

The strategic immunity response to organizational health requirements within the framework of artificial intelligence applications

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Article information:

Received: 18-02-2026

Revised: 24-04-2026

Accepted: 26-04-2026

Published: 25-06-2026

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Abstract:

The study addresses the nature of the intertwined and integrated relationship between the organizational health of business organizations in the Iraqi tourism sector and strategic immunity, according to what these variables witness from the emergence of artificial intelligence with its capabilities and driving powers in supporting the organizational environment to predict potential risks and challenges during future periods, as well as increasing the level of transparency in the business environment and improving the integration of artificial intelligence in the organizational circle, starting from planning and passing through describing the nature of internal processes, reaching the achievement of targeted institutional goals. Thus, the three variables: artificial intelligence, strategic immunity, and organizational health are no longer just individual concepts, but have become institutionalized strategic tools prepared for the future.

One of the most important determinants of the current study lies in addressing an underexplored research area. To the best of our knowledge, there is a notable scarcity of prior studies that integrate strategic immunity, organizational health, artificial intelligence, and organizational culture within a unified framework. Existing Arab and international studies tend to examine these dimensions separately, rather than as interconnected drivers of digital organizational resilience.

Keywords: Organizational health, AI applications, strategic immunity interaction, organizational performance, adaptation, crisis prevention, work environment.

Introduction

Recently, the various and diverse business environments have witnessed many changes, perhaps the most prominent of which are the digital transformation of operations, increased market volatility, economic disruptions and other changes, which required the organization to respond to these changes and adapt to them in a way that is able to face the challenges. The emergence of a modern concept, strategic resilience, has highlighted the importance of establishing an organizational foundation capable of confronting traditional crises, managing threats, absorbing shocks, and transforming changing events and threats into strategic opportunities for growth and innovation.

This has made artificial intelligence (AI) technologies, in recent times, the driving force behind data analysis and the provision of a predictive environment for decision-making in business organizations. This is crucial in light of the risks, negative possibilities (difficulties), and challenges they face.

Furthermore, AI serves as a tool for promoting a culture of transparency and objectivity, making their integration a fundamental pillar with a positive impact on organizational goals.

Therefore, this study aims to demonstrate the tripartite relationship between these elements, treating them in a complementary and interconnected manner. Each element has its own limitations and benefits, which are logically overcome by the others. AI technologies are viewed as the fundamental, objective framework for addressing all events in general, providing opinions and advice based on what the business environment reveals as digital organizational flexibility. This flexibility represents a link between technological intelligence and future competitive strategies under both known and unknown conditions.

1. Literature reviews of study:

1. Research Problem

The changes occurring in the Iraqi business environment across various sectors necessitate development and improvement by business organizations. This, in turn, exposes them to organizational risks and challenges, which increase in the absence of a sound strategic plan and the achievement of targeted results according to established objectives. Therefore, many entities have recently been calling for mechanisms to link institutional resilience with improved internal health performance without impacting operations, activities, and established plans. Artificial intelligence has emerged as an advanced tool that deals with variables more logically, efficiently, and objectively, capable of handling the absence of confirmed or incomplete information.

2. Importance of the Research

The importance of this research lies in the following: Integrating strategic resilience and organizational health within a unified scientific and practical model capable of explaining and describing the challenges and difficulties faced by business organizations; adopting artificial intelligence technologies as an internal operational strategy that serves as an infrastructure for improving organizational performance, enabling organizations to overcome competition in the business environment and become more agile and transparent; and fostering interdependence among the three study variables as a motivating strategy for continuous development and improvement amidst concurrent uncertainty.

3. Research Objectives

- Identify the scientific and practical framework of the strategic immunity concept and its essential elements that support organizational sustainability.
- Determine the interrelationship governing the framework of both strategic immunity and organizational health as a modern approach that ensures survival and continuity amidst business changes.
- Measure the impact of adopting artificial intelligence technologies within the mechanisms of strategic immunity and organizational health, and their combined role in improving and developing the organizational environment.
- Provide at recommendations that would enable the organization to confront challenges and difficulties while transforming them into future opportunities and investments.

