

## **The effect of employing dynamic capabilities on dealing with organizational failures**

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### **Abstract:**

This study targets knowing the reality usage of dynamic capabilities on bank employees and their dynamic capabilities at the bank, and how much does administration support to reduce the organizational failures, recognition the administration demands to activate the dynamic capabilities performance, and specify the differences Statistically, significantly at the level 0,05.

Scope And the sample of the study:the scope of the study consist of all the bank workers (NBE – banque misr – banque du cairo) which located inside Cairo government, 369 random samples had taken for study, from different banks, the descriptive method has been used by the researcher to achieve the study goals and answer the questions. He used also the resolution to collect data and information, the most important outcomes are

- There is a statistically significant effect of communication capabilities on organizational failures

- There is a statistically significant effect of creative capabilities on organizational failures.
- There is a statistically significant effect of cultural capabilities on organizational failures.

The opening words : dynamic capabilities , communication capabilities , cultural capabilities , organizational failures.

## **First chapter –Methodological framework and research method**

### **Introduction :**

Know the dynamic cognitive abilities over the past 50 years, many scientists helped at growing this concept, (Selznick, 1957) described it as the special capabilities (Kotsiopoulos et al., 2004:1), and (Penrose, 1959) considered it as an unsympathetic source at the same time focusing at knowledge in building the organization (De Felice, 2014: 53), (chandler,1962) thoughts is about reshaping the structure which follows the strategy, and (Andrew,1971) suggestion is about evaluating the strength and weakness points, to specify the Outstanding Abilities (Kotsiopoulos et, al., 2004: 2). Term (capabilities) used for the first time by (Richardson,1972) (De Felice,2014:53), from auditing the literature, the researcher sees the first usage of the term dynamic cognitive abilities back to (Daws,2000) and (King,2003;2006) works.

And it has been taken as (Knowledge Capabilities) it has been dealt with as (Dynamic Capabilities) or (Absorptive Capabilities) from a strategic management perspective, and as (knowledge strategy) from a knowledge management perspective (Edwards,2015: 60), (Parashar & Sing, 2005:118) see it as a concept like intellectual capital, while (Freeze Kulkarni,2007:95) sees it as (Knowledge Assets), and it is considered as the main source of Competitive advantage(Edwards,2015:60), researchers see that the Knowledge Assets cannot sustain without cognitive abilities, the knowledge Assets cannot synonym it then. (Casselma n & Samson,2007:71) see those cognitive abilities are considered as special cases of dynamic capabilities that are based on knowledge. And It is considered as (Entrepreneurial Capability) and directed to chances, meanwhile, The dynamic capabilities are directed to change (Information Resources Management Association 2017: 641). Most of the time failure starts with small deviations, it may increase the organizational regression, and it is healed by lipping (Musteen et al., 2011: 928), extravagance at lipping may lead to no capability as a result of upsetting the balance (Triapathi, 2014:937), as a result of the lay of a huge number of workers especially the high experience which may lead to (survivor Syndrome) and this is one of the reasons of the organizations fail after lipping (Taylor, 2001: 27) which lead to the risk of losing her tacit knowledge (Westermann-Winter, 2007: 13), (Freeman & Cameron)

distinguished between decline as negative statue due to the organization inability to adapt with the outside climate conditions without decrease at the manpower, and the lipping as it is the treatment for regression, and it may lead to decrease at the men power (Selmer & Wildstorm, 2007:435)

**Through the above, the researcher focuses on the impact of employing dynamic capabilities in dealing with regulatory failures in the banks under study.**

## **Second: the previous studies**

**Studies specialized in dynamic capabilities recruitment.**

**Table number ( 1 )**

<b>1. study title</b>	<b>“Knowledge Capability: A Definition and Research Model”</b>
<b>Researcher &amp; Date</b>	<b>Ning et al ., 2006</b>
<b>Study goal</b>	<ul style="list-style-type: none"><li>• This Intellectual study is based on dynamic capabilities view and view based on knowledge</li><li>• Clarifying the concept of intellectual capabilities assuming that it is dynamic, and specifying its dimensions upon the organization level</li></ul>
<b>Study Approach</b>	Intellectual study
<b>Study consequences</b>	<ul style="list-style-type: none"><li>• default model had been put for an intellectual capability that compounds from four dimensions (learning abilities, cultural abilities, communication abilities, creative abilities)</li><li>• The study concluded that it is necessary to</li></ul>

	conduct tests of this model for various sectors and to determine the level of influence of cognitive ability on organizational performance.
the extent of benefit	<ul style="list-style-type: none"> <li>The research relied on an area in constructing a variable scale of dynamic cognitive abilities.</li> </ul>
2. study title	<b>“A Capability-Based Framework for Open Innovation: Complementing Absorptive Capacity”</b>
Researcher & Date	<b>Lichtenthaler &amp; Lichtenthaler, 2009</b>
Study goal	<ul style="list-style-type: none"> <li>This study tried to combine knowledge management, dynamic capabilities, and Carrying capacity at a completed perspective which is intellectual capabilities that give the chance for the organization to reshape itself successfully.</li> <li>This perspective confirms the necessity of continuous learning to keep the Vitality of Cognitive Abilities</li> </ul>
Study Approach	<b>intellectual study</b>
Study consequences	<ul style="list-style-type: none"> <li>The study contributed to explaining the heterogeneity between Strategic alliances, and Organizational limitations, and creative performance</li> </ul>
the extent of benefit	<ul style="list-style-type: none"> <li>To ensure the validity of the conceptual fabric of the dynamic cognitive abilities variable.</li> </ul>
3. study title	<b>“Evolution and Coevolution: Dynamic Knowledge Capability Building for Catching-up in Emerging Economies”</b>

<b>Researcher &amp; Date</b>	<b>Dong et al., 2016</b>
<b>Study goal</b>	<ul style="list-style-type: none"> <li>• The study focused on the knowledge as a strategic exporter to the organization</li> <li>• It focused on building the intellectual dynamic capabilities at Chinese companies to support their growing at unstable environment with having Financial and material resources</li> <li>• Analyze dynamic cognitive capabilities at the macro and micro levels of the organization.</li> </ul>
<b>Study Approach</b>	<ul style="list-style-type: none"> <li>• qualitative study</li> <li>• Semi-structured interviews.</li> <li>• An archival study from 1990 to 2011.</li> </ul>
<b>Study location &amp; its sample</b>	<ul style="list-style-type: none"> <li>• Small companies at china</li> </ul>

<b>Study consequences</b>	<ul style="list-style-type: none"> <li>• The study found that the intellectual dynamic capabilities topic mixes strategic management and cognitive management, which help at supporting strategic transformation from tradition to excellence.</li> </ul>
<b>the extent of benefit</b>	<ul style="list-style-type: none"> <li>• It was necessary to ascertain the validity of the conceptual fabric of the dynamic cognitive abilities variable, especially since few studies have explicitly addressed this term.</li> </ul>
<b>4. study title</b>	<b>“The Essence of Dynamic Capabilities and their Measurement”</b>
<b>Researcher &amp; Date</b>	<b>Laaksonen &amp; Peltoniemi, 2016</b>
<b>Study goal</b>	<ul style="list-style-type: none"> <li>• This study reviewed quantitative studies that attempted to measure dynamic abilities, and dynamic cognitive abilities are considered a</li> </ul>

