important advantages of information technology, as it is characterized by constant improvement in its speed and memory capacity.

#### **C- Strategic plan:**

It is the way managers design and change the organizational structure of the organization and it's very important for creating value and innovation in implementing the strategy. Strategy has been defined as a specific type of plans, decisions and actions taken by managers to use core competencies to achieve competitive advantage and outperform competitors (Jones, 2016: 187). The organization seeks to develop its future path by focusing on strategic goals and translating them into reality in order to contribute to achieving excellence, the process of balance between internal and external processes and the provision of information systems that support the implementation of the strategy in order to contribute to achieving the organization's mission (2014: 69, Steiger).

#### **D- Organizational Culture:**

It is represented by a set of values, customs, knowledge, common beliefs and standards that control the interactions of the members of the organization with each other (2017: 165, Spencer & Oatey), as it works to encourage positive action, harmony, valuable initiatives and the consolidation of moral values (Perez, 2016: 132)).

Organizational culture has become an acceptable and priority aspect in many organizations and among many managers. Many managers consider culture as an important asset. The importance of organizational culture can be summarized in the following points (Perez, 2016: 132).

- 1- Organizational culture is a guide for management and human resources, constituting the models of behavior and relationships that must be followed and guided by them, as it is an intellectual framework that guides members of the same organization and organizes their actions and their relationships.
- 2- The organizational culture expresses the distinctive features of the organization from other organizations, and it is also a source of pride for its employees, especially if it emphasizes certain values such as innovation, excellence, leadership, and overcoming competitors.
- 3- A strong organizational culture is considered an effective and supportive element for the administration, which helps it to achieve its goals and ambitions. It also facilitates the task of management, and team leaders do not resort to formal or strict procedures to confirm the required behavior.

- 4- A strong organizational culture is considered a competitive advantage for the organization if it emphasizes ethical behaviors such as dedication to work and customer service.
  - 5- Organizational culture is an important factor in attracting appropriate human resources. Leading organizations attract ambitious employees, organizations that build innovation values and excel attract creative employees, and organizations that reward excellence and development are joined by hardworking employees.
  - 6- Organizational culture is considered an important element that affects the ability of the organization to change and its ability to keep pace with the current developments around it.
  - 7- Organizational culture, like any other element of the organization, needs conscious efforts to nourish and strengthen it, and to ensure its relative stability and entrenchment in the minds of employees and their follow-up to its instructions, which is clearly reflected in their behavior and relationships.
- 2- Criteria: There are behavioral standards regarding the amount of work that must be accomplished.
  - 3- Controlling Values: There are basic values that the organization adopts and every member is expected to adhere to.
  - 4- Philosophy: Each organization has its own policies in treating its employees and clients.
  - 5- Rules: These are instructions issued by the organization and differ in their severity from one organization to another. The individual works in the organization according to the rules laid down for him.
  - 6- Organizational climate: It is a set of characteristics that characterize the internal environment of the organization within which individuals work, affecting their values, attitudes and perceptions because it enjoys a high degree of stability and relative stability.

### **3- Organizational Sustainability:**

The idea of organizational sustainability took its way to emergence since the mid-nineties of the last century and since then it has received the attention of many researchers, and the topic of organizational sustainability is one of the topics that have received increasing attention in recent times, however, defining the concept of organizational sustainability is still one of the points that differed. In it are writers and researchers, and the position of writers who have dealt with this topic differs, due to the difference in their specializations and intellectual concepts (Furman, 2017: 34).

The concept of sustainability developed in the mid-nineties as a way for business organizations to manage

It must be realized that no organization is similar in culture to another organization even if it operates in the same sector. The following is a brief presentation of the most important characteristics of an organization's culture (Eisenhardt, 2017,106).

- 1- Regularity in behavior and adherence to it: As a result of interaction between members of the organization, they use common language, terms, phrases and rituals related to behavior in terms of respect and behavior.

and balance their productive efforts with the requirements of the environment and the surrounding communities (2016: 25, Christofi et al).

Organizational sustainability is defined as everything that can be preserved in the organization (201: 2015, Oliveira et al). Also, organizational sustainability represents the institutional activities that proactively seek to contribute to achieving a sustainable balance, in the economic, environmental and social aspects, in the short, medium and long terms, from Through the activities of the organization represented by production processes, strategic management, organizational systems, procurement, marketing, evaluation and communication. (165: 2014, Lozano) Sustainability requires the leadership of organizations to achieve their business goals by directing their strategies and management to harness the potential to deliver sustainable products and services in the markets, while at the same time successfully minimizing and avoiding the costs and risks of sustainability (214: 2017, Knoepfel). Despite the growing interest in the sustainability of organizations, it remains a challenge for organizations represented by improving levels of social and human well-being and in reducing environmental impacts and ensuring that organizational goals are effectively achieved (Linnenluecke, 2010: 358).

