



Arab American University – Ramallah

Faculty of Graduate Studies

**Practicing Strategic Agility by Palestinian Organizations and
its Impact on Performance Excellence**

By

Shaima Ibrahim Hussein Bakri

Supervisor

Dr. Khalid Said Hussein Rabaya'h

**This thesis was submitted in partial fulfilment of the
requirements for the Master degree in Strategic Planning and
Fundraising**

January / 2020

**© Arab American University - Palestinian 2020. All rights
reserved.**

**Practicing Strategic Agility by Palestinian organizations and Its Impact on
Performance Excellence**

By

Shaima Ibraheim Husaien Bakri

This thesis was defended successfully on 11 January 2020 and approved by:

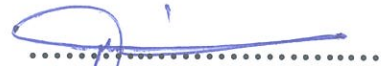
Committee Members:

Signature

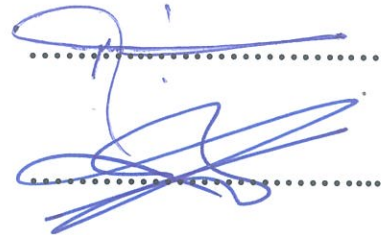
1. Supervisor: Dr. Khalid Rabayah

.....

2. Internal Examiner: Dr. Mahmoud ALManassra

.....

3. External Examiner: Dr. Yahya Saleh

.....

Student's Delegation

I hereby declare that I have complied with all applicable rules, regulations, and decisions of the Arab American University of Palestinian (AAUP) by recognized scientific and ethical standards, including the scientific integrity, and that I shall bare all consequences and liability if the contrary was proved.

By this, I authorize the AAUP to photocopy my thesis in whole or in part and to provide copies of it to individuals and institutions in accordance with the regulations and instructions of the Arab American University after my personal approval.

Name: Shaima J.H. Bakri

Signature: _____

Date: _____

Dedication

I dedicate this research first and foremost to Allah Almighty, my Creator and strong pillar, source of inspiration, wisdom, knowledge, and understanding. He has been the source of my strength throughout this program, and with His permission only, I soared.

With most heartfelt words, I dedicate this research to my first teacher in life, to the one who gave me her years of life smiling, my mother. To the one who set my ideals in patience, struggles, and optimism and the one who stirred my passion for knowledge, I dedicate this research to my father. To the one who stood by my side every moment of every day, to my inspiration in my research trip, my life partner Mohammad. To my hope in life, my sons Amr and Sam who were patient while I was busy. To my childhood and life companions, my siblings. To everyone who stood beside me and helped me: my family, friends, and colleagues. I dedicate this thesis to them.

Acknowledgements

I am sincerely grateful to my honourable supervisor Dr. Khalid Rabayah for his guidance and encouragement that he provided me with as his student throughout my work on this thesis.

I will forever be grateful to my small family. First, I would like to thank my parents, Mr. Ibrahim and Mrs. Amal Bakri who painstakingly laid the foundation for my education offering everything they had. Also, I thank them for taking responsibility of my children when I was under extreme pressure. My loving husband, Mr. Mohammad Abu-Gharbeih, who has provided me with everything possible and gave up important things to ensure I achieve this degree. My dearest mother-in-law, Mrs. Siham for always offering encouraging words and standing by my side. From the depth of my heart I appreciate my children Amr and Sam who, even at such tender ages, have had to endure so much stress and discomfort. My sisters Shahd, Ru'a, and Sondos for the stimulating discussions and for sustained support and encouragement]. Finally, I must express my gratitude to all my friends and colleagues in the master's program, especially Nour and Azzam for the thought-provoking discussions and helping me distribute and fill out questionnaires. This would not have been possible without them. They are the most important people in my world and I dedicate this thesis to them. Thank you.

Sincerely: Shaima J.H. Bakri

Abstract

In light of the unstable Palestinian environment and the rapid economic, political and social changes affecting Palestinians in general and organizations in particular, organizations in Palestine are continuously searching for administrative and planning solutions that fit their circumstances. In regards to planning, particularly long-term or strategic planning, traditional methods of planning that rely on establishing long-term goals and objectives might be problematic in Palestine, considering the on-going economic and political instabilities. Additionally, long-term strategic projects that rely on the availability of stable financial resources might not be relevant to public and private Palestinian organizations. One smart solution for this problem is to shift from traditional strategic planning to strategic planning that uses agility. This study aims to investigate the extent to which Palestinian organizations (public, private, NGOs) adopt strategic agility in their planning process, and evaluates the impact of strategic agility on excellence in institutional performance. Where the researcher sought to measure the relationship between strategic agility (clarity of vision, strategic sensitivity, choice of strategic objectives, response speed, core competencies, and shared responsibility), and organizational performance excellence. These included (leadership, human resources, employee satisfaction, satisfaction Customers, product quality and process quality). To achieve the objectives of the study, the researcher used the descriptive-analytical method and the appropriate statistical approach to answer the study questions. A non-random convenient sample was used. The sample covers three sectors intended by the study. 154 questionnaires were distributed to different management positions of the targeted sample. The collected data was encoded, cleaned and analysed using the SPSS v.23 data analysis tool. Empirical results showed that Palestinian organizations operating in the three sectors implement strategic agility through different

dimensions in a way that helps them overcome the obstacles they face, and that the level of strategic agility and organizational performance excellence in private and NGO sectors are higher than in public sector organizations. The study also shows a strong positive and statistically significant correlation between strategic agility and organizational performance excellence in the surveyed organizations, and that there is a statistically significant impact between the practice of strategic agility and excellence in organizational performance. In addition, one of the most important contributions of this study, which distinguishes it from others, is the success in building the 80% impact of strategic agility model on the excellence of organizational performance in Palestinian organizations. Based on the results of the study, a number of recommendations were reached, the most important of which is the need for an agile organization plan that includes strengths and weaknesses, and the need to involve employees in strategic decisions and plans in the organizations of three sectors. Also, the organization should provide highly qualified staff to implement the dimensions of strategic agility, in order to help them to achieve excellence in organizational performance.

Keywords: Strategic agility, organizational performance excellence, NGOs, private organizations, public organizations, strategic sensitivity.

Table of Contents

Student's Delegation	III
Dedication	IV
Acknowledgements	V
Abstract	VI
List of Tables	X
List of Figures	XI
Chapter One: Introduction	1
1.1 Research Background.....	2
1.2 Problem Statement	3
1.3 Significance of Study	3
1.4 Objectives of the Study	4
1.5 Research Questions	4
1.6 Scope of the Study.....	5
1.7 Thesis Structure.....	5
Chapter Two: Theoretical Framework.....	6
2.1 Overview	7
2.2 Definition of Strategic Agility.....	7
2.2.1 Significance of Strategic Agility	8
2.2.2 Strategic Agility Dimensions.....	11
2.3 Organizational Performance Excellence	15
2.3.1 Organizational Performance	15
2.3.2 Organizational Performance Excellence	16
2.3.3 Dimensions of Excellence in Organizational Performance	17
Chapter Three: Literature Review	21
3.1 Overview	22
3.2 Impact of Agility on Performance.....	22
3.3 Impact of Agility on Competitiveness	23
3.4 Impact of Strategic Agility on Various Organizations' Variables	24
Chapter Four: Research Methodology	27

4.1 Overview	28
4.2 Research Approach	28
4.3 Population and Sample Study	28
4.4 Structure of Survey.....	28
4.5 Validity and Reliability	29
4.6 Data Analysis	30
Chapter Five: Data Analysis Results and Interpretation	31
5.1 Overview	32
5.2 Data Screening and Reliability Analysis.....	32
5.2.1 Missing Data.....	32
5.2.2 Outliers	33
5.2.3 Normality Test.....	34
5.2.4 Reliability Test	35
5.3 Profile of Respondents	36
5.4 Descriptive Analysis of Study Variables	38
5.4.1 Strategic Agility.....	39
5.4.2 Excellence in Organizational Performance	44
5.5 Inferential Analysis	49
5.5.1 Analysis of Organizational Agility.....	50
5.5.2 Analysis of Organizational Performance Excellence	55
5.5.3 Relationship between Strategic Agility and Organizational Age and Size	63
5.5.4 Organizational Performance Excellence Regression Model	64
5.5.5 Actual model for the research.....	68
Chapter Six: Discussion & Conclusion & Recommendations	69
6.1 Overview	70
6.2 Discussion	70
6.3 Conclusion.....	74
6.4 Contributions of the Study	75
6.5 Research Limitations.....	76
6.6 Recommendations	77
6.7 Future Research Directions	77

References	79
Appendix	88
Appendix (1): Questionnaire	88
الملخص	94

List of Tables

Tables	Page
Table 2.1 The researchers on the dimensions of strategic agility	11
Table 4.1 The Seven-Scale Likert	29
Table 5.1 Results of normality test for the scale variables	34
Table 5.2 Results of normality test for the lateral variables (Constructs)	35
Table 5.3 Validity test of the study lateral variables (Constructs)	36
Table 5.4 Results of the demographic data analysis	37
Table 5.5 Results of descriptive analysis of strategic agility dimensions	39
Table 5.6 Results of descriptive analysis of organizational performance excellence	45
Table 5.7 Results of Leven's Test for homogeneity of variance	50
Table 5.8 Results of the one-way ANOVA test	51
Table 5.9 Post-hoc result of difference among different groups	51
Table 5.10 Test of significance of difference between strategic agility to the organization size	51
Table 5.11 Test of significance of difference between agility according to the organization age	53
Table 5.12 Test of significance difference between agility according to the organization type	54
Table 5.13 Results of one way ANOVA for the organizational performance excellence difference as a function of organization sector	55
Table 5.14 Results of one-way ANOVA for the organizational performance excellence e difference as a function of organization size	56
Table 5.15 Results of one way ANOVA for the organizational performance excellence difference as a function of organization age	57
Table 5.16 Test of significance of difference in organizational performance excellence according to the organization type	58
Table 5.17 Correlation between strategic agility and organizational performance excellence as recorded by organizations listed in different sectors	61

Table 5.18 Correlation coefficients among strategic agility and variables used to quantify organizational performance excellence	61
Table 5.19 Kendell's Tau-b correlation coefficients among strategic agility and organization Size and Age	63
Table 5.20 Table 5.20 Regression model summary	63
Table 5.21 Summarized models as produced by stepwise regression analysis	66
Table 5.22 Details of the regression model	67

List of Figures

Figures	Page
Figure 2.1 Where is strategic agility needed most? (Doz & Kosonen, 2008)	10
Figure 2.2 Strategic Agility Dimensions	12
Figure 2.3 Basic pillars that maintain strategic sensitivity in the organization (Santala, 2009)	13
Figure 2.4 Dimensions of Excellence in Organizational Performance (Hanieh, 2016)	18
Figure 5.1 Responses of governmental, private and NGOs relation to agility dimensions	41
Figure 5.2 Responses of international vs. local organization in relation to the dimensions of strategic agility	42
Figure 5.3 Responses of organizations of different size in relation to dimensions of strategic agility	43
Figure 5.4 Responses of organizations of different ages in relation to dimensions of strategic agility	44
Figure 5.5 Responses of organizations of different types in relation to excellence organizational performance	46
Figure 5.6 Responses of international vs. local organization in relation to the dimensions of excellence organizational performance	47
Figure 5.7 Responses of organizations of different size in relation the dimensions organizational performance excellence	48
Figure 5.8 Responses of organizations different ages in relation to dimensions of organizational performance excellence	49
Figure 5.9 Means plot of average of strategic agilities for organizations belonging to various sectors	52

Figure 5.10 Means plot of strategic agility vs. organization size as expressed by number of employees	53
Figure 5.11 Means plot of strategic agility vs. organization age	54
Figure 5.12 Means plot of organization performance as a function of organizations sectors	56
Figure 5.13 Organizational performance excellence means plot as a function of organization size expressed in number of employees	57
Figure 5.14 Impact of Strategic Agility on Organizational Performance Excellence	58
Figure 5.15 Organizational performance excellence vs. strategic agility implementation level	60
Figure 5.16 Scatter plots among different variables included in the study	62
Figure 5.17 Actual model for the research	68

Chapter One: Introduction

1.1 Research Background

Every organization seeks to achieve better performance excellence, but the sustainability of this excellence is usually faced with the challenge of rapid change and development in the environment the organizations are surrounded by. This requires them to adopt modern tools that enable them to cope with rapid change in an unstable environment to achieve excellence and continuity (Almaadidi , 2011). As times progress, management recognizes that in order for the organization to thrive and succeed, organizations need to be more agile. Therefore, their business models must evolve. For an organization to be more agile, three fundamental competencies need to be developed: strategic sensitivity, leadership unity, and resource fluidity (Doz & Kosonen, 2008). In the last decade of the 20th century, a new concept of strategic management emerged as a result of increasing environmental uncertainty. This concept was called strategic agility. It is defined as a tool for managing the change and risk faced by organizations that aim to achieve sustainability in a constantly changing and competitive environment with ever-changing markets and the production of unexpected new products or services (Sherehiy, 2008). It also involves the availability of the necessary skills to deal with the changing environmental conditions and to build agility and targeted strategies to achieve an effective response to these changes (Radwan, 2014). In a fast-paced society, management should learn that there is no ideal moment in which an organization should make a strategic move; however, they should understand when the most appropriate time presents itself. This is what is meant by strategic agility, in contrast with outdated strategic planning methods that are often put in place because it is the “most appropriate moment” (Lindberg, 2016). Many international institutions and companies have become interested in strategic agility as a result of globalization's invasion of the world. In regards to Palestine, the Palestine National Authority (PNA) failed to effectively implement the national

plan. Palestine suffers from a lack of environmental, economic, political, social, and technological stability due to the on-going Israeli occupation of the country since 1948. This study focuses on private, public, and non-governmental organizations through their knowledge of the extent to which strategic agility is exploited and its relationship to organizational performance excellence in examined.

1.2 Problem Statement

The Palestinian environment is characterized by instability and rapid economic, political and social changes. This phenomenon affects all Palestinian organizations. By working with public, private, and non-profit organizations, the researcher found that the Palestinian organizations in the three sectors dealing with external variables through old and slowly tools and methods such as strategic planning that does not achieve the excellence in organizational performance well. Thus, these organizations need to adopt innovative and agility strategy to deal with these changes in order to survive and manage their activities and excel in their performance.

1.3 Significance of Study

The importance of this study is to deal with an important activity that has a great influence on the organizations, this is strategic agility which is an administrative activity practised by the organizations so that it can reach the level of excellence in the organizational performance. There is a lack of studies on strategic agility and its impact on organizational performance excellence regarding the case of Palestine. This makes the study especially significant and meaningful, particularly in revealing the importance of strategic agility in organizations operating in the private, public and non-profit sectors, as well as draws the attention of administrative officials to the importance of strategic agility and its role in achieving excellence in organizational performance.

1.4 Objectives of the Study

The main goal of this study is to demonstrate the concept of strategic agility as a new theme of strategic management. The specific objectives of this study are as follows:

- i. To identify the extent to which strategic agility is practiced by private, public, and non-governmental organizations in Palestine.
- ii. To determine the dimensions used to assess an organization's performance, and utilizing these dimensions to evaluate the performance of the organizations targeted in this study.
- iii. To analyse the extent to which practicing strategic agility impacts an organization's performance.

1.5 Research Questions

Since strategic planning requires a stable environment, the use of a modern administrative method, such as strategic agility, is an urgent and necessary need to overcome this obstacle. This issue summarizes the main problem this study attempts to tackle. Therefore, the main research question is:

To what extent do Palestinian private, public and non-governmental organizations adopt and apply the principle of strategic agility, and how does it impact their organizational performance excellence?

The following sub-questions emerge from this question:

- i. Is there a relationship between strategic agility and organizational performance excellence?
- ii. Does the practice of strategic agility affect the excellence of organizational performance in Palestinian organizations operating in the three sectors?

- iii. Are there differences between public, private, and non-governmental organizations in the extent of the practice of strategic agility and excellence?
- iv. Are there differences between the extent of the practice of strategic agility and excellence in organizational performance attributable to the size, age and type of the organizations?