	<p>special case of them in order to reach a solid theoretical framework.</p> <ul style="list-style-type: none"> <li>• Unifying and joining efforts and giving recommendations for future studies.</li> <li>• It dealt with the conceptual development of dynamic capabilities, which resulted in development in its standards.</li> </ul>
<b>Study Approach</b>	<ul style="list-style-type: none"> <li>• intellectual study</li> </ul>
<b>Study consequences</b>	<ul style="list-style-type: none"> <li>• It concluded that the procedures for measuring dynamic capabilities can be divided into four types: management evaluations, financial statements such as sales, return on waves and market share, and the organization's past experiences such as profitability, sales quantity, number of new projects, and the experiences of employees and managers.</li> <li>• The most prominent recommendations that came out of the study are the need to distinguish between dynamic capabilities and static capabilities, and the difficulty of directly measuring the impact of dynamic capabilities on performance.</li> </ul>
<b>the extent of benefit</b>	<ul style="list-style-type: none"> <li>• It was employed to measure the quantitative aspect of dynamic cognitive abilities.</li> </ul>

**organizational failures studies:**

**Table number ( 2 )**

<b>1.study title</b>	<b>"Organizational Failure: A Critique of Recent Research: A Proposed Integrative Framework"</b>
<b>Researcher &amp; Date</b>	Mellahi & Wilkinson,2004
<b>Study goal</b>	Clarify the failure reasons, is it internal or external. Shedding light on the shortcomings of the perspective which sees that the causes of failure are external, and the perspective that sees that the causes of failure are internal. An attempt to build an integrative framework that integrates the two different perspectives, namely the deterministic and voluntary perspectives.
<b>Study Approach</b>	Intellectual study
<b>Study consequences</b>	The study tried to close up the different points of view by building a completed sample. The study approached that failures cannot be explained without taking organizational contexts into mind, and tried to make a methodology to measure the organizational failures
<b>the extent of benefit</b>	Benefiting from previous studies in framing the approaches and theories of the variable organizational failures.
<b>2.study title</b>	<b>"Organisational Failure and Turnaround Process in NHS Hospital trusts"</b>
<b>Researcher &amp; Date</b>	Ravaghi,2007
<b>Study goal</b>	Adding more efforts to organizational failures topic and changing operations at the health sector
<b>Study Approach</b>	qualitative research method • Semi-structured interviews (57) for administrators working in the health sector. According to the (Mckiemman, 2002) sample, organizational failures have been measured, and the reasons for failures have been divided into major and minor reasons.
<b>Study location &amp; its sample</b>	• Iranian Ministry of Health



Study consequences	<ul style="list-style-type: none"> <li>It was reached to identify the most prominent causes of failure as well as symptoms of failure and to determine which of the causes has a significant impact on the emergence of symptoms, and a number of transformation processes were proposed to treat the symptoms of failure, and then the study contributed to giving a deeper explanation of the phenomenon of organizational failure.</li> </ul>
the extent of benefit	<ul style="list-style-type: none"> <li>Dimensions were built for the variable of organizational failures in the current research.</li> </ul>
3. study title	<b>"Bankruptcy Prediction Analysis of Manufacturing Companies Listed in Indonesia Stock Exchange"</b>
Researcher & Date	<ul style="list-style-type: none"> <li><b>Sinarti Sembiring, 2015</b></li> </ul>
Study goal	<ul style="list-style-type: none"> <li>Finding suitable ways to predict its bankruptcy at least for the next two years</li> </ul>

Study Approach	<ul style="list-style-type: none"> <li>A quantitative approach that depends on the financial records of companies.</li> <li>Three models were employed ( Z- Score, Springate, &amp; Zmijewski )</li> </ul>
Study location & its sample	<ul style="list-style-type: none"> <li>(11) international industrial companies data have been analyzed</li> </ul>
Study consequences	<ul style="list-style-type: none"> <li>It was found that there were no differences between the quality of the models used at predicting bankruptcy, and the probability of bankruptcy of the target companies.</li> </ul>
the extent of benefit	<ul style="list-style-type: none"> <li>It was used to build quantitative measurements, to measure indicators of organizational failures.</li> </ul>
4. study title	<b>"The Effects of Business Failure Experience on Successive Entrepreneurial Engagements: an Evolutionary Phase Model"</b>
researcher & Date	<ul style="list-style-type: none"> <li><b>Amankwah-Amoah, 2016</b></li> </ul>
Study goal	<ul style="list-style-type: none"> <li>This study drew its sources from the literature of Entrepreneurs learning from failure and clarified</li> </ul>

	ways to learn from the pioneering projects that were reduced in the past.
<b>Study Approach</b>	<ul style="list-style-type: none"><li>• Study multiple cases</li></ul>
<b>Study location &amp; its sample</b>	<ul style="list-style-type: none"><li>• At South Africa's institutions</li></ul>
<b>Study consequences</b>	<ul style="list-style-type: none"><li>• It was found Four stages of failure were detected (sadness, despair, transformation, and shaping) and rehiring the old experiences of the old projects at the new one, The study recommended choosing the proposed theoretical models.</li></ul>
<b>the extent of benefit</b>	<ul style="list-style-type: none"><li>• Benefiting from it in framing the approaches and theories for the variable organizational failures.</li></ul>

### **Comment at previous studies**

1. There was consensus on doing more research on this topic and focus on it's importance from the bank's workers.
2. Dynamic Capabilities Measurement Procedures can be divided into four types which are management assessment, financial information such as sales, return on assets, and market share, and the past experiments of the organization such as profitability and Sales Quantity and the number of new projects, and the experience of the workers and managers.
3. Necessarily of Discrimination between dynamic capabilities and standard capabilities , It is difficult to directly measure the impact of dynamic capabilities on performance.
4. Four stages have been revealed of failure which is sadness, spare, transformation, formation, and re-employment of the previous

experiences of the old projects at the new project, the study recommended choosing the proposed theoretical models

5. The Arabic libraries are still in Urgent need of more studies including Reciprocal relations and administrative creativity.
6. Studies contributed to developing the vision for researchers to know the dimensions which are used at studying.

### **The agreement and difference between the previous studies and the current study:**

This study agrees with previous studies as follows:

1. Clarifying the concept and characteristics of dynamic capabilities and the importance of practices related to employee satisfaction in the organization, which leads to an increase in the internal capabilities of employees.
2. Clarifying the concept and characteristics of (organizational failures) and its importance for workers in organizations.