4. Methodology

"There is a positive and supportive impact of artificial intelligence applications on enhancing strategic immunity and organizational health, contributing to improved institutional performance and sustainability."

2. Theoretical Framework

1. The Concept of Strategic Immunity

The concept of strategic resilience emerged to describe the organizational capacity that enables an organization to confront challenges

and achieve sustained, long-term success. Strategic resilience allows organizations to anticipate potential risks and challenges, respond to them with agility and efficiency, and

even overcome crises, transforming them into opportunities for growth and innovation.

According to Li and Zhu (2021), strategic resilience can also be viewed as the fundamental ability of an organization to operate in unstable environments, enabling it to respond quickly and responsively to risks and threats through proactive planning (p. 4)

Saeed (2025) expands the definition of strategic resilience, basing it on organizational learning, organizational memory, and organizational identity, which work together to achieve the organization's goals. (pp. 57–58).

Moreover, Martinez and Gomez (2020) emphasize that strategic immunity is underpinned by a strong corporate culture and deeply embedded values, which collectively enable organizations to adapt to complex challenges and ensure long-term sustainability in increasingly dynamic environments (p. 96).

2. Importance of Strategic Immunity

The importance of strategic resilience lies in its embodiment of flexibility, transparency, and confidence. Each of these elements operates within a specific phase, according to well-defined and carefully considered plans that adapt to the needs and variables that may be encountered in a business environment characterized by ambiguity and change. Therefore, the importance of strategic resilience can be defined in the following:

- a. Achieving sustainability in operations and business activities by transforming crises into opportunities in a flexible and forward-looking manner Li and Zhou (2021).
- b. Developing and improving near-term financial performance in a way that reflects transparency and links the outcome (objectives)

to the established plans, allowing for performance evaluation and the identification of positive and negative deviations McKinsey report (2023)

- c. Evaluating the daily efficiency of activities and processes to ensure stable operational continuity, making them more responsive to unforeseen and potential changes (McKinsey, 2023, p. 2).

3. Objectives of Strategic Immunity

Strategic resilience is viewed as the framework that links an organization's capabilities and potential with its surrounding variables, enabling adaptation and improving the competitive business environment. This aims to achieve the following objectives:

- a. Acting as an early warning system for threats, risks, and potential opportunities (Li & Zhu, 2021, p. 6; Hu et al., 2024, p. 12).
- b. Ensuring survival and continuity in the competitive environment (McKinsey, 2023, p. 4).
- c. Flexibility in dealing with events and changes (Saeed, 2025, p. 59)
- d. Correcting and improving the current situation to a better and more complete level than before (Thompson and Strickland, 2022, p. 45).
- e. Supporting organizational culture in terms of transparency and the exchange of expertise based on the organization's existing and internally generated capabilities, skills, and potential (McKinsey, 2023, p. 4; Lorero et al., 2023, p. 9).

4. Components of Strategic Immunity

According to recent studies, strategic immunity consists of the following components:

Table (1): Components of Strategic Immunity

Component	Description	Source
Adaptive Vision	The ability to develop flexible future-oriented perspectives that accommodate sudden changes	McKinsey, 2023, p. 4
Rapid Organizational Learning	The adoption of dynamic systems to immediately extract lessons from crises	Saeed, 2025, p. 59
Organizational Memory	Retaining organizational knowledge as a foundation for decision-making during times of crisis	Hu et al., 2024, p. 13

Motivational Culture	Fostering trust, belonging, and active participation in decision-making	Loureiro et al., 2023, p. 9
Flexible Leadership	The ability of leadership to act swiftly and mobilize human resources effectively	Thompson & Strickland, 2022, p. 47

5. Organizational Health

Organizational health represents the level of performance any business organization strives for. It serves as the guiding principle adopted to answer three fundamental questions: *Who are we? Where are we going? And what is our purpose?* This necessitates a continuous and ongoing process of evaluating all inputs, monitoring processes and activities, and achieving desired outputs and performance throughout its existence and continued operation in the business environment. The concept of organizational health is expected to be viewed as the aspirational performance of an organization, aligning its vision, goals, and requirements with its needs.