1.6 Scope of the Study

This study will demonstrate the concept of strategic agility as a new theme while focusing on private, public, and non-governmental organizations in Palestine. The findings of this study may not necessarily be applicable to organizations in other countries.

1.7 Thesis Structure

This section provides a brief review of the structure of the thesis. The thesis is organized into six chapters. Chapter One introduces the issues related to the research study, research problems, research aims and questions, the significance of the research, and boundaries on the scope of the study. Chapter Two establishes the theoretical context of the research and provides the background for the following chapters to address the research issues. Chapter Three contains a short review of related studies and attempts to define the knowledge gap that the study tries to address. In chapter Four, the methodology used to examine the propositions is outlined. In chapter Five, data analysis and interpretation are conducted to answer research questions and to discuss research findings. Chapter Six interprets the results drawn from the answer each of the questions, and conclusions and recommendations are stated. The limitations of this thesis are also explained. And lastly, avenues for further research are suggested.

Chapter Two: Theoretical Framework

2.1 Overview

This chapter is divided into two sections. The first section deals with agility, strategic agility, the significance of strategic agility, and the dimensions of strategic agility. The second section deals with the definitions of organizational performance, organizational performance excellence, as well as indicators and dimensions of excellence in organizational performance.

2.2 Definition of Strategic Agility

The concept of agility emerged in 1991 from a study by a group of researchers at the Iacocca Institute. It was defined by a group of researchers as the ability of an organization to thrive in a constantly changing, unpredictable business environment (Rigby et al., 2000). It has been defined by Doz & Kosonen (2008) as the ability to create change and respond to it in order to profit in a turbulent business environment. Furthermore, Enterslice (2017) defined agility as the ability to move about quickly and easily. It is noted that the researchers have agreed on common features concerning the concept of agility, namely the speed of response and the ability to cope with the changes to maintain organization performance excellence.

The term strategy was basically a military plan, or the art of planning military operations to be taken at the summit and base, to achieve the distant goals before the outbreak of war, and at the same time the art of managing those operations after the outbreak of war. The concept of strategic agility is one of the modern concepts in the science of management, which is a distinguishing feature of contemporary organizations because it has a significant impact on the visibility of organizations and their ownership of speed and accuracy in the superiority of their competitors. One of the early studies on the concept of strategic agility was Doz and Kosonen's book *Fast Strategy* and their subsequent studies on the subject (Doz & Kosonen, 2008). Doz and

Kosonen (2006) have defined strategic agility as the ability to dynamically modify or reshape the organization's strategy in a changing business environment; this is achieved through continuous monitoring of the organization's internal and external environment, as well as adapting to the needs of customers without abandoning the organization's vision. Meanwhile, Page & Morgan (2008) state that strategic agility is the key to success in an unstable business environment, and is the ability to support and lead sudden change in order to take advantage of opportunities in a changing environment. According to Brannen & Doz (2012), strategic agility is the ability to make real decisions in a timely manner and as required for changing markets and strategic conditions. Through these definitions of the concept of strategic agility, it is clear that the researchers mentioned above have similar definitions of the concept, and corresponds to the rapid response to development in the changing environment and flexibility in dealing with the changing variables.

2.2.1 Significance of Strategic Agility

Today, organizations face uncertainty and instability at the economic, social, political, technological and even at the individual level. Organizational needs within a society are also constantly changing. Here lies the importance of strategic agility in the face of rapid changes in the internal and external environment of the organization. Through the rapid response of organizations to these variables, organizations that are searching for success are adopting the strategic agility method as their key competitive advantage as they enable the organization to achieve its goals accurately and rapidly. Kubaisi & Nouri (2013) and Doz & Kosonen (2008) point out that strategic agility provides the organization the ability to be smart, flexible and open to new events, always ready to reassess previous options and change direction in new developments. Moreover, Ojha (2008) asserts that strategic agility reflects the organization's

ability to manage and control continuous change, while preparing the organization to accept change by generating a range of alternatives, developing skills, reorganizing and removing barriers to change. Continuous change allows for the opportunity for greater competition in a dynamic environment, and these changes can be adapted to by organizations that have agility through their rapid response to these changes.

By enhancing strategic agility, opportunities for innovation will increase, while the lack of strategic agility leads to missed opportunities. Strategic agility does not necessarily signify an organization that has not adopted a specific strategy, however, it relatively accentuates strategic thinking and a clear vision as an alternative to strategic planning, along with a joint idea of strategy improvement and execution rather than segregating these two (Santala, 2009). And strategic agility is most important for organizations that operate in a business environment that is fast-changing and where there are growing systemic interdependencies that make the organization increasingly complex (Doz & Kosonen, 2008). This is illustrated in figure 2.1.

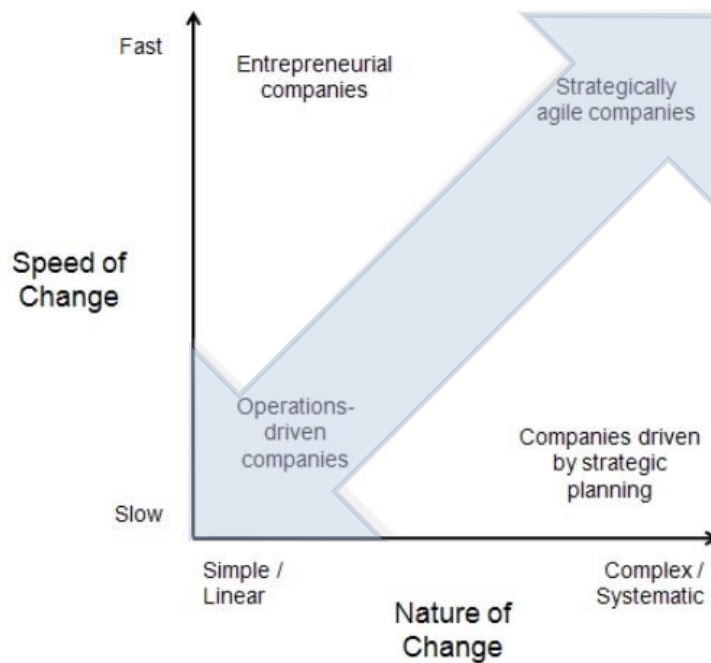


Figure 2. 1 Where is strategic agility needed most? (Doz & Kosonen, 2008)

Figure 2.1 demonstrates that rapid change and the nature of this change play a major role in driving an organization to adopt strategic agility. When the change is simple, linear and slow, the organization's attention is focused on the operational performance, processes and activities in the organization's internal environment. In the case of the complexity of the change and its slow pace, the organization focuses on traditional strategic planning, meaning that the organization has moved from short-term planning in operational performance to strategic planning through predicting the future. When the pace of change increases with simplicity, the organization moves to entrepreneurial mode, and when the change is complex and at a high speed, the organization moves to strategic agility to face this rapid and complex change by moving adaptably to maintain its continuity, survival, and sustainability.

2.2.2 Strategic Agility Dimensions

In order to implement strategic agility in organizations, researchers identified many dimensions of strategic agility. Table 2.1 summarizes these dimensions:

Table 2.1 The researchers on the dimensions of strategic agility

The Diminutions	References
Strategic Sensitivity	(Doz & Kosonen, 2008)
Collective Commitment	(Akanabi & Ofoegbu, 2012)
Resource Fluidity	(Kubaisi & Nouri, 2013)
Strategic Sensitivity	(Ojha, 2008)
Shared responsibility	(Santala, 2009)
Clarity of vision	(Oyedijo, 2012)
Choose strategic goals	(Abu Radi, 2013)
Core competencies	(Hanieh, 2016)
Response speed	
Flexibility	(Tallon, 2007)
Speed	(Almaadidi , Capabilities of
Focus	information technology and its impact on the strategic agility A case study in the General Company for the manufacture of medicines and medical supplies in Nineveh, 2011)
Operational Agility	(Sharifi & Zhang, 1999)
Customers Agility	(Safari, 2013)
Partners Agility	

Based on the previous table, it was found that the most frequent dimensions agreed upon by researchers are: strategic sensitivity, clarity of vision, core competencies, choosing strategic goals, shared responsibility and speed of response as shown in Figure 2.2.

These dimensions are also more suitable for the target study population in this study, which is a private, public and non-profit organizations.

Through these dimensions, the extent of an organization's use of strategic agility is measured, and this study will, therefore, be based on these dimensions.

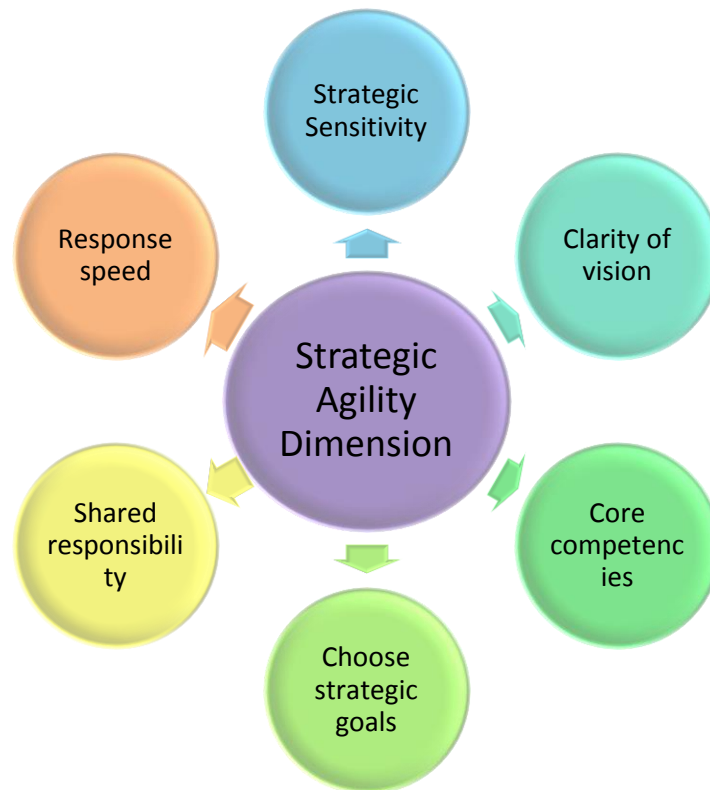


Figure 2.2 Strategic Agility Dimensions

- Strategic Sensitivity.** It is the openness, foresight, and sensing of a great deal of information by maintaining relationships with a variety of individuals and organizations (Doz & Kosonen, 2008), as Sull (2009) expresses, it identifies and seizes opportunities to enhance business operations, thus adapting to the environment, develops policies and rules, and makes appropriate decisions based on information obtained. Strategic sensitivity consists of three key pillars: open strategic processes, high-quality internal dialogue, and increased

strategic alertness. These structured pillars enable access to strategic sensitivity, thereby building strategic agility and reaching the organization's goals (Santala, 2009).

Figure 2.3 illustrates the interdependence of the pillars that maintain strategic sensitivity in an organization:

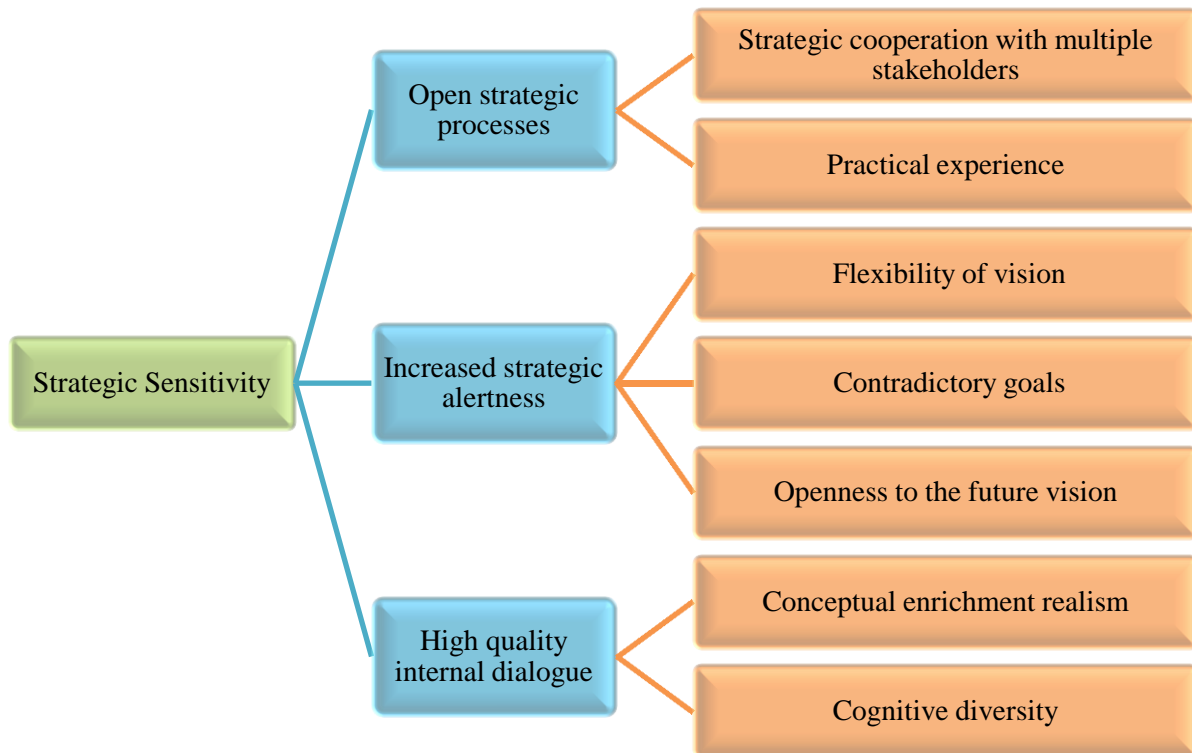


Figure 2.3 Basic pillars that maintain strategic sensitivity in the organization (Santala, 2009)

- **Shared responsibility.** Sharing responsibility and information is one of the dimensions of strategic agility, which is essential for achieving strategic agility by making decisions in combination with all management teams (Doz & Kosonen, 2008).
- **Clarity of vision.** It is what you want to become in the future, and it is combined insight and mental perception (Hussey, 1997). An organization's vision is the ambition and future direction that the organization is working to build, based on the capabilities and knowledge

of the internal circumstances, while also attempting to interpret external circumstances. Thus, the clarity of an organization's vision contributes to achieving the necessary speed and is required for the strategic agility process (Long, 2000).

- **Choice of strategic goals.** The goals are the results that organizations seek to achieve in the sense that they represent a future situation that the organization aspires to reach (Schemerhon, 2005). Alternatively, strategic objectives are the strategic directions that carry the ambition and long-term challenge in order to achieve excellence or leadership in a particular field (Thompson & Strickland, 2006). The identification of strategic objectives helps an organization modify, enhance and develop its core capabilities to match the available opportunities (Lee, 2002). This amendment, enhancement, and development are important aspects of strategic agility.
- **Core competencies.** They are the resources and skills of an organization to serve as a source of competitive advantage over its competitors (Hitt, Ireland, & Robert, 2003). Therefore, an organization should be aware of its strengths and weaknesses from within to be able to diagnose its strategic capacity. Core competencies include the exceptional competencies of an organization's key leaders to clearly express a crucial vision, spread the vision throughout the organization, and empower employees to achieve that vision; and, the exclusive capacity to approve a positive firm-environment relationship (White, 2004). Therefore, the organization must have special core competencies that generate superior competitive advantage by directly and clearly adding value to the core activities of an organization (Dess, Lumphin, & Eisner, 2007).

- **Speed of response.** It is the speed of which an organization responds and reacts to a change in the surrounding environment (Shammaa, 1991). It is also the use of immediate action, such as new decisions or an opportunity to introduce a new product or service (Abu Radi, 2013).

2.3 Organizational Performance Excellence

In an era of great competition and rapid development, the normal performance of an organization is insufficient to meet the continuous changes and growing expectations of customers/clients; however, the organization needs to reach organizational performance excellence to comply with these rapid changes, as well as to meet the ambition of customers so that it can be distinctive in its operations and services it provides, as well as a sustainable organization.

