

# The Effect of strategic agility in achieving strategic success in the Jordanian Social Security Corporation

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## **Abstract:**

This study aims to determine the impact of strategic agility through its dimensions ( Capability agility and competitive agility) as an independent variable in strategic success dimensions (adaptation, growth) as a dependent variable. The study population consisted of all managers in the Social Security Corporation and totaled (350) respondents. The study was based on a questionnaire to collect the required information. Statistical analysis (SPSS) was adopted to answer the study's questions and test the validity of the hypotheses. The study reached a set of results, the most important of which is the impact of strategic agility by its dimensions on the strategic success of Social Security Corporation. The study recommended that the Social Security Corporation should pay attention to strategic agility because of its significant impact in achieving strategic success and endeavor to develop modern electronic means of communication to facilitate the opening of dialogue among workers through these channels, which are considered a means to strengthen organizational capabilities and help the Social Security Corporation in increasing its capacity. In addition, the Social Security Corporation should adopt strategic thinking through its various programs.

**Keywords:** Strategic agility, Social Security, Capability agility, competitive agility, adaptation, growth.

## **1. Introduction**

Strategic agility is a competitive edge for organizations, enabling them to thrive in a dynamic and competitive landscape marked by constant change. In the current fast-paced era, organizations across various sectors are no longer shielded from the transformative impacts of rapid developments. While many strive to maintain organizational leadership, numerous challenges arise due to the accompanying circumstances.

Amidst this backdrop, organizations often turn to strategic agility as a critical approach to navigate challenges proactively. Referred to by some as "lightness," strategic agility is seen as a preemptive measure against potential changes. Empirical evidence indicates that implementing strategic agility aids in circumventing many issues that organizations encounter, making it a viable solution for the challenges stemming from evolving circumstances. Consequently, this study aims to underscore the significance of strategic agility in attaining strategic success within the Jordanian Social Security Corporation context.

The problem of the study lies in the fact that every organization, company, or institution strives to achieve the goals that it has set and to be able to use the available resources optimally and thus be successful at the strategic level. Strategic agility is considered one of the concepts that have become more common among business organizations, where those organizations have adopted strategies that have emphasized this concept and the need to apply it for those organizations to achieve the goals for which they were created, so these organizations have included it in their strategic plans. The problem of this study is crystallized in answering the following main question: What is the impact of strategic agility in achieving strategic success in the Jordanian Social Security Corporation?

The importance of the study lies in the increasing interest in the concept of strategic agility in many business organizations, and since many studies and research have addressed this concept. Therefore, this study came to highlight the concept of strategic agility in its dimensions in general, and the extent of the application of this concept in the Jordanian Social Security Corporation in particular, and to clarify the role that this concept plays in achieving the strategic success of the Jordanian Social Security Corporation. This study also came to identify the most critical challenges and problems that prevent or limit the application of strategic agility in organizations in general and the Jordanian Social Security Corporation in particular.

This study aims to identify the availability of the dimensions of strategic agility and strategic success in Social Security Corporation. The study Hypothesis has no statistically significant effect at the significance level of  $\alpha \geq 0.05$  of strategic agility in its dimensions (capability agility, competitive agility) in strategic success in its dimensions (growth, adaptation) in the Social Security Corporation.

## **2. Literature Review and Previous Studies**

### **Strategic Agility:**

Strategic agility is one of the concepts that has gained widespread use among business experts, as organizations have adopted strategies that emphasize this concept and highlight the necessity of its implementation for achieving their established goals. Many organizations have incorporated it into their strategic plans, making it an integral part of their strategic planning. Numerous researchers have pointed to the significance of agility, given its importance in the business environment. The following are some of their perspectives:

**Strategic Success:**

Strategic success is the primary characteristic of an organization's ability to consistently deliver services or products at their best, considering its continuous adaptation to competitors and the continuous improvement of product quality and service levels. Achieving strategic success involves constantly evolving products or services, aligned with each period, leveraging competent individuals' innovations. Strategic success is a goal that organizations strive for to overcome challenges and risks from all angles. It entails utilizing all available resources and capabilities to stay competitive with other companies and adapt to rapid business environment changes. Mohammad (2018) clarified the concept of strategic success as the successful implementation of organizational strategy, serving as the fundamental measure through growth, adaptation, and continuity.