#### **4- Dimensions of organizational sustainability:**

Researchers (Thomsen, 2015: 26, 2015: 807 Plowman Huffstutler, 2015,140 Eberl, 2015,205 Berman, S 2016 2016 Chiplunkar, Chandrashekhar) identified the dimensions of organizational sustainability as:

1- **Added value:** Institutions that depend on organizational sustainability add value for the

benefit of their clients on an ongoing and regular basis by understanding, anticipating and meeting their needs, expectations and opportunities. It also undertakes a set of measures to add value, such as identifying customers, knowing their needs and desires and meeting them, building a dialogue with customers that is frank and transparent, seeking to create value and engaging customers in developing the services provided, and working to develop staff competencies and enable them to achieve the best types of communication with customers.

According to what has been mentioned, the researcher believes that one of what distinguishes organizations and achieves organizational sustainability is the process of adding value to dealers, which is carried out through a group of studies carried out by organizations that know the needs and desires of dealers and deal with them on the basis of these needs and desires, and provide everything that is innovative and new.

2- **Sustainable trend:** developing and improving the organization's performance and working on the economic, environmental and social aspects in the business sectors, by spreading the purpose that the institution is based on in the vision and mission of the organizational culture, and identifying the necessary resources that the organization needs in the long term instead of focusing on profit for the short term and enhancing The competitiveness of the organization, understanding the basic concepts of sustainability,

the value chain, and designing processes and then allocating resources.

- 3- **Capacity Development:** Capacity development through effective management of change processes inside and outside the organization's borders. By ensuring all financial resources that support development in the institution, working on cooperation and building team spirit in order to build a comprehensive institutional culture, enhancing added value by working with partners to exchange experiences and knowledge, identifying opportunities for partnerships that the organization seeks in the future by creating an appropriate network of relations
- 4- **Creativity and innovation:** They are the process of enhancing added value through mechanisms of continuous improvement and innovation that is achieved through harnessing creativity of all stakeholders within the organization. Where the institutions carry out several procedures for the recognition of creativity and innovation that must be applied to the products and services provided by the organization, the optimal use of the knowledge stored in the employees, the formulation of a set of objectives that are based on a correct understanding of the market situation, capabilities and skills present within the organization in addition to the available resources, the use of ideas New in innovation and work to develop them, and finally work on translating creative ideas into reality within the specified time
- 5- **Inspiring leaders:** It is the process that takes place through the presence of leaders concerned to shape the future and turn it into reality, by working to create an organizational culture that encourages participation, possession and empowerment, and that employees in the organization are held accountable for their actions, each according to his specialization, making the right decisions and taking into account knowledge. And previous experiences, the realization that staying in the lead results from the speed of learning and response.
- 6- **Adaptation to change:** It is the organization's ability to seize the available opportunities and face challenges and respond quickly to them, it comes from the organization's practice of a set of mechanisms through which the surrounding environmental variables are identified to benefit from them, the adaptation of the organizational structure in order to achieve the goals, the great interest in improvement processes in the organization - Conducting a continuous assessment of the technical capabilities of the organization in order to increase the degree of flexibility and speed of adaptation
- 7- **Talent management:** It is the process that takes place through

empowering employees and appreciating their talents in order to achieve personal goals, and organizations implement a set of procedures to sustain excellence, as they determine the level of skills and performance required in order to achieve strategic goals, accept diversity in employees within the organization, encourage the employee to be an ambassador For the organization to enhance its image and reputation, encourage creativity and appreciation of employees