2.3.1 Organizational Performance

The concept of organizational performance remains ambiguous, since people differ in their understanding and analysis of the different situations, according to their visions on the one hand, and the extent of their knowledge in the matter on the other hand, because organizational performance is multifaceted and divided in many areas.

Organizational performance is an integrated system of the work of an organization, in light of its interaction with the internal and external environment, and this concept contains three dimensions (Birwazi & Bashiwah, 2013): performance of individuals in the framework within specialized organizational units; performance of organizational units within the framework of the general policies of the organization; and the performance of the organization within the framework of the economic, social and cultural environment. Although the concept of organizational performance includes the three dimensions, it differs from each of them if taken

solely. Douri (2005) defined organizational performance as the integrated system of the work of the organization in light of its interaction with the elements of its external and internal environment. Hassouni & Mitaab (2011) defined organizational performance as a continuous holistic activity that reflects the organization's success and continuity, and its ability to adapt to the environment on the basis of specific standards and in the light of long-term goals.

2.3.2 Organizational Performance Excellence

Excellence in organizational performance is one of the most important managerial concepts, and because the work environment requires the need to think in ways that evolve products and services in a creative manner, many organizations resort to this so that they can keep ahead of their competition.

Many researchers have recognized excellence in organizational performance, yet have not agreed on a unified concept for it because each researcher understands the concept from a different angle. Here we find that Hamed (2009) distinguished organizational performance as a state of administrative innovation and organizational excellence that achieves high levels of performance, results in achievements beyond competitors, and achieves the satisfaction of customers and stakeholders of the organization. Meanwhile, Falisi (2012) defined it as the ability of the organization or individuals to perform business with a high degree of discipline, workmanship, and quality without error or deviation, to achieve new results. Birwazi & Bashiwah (2013) have defined organizational performance excellence as an ability to achieve maximum benefit from the most valuable system's resources, which are the individuals, in order to deliver sustainable results. From the above mentioned definitions, we have seen that researchers focus on activities and operations as a primary source of excellence to achieve value-added benefits for the customer.

2.3.3 Dimensions of Excellence in Organizational Performance

The views of researchers differ in determining the dimensions of excellence in organizational performance, as these dimensions vary from one organization to another depending on the size and nature of its work and the surrounding environment, as well as a difference in the objectives of the studies addressed by researchers and the targeted study community. However, a variety of dimensions have been repeated and used by a number of researchers, as well as the European model and the American model of excellence. The following are the dimensions of excellence in organizational performance: leadership, quality of operations, product quality, human resources, customer satisfaction, and employee satisfaction as shown in figure 2.4 (Hanieh, 2016). Therefore, it was adopted these dimensions in this study since it is the most consistent with the nature of the targeted population (public, private, and nongovernmental organizations (NGOs)), as well as more integrated with the nature of the first variable: strategic agility.



Figure 2.4 Dimensions of Excellence in Organizational Performance (Hanieh, 2016)

- **Leadership.** It is the highest management of the organization and has a direct impact on performance excellence through capacity development of employees, and encouraging employees to excel and be creative. It also impacts the development of strategies that help to reach excellence as the outstanding leadership produces a distinguished organizational performance (Kharsheh, 2006).
- **Quality of operations.** The orientation of customers to demand goods and services from competing organizations shows that the organization's goods and services do not satisfy the expectations and needs of customers, and thus indicates a defect or problem in the quality of the operations of the organization (Nosour, 2010). The operations of the organization should

be a key supporter of the policy and strategy of the organization and create an added value for stakeholders and customers through: management and improvement of relationships with customers and suppliers; development of operations in a manner that is consistent with the changing environment; and systematically and creatively designed processes.

- **Product quality.** This incorporates features that have the capacity to meet consumer needs and desires to provide customer satisfaction by improving products - goods or services - and ensuring products/services are free from any deficiencies or defects (Akrani, 2013). Product quality is a key factor in an organization's uniqueness and sustainability when competing with other organizations (Hasan, 2013).
- **Human resources competencies.** Human resources plays an important role in achieving the outstanding performance of organizations. The skills and experiences of employees are considered the main source for achieving the excellence of organizational performance (Zaied, 2003). In general, excellence focuses on the excellence of human resources and is one of the key success factors for achieving competitive advantage (Fatlawi, 2012).
- **Customer satisfaction.** A reflection of how a customer feels about interacting with the services and products of an organization, where organizations quantify the positive or negative feelings about the products and services through several tools that measure consumer satisfaction (Bernazzani, 2018). Organizations understand that the existence of the organization is linked to the production of goods and services, and the production of goods and services is linked to consumer consumption. It is the key to excellence and continuity of organizations; therefore, contemporary organizations focus attention on meeting the needs and desires of consumers to ensure their satisfaction (Anzi, 2010).

- **Employee Satisfaction.** A set of beautiful feelings (acceptance, happiness, enjoyment) that an employee feels about himself, his occupation, and the organization in which he is employed at (Learn with Us, 2008). Modern supervisors believe that job satisfaction leads to employee retention, increased productivity and improved behaviour (Kaplan & Norton, 1996). Thus, job satisfaction can be a reflection of outstanding organizational performance (Spector, 1997).

Chapter Three: Literature Review

3.1 Overview

This chapter reviews previous studies in the fields of strategic agility and organizational performance excellence. It was could not identify more than a few studies related to strategic agility, since the concept is a relatively new subject. It was also attempted to locate studies in both English and Arabic. It did not find any study that addresses the issue of strategic agility and their relation to organizational performance excellence in public, private, and NGOs.

3.2 Impact of Agility on Performance

A study conducted by Qurashi (2017) on the effect of strategic agility on sustainable organizational performance on the Directorate of Electricity Distribution in Iraq, showed that the Directorate of Electricity Distribution was able to monitor and exploit the events of the change in the environment, but the ability of the Directorate was not comprehensive because of the lack of clarity in the Directorate's vision and mission.

A study performed by Hanieh (2016) on identifying the extent of strategic agility and its relation to the excellence of the organizational performance in the food industry in the Gaza Strip illustrated that the food industry was practicing strategic agility and had good organizational performance, and that there was a positive relationship between strategic agility and excellence in organizational performance.

Another study conducted by Radwan (2014) on the effect of the determinants of strategic agility on organizational excellence in the telecommunications sector in Egypt revealed that the most important determinant of strategic agility in organizational excellence was visibility.

A study piloted by Akanabi & Ofoegbu (2012) on the impact of strategic agility on the performance of industrial enterprises in Nigeria indicated that strategic agility significantly affected the performance of industrial companies.

It can be concluded from the above research papers that strategic agility significantly affects performance in terms of excellence and sustainability in a direct and positive manner. Nevertheless, none of the above mentioned researches discussed strategic agility in public, private, and NGOs. Further, none of the research papers discussed the potential of creating a model linking agility with performance in public, private, and NGOs.

3.3 Impact of Agility on Competitiveness

A study conducted by Abu Radi (2013) on strategic agility and its impact on the operations competitive capabilities in private Jordanian hospitals revealed that there was a significant impact of some of the strategic agility dimensions on operations competitive capability in the hospitals; however, it also showed that the clarity of vision and understanding of core capabilities did not have a significant impact on operations competitive capabilities in the hospitals.

A study performed by Oyedijo (2012) on strategic agility and competitive performance in the Nigerian telecommunications industry illustrated that there was a statistically significant relationship between strategic agility and competitive performance, and that strategic agility affected the competitive performance of Nigerian telecommunications companies as well.

A study piloted by Ojha (2008) on the impact of strategic agility on competitive capabilities and financial performance depicted that strategic agility did not have any direct effect on financial performance. He found that the impact of strategic agility was facilitated through developments

in operations competitive capabilities or the speed at which organizations respond to changes in the external environment. He further noted that strategic agility was useful only when change in the external environment were moderate, not in cases of low or extremely high volatility.

It can be concluded from the above researches that strategic agility significantly affects competitiveness however, the impact of the strategic agility dimension varies in influencing competitiveness, as is the case in a study by Abu Radi (2013) that some dimensions of strategic agility do not have any impact on the competitive process, which is in contradiction to the study of Oyedijo (2012) and Ojha (2008). Nevertheless, none of the research papers discussed strategic agility in public or NGOs; additionally, the previous studies were not directed at different management levels, rather only to senior management.

3.4 Impact of Strategic Agility on Various Organizations' Variables

A study conducted by Aabidi & Musawi (2014) regarding the diagnosis of strategic intelligence indicators to ensure strategic sovereignty through strategic agility showed that the strategic agility variable was clearly known to the company regarding adapting and responding to changes in customer services, which enabled the company to use strategic agility in dealing with its customers.

Another study by Sani (2013) on the impact of strategic agility determinants in organizational effectiveness illustrated that strategic agility impacted organizational effectiveness positively. A study performed by Kubaisi & Nouri (2013) on the effect of decision cycles (Observe, Orient, Decide, and Act) (OODA) on strategic agility in a number of hospitals in Iraq, concluded that OODA had a positive effect on strategic agility. A study performed by Almaadidi (2011) on IT capabilities and their impact on strategic agility in Iraq showed that IT capabilities were

positively related to the state of organizations' ownership of, and impact on, strategic agility components.

A study by Park (2011) on demonstrating the role of IT in enabling organizations to successfully perceive and manage opportunities and threats and achieve competitive advantage in a turbulent environment through the use of strategic agility in South Korea showed that information technology, strategic agility, and environmental disturbances coincide simultaneously, and meet systematically to lead to competitive performance.

It may be concluded from the research papers mentioned above that strategic agility is affected by a set of variables, as illustrated in the study of both Kubaisi & Nouri (2013) and Almaadidi (2011), and also affects other variables. Moreover, they affect the relationship of variables with each other as seen in the study of Aabidi & Musawi (2014), Sani (2013) and Park (2011). However, none of the papers discussed the strategic agility and its relationship to the various variables in the public, private, and NGOs.

From the review of literature, we came to conclude that there are no studies conducted that depict strategic agility and its relationship to the excellence of organizational performance. We could cite only one study in these two variables but in a different context. Additionally, none of the research papers cited discussed the potential of creating a model which links strategic agility with organizational performance excellence. Moreover, none of the previous studies focused on strategic agility in non-governmental, private, and public sector organizations. Most of the previous studies aimed at supervisors and senior management levels. However, this study aims at all administrators and management at the three administrative levels.

We believe that the review of literature above strongly supports our efforts towards completing the study and we believe that the study will significantly contribute to the body of knowledge on the subject matter, and will effectively influence how organizations, particularly organizations in Palestine, perceive agility to achieve excellence.

Chapter Four: Research Methodology

4.1 Overview

This chapter deals with the research methodology used in terms of research design, population and sample study, methods of data collection, validity and reliability of data collection methods, and data analysis.

4.2 Research Approach

The purpose of this study is to examine the degree to which strategic agility is used and its relation to the excellence of organizational performance in public, private, and NGOs. This is an exploratory study which tests the research questions concluded in the theoretical section to explore the impact of strategic agility on the competitive advantages of Palestinian organizations. To fulfil this purpose, a quantitative research design has been chosen. A questionnaire was used as a key tool to gather data from the study sample. The results were then analysed using SPSS.

4.3 Population and Sample Study

Based on the research problem and objectives, the target population of this study consisted of public, private, and NGOs in Palestine. Accordingly, a non-random convenient sample was used because the study population was dissimilar. 154 questionnaires were distributed to the organizations as follows. 54 questionnaires were distributed to public organizations, 56 questionnaires were distributed to private organizations, and 44 questionnaires were distributed to NGOs.

4.4 Structure of Survey

Section One: Demographic variables consisting of (10) questions: name of organization, sector, job titles, location, number of branches, number of staff, age of organization in years, type of organization, area of work of the organization, and target group.

Section Two: This section consists of two parts: strategic agility and organizational performance excellence.

Part 1: It revolved around strategic agility and consisted of (46) questions, distributed over (6) dimensions. Clarity of vision and their feasibility consisted of (9) questions. The second dimension revolved around strategic sensitivity and consisted of (9) questions. The third dimension revolved around the strategic objectives consisted of (9) questions. The fourth dimension involved the core competencies and consisted of (8) questions. The fifth dimension involved shared responsibility and consisted of (5) questions. The sixth dimension involved speed of response and consisted of (6) questions.

Part 2: It revolved around organizational performance excellence and consisted of (37) questions distributed over six dimensions. The first dimension involved leadership and consisted of (10) questions. The second dimension, human resources, consisted of (6) questions. The third dimension, the quality of operations, consisted of (6) questions. The fourth dimension, product quality, consisted of (5) questions. The fifth dimension, employee satisfaction, consisted of (6) questions. The sixth dimension, customer satisfaction, consisted of (4) questions. The seventh dimension, the Likert scale, implemented in the questionnaire as shown in Table 4.1:

Table 4.1 The Seven-Scale Likert

Strongly Agree	Agree	Slightly agree	Neutral	Slightly disagree	Disagree	Strongly Disagree
7	6	5	4	3	2	1

4.5 Validity and Reliability

The validity of the questionnaire is used to assess whether the tool used permits different measurements of the phenomenon under study (Churchill, 1997). It was verified the reliability of

the questionnaire in two ways: The questionnaire was presented in its preliminary form to a group of arbitrators who had extensive knowledge in business administration and strategic planning employed at Palestinian universities. It was responded to the opinions and suggestions of the arbitrators and made the necessary amendments of the questions in the light of their proposals, to produce the questionnaire in its final form (see Appendix 1). Validation of tools was performed by testing it on a sample to determine whether the questions were suitable for this research, and whether they helped to reach the needed results.

4.6 Data Analysis

Data was collected by the prepared questionnaire. After the data was collected, it was analysed the data and organized it in a data file. The data was then transcribed on to the statistical software.

The data was statistically analysed using (SPSS 23). This systematic review aimed to identify and categorize outcome measures validated into the research subject to assure a significant relationship between the variables.

Chapter Five: Data Analysis Results and Interpretation

5.1 Overview

In this research, the objective is to analyze the extent of which Palestinian organizations, whether private, public or NGOs, adopt strategic agility. This study also analyzes the impact of strategic agility on organizational performance. This chapter presents the results of data analysis of the collected data obtained from 154 participants. The (SPSS) version 23.0 was used for analyzing the data, which included data screening, reliability tests, descriptive data analysis, and exploratory factor analysis, among others.

This chapter begins by discussing the validity and reliability of the data collection tool, the hypotheses/questions used in the study, as well as data itself. The chapter then proceeds with a detailed description of the sample population through a description of their profiles. Consecutively, the chapter presents the descriptive analysis results of the hypotheses included in the study. The core part of this study which deals with the impact of strategic agility on organizational performance is presented in section 5.5 by running correlation tests and regression analysis.

5.2 Data Screening and Reliability Analysis

This section presents the results of the reliability, validity and suitability of the dataset for further analysis. It includes the detection of missing data, outliers, as well as tests on the normality and homogeneity of the data. The subsequent sections present the findings of the above-mentioned tests.

5.2.1 Missing Data

All questionnaires collected in the course of the study were screened for missing data prior to data entry. Though this step is rather trivial, it is considered serious step to an untroubled data

analysis. (Hair et al., 2006) consider missing data a serious problem in the course of data analysis, as they argue that missing data might significantly affect the results of a study. Some data analysis techniques, such as the Chi-Square and the Goodness-of-Fit measurement, indeed cannot be computed if there are missing data in the dataset. Moreover, it is important to determine whether missing data is structurally missing, missing completely at random (MCAR), missing at random, or non-ignorable. To this end, if the missing values are randomly distributed within the dataset, they can be considered random and can be ignored. However, if the missing values are non-randomly distributed, then we need to question this phenomenon in which the generalizability of the results will be questioned (Pallant, 2010).

Schumacker & Lomax (2004) recommend the maximum percentage of missing data in any study to be 5%, which is tolerable in the subsequent stages of data analysis. Upon examining our dataset using SPSS, it has been observed that there are 12 missing data entries for the entire dataset, or 0.093%, which is considerably less than the recommended 5%. Additionally, it has been observed that the missing data were randomly distributed with no identifiable pattern in their occurrence. This percentage of missing data is very low and can be considered acceptable. It was applied the 'mean substitution' method to replace missing data for the categorical variables, while missing data for nominal variables were later excluded during the multi-group analysis (MGA), as suggested by many scholars, e.g., (Pallant, 2010). The overall conclusion in relation to missing data is that the dataset is sufficient for further analysis.