Continuous and comprehensive success encompasses both internal and external factors within the organization. It involves having a broad perspective on intellectual capital, fostering employee motivation, adding value to beneficiaries, and ensuring customer satisfaction. Strategic success, on the other hand, is the organization's proficiency in formulating a straightforward and adaptable strategy, coupled with effective execution and the establishment of a motivating culture that fosters employee creativity. Ultimately, this leads to customer satisfaction, the organization's primary objective. Various researchers have provided their perspectives on the concept of strategic success:

- According to Abu Bakr and Ali (2017), strategic success is defined as the organization's capability to sustain its presence in the market, adapt to changes, and enhance its human capabilities for gradual growth.
- Al-Thibawi (2016, p. 473) describes strategic success as the organization's ability to survive, adapt, and grow in alignment with its goals. This involves success in the formulation, execution, and monitoring of strategic planning.
- Waldron (2008) defines strategic success as the company's aptitude for creating value that satisfies its shareholders.

In summary, strategic success is the organization's ability to consistently deliver services or products at their best, considering its continuous adaptation to competitors. This requires constant evolution of products or services, aligned with each time, leveraging competent individuals' innovations.

The study conducted by Chromie (2018) titled "The Impact of Strategic Agility on Enhancing Competitive Advantage: A Case Study of (Hamadi) Complex in the Boushar Governorate" aimed to uncover the nature of the relationship between strategic agility and competitive advantage in the studied institution. This was done through its three dimensions (capability agility, task agility, and strategic maneuvers) to understand the role and impact of strategic agility in achieving competitive advantage at the organizational level. The study focused on the Hamadi Complex as the research community, and data were collected through a questionnaire distributed to all individuals in the community. The responses were analyzed using the SPSS program, and the key findings indicated a significant impact of strategic agility on the competitive advantage of the "Hamadi" institution. This impact was attributed to the organization's ability to accomplish a wide range of available tasks and sufficient skill diversity to meet the changing work environment demands. The organization also demonstrated the ability to learn new skills, contributing to its success continuously. Another study by Mohammad (2018), titled "Cognitive Enrichment of Human Resources and its Role in Achieving Strategic Success: An Applied Study in the Ministry of Integrated Science and Technology with the Ministry of Higher Education," focused on two interacting and vital variables: cognitive enrichment and strategic success. The research involved data collection, classification, and analysis using statistical methods, including mean, standard deviation, correlation coefficient, and simple linear regression. The study's research community comprised the Ministry of Integrated Science and Technology and the Ministry of Higher Education in Iraq. The sample included 45 individuals, including academics, department heads, and administrators from the science and technology departments. The statistical analysis revealed a significant correlation between the cognitive enrichment of human resources and strategic success. The study emphasized the importance of implementing cognitive enrichment procedures, participating in information and communication networks, and training employees to develop their skills and capabilities for achieving a high level of strategic success. The results demonstrated a clear scientific and economic development through the positive outcomes of this relationship. The study recommended applying cognitive enrichment procedures, involvement in information and communication networks, and employee training to enhance skills, ultimately leading to high strategic success.

Study: (Salamzadeh et al., 2018) titled "Strategic Thinking and Organizational Success: Perceptions from Management Graduates and Students." This research aims to determine the impact of managers' strategic thinking on organizational success. The significance of this study lies in the fact that current institutions often struggle to respond to environmental changes. Therefore, strategic thinking among managers may be considered a fundamental force for improving the implementation of strategic plans in organizations. The results of this study revealed a significant and positive relationship between managers' strategic thinking and organizational success. It can be concluded that an organization will achieve considerable success when the extent of strategic thinking among managers is high.

Conversely, organizational success will be significantly reduced when managers undermine or lack strategic thinking. Therefore, managers should recognize the importance of strategic thinking and try to empower it among themselves. At the same time, promoting collaborative work morale, synergy, cooperation, insight, creativity, project organization, and healthy competition among employees is recommended. In a study by Abuzaid (2018) titled "Employees' Empowerment and its Role in Achieving Strategic Success: A Practical Study on Jordanian Insurance Companies," the research aimed to identify the role of employee empowerment in achieving strategic success. The study involved 20 Jordanian insurance companies listed on the Amman Stock Exchange, with a sample of 306 employees. The findings indicated a strong relationship between employee empowerment and strategic success. Specifically, delegation of authority, participation, and the work environment were identified as dimensions of employee empowerment that positively impact strategic success.