### **Third: Research problem :**

Employment of dynamic capabilities is considered as one of the most operations management important, as it is the base for failure measuring, Where career decisions are based on which related to the future of the workers and the organization, from this point the importance of cognitive abilities at any organization was stem, Which, if reconciled, will benefit the organization and the employee at the same time , however, despite the importance of knowledge, many institutions may neglect to give this process sufficient attention in all its aspects,

especially the human aspect , where it focuses on the cognitive abilities which achieve immediate gain without looking at some negative aspects Which may be deposited in some workers, achieving a kind of dissatisfaction due to organizational failures This negative feeling may be reinforced by the organizations by not to confront it with the necessary treatment, as it is possible this negative feeling among some workers is not due to a failure in the organizational failure. Rather, it is due to other factors that were overlooked by the organization, and this is purely an assumption, and therefore the researcher saw that the research problem is : **What is the impact of employing dynamic cognitive capabilities in dealing with regulatory failures in banks?** And this study comes to answer these next questions

- Did the dynamic capabilities achieve the goals which they were set for?
- Is there any relationship between the dynamic capabilities and the extent of its effectiveness and its reflection on reducing organizational failures?
- To what extent are the criteria used in employing dynamic capabilities appropriate?

Fourth Goal of research

**This research aims to many goals**

1. Building an integrated theoretical framework that includes employing dynamic capabilities and organizational failures.
2. Understand the concept of employing dynamic capabilities.

3. Reaching the concept and nature of the system to reduce organizational failures and deal with them
4. Coming up with results and recommendations in the field of the research topic.

**Fifthly - research hypotheses:**

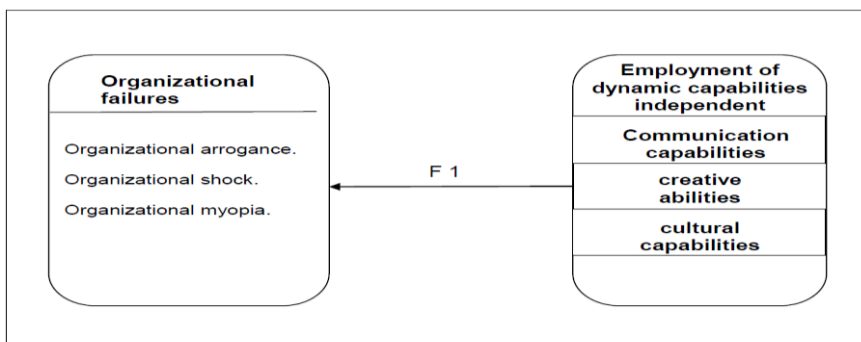
The main hypothesis:

There is a statistically significant effect of employing dynamic capabilities on organizational failures.

From this hypothesis the following sub-hypotheses emerge:

- There is a statistically significant effect of communication capabilities on organizational failures.
- There is a statistically significant effect of creative capabilities on organizational failures.
- There is a statistically significant effect of cultural capabilities on organizational failures.

**Sixth- Research Variables Model:**



Shape number ( 1 )

**search variables model**

**Seventh - Research community and sample:**

The research community is represented in all bank employees (National Bank - Banque Misr - Banque du Caire), which are located at Cairo Governorate. Table No. (3) shows a statement of the banks included in the research community.

%	Workers number	%	Branches number	Bank name
45%	4500	36%	145	National Bank
35%	3500	41%	164	Banque Misr
20%	2000	23%	94	Banque du Caire
100%	10000	100%	403	Total

**Research sample:**

The size of the sample was specified on two levels

**First level:**

$$n^1 \quad n^1 = \frac{Zz pQ}{d^2} \quad (\text{Samia Aboul Fotouh, 1994, 103})$$

Whereas

Tabular value under normal distribution curve z....., equal 1.96  
 p..... Percentage of the number of items  
 that have the property or characteristics in

question It can be assumed that p1 50% to get the largest sample.

$$Q \dots\dots\dots 1 - ) p 1-50 ,)$$

d.....The degree of permissible error is equal to 5%

Applying the equation:

The second stage :

By using the next equation , we could zoom out the sample size, by next equation :

$$-n2=n1/(1+n1/n)$$

Applying the equation:

$$- n2 = 384/(1+384/10000)$$

The sample size has been distributed proportionally according to workers number at each bank as showed at table number ( 4 )

**Table number ( 4 )**

**Distribution of sample size to banks**

Bank Name	Sample size	%	Workers number
National Bank	166	45%	4500
Banque Misr	129	35%	3500
Banque du Caire	74	20%	2000
Total	369	100%	10000

**For the lower administration:** A survey form will be distributed examining the level of organizational failures of managers.

**Sample type :**

The researcher depended on the random structure sample, due to heterogeneity Research community vocabulary at The difference in the banks under study in the methods of work and the diversity of administrative practices for each bank.

**sampling units:**

The sampling units included in the study are as follows:

-bank managers

-administration managers

Departments heads

modular functions (banker-accountant-audit-engineer-technical-writer.....etc)

**eight : Research Method and Methodology:**

Researcher depended on two styles at this study :

A-Theoretical study

The researcher used the descriptive-analytical method in the theoretical study which represented examining a lot of Literature, references, research, articles published on the internet, letters, and published and unpublished Arab and foreign periodicals, and that's to collect all scientific material that belongs to the searched topic.

B-Applied study

The researcher collected all data using survey list from sample units to know the effect of dynamic capabilities recruitment at dealing with organizational failures for bank workers, using



survey form directed to bank workers, then dividing the form according to variables.

### **Tenth: Methods of statistical processing of data:**

Researcher depended on the statistical program at data analysis (SPSS version,20.0) using the next statistical ways:

1-Descriptive Methods:

2-Inferential Methods

## **The second topic: the theoretical side**

### **First: Dynamic capabilities**

It was done combine between (Resources), (Competences), and (Capabilities) terms Conceptually and on the ground (F-Jardon & Gonzalez-Loureiro, 2013: 258), which made it harder and more complex (Kruger, 2008:34) sees that capability is a synonym to skill, and thee capability is part of ability and it consists of ability and capability, and according to (Day, 1994) capabilities are Complex bundles of accumulated skills and knowledge, exercised through activities, processes and method of employing assets (Akwei, 2007: 23) and (Teece, 2012) defined capabilities as The organization's capabilities, which enable it to adequately perform current activities (Wójcik, 2015: 91)

According to the previous topics capabilities are a combination of skills and useful capabilities, (Galavan,2015: 3) tried to distinguish between them, as he sees that Resources are a mixture of tangible and intangible assets While capabilities refer to a set of procedures used to deploy resources, capabilities are the ability to deploy

resources through the procedures used to achieve a specific goal. What distinguishes capabilities is that they are intangible, more complex, and purposeful than capabilities.