5.2.2 Outliers

An outlier is described as any observation with a unique characteristic that markedly distinguishes it from the other observation (Hair et al., 2006). Hence, discovering and handling outliers is rather important for any professional data analyst. Outliers definitely affect the

normality of the data, which will impact the results of many tests performed on the dataset. Tabachnik & Fidell (2007) recommend that extreme outliers should be detected and removed from the dataset. There are two types of outliers: univariate outliers which deal with single variables. Many references do not consider the Likert scale data as having outliers unless the responses are mistakenly entered into the dataset. The dataset was tested using SPSS where there is no value outside the acceptable range because it's an ordinal value. The second kind of outliers is the multivariate outlier, which refers to records that do not fit the standard sets of correlations exhibited by the other records in the dataset with regards to our causal model. Upon examining the dataset for multivariate outliers, none were found.

5.2.3 Normality Test

According to (Hair et al., 2010), testing the presence of normality is essential in multivariate analysis. In other words, if the data is not normally distributed then it may affect the validity and reliability of the results. The Kolmogorov-Smirnov test for normality confirms that all variables have a non-normal distribution since all p-values are less than 0.05 (see Table 5.1). For further confirmation and validity, the researcher has also tested the Skewness and Kurtosis which proved that the data are not normally distributed. results are shown in Table 5.1 and Table 5.2.

Table 5.1 Results of normality test for the scale variables

Scale variable	Skewness	Kurtosis	Kolmogorov-Smirnov Normality test (P-value)	Normality
Organization Age	-2.62	5.58	0.00	Not normal
Number of employees	-0.85	-1.03	0.00	Not normal
number of branches	12	145	0.00	Not normal

Table 5.2 Results of normality test for the lateral variables (Constructs)

Construct	Skewness	Kurtosis	Kolmogorov-Smirnov Normality test	Normality
			(P-value)	
Organization Vision	-0.80	0.37	0.00	Not Normal
Sensitivity	-1.20	1.50	0.00	Not Normal
Strategic Goals	-1.53	3.74	0.00	Not Normal
Resources	-1.00	0.42	0.00	Not Normal
Responsibility Sharing	-1.00	0.67	0.00	Not Normal
Responsiveness	-1.10	1.30	0.00	Not Normal
Leadership	-1.30	1.40	0.00	Not Normal
Human Resources	-1.30	2.30	0.00	Not Normal
Operation Quality	-1.00	1.50	0.00	Not Normal
Product Quality	-1.20	1.60	0.00	Not Normal
Employee Satisfaction	-0.95	0.43	0.00	Not Normal
Customer Satisfaction	-1.40	2.10	0.00	Not Normal

5.2.4 Reliability Test

Reliability refers to the fact that a scale should systematically reflect the construct it is measuring. Reliability analysis calculates a number of commonly used measures of scale reliability, and also provides information about the relationships among individual items in the scale.

The reliability of the constructs included in the study was tested by Cronbach's Alpha. Cronbach's Alpha is defined as a measure of the internal consistency of any construct. It measures the closeness of a set of indicators (as measured by questions used in the construct) as belonging to a certain construct, which means that they measure the same thing.

SPSS was employed to explore the reliability of the hypotheses contained in the study. The test results are presented in Table 5.3.

Table 5.3 Validity test of the study lateral variables (Constructs)

Construct	Items	Cronbach Alpha	Result
Organization Vision	9	0.91	Reliable
Sensitivity	9	0.91	Reliable
Strategic Goals	9	0.92	Reliable
Resources	8	0.88	Reliable
Responsibility Sharing	5	0.88	Reliable
Responsiveness	6	0.87	Reliable
Leadership	10	0.95	Reliable
Human Resources	6	0.88	Reliable
Operation Quality	6	0.84	Reliable
Product Quality	5	0.92	Reliable
Employee Satisfaction	6	0.92	Reliable
Customer Satisfaction	4	0.91	Reliable
Questionnaire	83	0.98	Reliable

By looking at Table 5.3, it is clear that the value of Cronbach's Alpha for the entire questionnaire is 0.98 which reflects that the reliability is very high for the questionnaire (a reliability coefficient of 0.84 or higher is considered "above acceptable"). Additionally, the Coefficient Alpha for all constructs is within the acceptable range, suggesting that the dataset is internal consistent. The results of this test indicate the reliability of the questionnaire, and allow us to proceed with the remainder of the tests.

5.3 Profile of Respondents

In this section, the demographic variables of this study were analyzed through descriptive analysis of the dataset collected from the study sample. The study included public, private, and

NGOs, location of the organizations, size of the organization as expressed by the number of employees, number of branches, age of the organization, and the type of organization (local or international) as shown in table 5.4. These variables were selected to measure the extent to which organizations adopt strategic agility organizational performance.

Table 5.4 Results of the demographic data analysis

Demographic Characteristics		Percentage
Organization sector	Government	35.7%
	NGO	27.9%
	Private	36.4%
Organization location	Jerusalem	9.7%
	Ramallah	71.4%
	Hebron	5.8%
	Others	13.1%
Organization Size	Between 1 and 20	21.4%
	Between 21 and 30	10.4%
	Between 31 and 40	5.8%
	>41	62.3%
Number of Branches	1	30.5%
	Between 2 and 5	35.7%
	Between 6 and 10	8.4%
	>11	25.3%
Organization Age	0 – 5 years	7.1%
	Between 6 and 10	1.3%
	Between 11 and 15	7.1%
	>16	81.8%
Organization Type	Local	82.5%
	International	16.2%

Table 5.4 summarizes the demographic data of the surveyed organizations. The table clearly exhibits a fair distribution of organizations as being public, private or NGO. However, in regards to their location, the majority of the participating organizations are located in Ramallah, where most public, NGO and to some extent private organizations operate.

The age of the surveyed organizations were mainly older organizations, with about 82% of organizations being above 16 years old, while 18% were below 16 years. This indicates that the majority of the organizations are mature enough to have established strategic plans, and are capable of being assessed regarding whether they experienced agility, and how it has impacted their performance excellence. The same applies to size, where about 62% have more than 40 employees, and 38% have less than 40 employees. The organizational size allows management to answer the survey questions and to have a clear view about their understanding of the investigated issue. The type of organization may have some influence on findings of the study; therefore, we decided to include this as a demographic variable. As indicated by the table above, there is no balance between local and international organizations, and this reflects the reality on the ground in the Palestinian society.

5.4 Descriptive Analysis of Study Variables

This section aims to present and discuss the results of the descriptive analysis test conducted on the variables, mainly strategic agility and organizational performance. The results include the means, standard deviation, standard errors, and the minimum and maximum values of each question.

5.4.1 Strategic Agility

In this subsection, the intention is to report on the results of the descriptive analysis concerning strategic agility. The dimensions of strategic agility were adopted to have a clear understanding of this aspect of study. Six different dimensions were investigated; each assessed and quantified aspects of strategic agility, which included:

- Clarity of Vision,
- Strategic Sensitivity,
- Choice of Strategic Goals,
- Core Competencies,
- Shared Responsibility, and
- Response Speed.

For each of the above-mentioned dimension, a scale was developed consisting of questions where each measured some aspect of each question. Below, we report on the results of the descriptive analysis of each of them. Note that before we perform the analysis, we added them by adding up all indicators belonging to the same question and divided them by the number of indicators of each question. Table 5.5 illustrates the results of the descriptive analysis, which includes strategic agility.

Table 5.5 Results of descriptive analysis of strategic agility dimensions

Constructs averaged over all indicators	Mean	Standard Deviation	Standard Error
Clarity of vision	5.7475	.85259	.06870
Sensitivity of plan	5.6659	.92138	.07425
Effectiveness of strategic goals	5.6674	.91893	.07405
Availability of resource	5.5568	.95080	.07662
Responsibility sharing	5.1286	1.18524	.09551
Responsive speed	5.3452	.96019	.07737

As is indicated by Table 5.5, the average responses of the sample in regards to the dimensions of strategic agility are above 5.0/7.0, which corresponds to 'agree to a certain extent', with a standard deviation around 1. This generally indicates that the overall attitude towards these constructs ranges between 4 (neutral) to 6 (agree). The results indicate a positive attitude in regards to these strategic agility dimensions. There is a small variation in the responses of organizations in regards to the different dimensions, with the highest corresponding to clarity of vision, sensitivity of planning, and effectiveness of strategic goals, and the lowest corresponding to responsibility sharing. The last column reported in Table 5.5 is the standard error measured for the sample, which measures the response speed of the sample to the whole population. A value around 0.1 is estimated, which means that 68.2% of the responses of the total population range between the average values ± 0.1 (standard error). This value can also be used to define the confidence interval of the study, where the 95% confidence interval for each construct is estimated by the range $\text{mean} \pm 2 (\text{standard error})$. For example, the clarity of vision confidence interval ranges between $5.75 - 2(0.07) (= 5.61)$ and $5.75 + 2(0.07) (= 5.89)$. This means that we are 95% confident that the true average of clarity of vision of the population ranges between 5.61 and 5.89, which is a rather small range. This means that the sample has a high level of representativeness of the population. Figure 5.1 below describes how the different types of organizations expressed their impressions in relation to the different agility dimensions. Samples from public, NGOs, and private organizations were included in Figure 5.1.

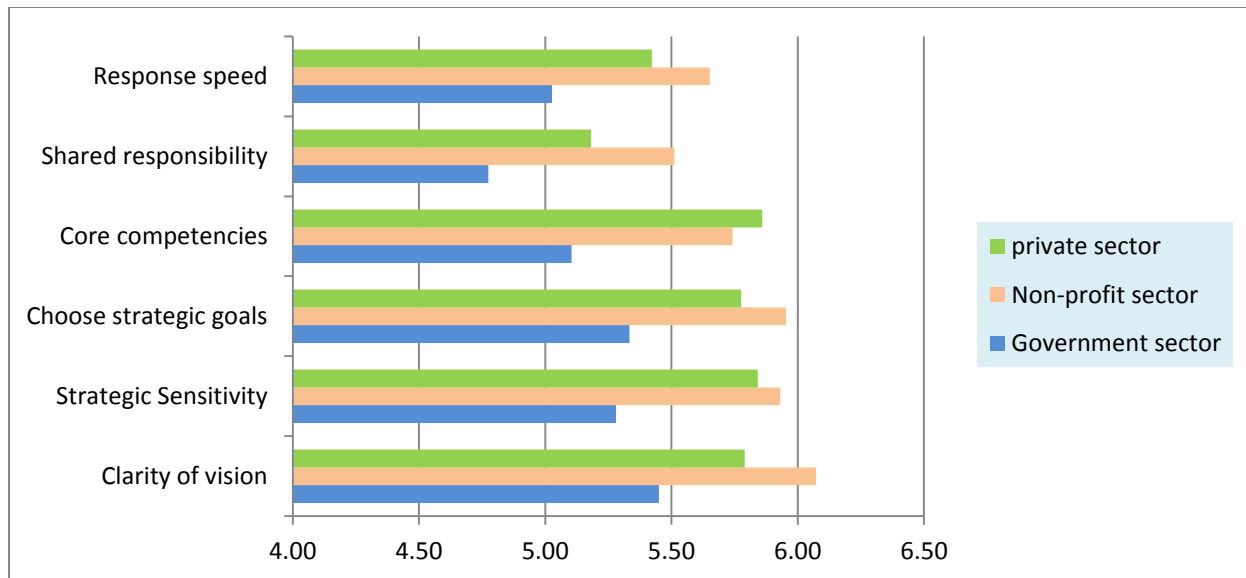


Figure 5.1 Responses of government, private and NGOs in sectors related to agility dimensions

Furthermore, Figure 5.1 depicts the responses of different types of organizations to the dimensions that represent strategic agility. Responses of the different types of organizations were almost similar. There is a slight increase in responses of NGOs and private organizations in contrast to public sector organizations. In general, public organizations' responses to most constructs are around 'agree to a certain extent' (5.0/7.0). Meanwhile, NGOs and private organizations are around 'agree' (6.0/7.0), with about one level of difference between public organizations from one side, and NGO and private sector organizations from the other. These results indicate that NGOs and private sector organizations have a clear response to the variables surrounding them, more than public sector organizations so that these organizations remain competitive. This makes them strategically agile in dealing with environmental change, resulting in the fact that the environments in which these organizations operate in (Palestine) compel them to be agile in order to remain in the market and progress. Therefore, these organizations utilize strategic agility, whether or not they are aware they are following the strategic agility approach.

The results indicate that international organizations operating in Palestine strategic agility more aggressively than local organizations do. This trend is especially clear in regards to taking resources into consideration and taking strategic goals that are realistic and effective in representing the organization's needs, as depicted by Figure 5.2.

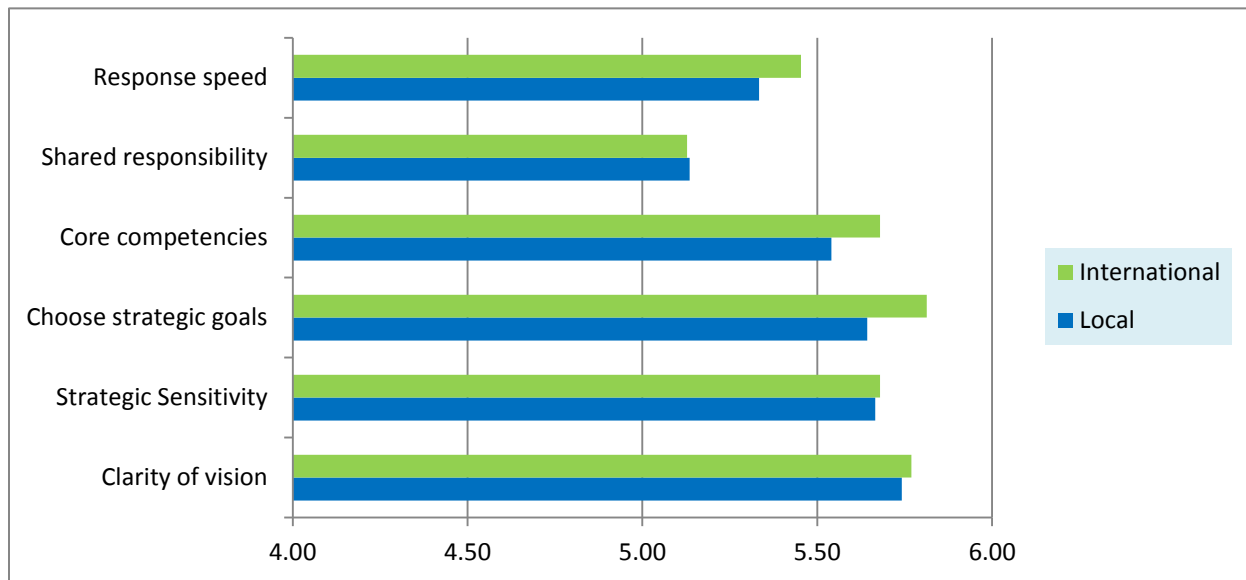


Figure 5.2 Responses of international vs. local organization in relation to the dimensions of strategic agility

It is quite clear from Figure 5.3 that the organization's size, represented by the number of employees, has a role to play in their extent of strategic agility adoption. It seems that large organizations, over 41 employees, do have less interest in strategic agility, while small and medium-sized organizations do have more interest in considering strategic agility, especially in regards to effectiveness of strategic goals, sensitivity and clarity of vision.