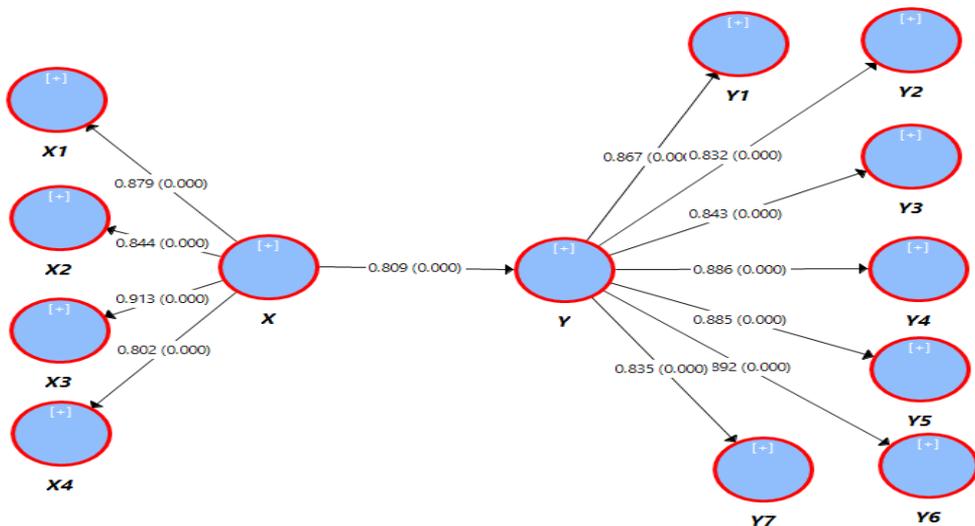
**5- RESULTS AND DISCUSSION**

**1- TestingTheMain Hypothesis:**

The results of the study will be presented by testing the main hypothesis: The

researcher assumes the existence of a positive and statistically significant impact relationship for the strategic architecture on organizational sustainability. This means that the organizational sustainability is a function of the strategic architectural variable, meaning that a change or an increase in the strategic architecture will increase the organizational sustainability. A simple regression method will be used to test this hypothesis, which is available within the statistical program (Smart PLS), which reflects the results of the analysis from the regression beta coefficient and its level of significance in Figure (1) and Table (1) and the amount of interpretation of the independent variable from the dependent variable, and the results are as

follows- :



**Figure (1):** The impact factor of organizational architecture (X) on organizational sustainability (Y).

**Table (1):** Some statistics of the impact of Strategic Architecture on Organizational Sustainability.

	Original Sample (O) Impact Factor	R Correlation Coefficient	Standard Deviation (STDEV)	R <sup>2</sup>	T Statistics ( O/STDEV )	P Values Significance level
X -> Y	0.809	0.808	0.033	0.65	24.18	0.000

Figure (1) and Table (1) show the test results, as the coefficient of determination (R<sup>2</sup>) was (0.65), which means that the strategic architecture explains the amount of (0.65) of the variance in organizational sustainability. As for the relationship of the strategic architecture to organizational sustainability, it reached (0.808), which is significant at the level of (0.05). The impact factor has reached (0.809), which is positive, that is, the more strategic architecture will increase the organizational sustainability by (0.808), which is of significant significance at the level of (0.05) because the level of significance has been achieved (0.000). According to these results, the hypothesis is accepted.

**1- Testing the Sub-hypothesis:**

The researcher assumes the existence of a positive and statistically significant impact relationship of the strategic architectural dimensions

(organizational structure (X1), technology (X2), strategic plan (X3), organizational culture (X4)) on organizational sustainability. This means that the organizational sustainability is a variable function of the dimensions of the strategic architecture, meaning that the change or the achievement of an increase in the strategic architecture will increase the organizational sustainability. The multiple regression method will be used to test this hypothesis, which is available within the statistical program (Smart PLS), which reflects the results of the analysis from the regression beta coefficient and its level of significance in Figure (2) and Table (2) and the extent of interpretation of the dimensions of the independent variable from the dependent variable, and the results are as follows: -