There are three different perspectives that explain the natural relation between resources and capabilities according to (Barney, 1991; Day, 1994, Hooley et al. 1998) says that resources are a collection of assets and capabilities, while (Schoemaker,1993; Peteraf, 1993; Foss, 1996; Helfat& Peteraf, 2003) see that assets are a collection of resources and capabilities, while (Hall, 1993) sees that capabilities are caused by resources building, and it is consists of a group of assets, (Wojcik,2015:87), the researcher agrees with the third opinion because the capabilities are the power which forms the assets and resources according to (Steiber,2014;18), which sees that (capability) term is as an umbrella for ability, strength , and fast, which created the ability to use the favorable opportunities. It is clear from above that all the odds are incoming, to specify what are capabilities and it's forms (Dosi et al., 2000)as ice mountain floating between many ice mountains, in the middle of fog (Jacobides , 2006: 152)

There are two kinds of capabilities (Substantive Capabilities) and it is the ability to produce the exact demand, and (Dynamic Capabilities) and it is the ability to create and expand (Petit,2009: 65)Dynamic refers to the changing environment in which demands strategic response at the time, because of The rapid pace of creativity, which reflects the future of the competition,

and the Difficulty defining the market (Teece & Pisano, 1994:1)What is meant by dynamism is not only a response to environmental changes but rather a change in the resource or knowledge base, in other words, the dynamism is affected by external and internal factors. (Ambrosini & Bowman, 2009:37).

Knowledge is a vital source for the organization, and the main source of continuous competitive advantage, especially in a dynamic environment (Nordoy,2017;13) The reasons for the failure of organizations are often attributed to the absence of static and dynamic capabilities (Carlgren,2013:18).

(Teece et al.,1990) defined the dynamic capabilities as core capabilities , and collection of different capabilities, and completing assets,routines which supply the competitive the main capabilities of the organization to achieve competitive advantage (jungbauer, 2004:22) (Teece et al.,1997:516) developed it later , and he Dynamic capabilities are defined as the ability to develop capabilities to match the changing work environment by adapting, integrating, and reshaping skills, resources, and functional capabilities, both internal and external.(Eisenhardt & Martin,2000) noted about cognitive dynamic capabilities, the described it as strategic routines, and organizational help the organization to reshape its knowledge to suit the new markets by evaluation, or facing, or cleavage, or failure (Petit, 2009), (zollo & Winter,2002) described it as developing process of the routine capabilities for transformation,

and explore the current knowledge to respond the environmental changes(Kodama,2011:48). (Parashar & sunil,2005) defined it as The aesthetic of the knowledge assets that determine the organization's ability to absorb and create new knowledge(Parashar,2007: 52). (Ning et al. ,2006:321) also sees It includes both cognitive resources and knowledge operation capabilities, while (King,2006:2) sees It as a complex, integrated, and internally coordinated set of capabilities to create, store, and distribute knowledge efficiently and effectively and to continuously improve the application of knowledge in business processes, practices, products, relationships, and behaviors to improve organizational performance. (Zahra et al,2006) defined it as the ability to reconfigure knowledge in a consistent manner according to the decision maker's perception (Akwei,2007:27), while (Helfat et al. ,2007) described it as the ability of an organization to create, expand, or modify its core resources (Ambrosini & Bowman,2009: 34). (Oliver, 2008: 497) defined it as the ability to create, preserve value through the development and dissemination of internal cognitive abilities to achieve maximum harmony with the changing external environment. Barreto (2010)) indicated that it is the ability of the organization to address its problems by seizing opportunities and repelling threats, as well as making market-oriented decisions in a timely manner, and changing its knowledge base. Díaz,2013:7)), While Das (2013: 114)) defined it as the ability of the organization to

integrate, build, and reshape knowledge, to keep pace with rapid environmental changes.

previously, it can be defined as the portability of the organization to recruit learning abilities, cultural abilities, communication abilities, and creative abilities to contribute to reshaping the resources in a dynamic environment for building the organization and keeping its consistency.

**Second: organizational failures:**

Failure often starts with minor deviations, which can increase organizational regression, and remedied through learning (Musteen et al.,2011: 928), Excessive slimming may lead to inefficiency resulting from imbalance (Tripathi, 2014:937)As a result of laying off a large number of workers, especially those with experience and skill, it may lead to the so-called survivor syndrome It is one of the reasons for the failure of organizations after slimming (Taylor, 2001: 27) Then she runs the risk of losing her tacit knowledge (Westermann-Winter, 2007: 13), and (Freeman & Cameron, 1993) distinguished Between regression as a negative state resulting from the inability of the organization to adapt to the course of the external environment that does not include the reduction of the workforce, and slimming, which is described as a remedy for regression, and may result in a decrease in the workforce (Selmer & Waldstrom, 2007: 435).At first glance, it may come to mind that merger and acquisition is the remedy for failure, but overdoing it gives counterproductive

results and becomes a major cause of failure (Da Silveira,2013:321), The terms regression, crisis, and failure have been used interchangeably in management research such as (Mellahi, 2005; Mellahi & Wilkinson, 2004; Mordaunt & Cornforth, 2004; Walshe et al., 2004)‘ It is worth noting that not every failure means the demise of the organization as (Bankruptcy)It can be treated through reorganization and transformation, but if the causes of failure persist, this will most likely lead to the demise of the organization, which (Suttmoeller,2014:18) confirmed. Closure means the inability of the organization to survive, and represents the cessation of work, while exit refers to several meanings, namely, exit from a specific market, interruption of the circulation of a particular product, or interruption of the owner’s participation in management. (Arasti,2011:7489-7490)Organizations disappear if they are not treated for failure or are unable to stop it (Nawaz et al.,2012:2)After reviewing the literature on the subject of organizational failures, the researcher was able to classify the definitions of organizational failure into seven different perspectives that shed light on a particular aspect, which is the **social perspective**. AS (Durheim,1893) INDICATED It is an anomaly and pathological condition in the division of labour, while (Marx,1883) referred to it as Class structures that impede the performance of work ,(Pareto, 1923) noted to Center force erosion, while (Toybees,1847) sees it as collapse and

disintegration of civilizations, also (Schumpeter, 1950) sees It is the potential paralysis of capitalist society, and according to (Smelser, 1962) It is the collapse of the normative system, (Geertz, 1963) refers to turn around, , (Olson, 1982) referred to Social decline and stagnation,(kennedy, 1987) looks at it as The rise and fall of great powers , Failure according to this perspective has been described as an inevitable situation that must be surrendered to, and the failure has been described at the level of countries and at the level of organizations.

**economic perspective** as (Hofer, 1980) described organizational failures as a decline in the performance or profitability of the organization (Beerli, 2009: 66)), while (Cannon & Edmondson, 2001) see the failure as the deviation from the expected or desired results, and includes the deviation that can be avoided, and the deviation that cannot be It was avoided by Warnecke, 2013:21)), and according to this perspective, the causes of failure were described and characterized by two cases, the first is avoidable, and the second is unavoidable, but he did not clarify how it can be avoided or treated.