Based on these results, the study recommended that organizations adopt an employee empowerment approach to achieve strategic success. Ensuring the success of the empowerment process involves creating a supportive work environment that includes training, information exchange, open communication, and encouraging employees to contribute their creative ideas for organizational development. Additionally, the study recommended delegating sufficient authority to employees and engaging them effectively in decision-making processes and goal-setting.

In a study by Al Darmaki (2016) titled "A Systematic Analysis of Strategic Planning Key Success Factors and its Required Professional Skills - Case Study of Abu Dhabi Police GHQ," the research aimed to provide a systematic analysis of critical success factors and professional skills required for strategic planning and execution in the public sector, focusing on Abu Dhabi Police GHQ. The study had three main objectives: identifying the crucial success factors in professional skills needed for strategic execution, studying the relationship between professional skills and successful strategy execution, and examining the impact of professionalism, skills, and strategic planning on organizational performance. The study addressed three critical questions: What are the required professional skills that impact strategic planning in Abu Dhabi Police GHQ? What are the crucial success factors needed for successful strategy execution in Abu Dhabi Police GHQ? To what extent do strategy, planning, professional skills, and strategic planning impact the performance of Abu Dhabi Police GHQ?

A study by Eisenberg et al. (2015) titled "Leveraging Social Networks for Strategic Success" aimed to clarify unpredictable organizational environments and increased competition that pressure leaders in all industries to manage change better. Social network analysis provides valuable insights, allowing leaders to visualize informal corporate communication networks. Analyzing social networks can help organizations continuously assess the effectiveness of their change strategies. The study emphasized the need for organizations to develop a clear competitive plan characterized by sufficient agility to function in

today's flexible environment. It also highlighted that managers should have a perceptive view of the requirements enabling this agility. One key implication is that managers should seek regular feedback on the impact and adoption of strategy throughout the organization. Organizations should use social network analysis to guide competent managers toward better decision-making.

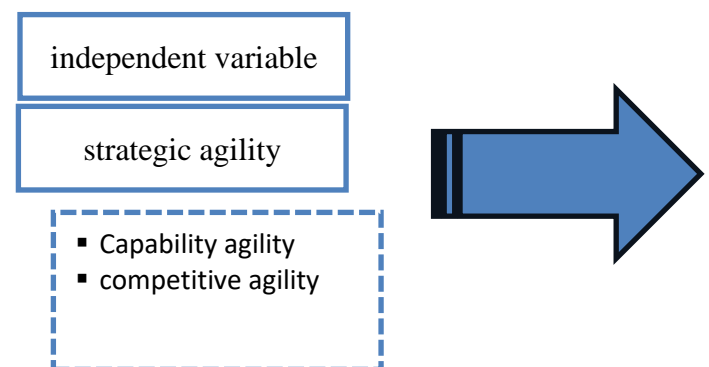
Referencing previous studies, this study is the only one measuring strategic agility with strategic success. It is also the first study to apply these variables to the Jordanian Social Security Institution.

### 3. Methodology

This study adopted a descriptive-analytical research methodology. Initially, a desk review was conducted on published literature related to the research topic, encompassing both Arabic and foreign sources. The study also utilized previous research relevant to the topic, observing the results reached in those studies. The second phase involved a field survey of the study sample individuals using a questionnaire specifically developed for this purpose.

#### Study model:

Figure 1 illustrates the study model, depicting the relationship between the independent variable, strategic agility, and the dependent variable, strategic success.



**Figure 1: Study Model**

#### Study Sample:

This study included all the managers in the Social Security Institution. A comprehensive desk review was conducted on the published literature in Arabic and foreign languages related to the study's topic. The study also utilized previous research related to the subject, observed the results obtained, and conducted a field survey of the study sample using a questionnaire developed for this purpose.

### Population of the study:

The population of the study consists of all managers in the Social Security Institution, including the following job titles: General Manager, Assistant General Manager, Department Manager, Directorate Manager, and Department Head. The total number of managers in the General Social Security Institution in the Hashemite Kingdom of Jordan is 350 as of October 1, 2019, according to information obtained from the Human Resources Department of this institution. The researcher distributed 350 questionnaires to the study population, from which 330 questionnaires were retrieved, representing a retrieval rate of 94%. Ten questionnaires were excluded due to their unsuitability for statistical analysis. Therefore, the number of questionnaires subjected to analysis was 320, constituting 91% of the total study population.