6. Definition of Organizational Health

Organizational health is defined as "a state in which an organization is able to perform efficiently and effectively while maintaining employee well-being and a sustainable positive work environment" (Deloitte, 2021, p. 3).

Organizational health can be considered an ongoing indicator or measure for evaluating an organization's performance, as reflected in its public image among its various stakeholders. It encompasses the decision-making process, operational (daily) objectives, future goals, the planning of available resources and capabilities, and internally developed processes. Therefore, it can be viewed as a consultant that measures the effectiveness of decisions and the direct and indirect relationships between the organization and itself, and between the organization and its stakeholders.

Organizational health is a vital and essential indicator for evaluating the effectiveness of managerial and organizational leadership, as it reflects the leaders' ability to create an environment that supports collaboration, effective communication, and employee motivation. The direct relationship demonstrates that the healthier an organization

is, the greater its ability to overcome difficulties and face challenges, as well as adapt to changes and achieve continuous growth and development.

On the other hand, McKinsey (2022, p. 5) offered a practical definition that supports and reinforces this meaning, describing organizational health as "the ability of an organization to continue to develop, coordinate, and persist in accordance with its culture and behavior, to achieve clear goals, and with effective human resources."

This definition thus clarifies that organizational health is not a static state, but rather an ongoing process that requires the organization to be flexible and responsive to changes and factors affecting its success in the business environment. This is achieved by unifying the efforts of its members towards clear goals and strengthening their commitment, leading to effective implementation and continuous improvement.

7. Theories Related to Organizational Health

Organizational health is linked to several modern theories, most notably:

- **Open Systems Theory:** Views the organization as a system that both influences and is influenced by its **external** environment, and must maintain internal balance to ensure health and continuity (Kahn & Quinn, 2020).
- **Positive Psychological Capital Theory:** Focuses on traits such as hope, optimism, resilience, and self-efficacy as key factors that enhance organizational health (Luthans et al., 2023).
- **Psychological-Functional Balance Theory:** Suggests that organizational health requires a balance between job demands and employees' psychological and social needs (Roberts & Beauregard, 2021).

8. Dimensions of Organizational Health

Organizational health represents a comprehensive concept reflecting the balance and efficiency of an institution at managerial, psychological, and social levels. It measures the organization's ability to adapt, sustain itself, and achieve goals effectively. A recent study published in **Harvard Business Review (2023, p. 6)** identified eight key dimensions that form the core of organizational health. These dimensions are essential to ensure a healthy and stable work environment that supports sustainable institutional performance.

- a. **Strategic Clarity:** This involves clearly defining the organization's goals and strategic vision, ensuring all members understand and work towards achieving these goals according to pre-established plans. According to **McKinsey (2022, p. 10)**, having a clear and specific vision guides employee efforts effectively, fostering cohesion, productivity, and innovation in the workplace.
- b. **Influential Leadership :** This involves supporting and motivating employees, building trust, and directing potential, capabilities, and resources toward achieving goals According to **Loureiro et al. (2023, p. 15)**, effective leadership continuously works to improve and develop work processes and cultivate the capabilities necessary for achieving objectives.
- c. **Supportive Organizational Culture:** This refers to the set of values and practices that shape workplace behavior. It fosters cohesion and cooperation among team members within the organization and reduces differences and conflicts among employees. As **Saeed (2025, p. 52)** noted, a work environment that consistently values individual contributions and fosters mutual respect increases job commitment and employee satisfaction.
- d. **Functional Integration and Alignment:** The organizational business environment is a dynamic, sequential, and interdependent process of steps and phases. This necessitates integration and alignment between each preceding and subsequent step to achieve the targeted tasks and requirements Hu et al. (2024, p. 18).