**organizational perspective** as (Weber, 1920) analyzed the contradictions between forms of rationality (Anheier,1996:950), He believes that the standard of profit-oriented organizations is to outperform competitors, and failure occurs when the organization is unable to compete (Meier & Bohte, 2003:105)‘ (Barnard, 1938) pointed out that success is the natural state of the

organization and reflects its ability to survive, and that failure is an abnormal state, and that the reasons for failure are the imbalance of internal conditions with the forces of the external environment (Sheldrake,2003:121, Serra et al.,2013:5)• The term organizational sacrifice was launched by (Simon, 1947) to refer to the problems that put the organization in front of few options, and since organizations work, they are subject to a series of trials and attempts of error and rightness in satisfactory decision-making processes because it is subject to limited rationality. (Meier & Bohte, 2003:104)(Cyert & March 1963) explained the failure as the inability to balance the investment of assets and slackness. (Chen & Miller, 2007: 369)• (Perrow, 1984) believes that organizations may face failures because they are composed of complex systems, and this complexity has deficiencies that increase the exposure of the organization to failure (Zehira & Yavuz, 2014:3)He added (Perrow, 1994) that the big failures are caused by a series of small failures that interact with unexpected parts of the systems. (Deverell, 2010: 43)• While (Freeman et al., 1983) indicates that failure is to stop implementing the administrative actions that support its structure, maintain the flow of resources, and maintain the loyalty of employees. (Penuel et al., 2013) noted that, the organization's inability to achieve its goals or the previous determination of performance standards. From this perspective, it becomes clear that he finds several



explanations for the reasons for failure, and distinguishes them into internal and external causes (Walsh Cunningham,2016:175)

**Accounting Perspective** Beaver (1966) defined failure as the inability of the organization to pay its financial obligations when they become due. (Weitzman,2014: 44)This definition was limited to the financial aspects of failure only And (Gaskill et al., 1993) indicated that it is the desire or need to sell assets to avoid further losses, to pay dues to creditors, or the inability to achieve profits. (Walsh Cunningham,2016:174)while (Altman, 1993) sees failure as either the complete or partial failure to succeed, or it is the failure to reach the minimum required, or it is the failure of someone or something, or it is the inability to develop or produce and inappropriate growth, Or it is the financial collapse that leads to bankruptcy. As for the last stage, it is a business failure and it stops the operations that follow the bankruptcy process and may lead to legal responsibility and the inability to pay the financial obligations of stakeholders (Sorsa, 2011:21)This entry tried to find some solutions to the causes of failure and focused on the financial aspects, and considered it a major reason for failure.

**Legal Perspective** According to (Cuthbertson & Hudson, 1996) it is bankruptcy, which is compulsory liquidation or after the court accepts the petition to liquidate the organization as a result of its exposure to financial bankruptcy (Walsh Cunningham,2016:174)According to this perspective, the

organization is not considered a failure as long as it does not face legal problems, while Strategic Perspective (Cameron et al., 2014:1513) described Organizational failure is the deterioration of the organization's adaptation to its environment due to lack of resources (Helmig et al., 2014:1513) And (Miles & Snow, 1994) indicated that the organization incorrectly responds to changes in the external environment, as well as internal factors such as the decision to diversify operations in areas outside the core capabilities of the organization (Meier Bohte, 2003:106) And (Pandit, 2000:32) defined it as the possibility of declining the performance of an organization due to regression And (Sheppard & Chowdhury, 2005) pointed out that the inability of the organization to adapt to its environment (Walsh Cunningham, 2016:174) And (Hamilton, 2006) sees it as a great loss for customers, and the value of the market leading to stopping the operations of the organization, abandoning its branches and organizational identity and losing its ability to control its internal activities (Amankwah-Amoah Debrah, 2010:640) Either (Ellahi & Wilkinson, 2010:533) He sees that the organizational failure is the inability of the organization to compete resulting from the decrease in actual or expected performance, which threatens its ability to survive. According to this perspective, the failure resulted from the organization's inability to compete, and the research is consistent with the proposals of this perspective.

entrepreneurial perspective (Ucbasaran et al., 2013) shows that the project's operations were suspended because they did not exceed the minimum economic feasibility for the project owner. (Walsh Cunningham,2016:175) This perspective focused on small business organizations, and that failure is the negative difference between actual and planned profit. There are other perspectives that have tried to explain the phenomenon of failure in business organizations, and (Anheier, 1996: 950-953) looks at the organizational perspective, the political perspective, the cognitive perspective, and the structural perspective. He added (Caleman & Zylbersztajn, 2013) other perspectives are the institutional perspective and the information perspective, and he divided the cognitive perspective into the cognitive perspective and the behavioral perspective, Added Kayes,2015:48)) Cultural perspective

### **The third topic: the practical side:**

#### **Discussing the results of the applied study of the dynamic capacity employment variable:**

This part presents a discussion of the results of the study related to the dynamic capabilities of the banks under study, which includes the following:

- 1- Communication capabilities.
- 2- Creative abilities.
- 3- Cultural capabilities.

This is as follows:

Conducting descriptive statistics for the dimensions of dynamic capabilities using arithmetic means and standard deviations at the level of vocabulary of a sample of banks.

Conducting inferential statistics to show the significance of the differences between the values of the arithmetic means using one-way analysis of variance.

Conducting a Tukey test for multiple comparisons to determine the source of differentiation between banks, in case the results of variance are significant.

A- Descriptive statistics:

Table No. (5 ) shows the results of measuring the sample's vocabulary awareness of leadership styles using arithmetic means and standard deviations.

**Table number (5 )**  
**Arithmetic means and standard deviations of dynamic abilities**

standard deviation	Arithmetic mean	Number	Bank Name	variable
.76054	4.1988	166	National Bank	Communication capabilities
.78032	4.3508	129	Banque Misr	
.77090	4.4358	74	Banque du Caire	
.77347	4.2995	369	total	
.75878	4.1491	166	National Bank	creative abilities
.64480	4.5155	129	Banque Misr	

standard deviation	Arithmetic mean	Number	Bank Name	variable
.62209	4.6453	74	Banque du Caire	
.72399	4.3767	369	total	
.84858	3.8886	166	National Bank	cultural capabilities
.63207	4.3798	129	Banque Misr	
.60189	4.5270	74	Banque du Caire	
.78112	4.1883	369	total	

Analyzing the data in the previous table, it becomes clear that: - Banque du Caire tops the ranking of the three dynamic capabilities with the largest value of arithmetic mediators, followed by Banque Misr, then the National Bank, at the bottom of the ranking. - The standard deviation of the values of the arithmetic means of the Bank of Cairo in the patterns of creative and creative abilities reflects the lowest standard deviation degrees, which indicates the homogeneity of the responses around the arithmetic mean, and the standard deviation of the arithmetic mean in the National Bank is less than its counterpart in the banks of Egypt and Cairo with regard to communication capabilities.