### Study Instrument Validity:

To validate the form and content of the study instrument, the preliminary questionnaire was presented to a group of six referees from various Jordanian universities. They were asked to comment on the format and question appropriateness and suggest any questions they believed should be included. Based on the referees' feedback, some modifications were made to improve the clarity of the questionnaire.

### Study Instrument Reliability:

Confirmatory factor analysis was used to test the validity of the instrument. The standard loading for most questionnaire items exceeded the suggested minimum (0.70), providing strong evidence of the validity of the questions measuring each variable. The Average Variance Extracted (AVE) was calculated for the variables. The reliability level is acceptable if the AVE value equals or exceeds 0.5. The calculated AVE ranged from 0.55 to 0.75, indicating an acceptable level of reliability (see Table 2).

**Table 1. Measurement Model (Loadings)**

variable		Average Variance Extracted	Compound Reliability	Cronbach's Alpha
		( AVE)	(CR)	
strategic agility	Capability agility	0.75	0.78	0.86
	Competitive agility	0.71	0.75	0.084
strategic success	the growth	0.55	0.93	0.79
	Adaptation	0.61	0.82	0.88

"The Composite Reliability (CR) coefficients were calculated for the study variables, and the values for all variables (Table 1) exceeded the suggested minimum threshold of 0.70. The lowest value for the Composite Reliability coefficient was 0.75, indicating a good level of stability for the study instrument. Additionally, Cronbach's Alpha coefficients for all variables were above 0.70, signifying high reliability.

### Standardized Criteria for the Study:

Low Importance	Moderate Importance	High Importance
1- Less than 2.33	2.33-3.66	3.67 and above

### 4. Results and Discussion

The following presents the results of the statistical descriptive analysis of the data, representing the mean values, standard deviations, and relative significance for all dimensions of the study and the items constituting each dimension. First: What is the level of respondents' perceptions of the availability of dimensions of strategic agility in the Social Security Institution? To answer this question, the mean values and standard deviations for the respondents' attitudes towards the items of strategic agility were extracted, as perceived by managers in the General Social Security Institution in the Hashemite Kingdom of Jordan, as illustrated in Table 2.

**Table 2. Mean Values and Standard Deviations of Respondents' Perceptions on the Strategic agility Variable and its Dimensions**

Domain	Mean	Standard Deviation	Rank	Level in Terms of Mean
Capability agility	4.15	4.15	3	High
Competitive agility	3.77	3.77	1	High

Table (2) shows that the overall mean for the strategic agility dimension is high, with a total mean of 3.98 and a standard deviation of 1.14. The calculated means ranged between 3.77 and 4.15 on the five-point Likert scale. This indicates that the perceptions of managers in the studied Social Security institution, from the participants' perspective, are high. The Capability Agility dimension ranked first with a mean of 4.15 and a standard deviation of 1.23. On the other hand, the Competitive Agility dimension ranked last among the items of this dimension, with a mean of 3.77 and a standard deviation of 1.03.

### Testing the Study Hypotheses:

To verify the assumption of normal distribution for the data, skewness values were calculated. Considering that data follows a normal distribution if the skewness value is less than (1), Table 3 illustrates that there is no significant issue related to the normal distribution of the study data".



**Table 3. Testing the Inflation Factor, Allowed Variance, and Skewness Coefficient**

Paragraphs	Tolerance	Variance inflation factor (VIF)	Skewness
Capability agility	0.130	2.97	0.567
Competitive agility	0.618	3.20	0.417
Growth	0.419	1.93	0.499
adaptation	0.623	1.87	0.587

The validity of the model to test the study hypotheses was confirmed, and Table 4 illustrates that:

**Table 4. Results of the Analysis of Variance to Confirm the Validity of the Model for Testing the Study Hypotheses**

Independent variable	Dependent variable	Degrees of freedom	Coefficient of determination (R <sup>2</sup> )	Calculated F value	Statistical significance level
strategic agility	strategic success	(347,3)	0.344	*60.41	0.000
	Growth	(347,3)	*56.11	0.327	0.000
	adaptation	(347,3)	*94.99	0.452	0.000

\*Statistically significant at the level ( $\alpha \leq 0.05$ ).