- e. **Honest communication of information between internal levels:** This is called the honest flow of information between management levels, where all levels operate according to logical mechanisms and controls that prevent one level from monopolizing information while neglecting it at the expense of another. Deloitte (2021, p. 22).
- f. **The need for logical adaptation and adjustment:** The ever-changing nature of the business environment necessitates a continuous and complex assessment of situations Loureiro et al. (2023, p. 17). This assessment allows for the summarization of processes and transactions to transform threats and challenges into opportunities and targeted objectives. McKinsey (2023, p. 12)
- g. **Employee Well-being:** This dimension includes employees' psychological, physical, and social health within the workplace. The Harvard Business Review (2023, p. 8) study confirmed that employee well-being is directly linked to productivity and reduced absenteeism, with organizations prioritizing this dimension gaining more loyal and committed employees.

9. Types of Organizational Health

Organizational health can be categorized into the following types:

- **Psychological Organizational Health:** Related to employee satisfaction, psychological balance, and levels of stress and burnout.
- **Social Organizational Health:** Refers to collaboration, mutual trust, and support within the work environment.
- **Strategic Organizational Health:** Involves the organization's ability to make sound decisions and allocate resources effectively toward clear objectives.
- **Administrative and Executive Health:** Encompasses leadership quality, organizational structure, task distribution, and the effectiveness of follow-up and evaluation processes.

10. Importance of Organizational Health

- **Enhancing Institutional Performance:** Studies show that organizations with high

levels of organizational health achieve better productivity and profitability outcomes (McKinsey, 2022, p. 8).

- **Increasing Satisfaction and Commitment:** A healthy work environment fosters organizational loyalty and reduces employee turnover (Loureiro et al., 2023, p. 10).
- **Reducing Conflict and Misbehavior:** Literature indicates that sound organizational health helps reduce workplace aggression and abuse of power (Hu et al., 2024, p. 7).
- **Supporting Organizational Change:** Organizations with strong organizational health are better equipped to adapt to and positively leverage change (Thompson & Strickland, 2022, p. 45).

11. Strategic Immunity and Organizational Health in the Context of AI Applications: An Analysis of the Integrative Relationship

Organizations in today's fast-paced digital era are undergoing profound transformations that necessitate a rethinking of their strategic and organizational concepts. Among the most prominent of these is the concept of **Strategic Immunity**, which goes beyond merely responding to shocks or unexpected events. Instead, it aims to develop a comprehensive and continuous capacity for proactive adaptation, adaptive resilience, and the transformation of challenges into competitive opportunities (Saeed, 2025, pp. 55–58). In this context, this capability integrates closely with what is known as **Organizational Health**, defined as the organization's level of efficiency in managing its internal relations, its psychological and operational stability, and its ability to endure and regenerate over time (Kim & Park, 2023, p. 4).

Artificial intelligence (AI) provides intelligent analytical tools that enable risk prediction, the detection of unseen organizational changes, and improved decision-making through integrated, real-time data. As Mäntymäki et al. (2022, p. 7) explain, the use of predictive algorithms and intelligent systems in general, and the analysis of employee behavior

and work-related stress in particular, can contribute to early intervention in organizational threats, thereby transforming reaction into strategic action.

Numerous studies and opinions indicate that AI not only enhances organizational resilience but also contributes to strengthening organizational health, Hu et al. (2024, p. 9) through an evaluation of the internal processes of organizations that integrated AI systems into their operations, found that AI has the capabilities to enhance transparency and trust at all management levels, in addition to reducing psychological gaps resulting from uncertainty, which is a fundamental element of sustainable organizational health.

The complementary relationship between AI and organizational health becomes even clearer when examining the role of AI in supporting performance indicators and sound organizational behavior. Despite their benefits, artificial intelligence (AI) technologies have inherent limitations that represent weaknesses. These limitations stem from a lack of consideration for factors such as proactive and immediate intervention upon request, or the absence of mechanisms that enable swift and intelligent responses to anticipated and potential crises. Forbes Insights (2023, p. 5), Many organizations have adopted AI in diverse areas, such as human resource planning and operational capacity planning. AI technologies have proven their ability to address numerous areas using a scientific approach and a more advanced professional foundation than traditional methods.