- When comparing the arithmetic mean values of the leadership styles, it becomes clear that the most preferred styles on the part of the study sample vocabulary are in the order as follows:
  - Creative abilities with an arithmetic mean of 4.376
  - Communication capabilities with an arithmetic mean of 4.299

- Cultural capabilities with an arithmetic mean of 4.188

b- Inferential statistics:

To identify the significance of the previous results, a one-way analysis of variance was performed, the results of which are shown in Table Number (6).

**Table number ( 6 )**  
**One-way variance analysis of the dynamic capabilities variable between banks**

indication	P	F calculated	mean squares	sum of squares	degrees of freedom	Contrast source	statement
insignificant	.058	2.868	1.699	3.398	2	between groups	Communication capabilities
			.592	216.762	366	within groups	
				220.160	368	total	
morale	.000	17.030	8.211	16.422	2	between groups	creative abilities
			.482	176.467	366	within groups	
				192.890	368	total	
morale	.000	26.219	14.069	28.138	2	between groups	cultural capabilities
			.537	196.397	366	within groups	
				224.535	368	total	

By studying the components of the one-way analysis of variance model to determine the significance, the following becomes clear: - There are statistically significant differences at the level of significance 01. between banks with regard to creativity and cultural abilities, where the values of the arithmetic circles of Cairo Bank exceed that of both Banque Misr and Al-Ahly Bank, which indicates that there is a significant impact of the workplace on the previous two patterns. - There are no significant differences between banks with regard to communication capabilities, and the differences between the values of arithmetic means are due to the effect of chance. In order to determine the source of differentiation between banks and to determine whether this distinction is due to the distinction of some banks from other banks or the distinction of a particular bank from any other bank or its distinction from all banks, the researcher conducted a Toki test for multiple comparisons. C- Tukey's multiple comparison test: Tables No. (7) present the results of Tukey's test for multiple comparisons between banks whose morale was proven by one-way analysis of variance, namely:

Creative abilities.

Cultural capabilities.

- Creative abilities:

Table number (7 ) presents the results of the Toki test for multiple comparisons between banks for creative abilities.

**Table number ( 7 )**  
**Tukey test results for interbank creativity**

Banque du Caire	Banque Misr	National Bank	statement
*(2).49617	*(2).36841	(1) 4.1491	National Bank
.12977	(1) 4.5155		Banque Misr
(1) 4.6453			Banque du Caire

(\*) indicates the significant differences between job levels. (1)

Denotes the mean values of the sample vocabulary responses. (2)

Indicates the value of the differences between the arithmetic means.

The results of the previous table are in agreement with the results of the Toki test between banks for the creative abilities pattern in terms of the Cairo and Banque Misr distinguished from the National Bank in the preference for cultural abilities, where the significant differences revealed by the one-way variance analysis came in favor of both Banque du Caire and Banque Misr over the National Bank.

Discussing the results of the applied study of the organizational failures variable:



This part presents a discussion of the results of the study related to the regulatory failures in the banks under study, which includes the following: This is as follows: A- Conducting descriptive statistics for the dimensions of organizational failures using arithmetic means and standard deviations at the level of banks and the functional levels of the sampling units. B - Conducting inferential statistics to show the significance of the differences between the values of the arithmetic means using one-way analysis of variance. C- Conducting a Tukey test for multiple comparisons to determine the source of differentiation between banks as well as between job levels, in case the results of the variance are significant.

**A- Descriptive statistics:** Table No. (8 ) shows the results of measuring the awareness of the sample vocabulary for the dimensions of the organizational failures variable using the arithmetic means and standard deviations.

**Table No (8)**

**Arithmetic means and standard deviations of the organizational failure variable**

standard deviation	Arithmetic mean	number	Banks	Personal and job characteristics
.80550	4.1099	166	National Bank	bank
.75312	4.3391	129	Banque Misr	
.64248	4.4358	74	Banque du Caire	

standard deviation	Arithmetic mean	number	Banks	Personal and job characteristics
.76722	4.2554	369	total	
.74219	3.9141	32	Branch Manager or similar	Career Levels
.77640	4.1684	98	Managing Director or similar	
.80049	4.3849	63	Head of department or similar	
.73712	4.3196	176	modular functions	
.76722	4.2554	369	total	

By reading the data related to the dimensions of organizational failures for the vocabulary of a sample of banks and job levels, the following results emerge:

- Banque du Caire tops the values of the arithmetic means for the organizational failure variable with the lowest standard deviation, which indicates the greatest homogeneity in the responses of the vocabulary of the Banque du Caire sample, followed by Banque Misr and the National Bank, respectively. The job level of department head or something similar comes to the fore in the computational circles for the dimensions of organizational failures, then typical jobs, followed by this arrangement is the

level of a department manager or something similar, and finally the level of branch manager or something similar.

**b- Inferential statistics:**

To determine the significance of the previous results, a one-way analysis of variance was performed, the results of which are shown in table number (9)

**Table number (9 )**

**One-way analysis of variance to remove the variable of organizational failures**

indication	P	F calculated	mean squares	sum of squares	degrees of freedom	Contrast source	statement	
morale	.003	5.954	3.413	6.826	2	between groups	Banks	organization al failures
			.573	209.789	366	within groups		
				216.614	368	total		
morale	.013	3.617	2.084	6.253	3	between groups	Career Levels	
			.576	210.361	365	within groups		
				216.614	368	Total		

By studying the components of the one-way analysis of variance model to determine the morale, it becomes clear that there are

statistically significant differences at the level of morale 01. between banks, and between functional levels with regard to the organizational failures variable, where the value of the arithmetic circles of Banque du Cairo is greater than that of both Banque Misr and the National Bank, and it also increases Evaluate the arithmetic mean of the job category head of a department or its equivalent for other job categories. This indicates that there is a significant impact of the workplace and functional levels on the dimensions of organizational failures. In order to determine the source of differentiation between banks and to determine whether this distinction is due to the distinction of some banks from other banks or the distinction of a particular bank from any other bank or its distinction from all banks, the researcher conducted a Toki test for multiple comparisons.

C- Tukey's multiple comparison test:

Tables No. ( ) present the results of the Tukey's test for multiple comparisons between banks for the variable of organizational failures, whose morale was proven by the one-way analysis of variance, which are:

Banks:

Tables (10 ) present the results of Tukey's test for multiple comparisons between banks for the variable of positive regulatory failures. table number (10 ).

**Table No (10)**  
**Tukey test results for interbank regulatory failures variable**

Banque du Caire	Banque Misr	National Bank	statement
*(2).32587	*(2).22921	(1) 4.1099	National Bank
.09666	(1) 4.3391		Banque Misr
(1) 4.4358			Banque du Caire

(\* ) indicates the significant differences between job levels.

(1) Denotes the mean values of the sample vocabulary responses.

(2) Indicates the value of the differences between the arithmetic means.