The table also illustrates the validity of the model for testing the study hypotheses. Given the high calculated value of (F) compared to its tabulated value at a significance level of  $\alpha \leq 0.05$ , the dimensions of strategic agility explain (34.4%) of the variance in the dimension of (strategic success) in the Social Security Institution in the Hashemite Kingdom of Jordan. It explains (32.7%) of the variance in the dimension of (growth), and the dimensions of strategic agility explain (45.2%) of the variance in the dimension of (adaptation).

**Main Hypothesis:** There is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for strategic agility and its dimensions (capabilities agility and competitive agility) on strategic success and its dimensions (adaptation, growth) among managers in the General Social Security Institution, as shown in Table 5.

**Table 5. Results of Multiple Regression Analysis to Test the Effect of Strategic Agility Dimensions on Strategic Success**

strategic agility	B	Standard error	Beta	Calculated t value	significance Level
Capability agility	0.080	0.024	0.148	*3.357	0.001
competitive agility	0.281	0.059	0.329	*4.761	0.000

\* Statistically significant at the level ( $\alpha \leq 0.05$ ).

The statistical results in Table 5 indicate, by examining the values of the t-test, that the sub-variables related to strategic agility dimensions (capabilities agility, competitive agility) have an impact on strategic success. The calculated t-values are as follows: capabilities agility ( $t=3.357$ ), competitive agility ( $t=4.761$ ), and they are statistically significant at the level ( $\alpha \leq 0.05$ ). Consequently, the null hypothesis is rejected, which assumes that there is no statistically significant effect at the level ( $\alpha \leq 0.05$ ) for strategic agility and its dimensions (capabilities agility and competitive agility) on strategic success and its dimensions (adaptation, growth) among managers in the Social Security Institution. The alternative hypothesis is accepted, indicating the presence of an impact of strategic agility on strategic success.

When conducting Stepwise Multiple Regression analysis to determine the significance of each independent variable individually in contributing to the mathematical model representing strategic agility dimensions (capabilities agility, competitive agility) in strategic success among managers in the Social Security Institution, Table 6 illustrates the results.

**Table 6. Results of Stepwise Multiple Regression Analysis to Predict the Effect of Strategic Agility Dimensions on Strategic Success**

Independent dimension	Coefficient of determination (R <sup>2</sup> )	Calculated t value	significance Level
Capability agility	0.294	4.761*	0.000
competitive agility	0.338	*3.357	0.001

\*Statistically significant at the level ( $\alpha \leq 0.05$ ).

The data presented in Table 6 indicates that the dimension of capabilities agility explains (29.4%) of the variance in the dependent variable, while the competitive agility variable, along with the previous variables, explains (33.8%) of the variance in strategic success as a dependent variable.

### 5. Conclusion and Recommendations

The study has yielded noteworthy findings that merit attention from the management of the Social Security Institution in the Hashemite Kingdom of Jordan, summarized as follows:

- The results indicate a high overall average of managers' perceptions within the Social Security Institution regarding strategic agility. Among the dimensions, capabilities agility ranked highest, while competitive agility ranked lowest. This outcome aligns with Vagnoni and Khoddami's (2016) study, which suggested a prevalent application of strategic agility. It is also consistent with Al-Tamimi and Al-Khushali's (2015) findings of a high level of strategic success and Mezher and Yasser's (2017) discovery of a substantial level of strategic agility.
- The study reveals a high overall average of managers' perceptions within the Social Security Institution concerning the strategic success dimension, with the adaptation dimension ranking first. This signifies that respondents in the institution recognize the importance of strategic success in its various dimensions. This finding resonates with Al-Hawajer's (2018) study, which identified a high level of strategic success.

Through these findings, the following recommendations are proposed:

- Emphasize the significance of strategic agility due to its substantial impact on achieving strategic success.
- Prioritize investments in infrastructure and technology, allocate necessary resources for the implementation of strategic agility, and establish effective communication networks within the Social Security Institution. These measures are crucial for realizing the institution's strategic success.
- Adopt a strategy within the Social Security Institution that empowers employees, recognizing their pivotal role in enhancing strategic agility.

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