Organizational health, therefore, represents the flexibility to address organizational needs and requirements, and the mechanism for providing these needs through artificial intelligence technologies. Some opinions have addressed the term "digital organizational resilience" to express the mechanism of integrating strategic resilience and organizational health within a comprehensive and advanced systematic framework that meets these needs. (Li & Chen, 2021, p. 3).

Chapter Three: Applied Aspect

This applied research study aims to examine one of the Iraqi institutions operating in the tourism sector: the General Directorate of Tourism in Baghdad. This entity is affiliated with the Ministry of Culture, Tourism, and Antiquities, Baghdad branch. It was chosen because it is responsible for managing, developing, and regulating tourism activities and institutions throughout Iraq, particularly in the capital, Baghdad. It should be noted that the General Directorate of Tourism in Baghdad, the focus of this research, oversees and monitors the performance of licensed tourism entities in Baghdad, such as hotels, restaurants, travel and tourism agencies, tourist information centers, exhibitions, festivals, and events related to Iraqi tourism heritage.

The entities under the purview of the directorate, which represents an integrated system for Iraqi tourism activities and also organizes seasonal events and festivals throughout Iraq, can be summarized as follows:

- 10 classified tourist hotels in the Baghdad area
- 6 licensed travel and tourism agencies authorized to sell tickets and provide tourist services
- 3 information centers on tourism and related statistics, such as those located in the Karrada and Adhamiya districts

The organizational structure of the directorate includes the General Director's Office and (7) main departments:

- a. Tourism Planning Department
- b. Projects and Tourism Facilities Department
- c. Promotion and Marketing Department
- d. Tourism Monitoring and Evaluation Department
- e. Guidance and Tourism Orientation Department
- f. Training and Development Department
- g. Administrative, Financial, and Legal Affairs Department

The research sample was purposefully chosen from among department directors, division heads, and unit supervisors working within the selected departments. This was necessary due to the nature of the study, which requires a high level of understanding and analytical ability in dealing with questionnaire items. Additionally, the study variables are most observable and measurable at the middle and supervisory management levels.

The researcher assumed in the main hypothesis of the study that there are statistically significant causal relationships among all study variables. This main hypothesis is subdivided into three sub-hypotheses, which will be analyzed and interpreted according to their sequence in the hypothetical framework of the study, as follows:

1. Sub-Hypothesis One

This hypothesis states: "There is a statistically significant causal relationship between strategic immunity response and organizational health."

According to this hypothesis, the simple regression equation indicates that strategic immunity response (X) affects organizational health (Y1). This relationship assumes a functional correlation between the actual value of strategic immunity response (X) and organizational health (Y1), and is represented by the following simple regression equation:

$$Y1 = a + bX$$

Where: a = constant

This equation means that organizational health (Y1) is a function of the actual value of strategic immunity response. The estimates of these values and their statistical indicators were calculated for a study sample of 51 individuals. The resulting multiple regression equation was:
 Organizational Health = 0.718 + (0.386) × Strategic Immunity Response
 $\{ \text{Organizational Health} \} = 0.718 + (0.386) \times \{ \text{Strategic Immunity Response} \}$
 Organizational Health = 0.718 + (0.386) × Strategic Immunity Response

Table (2): ANOVA of the Relationship Between Strategic Immunity Response and Organizational Health

Source of Variation	DF	Sum of Squares	Mean Square	F-Calculated	Significance Level
Regression	1	1.730	1.730	8.581	0.005
Error	49	9.877	0.202		
Total	50	11.606			

(Source: Prepared by the researcher based on computer outputs)

Tabulated F-value = 6.314

The ANOVA table (Table 3-9) reveals that the calculated F-value is significantly greater than the tabulated value at the 0.01 significance level and degrees of freedom (1, 49). This indicates that the regression model is adequate to describe the relationship between X and Y1 at a 99% confidence level. This is further confirmed by the significant t-value:

$$t_x = 2.929, t_{x-} = 2.929, t_x = 2.929$$

Based on the regression equation, the constant $a = 0.718$, which implies the existence of a baseline level of organizational health (0.718) when the strategic immunity response is zero.

The coefficient of X (0.386) means that a one-unit change in strategic immunity response leads to a 0.386 change in organizational health—a strong effect.