The results of Table No. (11 ) indicate that the significant differences revealed by the analysis of the variance between banks lie between Banque du Caire and Banque Misr on the one hand, and the National Bank on the other, and these differences were Banque du Caire and Banque Misr.

Functional levels:

Tables number ( 11) presents the results of the Tukey test for multiple comparisons between the functional levels of the positive personality traits.

**Table number ( 11)**  
**Tukey test results for the variable of organizational failures between functional levels**

modular functions	Head of department or similar	Managing Director or similar	Branch manager or similar	statement
*(2).40554	*(2).47086	.25430	(1) 3.9141	Branch manager or similar
.15123	.21655	(1) 4.1684		Managing Director or similar
.06532	(1) 4.3849			Head of department or similar
(1) 4.3196				modular functions

(\*) indicates the significant differences between job levels.

(1) Denotes the mean values of the sample vocabulary responses.

(2) Indicates the value of the differences between the arithmetic means.

- The results of Table No. (12) indicate that the significant differences revealed by the analysis of the variance between the functional levels lie between the two levels of department head or similar and typical jobs on the one hand and the job level of branch manager or similar on the other hand, and these differences were in favor of each of the supervisory management (head of section ) and typical functions.

First: The correlation matrix between the study variables:

Table number (12) presents the correlation matrix between the study variables and the dimensions included in each variable, depending on the simple correlation coefficient, in addition to a statement of the significance of the correlations (P).

**Table number (12 )  
The correlation matrix between the study variables**

organizational failures	Organizational myopia	organizational shock	Organizational arrogance	dynamic capabilities	cultural capabilities	creative abilities	Communication capabilities	statement
.284**	.137**	.152**	.406**	.877**	.634**	.715**		Communication capabilities
.000	.000	.000	.000	.000	.000	.000		P
.396**	.240**	.222**	.512**	.915**	.751**			creative abilities
.000	.000	.000	.000	.000	.000			P

.476**	.341**	.299**	.599**	.891**				cultural capabilities
.000	.000	.000	.000	.000				P
.431**	.268**	.251**	.566**					dynamic capabilities
.000	.000	.000	.000					P
.745**	.559**	.578**						positive personality
.000	.000	.000						P
.905**	.800**							Communication <sup>1</sup> and emotion
.000	.000							P
.922**								Outstanding performance
.000								P
.845**								personal <sup>1</sup> relationships
.000								P

(\*\*) Level of morale .01

The data from the previous table shows the following results:

- All the correlation coefficients between the three study variables and dimensions are significant at the level of statistical significance



**- The correlation coefficient between the study variables was 43.1%, which is if the relationship was less than the mean, but it was significant at the level of 0.01**

The researcher believes - in light of what was previously presented - that if the previous results confirm - in principle - the validity of the sub-hypotheses, and therefore the validity of the main hypothesis of the study, but it is necessary to measure the extent of the moral impact to remove the dynamic capabilities - each separately - on organizational failures, according to what is stipulated It has the sub-hypotheses of the main hypothesis, in addition to measuring the degrees of influence of the dimensions of the dynamic capabilities combined on organizational failures, and determining the order, priorities and morale of the impact of each style on organizational failures, according to the main hypothesis.

**The main hypothesis test:**

There is a statistically significant effect of the dynamic capabilities (communication - creativity - cultural) on the organizational failures of the bank's employees.

From this hypothesis, a number of sub-hypotheses emerge:

- 1- There is a statistically significant effect of communication abilities on organizational failures.
- 2- There is a statistically significant effect of creative abilities on organizational failures.
- 3- There is a statistically significant effect of cultural capabilities on organizational failures.

**The first sub-hypothesis test:**

The first sub-hypothesis states the following:

There is a statistically significant effect of communication abilities on organizational failures.

To test this hypothesis, the researcher performed a simple regression analysis, the results of which are shown in Table number(13).

**Table number ( 13)  
Results of simple regression analysis Communication capabilities of organizational failures**

Statistical significance	P	T calculated	standard error coefficient Beta	standard error	estimated value B	Landmarks
morale	.000	16.024		.195	3.127	stator
morale	.000	5.683	.284	.045	.254	Communication capabilities

Correlation coefficient (R) = 0.284  
 determination( $R^2$ )=0.081  
 0.66282  
 degree of freedom = (1, 367)  
 function at 0.01

coefficient of  
 The standard error of the model is  
 Test value (F) = 32.296  
 Significance level = 000

There is a significant effect of communication abilities on organizational failures. The correlation coefficient between

communication abilities and organizational failures reached 28.4%, which is a statistically significant result at the 0.01 level. According to the coefficient of determination ( $R^2$ ), communication abilities explain 8.1% of the total change in the dependent variable represented in organizational failures, which is a very weak percentage that reflects a simple significant effect of this pattern, and the rest of the percentage 91.9% is due to the value of the random error in the equation, or perhaps Not to include other independent variables in the regression model. The calculated (F) value was 32.296, which is statistically significant at the 0.01 level, and indicates the quality, validity and reliability of the model, and that the previous relationship model can be applied in predicting organizational failures by following the pattern of communication capabilities. Based on this result, the first sub-hypothesis can be accepted and the null hypothesis rejected.

**The second sub-hypothesis test:**

The second sub-hypothesis states the following:

There is a significant effect of creative abilities on organizational failures.

To test this hypothesis, the researcher performed a simple regression analysis, the results of which are shown in

**Table No( 14)**  
**The results of the simple regression analysis were creative abilities over organizational failures**

Statistical significance	P	T calculated	standard error coefficient  Beta	standard error	estimated value  B	Landmarks
morale	.000	12.649		.203	2.565	stator
Morale	.000	8.267	.396	.046	.378	Communication capabilities

Correlation coefficient (R) = 0.396  
 The standard error of the model is 0.63478  
 degree of freedom = (1, 367,1)  
 = 000

coefficient of determination(R<sup>2</sup>)=0.157  
 Test value (F) = 68.351  
 Significance level  
 function at 0.01

The data in the previous table refer to the following: - There is a significant effect of creative abilities on organizational failures. - The correlation coefficient between creativity and organizational failures reached 39.6%, which is a statistically significant result at the 0.01 level.

According to the coefficient of determination (R<sup>2</sup>), creativity abilities explain 15.7% of the total change in the dependent variable represented in organizational failures, which is a very weak percentage that reflects a simple significant effect of this pattern, and the rest of the percentage 84.3% is due to the value of the random error in the equation, or perhaps Not to include other independent variables in the regression model.

- The calculated value of (F) reached 68.351, which is a statistical function at a significant level of 0.01, and indicates the quality, validity and reliability of the model, and that the previous relationship model can be applied in predicting organizational failures by following the pattern of creative abilities. Based on this result, the first sub-hypothesis can be accepted and the null hypothesis rejected.

**The third sub-hypothesis test:**

The third sub-hypothesis states the following:

There is a significant effect of cultural capabilities on organizational failures.