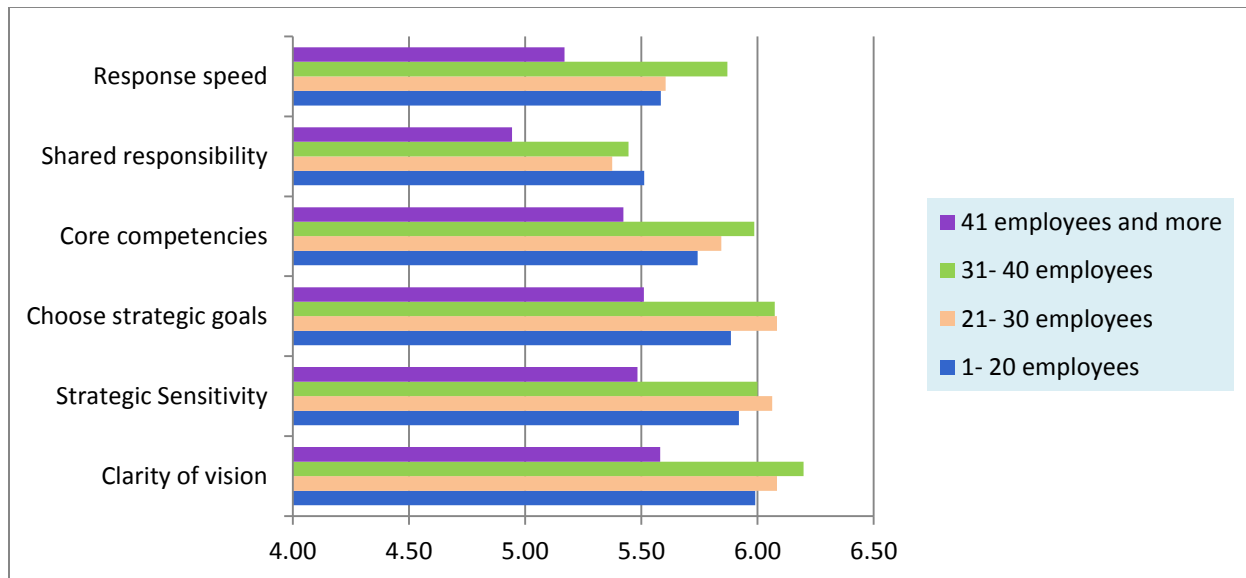


Figure 5.3 Responses of organizations of different size in relation to dimensions of strategic agility

It is recognizable from Figure 5.4 that older organizations are less sensitive to agility issues and younger organizations do care more about agility issues. However, the most sensitive organizations are those with ages ranging between 6 to 10 years. This category of organizations does have a high level of sensitivity on the different dimensions of strategic agility, with responses that are higher than agree (6.0/7.0).

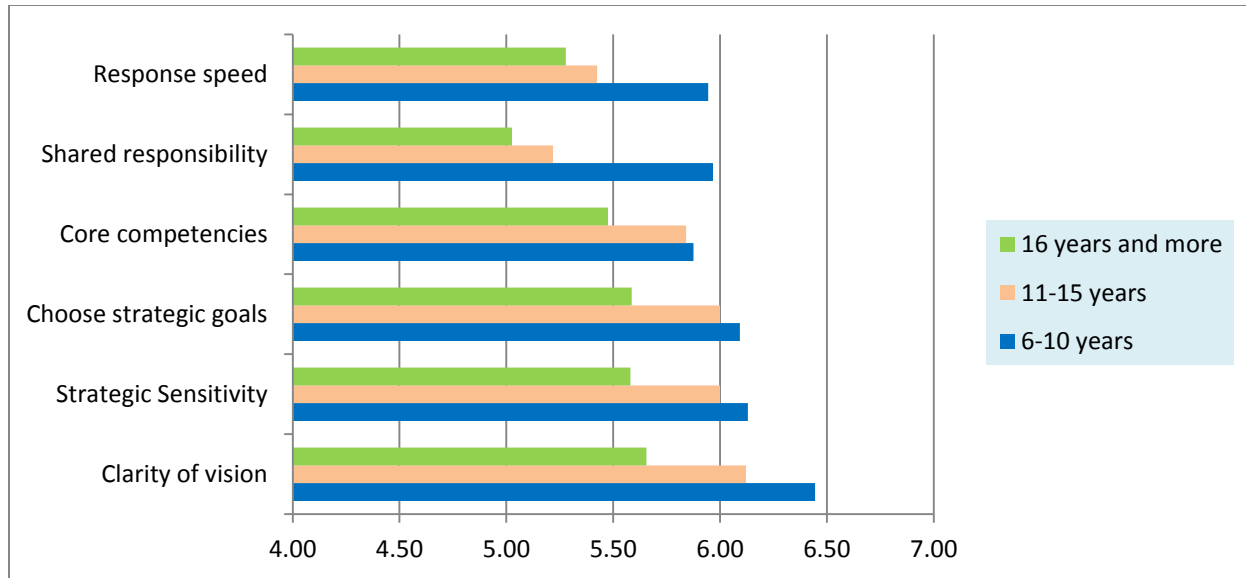


Figure 5.4 Responses of organizations of different ages in relation to dimensions of strategic agility

5.4.2 Excellence in Organizational Performance

In this subsection, the aim is to report on the results of the descriptive analysis of the organizational performance excellence for the study community through some of the most common performance indicators. The organizations' performance indicators used in the study include;

- Leadership
- Human resources development
- Quality of operations
- Quality of products
- Employees' satisfaction
- Customers satisfaction

These indicators were be used to quantify the quality of the organization's performance excellence, and determine how these are linked with some of the organization's attributes, such as sector of organization (public, private, NGOs), type (local, international), age, and size.

Table 5.6 lists the results of the descriptive analysis of the above-mentioned dimensions, listed under the organization's performance.

Table 5.6 Results of descriptive analysis of organizational performance excellence

Construct	Mean	Std. Error	Std. Deviation
Leadership	5.39	.09	1.2
Human Resources	5.44	.09	1.1
Operation Quality	5.64	.07	.89
Product Quality	5.61	.08	1.0
Employee' Satisfaction	5.02	.11	1.4
Customers' Satisfaction	5.43	.10	1.2

As is shown in Table 5.6, sample responses regarding the different organizational performance indicators are relatively similar and range between 5.02 (agree to a certain extent) as recorded for employee satisfaction, and 5.61 (midway between agree to certain extent and agree), as recorded for product quality.

The standard deviation for all the constructs is around 1.0, which means a one-level difference. This means that the responses of the hypotheses, excluding employee satisfaction, range between 4.5 and 6.5. This indicates that 68.2% of the sample responses range between neutral and agree to a certain extent from the lower side, to half way between agree to strongly agree from the higher side.

For employee satisfaction, 68.2% of the sample ranges between 3.6 (half way between disagree to a certain extent and neutral) from the lower side, and 6.4 (half way between agree to strongly

agree). As was the case regarding the dimensions of strategic agility, the standard error is rather low with values around 0.1 indicating a narrow range for the 95% confidence interval for the constructs.

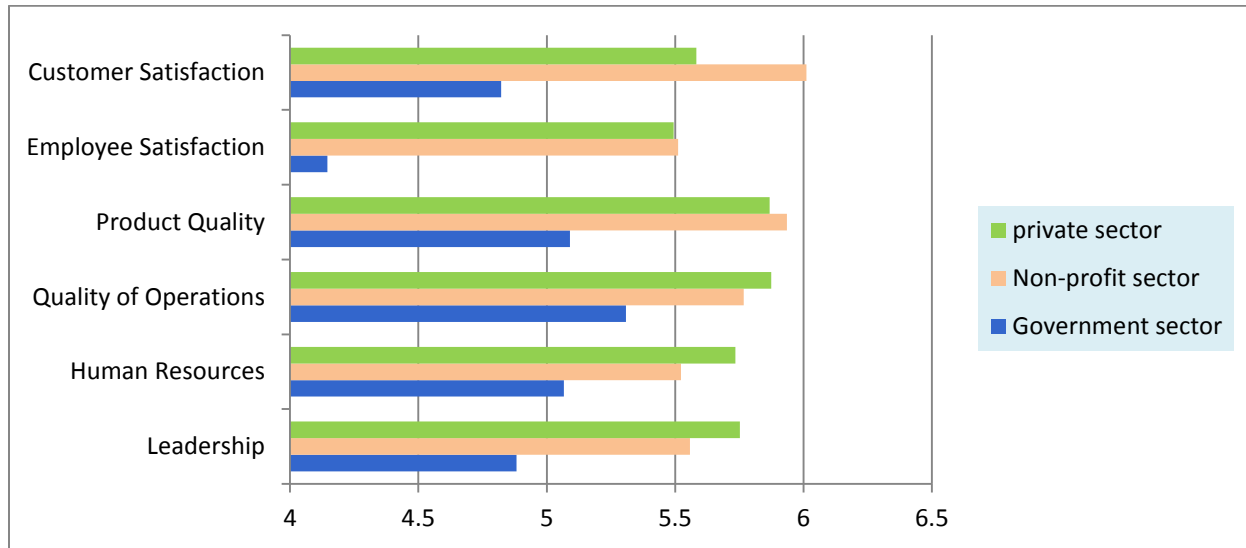


Figure 5.5 Responses of organizations of different types in relation to excellence organizational performance

Figure 5.5 shows the responses of the different types of organizations in regards to their performance indicators. As indicated by the figure, both private and NGOs recorded better responses than public organizations across all performance dimensions. NGOs recorded better responses than private sector organizations in customer satisfaction, employee satisfaction, and product quality, while private organizations recorded better responses in operation quality, human resource development, and leadership. The highest discrepancy between private and NGOs from one side and public organizations from the other is observed in employee satisfaction. Public sector organizations recorded a level of 1.5 which was lower for the other two sectors. It is worth noting that public organizations averaged around 4.0 -neutral- in employee satisfaction, while that of NGOs and private sector organizations ranged around 5.5 - halfway between agree to a certain extent and agree.

There is a noticeable difference in customer satisfaction regarding public organizations from one side and NGOs and private organizations from the other side. NGOs recorded the highest customer satisfaction with an average value of 6.0 (agree), followed by private organizations with an average value of 5.5 (halfway between agree to certain extent and agree), and then finally the public organizations with a recorded average value of 4.7 (slightly lower than agree to a certain extent). As for operation quality, human resource development, and leadership private sector organizations recorded the highest, followed by NGOs, and then public organizations.

Figure 5.6 above describes the responses of local vs. international organizations. In general, there is a slight difference in the responses of the two categories. However, international organizations outperformed local Palestinian organizations, particularly in product and operation quality and customer satisfaction

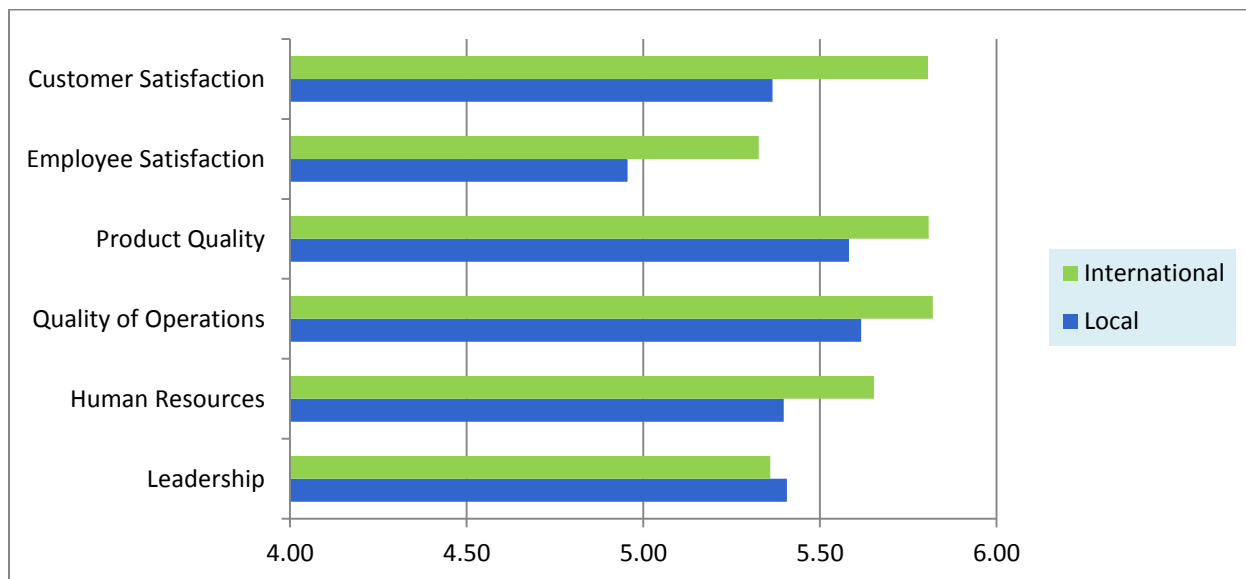


Figure 5.6 Responses of international vs. local organization in relation to the dimensions of excellence organizational performance

It is quite clear from Figure 5.7 that the organizations' sizes, represented by the number of employees, impacts organizational performance excellence. It seems that large organizations,

over 41 employees, have less organizational performance excellence than small and medium-sized organizations, particularly in product and operation quality and customer satisfaction.

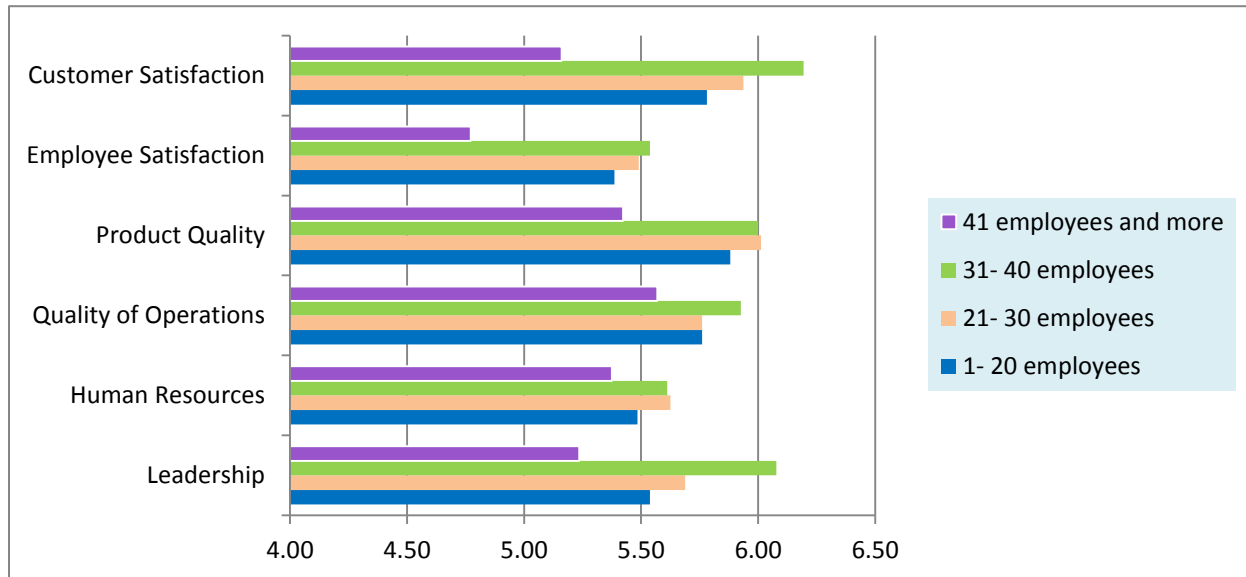


Figure 5.7 Responses of organizations of different size in relation the dimensions organizational performance excellence

Age also effects organizational performance excellence. The role that age plays lies between 5 (agree to a certain extent) and 6 (agree). Figure 5.8 illustrates organizational performance levels of old and young organizations. The figure indicates that most organizations with outstanding performance are those between the ages of 6 and 10 years. This category of organizations has a high level of excellence in institutional performance.