The adjusted coefficient of determination ($P-R^2$) is 0.80, indicating that strategic immunity response explains 80% of the variance in organizational health. Only 20% of the variance is due to external factors not included in the regression model.

Based on these results, the hypothesis can be **accepted: There is a statistically significant effect of strategic immunity response on organizational health.**

Table (3): ANOVA of the Relationship Between Strategic Immunity Response and AI Applications

Source of Variation	DF	Sum of Squares	Mean Square	F-Calculated	Significance Level
Regression	1	1.540	1.540	3.294	0.076
Error	49	22.907	0.467		
Total	50	24.447			

(Source: Prepared by the researcher based on computer outputs)

Tabulated F-value = 6.314

As shown in Table (3-10), the calculated F-value is less than the tabulated F-value, indicating that the regression curve is **not**

This aligns with the findings of **Fernandes & Awamleh (2008)** on Emirati citizens, which also found a significant impact of strategic immunity response on organizational health.

2. Sub-Hypothesis Two

This hypothesis states: **“There is a statistically significant causal relationship between strategic immunity response and AI applications.”**

According to the multiple regression equation, strategic immunity response (X) affects AI applications (Y2), which implies a functional relationship between X and Y2, expressed as:

$$Y_2 = a + bX$$

Where: a = constant

This means that AI applications (Y2) are a function of the actual value of strategic immunity response. The estimates and statistical indicators for the 51-person sample produced the following regression equation:

$$AI \text{ Applications} = 1.020 + (0.251) \times \text{Strategic Immunity Response}$$

sufficient to describe the relationship between X and Y2. This is further confirmed by the non-

significant t-value: $t_x = 1.815$

From the regression equation, the constant $a = 1.020$, suggesting a baseline level of AI applications (1.020) when the strategic immunity response is zero.

The coefficient (0.251) implies that a one-unit change in strategic immunity response causes a 0.251 change in AI applications—a modest effect.

The adjusted R-squared ($P-R^2$) is **0.25**, meaning strategic immunity explains 25% of the variance in AI applications, while 75% is due to external factors outside the regression model.

Therefore, **the sub-hypothesis is rejected**, and the alternative hypothesis is **accepted: There is no statistically significant effect between strategic immunity response and AI applications.**

3. Sub-Hypothesis Three

Following the same methodology used to test the effects between strategic immunity

response and both organizational health and AI applications, the third sub-hypothesis tests the relationship between strategic immunity response and **interactional justice**.

Strategic immunity response (X) is the independent variable, and interactional justice (Y3) is the dependent variable. The regression equation is:

$$Y_3 = a + bX$$

Where: $a = \text{constant}$

This relationship means that interactional justice is a function of strategic immunity response. The estimates and indicators for the 51-person sample resulted in the following regression equation:

$$\text{Interactional Justice} = 0.230 + (0.360)$$

$$\times \text{Strategic Immunity Response}$$

$$\{ \text{Interactional Justice} \} = 0.230 + (0.360) \{ \text{Strategic Immunity Response} \}$$

$$\text{Interactional Justice} = 0.230 + (0.360)$$

$$\times \text{Strategic Immunity Response}$$

Table (4): ANOVA of the Relationship Between Strategic Immunity Response and Interactional Justice

Source of Variation	DF	Sum of Squares	Mean Square	F-Calculated	Significance Level
Regression	1	3.759	3.759	7.278	0.010
Error	49	25.306	0.516		
Total	50	29.065			

(Source: Prepared by the researcher based on computer outputs)

Tabulated F-value = 6.314

As shown in Table (3-11), the calculated F-value exceeds the tabulated value at a 0.01 significance level and 1, 49 degrees of freedom, indicating the regression curve is appropriate to describe the relationship between X and Y3. This is confirmed by the significant t-value:

$$t_x = 2.698$$

According to the regression equation, the constant $a = 0.230$, meaning there is a baseline level of interactional justice when strategic immunity is zero.

The coefficient (0.360) indicates that a one-unit change in strategic immunity results in a 0.360 change in interactional justice—a positive and influential factor.