To test this hypothesis, the researcher performed a simple regression analysis, the results of which are shown in

**Table No. (15).**

**The results of a simple regression analysis of cultural abilities on organizational failures**

Statistical significance	P	T calculated	standard error coefficient Beta	standard error	estimated value B	Landmarks
معنوية	.000	14.214		.173	2.458	stator
معنوية	.000	10.355	.476	.041	.420	Communication capabilities

Correlation coefficient (R) = 0.476	coefficient of determination( $R^2$ )=0.226
The standard error of the model is 0.60820	Test value (F) = 107.230
degree of freedom = (367 , 1 )	Significance level
= 000	function at 0.01

The data in the previous table shows the following:

There is a significant effect of cultural capabilities on organizational failures. The correlation coefficient between cultural abilities and organizational failures reached 47.6%, which is a statistically significant result at the 0.01 level. According to the coefficient of determination ( $R^2$ ), cultural abilities explain 22.6% of the total change in the dependent variable represented in organizational failures, which is a weak percentage that reflects a simple significant effect of this pattern, and the remaining 77.4% is due to the value of the random error in the equation, or perhaps the lack of Inclusion of other independent variables in the regression model. The calculated value of (F) reached 107.230, which is a statistical function at a significant level of 0.01, and indicates the quality, validity, and reliability of the model, and that the previous relationship model can be applied in predicting organizational failures by following cultural capabilities. Based on this result, the first sub-hypothesis can be accepted and the null hypothesis rejected.

**The main hypothesis test:**

**The assignment states the following:**

There is a statistically significant effect of employing dynamic capabilities (communication - creative - cultural) on the Organizational failures of the bank's employees. . To test the hypothesis, the researcher conducted a multiple gradient regression analysis to show the degrees and priorities of the impact of dynamic capabilities on organizational failures, while determining the significance of the effect, the results of which are presented in Table number (16).

**Table number ( 16)**

**The results of a multi-step regression analysis of dynamic abilities (communication - creativity - cultural) on organizational failures.**

Statistical significance	P	T calculated	standard error coefficient Beta	standard error	estimated value B	Landmarks
morale	.000	11.737		.204	2.393	stator
insignificant	.220	-1.228	-.082	.060	-.074	Communication capabilities
insignificant	.087	1.719	.135	.075	.129	cultural capabilities
morale	.000	6.005	.426	.063	.377	creative abilities

Correlation coefficient (R) = 0.483  
determination( $R^2$ )=0.233  
model is 0.60722  
degree of freedom = (365 , 3 )  
Significance level = 000

coefficient of  
The standard error of the  
Test value (F) = 36.920  
function at 0.01

The data in the previous table indicate the following results:

- There is a statistically significant effect of the pattern of creative abilities on the organizational failures of managers. The two types of communication and creativity abilities did not show any significant effect on organizational failures, and this result coincides with the small value of the coefficient of determination for each of them, which was previously referred to in the simple regression analysis. So, in light of the results of the multiple gradient regression, it is possible to accept the first main hypothesis - in part - for the pattern of creative abilities in influencing the organizational failures of managers, and rejecting the hypothesis for the patterns of communication abilities and cultural abilities.



**Fourth topic - recommendations:**

1- That banks provide sufficient resources (material and technical) for their important role in activating the performance of the bank's employees.

2- Improving the ability of all employees in banks and various functional groups to develop the skills of dynamic abilities in all its dimensions, such as creative and cultural abilities, and effective communication.

3- Spreading the culture of quality and its useful applications through the bank's magazines and periodicals

4- Banks' interest in creating a positive organizational culture that helps adapt and accept change.

5- Existence of a plan to increase communication capabilities, complemented by a strategic plan for the management of human resources, which clarifies the future direction of the banks.

6- Spreading the culture of quality and its useful applications through the bank's magazines and periodicals

7- The training programs in banks should focus on the formation and development of administrative and leadership competencies and provide them with programs that care about the creative dimension while benefiting from successful experiences in this field.

8- Working on diversifying the sources of polarization to ensure access to distinguished human resources.

9- The necessity of the presence of the director of human resources management in banks within the senior management to ensure the bank's ability to know the capabilities and capabilities of human resources in the bank.

10- The importance of bank employees being aware of the organizational failures that threaten the bank and making them able to confront them by providing them with modern information and the necessary capabilities to overcome those risks.

11- That the banks encourage their employees to learn and increase the cultural capabilities of the employees.

**Study suggestions:**

1- Conducting future studies on the obstacles to applying the dynamic management of human resources to activate the institutional performance in commercial banks.

2- Conducting the same study by applying to private banks.

3- Conducting the same study between public and private banks.

## Supplements

First: personal information

1. Bank:

.....

2. Gender    () male    () female

- Age :

(20 years or less) ()        , (21-30 years) ()        , (31-40 years) ()  
(41-50 years) ()        , (51-60 years) ()        , (more than 60) ()

- job position : .....

- Years of Experience:

(5 years or less) ()        , (6-10 years) ()        , (11-15 years) ()  
(16-20 years) ()        , (21-25 years) ()        , (26 years and  
over) ()

SECOND Dynamic Knowledge Capabilities

The effect of employing dynamic capabilities on dealing with organizational ...

Dr/ Karim Abdel Megid Mohamed

Vertebrae	Strongly disagree	I do not agree	neutral	Agreed	Strongly agree
<b>a-Cultural Capabilities</b>					
1. The management encourages the creative ideas presented by the employees.					
2. The administration is directed towards a permanent search to perform business in new ways in the bank.					
3. The administration is not afraid of the modernization process.					
4. The bank management does not make fun of strange ideas and encourages employees to put forward their ideas.					
<b>b-Communication Capabilities</b>					
6. The administration depends on technology in its exchange of information (inside and outside the bank).					
7. The administration relies on modern means of communication to familiarize the public with the Bank's products.					
8. The administration relies heavily on official correspondence as a means of					

communication with employees and customers.					
9. Management considers individuals as transmitters of knowledge rather than official means.					
<b>c- Innovation Capabilities</b>					
10. The bank's management seeks to modernize its administrative system.					
11. the administration tries to change its method of work according to the situation.					
12. The administration constantly innovates new work methods.					
13. Management constantly introduces new tactics.					

### Third Organizational Failures

vertebrae	Strongly disagree	I do not agree	neutral	Agreed	Strongly agree
1. The management believed that the bank was one of the best banks in Egypt in terms of experience and transactions.					
2. The management believed that the bank had the best experiences and capabilities in the field of financial transactions.					
3. The bank's management believes that it has made great achievements and aspires to work on future projects.					

vertebrae	Strongly disagree	I do not agree	neutral	Agreed	Strongly agree
4. In the past, the bank has been criticized by the media and social networking sites.					
5. The bank's management suffered from repeated defects in the services provided.					
6. The bank management's knowledge of competitors' capabilities was limited.					
7. The bank's management relied on developing plans that proved previous successes.					

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