

# **Organizational Immunity and Strategic Leadership in the Faculties of Education at Ain Shams University and Fayoum University: A Field Study**

## **Prepared by**

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## **Abstract**

This study investigates organizational immunity and strategic leadership at the Faculties of Education at Ain Shams University and Fayoum University, and the relationship between them. The research problem is centered around several barriers that hinder the enhancement of strategic leadership and the development of an immunological system within these faculties, as is the case in other faculties across Egyptian universities. Among the major challenges are: the lack of focus on the quality of services produced, whether in terms of research outcomes or services provided, low research productivity due to faculty members being preoccupied with teaching to increase their income, and significant weaknesses in the research and development sector. This is attributed to a weakened educational system heavily reliant on ready-made technology, the lack of development, and a failure to promote international publication of scientific research. These challenges arise from insufficient resources allocated to researchers, a decline in the quality of scientific research, dependence on self-funding for research projects, poor research performance by some faculty members, the prevalence of unscientific behavior, and the migration of top talent in search of better opportunities.

Additionally, the study identifies factors that prevent the strengthening of organizational immunity in Egyptian universities, including the lack of an organizational culture that enables leadership to enhance organizational immunity, shortcomings in reinforcing organizational memory and

organizational learning due to weak technological infrastructure, and insufficient efforts to support and enhance organizational immunity systems. These deficiencies negatively impact the improvement of such systems in the universities studied.

The research framework begins by examining organizational immunity and strategic leadership in modern universities. It then explores the realities of organizational immunity and strategic leadership at the Faculties of Education at Ain Shams University and Fayoum University, both theoretically and through a field study. The study adopts a descriptive methodology, using a questionnaire as a research tool applied to a sample of 237 faculty members (196 from Ain Shams University and 41 from Fayoum University). Additionally, personal interviews with the leadership of both faculties were conducted.

The research findings reveal several key results, including statistically significant differences in the scores of the sample according to gender (male vs. female) across all dimensions of organizational immunity and strategic leadership. The study also shows significant differences based on the university (Ain Shams vs. Fayoum) in all aspects of organizational immunity and strategic leadership. Further, there are significant differences in the scores based on academic specialization (educational vs. non-educational) in favor of non-educational specializations. The study also found a significant statistical impact of years of experience on the variation in scores regarding organizational immunity and strategic leadership, while no significant effect of academic rank on the differences in scores for organizational immunity and strategic leadership was found.

Finally, the research proposes a set of recommendations to strengthen organizational immunity related to organizational memory, organizational genes, and organizational learning, as well as strategies to enhance strategic leadership related to entrepreneurial culture, leadership, and strategic resource management. The study also outlines measures to strengthen the relationship between organizational immunity and strategic leadership within the Faculties of Education at Ain Shams University and Fayoum University.