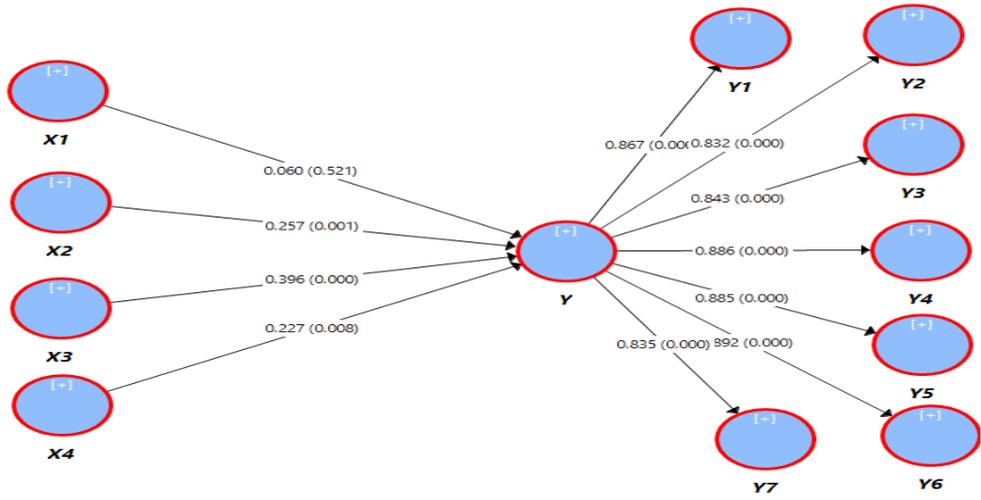


Figure (2): Impact Factor of the Strategic Architectural Dimension on Organizational Sustainability.

Table (2): Some statistics of the impact relationship of strategic architectural dimensions on organizational sustainability

	Original Sample (O) Impact Factor	R Correlation Coefficient	Standard Deviation (STDEV)	R <sup>2</sup>	T Statistics (O/STDEV)	P Values Significancelevel
X1 -> Y	0.06	0.06	0.093	0.67	0.642	0.521
X2 -> Y	0.257	0.259	0.074		3.487	0.001
X3 -> Y	0.396	0.396	0.086		4.616	0.000
X4 -> Y	0.227	0.226	0.086		2.644	0.008

Figure (19) and Table (19) show the test results, as the coefficient of determination was (R<sup>2</sup>) (0.67), which means that the dimensions of the strategic architecture explain the amount of (0.67) of the variation in organizational sustainability. As for testing the relationship and influence as follows:

**A- The first sub-hypothesis:** The researcher assumes the existence of an influence relationship of the organizational structure

on organizational sustainability, and according to the results of Figure (2) and Table (2), it is found that there is a relationship between the organizational structure and organizational sustainability that has reached (0.06) which is not significant at the level of (0.05). As for the impact factor, it reached (0.06), which is positive, that is, whenever the

organizational structure increases, it will increase the organizational sustainability by (0.06), which is not significant at the level of (0.05) because the level of significance has been achieved (0.521). According to this result, it rejects the hypothesis.

**B- The second sub-hypothesis:** The researcher assumes the existence of a relationship of technology influence on organizational sustainability, and according to the results of Figure (2) and Table (2), it is found that there is a relationship between technology and organizational sustainability that has reached (0.259), which is significant at the level of (0.05). As for the impact factor, it reached (0.257), which is positive, that is, whenever the technology increases, it will increase the organizational sustainability by (0.257). It is of significant significance at the level of (0.05) because the level of significance has been achieved (0.001). According to this result, accept the hypothesis.

**C- The third sub-hypothesis:** The researcher assumes the existence of the relationship of the impact of the strategic plan on organizational sustainability, and according to the results of Figure (2) and Table (2), it

is found that there is a relationship between the strategic plan and organizational sustainability that has reached (0.396), which is significant at the level of (0.05). As for the impact factor, it reached (0.396), which is positive, that is, whenever the strategic plan increases, it will increase the organizational sustainability by (0.396). It is of significant significance at the level of (0.05) because the level of significance has been achieved (0.000). According to this result, accept the hypothesis.

**D- The fourth sub-hypothesis:** The researcher assumes the existence of a relationship of the influence of organizational culture on organizational sustainability, and according to the results of Figure (2) and Table (2), it is found that there is a relationship between organizational culture and organizational sustainability that has reached (0.226), which is significant at the level of (0.05). As for the impact factor, it reached (0.227), which is positive, that is, whenever the organizational culture increases, the organizational sustainability will increase by (0.227). It is of significant significance at the level of (0.05) because

the level of significance achieved is (0.008) and according to this result, the hypothesis is accepted.

### CONCLUSIONS:

The literature indicates that architecture plays an important role in determining the future of organizations, in order to continue to compete for higher management, to stimulate middle management and direct (technical) management to practice strategic architecture and consolidate its foundations for the purpose of reaching organizational sustainability and improving performance. A clear administrative policy that guides employees to carry out their jobs effectively, analyzing and rebuilding administrative processes on a regular basis, working to spread the culture of change, clarifying its importance through workshops on strategic architecture, strengthening the concept of strategic architecture for all employees of the Ministry of Interior, and focusing on the activities and tasks of the administrative process when re-establishing Structuring, not on reporting lines to avoid duplication of work.

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