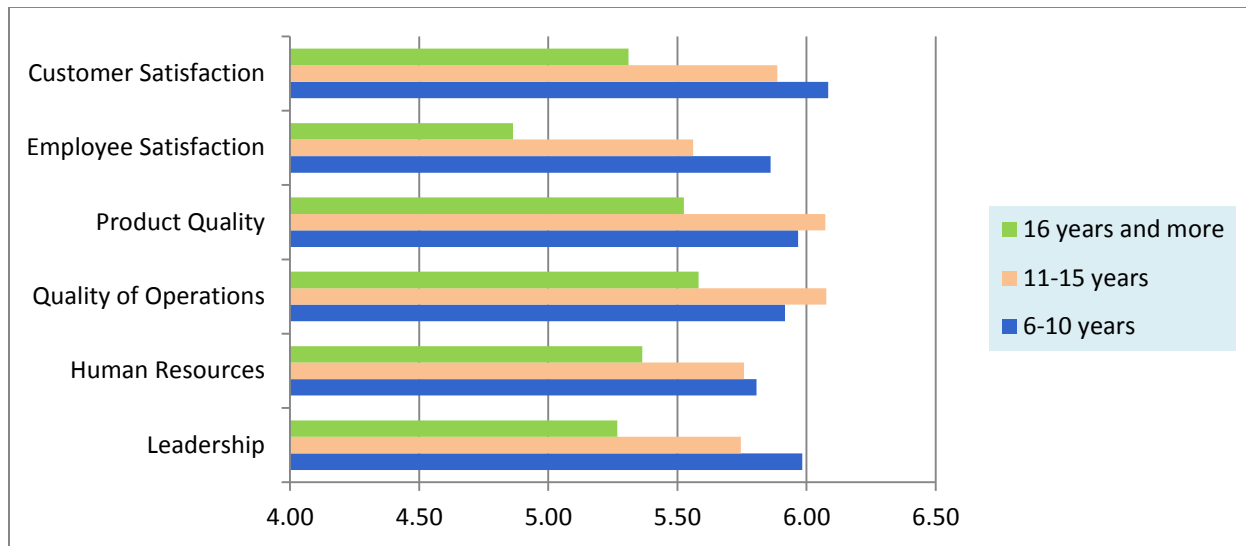


Figure 5.8 Responses of organizations different ages in relation to dimensions of organizational performance excellence

5.5 Inferential Analysis

The two key issues the study attempts to analyze are agility and performance. This section discusses how agility and performance of organizations affect one another, and how these two central variables are affected by some of the properties of the surveyed organizations, such as sector of organizations, age, size, type, and so on.

Organizational performance consists of six different constructs, mainly, leadership, human resource effectiveness, operations quality, product quality, employee satisfaction, and customer satisfaction. These different constructs were added up and averaged to represent organizational performance. The same applies to agility, which is expressed by six other constructs, mainly; clarity of vision, sensitivity, and clarity of strategic goals, core competencies, shared responsibility, and response speed. These different constructs were added up together and averaged to represent the strategic agility of organizations.

The section proceeds by exploring how agility impacts sector of organizations, size, age and type. Afterwards, analysis shows how organizational performance impacts sector of

organizations, size, age and type. The third part discusses the correlations between strategic agility variables and organizational performance excellence variables. Finally, the fourth part attempts to build a model for performance in terms of agility variables.

5.5.1 Analysis of Organizational Agility

This subsection discusses how the level of organizational agility affects the organization's properties mainly, sector of organizations, size, age and type. For this purpose, the One Way ANOVA test is used along with the means plot.

- *Strategic Agility level vs. organization sector.*

In this part the intention is to test whether there is a difference in adopting agility in the different types of organizations. For this we used the ANOVA test of significance. The fact that the dataset is not normally distributed does not mean that parametric tests, in our case the One Way ANOVA test, cannot be used. In fact, we have to compromise between using parametric and non-parametric tests, especially since our dataset for the dependent variable "agility" is somewhat normally distributed and the data is continuous.

The test starts with analyzing the homogeneity of variance of the agility variables of different groups, public, private, and NGOs. This is done by applying the Levene's Test. Results are shown in Table 5.7.

Table 5.7 Results of Leven's Test for homogeneity of variance

Levene's Statistic	df1	df2	Sig. level (p-value)
9.231	2	151	.000

As is shown by Table 5.7, the significance level (P-value) is far below 0.05; if the p-value was above 0.05 then there would be no difference in the variances of strategic agility in the different

organizations. In this case, however, there is a difference in the variances. Therefore, we need to look at the results and assume non-homogeneity.

The results of the One-Way ANOVA test presented an F-value of 8.536 and a p-value of 0.000, which means that there is a significant difference between the strategic agility adoption and actual implementation of the different organizations (see Table 5.8).

Table 5.8 Result of the one-way ANOVA test

	Sum of Squares	DF	Mean Square	F	Sig. (P-value)
Between Groups	11.549	2	5.775	8.536	.000
Within Groups	102.146	151	.676		
Total	113.695	153			

To identify the difference, we need to look at the post-hoc test, and for that we need to look at the Games-Howell test, since we have non-homogeneity of variance as concluded by the Leven's test (see Table 5.9).

Table 5.9 Post-hoc result of difference among different groups

(I) Sector	(J) Sector	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Government sector	Non-profit sector	-.64819 [*]	.16742	.000	-.9790	-.3174
	private sector	-.48331 [*]	.15614	.002	-.7918	-.1748
Non-profit sector	Government sector	.64819 [*]	.16742	.000	.3174	.9790
	private sector	.16488	.16677	.324	-.1646	.4944
private sector	Government sector	.48331 [*]	.15614	.002	.1748	.7918
	Non-profit sector	-.16488	.16677	.324	-.4944	.1646

It is quite clear from the results of the Games-Howell test that the main difference is located between public sector organizations and private and NGOs, where no significant difference is noticed between private organizations and NGOs. Finally, these results are also confirmed by the means plot depicted in Figure 5.9 which shows a significant difference between private sector organizations and NGOs on one hand, and public organizations on the other.

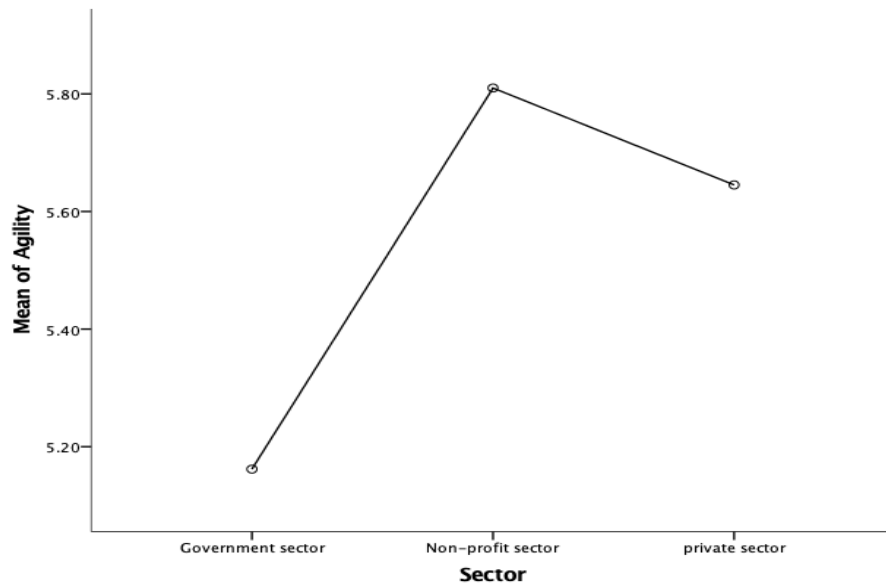


Figure 5.9 Means plot of average of strategic agilities for organizations belonging to various sectors

- *Agility level vs. organization size.*

In this part the intention is to see how the size of the organization impacts the level of implementation of agility in the strategic planning of organizations. The One Way ANOVA test was performed, and the results are shown in Table 5.10.

Table 5.10 Test of significance of difference between strategic agility to the organization size

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.372	3	2.457	3.467	.018
Within Groups	106.323	150	.709		
Total	113.695	153			

Results demonstrate that there is a significant difference in agility adoption with respect to the size of the organization as the p-value (0.018) is below 0.05. Figure 5.10 shows that a slight increase in agility is noticed as the size of the organization increases (between 31 and 40 employees), then it dramatically drops to its lowest level of 5.3/7.0.

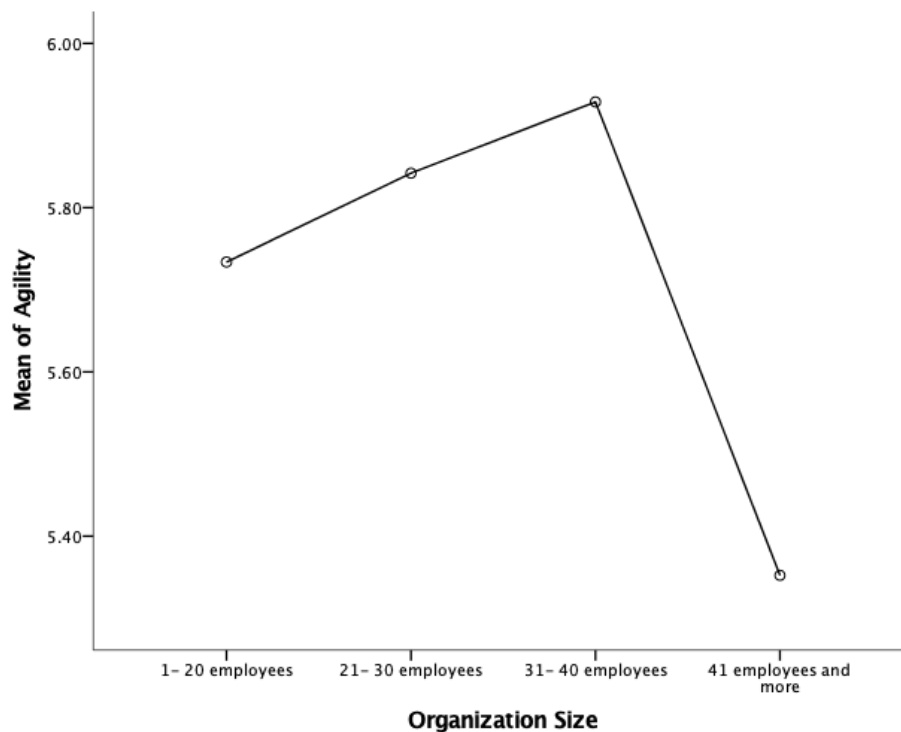


Figure 5.10 Means plot of strategic agility vs. organization size as expressed by number of employees

- *Strategic agility level vs. organization age.*

In this part, the intention is to see how the age of the organization affects the level of implementation of agility in the strategic planning of organizations. To do that, the One Way ANOVA test was performed, and the results are shown in Table 5.11.

Table 5.11 Test of significance of difference between agility according to the organization age

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.539	3	1.513	2.049	.110
Within Groups	107.810	146	.738		
Total	112.349	149			

The test results demonstrate that there is no significant difference in agility adoption with respect to the age of the organization, as the p-value (0.110) is above 0.05. This result is further illustrated by the means plot, which shows a slight difference in the level of agility implementation as a function of the age of the organization as shown in Figure 5.11.

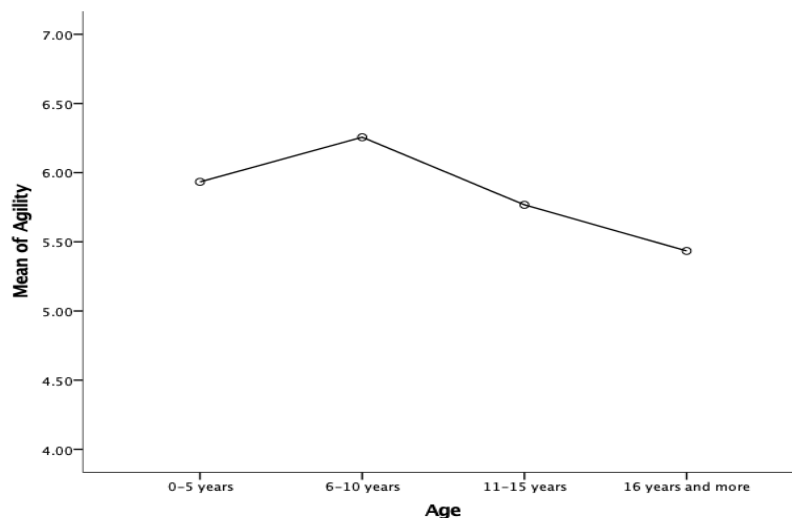


Figure 5.11 Means plot of strategic agility vs. organization age

- *Strategic agility level vs. organization type (Local vs. International)*

In this section the intention is to test whether the type of the organization affects the level of agility implementation of organizations. For this, an independent sample T-test was used to examine the significance of any difference, if it exists. The test results are shown in Table 5.12.

Table 5.12 Test of significance of difference between agility according to the organization type

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	DF	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Strategic agility AVG Equal variances assumed	2.781	.097	-.736	152	.463	-.14371	.19518	-.52933	.24191
Strategic agility Equal variances not assumed			-.890	36.761	.379	-.14371	.16148	-.47097	.18354

As is shown by Table 5.12 and according to Levene's test, there is no significant difference in the variance of the agility variable regarding the two types of organizations; therefore, we use the test results where equal variance is assumed which indicates that there is no significant difference in agility implementation level based on the type of organization.

5.5.2 Analysis of Organizational Performance Excellence

- *Performance level vs. organizational sector.*

This part details how the type of organization impacts its performance. The performance variable is calculated by averaging all performance variables used in the study. To see how organizations operating in different sectors react to their performance, the One Way ANOVA test was used, and the results are displayed in Table 5.13.

Table 5.13 Results of one way ANOVA for the organizational performance excellence difference as a function of organization sector

	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	24.459	2	12.230	13.699	0.000
Within Groups	134.803	151	.893		
Total	159.262	153			

The results depict a significant difference in the performance of organizations in the different sectors, with private and NGOs outperforming that of public sector organizations, as illustrated by Figure 5.12.

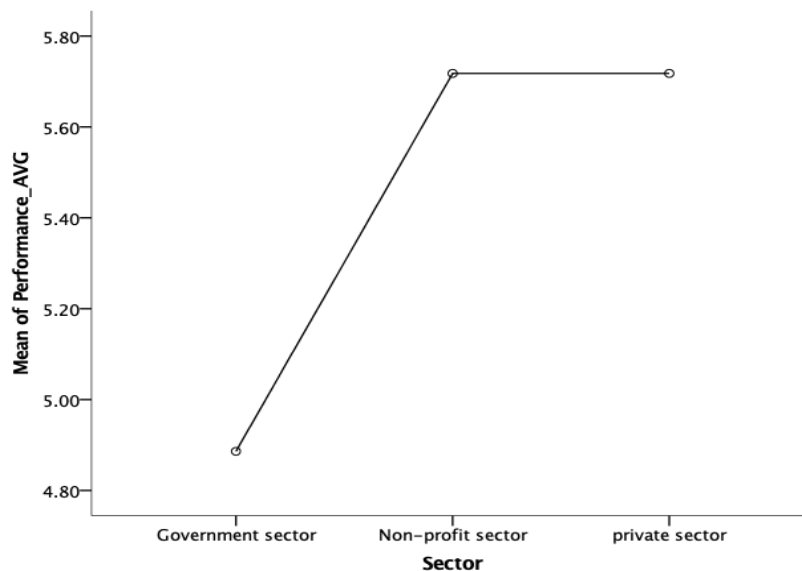


Figure 5.12 Means plot of organization performance as a function of organizations sectors

- *Organizational performance excellence level vs. organizational size.*

In this part of the study, organizations' performances were tested to determine whether the size of the organization affects its performance levels. Again, the ANOVA test was used and the results are displayed in Table 5.14.

Table 5.14 Results of one-way ANOVA for the organizational performance excellence difference as a function of organization size

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.552	3	2.517	2.489	.063
Within Groups	151.710	150	1.011		
Total	159.262	153			

As is illustrated in table 5.14, it seems that the size of organizations does not have a significant impact on organizational performance as the p-value recorded was higher than 0.05. This result is illustrated by the means plot of the performance average of organizations with different sizes, shown in Figure 5.13.