The adjusted R-squared ($P-R^2$) is **0.78**, meaning 78% of the variation in interactional justice is explained by strategic immunity response, with 22% attributed to external factors.

Thus, **the third sub-hypothesis is accepted: There is a statistically significant effect of strategic immunity response on interactional justice.**

Conclusions & Recommendations

Conclusions

1. Strategic Immunity: Strategic immunity is the organization's capacity to foresee disruptions and respond swiftly. It is built

through predictive insight, adaptability, and robust scenario planning.

2. **Organizational Health:** A healthy organization maintains resilience, consistent performance, and high employee engagement. It encompasses both functional (structures, systems, processes) and psychological (well-being, trust, belonging) dimensions.
3. Artificial intelligence (AI) has recently become a powerful tool supporting all sectors and fulfilling the most important requirements sought by business organizations. These include immediate and instantaneous response, data analysis, and the provision of predictive information with a high degree of accuracy. This, in turn, enhances the decision-making process, enabling flexible, logical, and scientifically sound mechanisms for all operational, financial, and investment activities of the organization, both in the short and long term.

Recommendations

1. Study the mechanism for adopting artificial intelligence and its technologies as a partner in the decision-making process and organizational culture, thereby achieving reciprocal communication between all parties, particularly stakeholders such as internal organizational levels and external information users.
2. Achieve genuine and effective integration in establishing an infrastructure that supports the organization's various functions, leading to improved field performance and sound organizational leadership. Integrate intelligent systems into operations by investing in AI infrastructure to support decision-making across multiple functions, and transition from field operations to strategic leadership.
3. Enhance organizational learning by encouraging continuous learning, skills development, and fostering an understanding of how to deal with technological and market changes, enabling employees to take initiative and innovate.

Data Availability:

The data used to support the results of this study has been included in the article.

Conflict of Interest:

The authors declare that they have no conflicts of interest.

Funding Sources:

No financial support was received.

Acknowledgments:

None.

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Appendix: Questionnaire Form

No	Statements	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
1	The organization's management demonstrates a high capacity to carry out its assigned tasks accurately, timely, and with up-to-date methods.					
2	I prefer to complete the tasks assigned to me as specified without seeking additional information regarding the situation.					
3	I analyze situations by breaking them into separate, understandable parts and study each one independently from the broader context.					
4	I handle situations objectively and abstractly without the need for involving others.					
5	I form impressions about others based on my own experiences and daily interactions at work.					
6	My response to situations at work is usually based on the organization of my surrounding environment and its stimuli.					

7	I define the character of others based on my prior impressions.					
8	I rely on available information when evaluating others and related situations.					
9	I tend to use social traditions when directing subordinates.					
10	I rely on others' opinions when forming behavioral norms at work.					
11	I go beyond the provided information when a situation requires additional insights.					
12	I adhere to the prevailing value system within the organization.					
13	I focus on analyzing the environment before making judgments about any situation.					
14	Education, intelligence, and experience have no impact on how I perceive others.					
15	I prefer to define my attitudes toward others based on what I wish to see in them.					
16	My work schedule is well-organized.					
17	I believe my salary level is satisfactory.					
18	I consider my workload inappropriate relative to my abilities.					
19	The rewards I receive are completely satisfactory.					
20	I feel that my job responsibilities are appropriate.					
21	The decisions made by my manager are unbiased.					
22	All employee concerns are listened to before making work-related decisions.					
23	When work decisions are made, my manager explains them and provides extra information when requested.					
24	All work decisions are applied consistently to all employees affected by them.					
25	Employees in my organization are not allowed to discuss managerial decisions.					
26	When decisions are made regarding my job, the manager treats me with respect, care, and dignity.					
27	The manager deals with me honestly regarding my job tasks when making decisions.					
28	When decisions are made regarding my job, the manager shows no concern for my personal needs and rights as an employee.					
29	When decisions are made regarding my job, the manager provides meaningful explanations and justifications.					
30	The manager clearly explains any decision made about my job and discusses its implementation with me.					