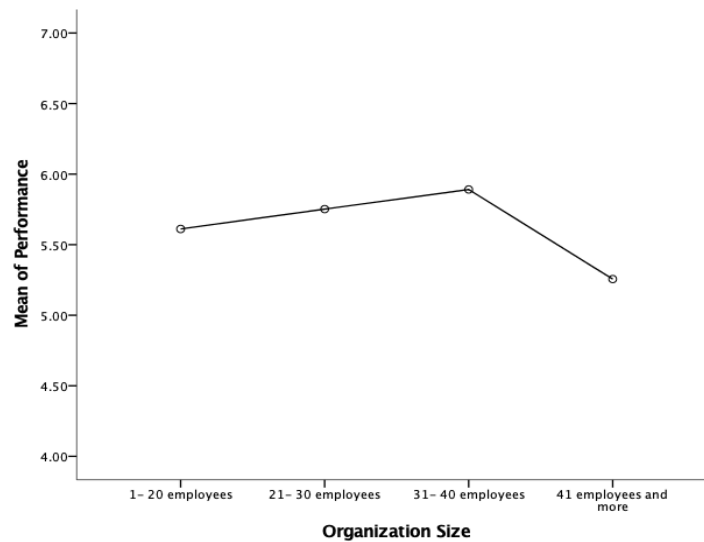


Figure 5.13 Organizational performance excellence means plot as a function of organization size expressed in number of employees

- *Organizational performance excellence level vs. organization age.*

In this part of the study, the organizations' performance was tested to identify whether the age of the organization affects its performance level. The ANOVA test was used and the results are displayed in Table 5.15.

Table 5.15 Results of one way ANOVA for the organizational performance excellence difference as a function of organization age

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6.423	3	2.141	2.063	.108
Within Groups	151.545	146	1.038		
Total	157.967	149			

As is shown in Table 5.15, it seems that the age of organizations does not have a significant impact on the organizational performance as the p-value recorded was 0.108 which is higher than 0.05. This result is illustrated by the means plot of the performance average of organizations with different sizes, shown in Figure 5.14.

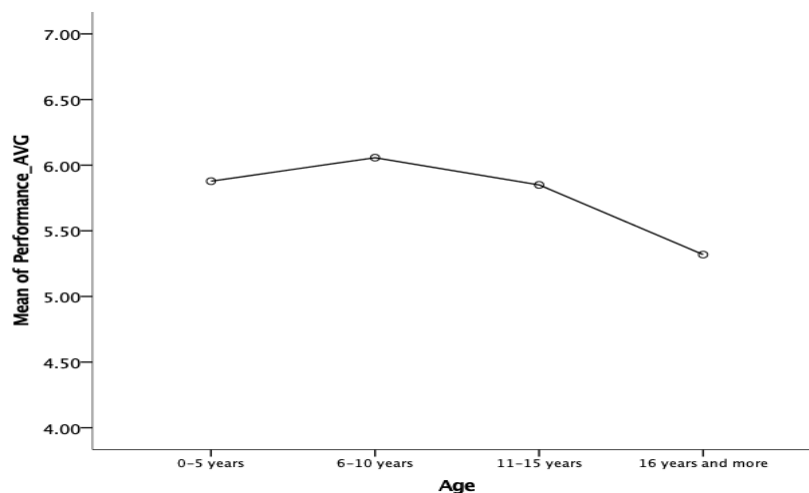


Figure 5.14 Impact of Strategic Agility on Organizational Performance Excellence

- *Performance vs. organizational type (local vs. International).*

In this part, the intention is to test whether the type of the organization affects the performance level of that organization. For this reason, the T-test was used to examine the significance of any difference, if it exists. The test results are shown in Table 5.16.

Table 5.16 Test of significance of difference in organizational performance excellence according to the organization type

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Excellence performance Equal variances assumed	4.460	.036	-1.4	152	.139	-.34171	.22975	-.7956	.1122
Excellence performance Equal variances not assumed			-2.0	44.3	.047	-.34171	.16761	-.679	-.003

As is shown in Table 5.16, and according to Levene's test, there is a significant difference in the variance of the performance variable of the two types of organizations; therefore, we use the test results where a non-equal variance is assumed, which indicates that there is a significant difference in the performance implementation levels according to the types of organizations, as indicated by a p-value of 0.047 which is lower than the 0.05 significance level.

The impact of agility on organizational performance excellence is tested by analyzing the correlation between the two averaged variables. Additionally, the impact of the levels of strategic agility of each organizational performance excellence variable will also be analyzed by evaluating the correlation coefficient of strategic agility and each of these variables.

In our case we shall use Kendall's Tau-b correlation coefficient since our dataset are non-normally distributed and have ordinal variables. The impact of strategic agility on organizational performance excellence is illustrated by the value of the correlation coefficient between the agility variable calculated by averaging all variables (constructs) included in the study to reflect the strategic agility level of each organization, and the different variables used to measure organizational performance excellence, mainly leadership, human resource effectiveness, operation quality, product quality, and employee satisfaction. Let us first see how the level of strategic agility implementation affects the organizational performance excellence level of the organization. To do that, we plotted the average organizational performance excellence along with the strategic agility variables, and the outcome is depicted in Figure 5.15.

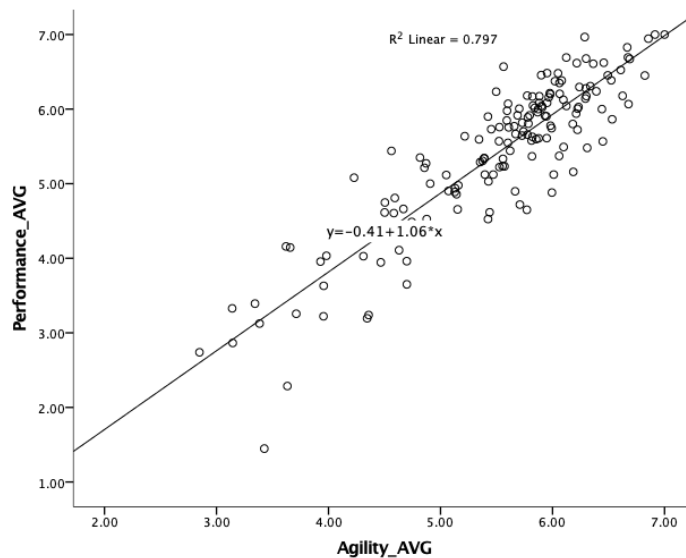


Figure 5.15 Organizational performance excellence vs. strategic agility implementation level

The figure clearly shows a linear and strong relation between the two variables. This means that organizations which vigorously employ strategic agility have higher organizational performance excellence than organizations which do not. The correlation coefficient (R^2) recorded a value of 0.80, which in principle means that about 80% of the performance of the organization is attributed to the level of agility implementation in their planning.

The correlation coefficient is almost the same regardless of the sector of the organization. Table 5.17 shows the correlation between agility and performance for public, private, and NGOs.

Table 5.17 Correlation between strategic agility and organizational performance excellence as recorded by organizations listed in different sectors

Agility vs. Performance	Correlation factor	Significant level
Government sector	0.904	0.000
Private sector	0.833	0.000
NGOs	0.887	0.000

The table clearly shows that organizational performance excellence strongly correlates with the levels of strategic agility implementation regardless of the sector of the organization.

- Impact of strategic agility on the components of the performance.

To have a clear picture of how agility affects performance, the correlation between agility and the different factors used in the study to estimate performance, was calculated. Before we calculate the correlation coefficients, we need to ensure that we have a linear relationship among the different variables included in the study. This is done by a means of plotting the scatter plot shown in Figure 5.16. The scatter plot, indeed, shows a linear relationship among the different variables, including that among the agility variable and the variables used to express performance. This allows us to go ahead and calculate the correlation coefficients.

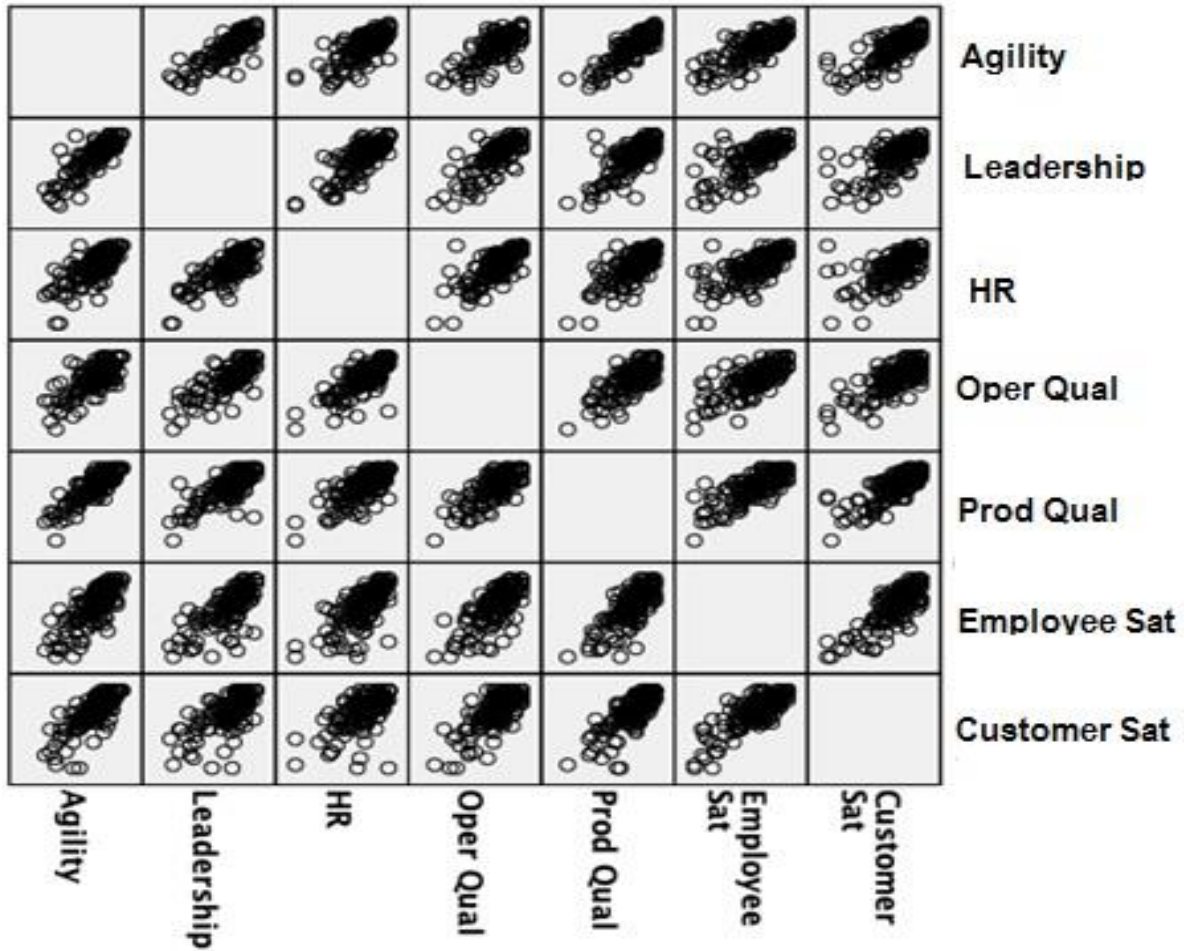


Figure 5.16 Scatter plots among different variables included in the study

Table 5.18 shown the correlation coefficients among strategic agility and the different variables used to assess organizational performance excellence. The values between 0.507 and 0.634 were calculated, which indicate a rather moderate linear relationship between strategic agility and organizational performance. These results clearly indicate the importance of employing strategic agility to achieve better organizational performance excellence. This relationship is rather significant as indicated by a significance level of 0.000.

Table 5.18 Correlation coefficients among strategic agility and variables used to quantify organizational performance excellence

Strategic Agility		
	Correlation coefficient	Significant level
Leadership	.636**	.000
Human Resources	.536**	.000
Operation Quality	.507**	.000
Product Quality	.634**	.000
Employee Satisfaction	.561**	.000
Customer Satisfaction	.598**	.000

5.5.3 Relationship between Strategic Agility and Organizational Age and Size

The effectiveness of agility and the level of its implementation might be affected by the age of the organization and/or size. To examine these, we use Kendall's Tau-b correlation coefficient to see how these two variables might impact the level of implementation of agility included in the sample. Results are shown in Table 5.19.

Table 5.19 Kendall's Tau-b correlation coefficients among strategic agility and organization Size and Age

		Organization Size	Organization Age
Agility	Correlation Coefficient	-.160*	-.151*
	Sig. level	.011	.022

As is shown by the results depicted in Table 5.19, the size and age of organizations weakly and negatively affect the level of implementation of agility by the organizations included in the sample. The impact of these two variables is significant indicated by a significance level lower than 0.05.

5.5.4 Organizational Performance Excellence Regression Model

The last part in the inferential analysis is the attempt to develop a regression model based on the agility components and the reference variables used in the study. The averaged values of the organizational performance excellence variable recorded per sampled organization are used as the dependent variable, while the components of the strategic agility which are strategic sensitivity, clarity of vision, core competencies, strategic goals, shared responsibility and response speed are used as independent variables or predictors. The list of independent variables and organizational characteristics, such as age and size are also used as independent variables.

Before we discuss the regression results we need to examine the assumptions for making a reliable regression. Below is a brief discussion of the regression assumptions and how they apply to our dataset.

1. Linearity. Linearity was checked by creating a scatter plot for all variables, and it turned out that indeed there is a linear relationship among the dependent variable and the independent variables.
2. Normality of residuals. This was checked by creating a histogram for the frequency of residuals, and it turned out that it is almost normally distributed.
3. Heteroscedasticity. This means that there is no recognized pattern for the standard residuals when plotted against the predicted value. The plot of these results exhibited a random pattern, which means that this assumption was also satisfied.
4. No multicollinearity. The multicollinearity among the independent variables means that there is a high level of correlation among the independent variables in the model. If that is the case, then some of the independent variables have to be dropped from the model.

There are several methods that can be used to examine multicollinearity; among them we

used the variance inflation factor (VIF). For the multicollinearity to be avoided, the VIF value should be less than 10, and preferably less than 4. Checking the VIF values of the different variables used in the study, it has been found that all independent variables recorded a value that is lower than 10, and most of them recorded values less than 4, except for clarity of vision ($VIF = 4.3$). This variable is treated with some care when building the model.

5. Sample size. The rule of thumb for data size is that a minimum of 15 data points per predictor is required. In our case we have 5 predictors, meaning that a minimum of 75 data points is required. Knowing that we have over 150 data points means that this assumption is also satisfied.
6. No outliers. The regression model we built guaranteed the nonexistence of outliers by using only data points that are within 3 standard deviations of the mean of each variable.

Having all assumptions satisfied for executing the regression analysis, we can be confident that the regression model will be reliable. Let us start reporting about the details of the regression model. The regression method we employed is the stepwise method. This method has been selected, since it lists only those independent variables that have a significant impact on the dependent variable, and these variables are listed according to their strength in influencing the dependent variable.

Table 5.20 Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844a	.712	.710	.54943
2	.880b	.775	.772	.48688
3	.889c	.790	.786	.47167
4	.894d	.800	.794	.46286

a. Predictors: (Constant), Core competencies

b. Predictors: (Constant), Core competencies, Clarity of vision

c. Predictors: (Constant), Core competencies, Clarity of vision , Shared responsibility

d. Predictors: (Constant), Core competencies, Clarity of vision , Shared responsibility , Strategic Sensitivity

e. Dependent Variable: Organizational Performance Excellence

Table 5.21 Summarized models as produced by stepwise regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.844a	.712	.710	.54943	.712	365.499	1	148	.000	
2	.880b	.775	.772	.48688	.063	40.912	1	147	.000	
3	.889c	.790	.786	.47167	.015	10.476	1	146	.001	
4	.894d	.800	.794	.46286	.009	6.559	1	145	.011	2.057

a. Predictors: Core competencies

b. Predictors: Core competencies, Clarity of vision

c. Predictors: Core competencies, Clarity of vision, Shared responsibility

d. Predictors: Core competencies, Clarity of vision, Shared responsibility, Response speed

First of all we remark that all models do have high significant levels with p-values less than 0.05.

The list of independent variables in different models indicates the strength of these variables in affecting the dependent variable of organizational performance excellence. The most powerful

predictor is the core competencies, with an adjusted R-square value of 0.71, as shown by Table 5.20. This means that the level of core competencies can predict the level of organizational performance excellence by 71%. It can be noted that there is a small difference between the R-square and adjusted R-square which indicates that our dataset is adequate to make a prediction. The adjusted R-square value increases as we add predictors, until it reaches almost 0.8, meaning that the predictors can predict 80% of the level of organizational performance, using the independent variables of the study.

Table 5.22 Details of the regression model

	Unstand Coef.		Stand Coef	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	-.384	.269		-1.431	.155					
Core competencies	.384	.077	.358	4.982	.000	.844	.382	.186	.268	3.728
Clarity of vision	.286	.092	.239	3.097	.002	.825	.249	.115	.234	4.273
Shared responsibility	.162	.053	.188	3.049	.003	.774	.245	.114	.366	2.733
Response speed	.211	.082	.190	2.561	.011	.810	.208	.095	.251	3.977

As is shown by the Table 5.22, the strongest variable that can predict the level of the core competencies has a coefficient of 0.384, followed by clarity of vision, with a standardized coefficient of 0.286, and so on.

The prediction model that we suggest to use in predicting the level of performance can be formulated as;

$$\text{Performance} = 0.38\text{Core competencies} + 0.29\text{clarity of vision} \\ + 0.16\text{ Responsibility sharing} + 0.21\text{Response speed} - 0.384.$$

This model can be used to predict the level of the organizational performance given the independent variables listed in the model.

5.5.5 Actual model for the research

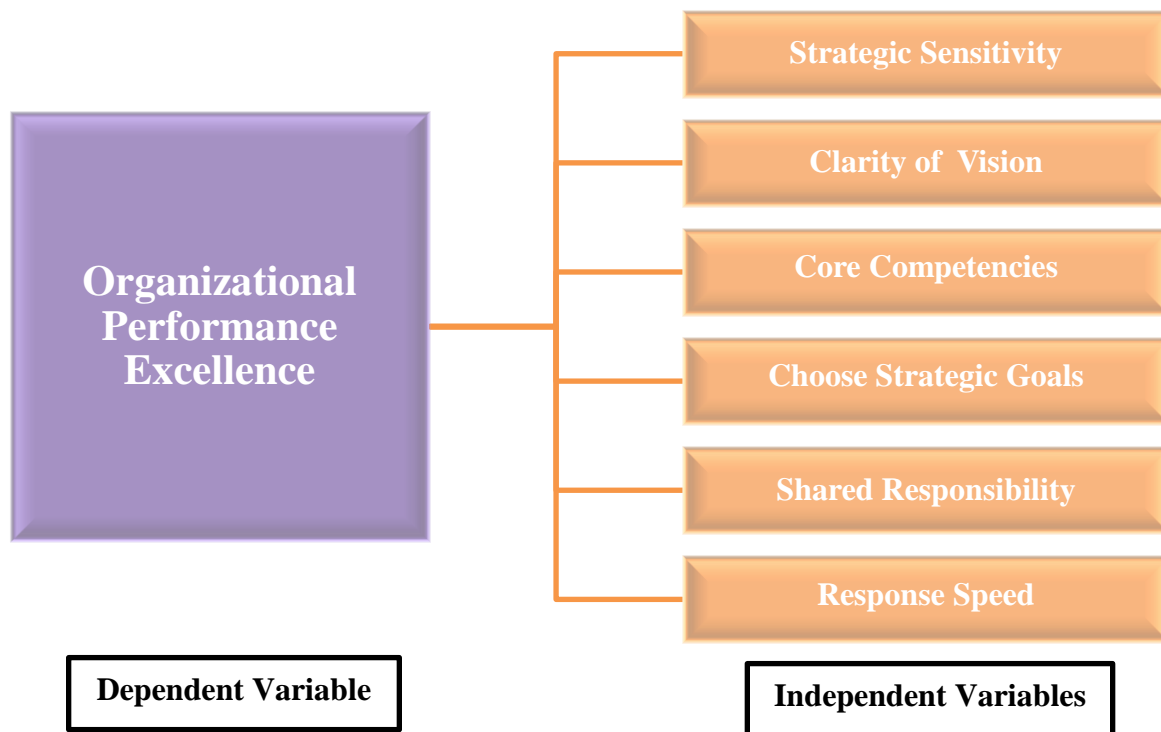


Figure 5.17 Actual model for the research

Source: Researchers contribution

Figure 5.17 shows the actual model for the research, whereby the independent variable; strategic agility with six dimensions, affects the dependent variable, organizational performance excellence in Palestinian organizations at the three sectors.

Chapter Six: Discussion & Conclusion & Recommendations

6.1 Overview

The purpose of this chapter is to conclude the research work carried out in the scope of this thesis, by reviewing the results of the study obtained from analyzing the fields of the study. In light of these results, it will present several recommendations that contribute to the practice of strategic agility to reach organizational performance excellence in public and private organizations, and NGOs. It will then submit suggestions for future studies.

6.2 Discussion

The research model succeeded in interpreting 80% of the effect of strategic agility in relation to organizational performance excellence dimensions, which means that 80% of the change in organizational performance excellence is attributed to strategic agility, which is considered a strong and remarkable contribution to the field. This research contributed to new results in terms of strategic agility and its impact on organizational performance excellence, which has not previously been researched by any other researchers according to the knowledge of the researcher.

It is noticeable from the surveyed population's responses to the strategic dimensions of agility that they mainly answered (somewhat agree or agree); this indicates that the sampled organizations in the three sectors have a clear response to the surrounding variables making most of these institutions strategically agile in dealing with environmental changes. This result is due to the unique political situation in Palestine, which greatly affects the environment organizations must operate in, where they are confronted by two options: either to be flexible in dealing with the circumstances surrounding them, and thus can adapt to these conditions and continue competing and progressing, or to be inflexible in dealing with the changing circumstances in

which they cannot compete, thus forcing them to close down their operations. This forces organizations to resort to strategic agility, whether or not they realize they are adopting the approach of agility). This demonstrates that organizations have a clear response to the surrounding variables enabling the organizations to be more strategically agile in dealing with environmental changes.

The mean of strategic agility was (5.53) for the study sample consisting of 154 cases. This means that organizations practiced strategic agility. These results are consistent with a study of Hanieh (2016), on the food industry previously mentioned, where the mean of strategic agility was (5.45) illustrating that the strategic agility of the food industry in the Gaza Strip is strong. It also corresponds with the study of Abu Radi (2013) on private hospitals, where the mean of the practice of strategic agility was (5.60). It also corresponded to Kessio (2017) study, where the mean of the practice of strategic agility was (5.65) for small and medium enterprises in Kenya. It also agreed with the study of Hrizat (2015) in which the mean was (5.78) for the practice of strategic agility in Jordanian engineering industries, and also with the study of Aabidi & Musawi (2014) where the mean was (5.76) for the practice of strategic agility at KOREK Company for Mobile Communications in Iraq. It also agreed with the study of Shiekh (2010) where the mean was (5.40) of the practice of strategic agility in Jordanian human drugs industrial companies. And it agreed with the two studies Ojha (2008) and Tikkanen (2014) in the electricity industry.

While the results of the study differed with Idris & Al-Rubaie (2013) and Abed (2016) where the results of these studies showed the mean of strategic agility at (6.34) for the first study, and (6.10) for the second study, indicated that the practice of strategic agility in the two studies is very strong. On the contrary, the results of the study of Kubaisi & Nouri (2013) and Badrani (2015), which was conducted on the Iraqi hospitals were medium to weak, where the mean for

practicing the strategic agility was (3.8) in the first study and (4.7) in the second study. It also differed from Radwan (2014) study on the Egyptian telecommunications sector where the mean of the practice of strategic agility was (4.7). Sani's (2013) study on the Lafarge Co. Jordan cement company identified the mean of the practice of strategic agility to be (4.9), and a study of Qurashi (2017) in the Iraqi Directorate of Electricity, where the practice of strategic agility medium has reached the arithmetic average (4.7).

The mean of the organizational performance excellence was (5.42) for the study sample consisting of 154 cases; this means that the level of organizational performance excellence is strong in organizations. These results were consistent with a study of Hanieh (2016), where the mean of organizational performance excellence was (5.50) meaning that organizational performance excellence in the food industry in the Gaza Strip is strong. It also agreed with the results of the study of Madhoun (2014) where the mean of the organizational performance excellence was (5.24) at the Ministry of Education in Gaza. It agreed with the study of Pakwihok (2010) which showed that the computational mean of the organizational performance excellence was (5.76) for the listed organizations on the Thailand Stock Exchange. It also agreed with the results of the study of Kessio (2017), which showed that the mean of organizational performance excellence was (5.65) in small and medium enterprises. It also agreed with the study of Masri (2015) where the mean of the level of organizational performance excellence was (5.06) at the Ministry of Interior and National Security in Gaza.

While the results of the study differed with the study of Qurashi (2017), which was conducted on the Iraqi Directorate of Electricity has shown differing results, where the mean level of institutional performance excellence was (4.7).

Furthermore, the results have shown that the mean strategic agility of NGOs was (5.81), private organizations was (5.64), and public organizations was (5.16), thus, the mean of strategic agility of the organizations sampled is close to each other, but that NGOs and private organizations have a clear response to the variables surrounding them, more than public organizations. Therefore, these organizations remain competitive. We also note that the mean organizational performance excellence of NGOs (5.72), private organizations (5.72) and public organizations (4.88), where, both private organizations and NGOs recorded better responses than public organizations across all performance dimensions. These results can be attributed to the presence of competition in these two sectors, unlike the public sector, which enjoys relative stability which leads to the lack of interest in decision-making agile based on environmental variables, thus affect the level of excellence performance.

When we look at the type of organization, we find convergence in the average strategic agility of international organizations (5.58) and (5.51) for local organizations, as well as convergence in the average institutional performance excellence for international organizations (5.63) and (5.37) for local organizations. This may be due to the fact that international organizations monitor and study the current situation in Palestine, where they have high strategic sensitivity to environmental variables. Likewise, local organizations are aware of how to deal with the changes in Palestine, and therefore take appropriate measures for the organization to survive, continue and succeed. This could also be due to similarities in the political and security conditions surrounding local and international organizations in Palestine.

For organizational size, represented by the number of employees, it plays a role in the level of practice of strategic agility. It appears that large organizations with more than 41 employees have less interest in strategic agility than small and medium-sized organizations, which is reflected in

the mean of (5.83) for organizations with less than 41 employees, while (5.25) for organizations with more than 41 employees. Also, the role of the organizational size is reflected in the impact on organizational performance excellence where small and medium-sized organizations of less than 41 employees have high levels organizational performance excellence than large organizations, and this is reflected in the mean of (5.80) for organizations with less than 41 employees, while (5.25) for organizations with more than 41 employees.

This may be attributed to the fact that agile decisions and their impact on performance excellence in smaller organizations are easier to implement and achieve results faster than large organizations. Further, older organizations are less sensitive to agility issues and this is shown in the mean of (5.4), while younger organizations are more concerned with agility issues. However, most organizations that have strategic agility are those between the ages of 6 to 10 years, where their mean averaged (6.2).

Also, older organizations have weak organizational performance excellence than younger organizations, and this is shown in the mean of (5.31) for organizations older than 16 years, and (5.88) for organizations less than 16 years. This may be attributed to the fact that new organizations want to prove themselves and compete with older organizations in their strategic agility, and thus raise the level of their performance excellence to withstand the strength of older organizations.

6.3 Conclusion

The study showed that public and private organizations, as well as NGOs in Palestine apply strategic agility through different dimensions in a way that helps them overcome the obstacles they face and gives them a chance to continue and compete, taking into consideration the nature

of the conditions in which these organizations operate in, which forces them to be agile in order to remain competitive. However, private organizations and NGOs outperformed public organizations in applying dimensions of strategic agility and organizational performance excellence. Also, the results of the study showed that there is a strong linear relationship between strategic agility and organizational performance excellence. In addition, the study concluded that public and private organizations and NGOs in Palestine achieve organizational performance excellence.

The study also showed that small and medium-sized organizations are more concerned with strategic agility and organizational performance excellence than larger organizations, irrespective of the sector. Moreover, young organizations are more interested in strategic agility and organizational performance excellence than their older counterparts. The practice of strategic agility by local and international organizations and the level of organizational performance excellence were very near to each other.

The study also found that most organizations in the three sectors have a clear vision and have specific strategic objectives. This helps them in exercising strategic agility, but one of the most important obstacles hindering strategic agility is the lack of involvement of employees in partaking in strategic decisions and strategic planning within their organizations.

6.4 Contributions of the Study

In line with the results of the research model which succeeded in explaining that 80% of the change in organizational performance excellence which depended on strategic agility in Palestinian organizations, the results can benefit various private and public organizations, as well as NGOs to increase organizational performance excellence, while also increasing the awareness

of the importance of strategic agility and its effect on organizational performance excellence. Additionally, the results can prompt institutions to abandon the implementation of traditional strategic plans and to adopt strategic agility in the implementation of planning to increase the quality of their products to lead in a gain of profits in private organizations, and to better the services and programs in NGOs and public organizations. Thus, the organization's success in achieving organizational performance excellence and expanding projects to sustain growth and development will reflect on the national level. On the other hand, this study will help future studies, especially within the Palestinian context to conduct further studies on the relationship of strategic agility and organizational performance excellence variables, or other variables in various fields.

6.5 Research Limitations

This study provides major findings that strategic agility has a significant impact on organizational performance excellence; however, it is important to identify some of the research limitations such as the sample size of the private organizations which included only medium to large enterprises, while small enterprises were not included in this research sample. Additionally, small enterprises in the study may have caused unclear results and minor errors. Also, minor difficulties were faced in obtaining the necessary information and data to conduct the study through the questionnaire, due to the preoccupation of members of the sample study, which required continuous follow-up to obtain information to achieve the objectives of the study, and the lack of resources, articles, and research related to strategic agility because of the relatively new subject. In addition, it was unable to reach organizations in the Gaza Strip. Finally, the scarcity of previous studies that touched on the strategic agility and its relation to institutional performance excellence, to the knowledge of the researcher, was a major obstacle in this study.

6.6 Recommendations

According to the conclusions obtained from the statistical analysis of the data, the study recommends working continuously to make decisions in an unstable environment by identifying weaknesses and internal strengths of the organizations, and predicting external threats and opportunities in the organizations. Another recommendation is taking heed of strategic alternatives in the implementation of plans, due to the large volatility and economic and political changes in Palestine. It also recommended establishing an agile organizational plan that includes the strengths and weaknesses of an organization, in addition to involving employees in strategic decisions and planning in the organizations. It was recommended the need for an organization to provide highly qualified staff to implement the dimensions of strategic agility, in order to help them to achieve organizational performance excellence. The study also recommends public organizations to raise their strategic agility in order to increase their organizational performance excellence. It also recommends the administrations of large organizations to establish appropriate mechanisms and rapid methods of communication between staff and higher management to increase the practice of strategic agility. It also recommends older organizations to practice strategic agility more by daring to make new decisions based on environmental variables.

6.7 Future Research Directions

In light of the findings and recommendations of the study, it was proposed to conduct further studies on the concept of strategic agility and its relationship to the organizational performance excellence, and applying it to different study communities, such as the industrial sector, universities and educational organizations, and exporting companies. It was also proposed to conduct more research on the concept of strategic agility and link it with other variables, such as crisis management, financial performance, sustainable institutional performance, degree of

competitiveness. Also, to conduct comparative studies among different institutions to test the reality of their practice of strategic agility, in addition to studying agile leaders' impact on the application of strategic agility in the organizations.

References

- Aabidi, A. R., & Musawi, H. M. (2014). Determine the indicators of the strategic intelligence to assure the strategic supremacy through the ease of strategic agility in KOREK company for mobile communication in Iraq. *Al - Ghari Journal of Economic and Administrative Sciences*, 8 (31), 143-167.
- Abed, H. A. (2016). The impact of strategic flexibility on the implementation of knowledge management from the perspective of top management and employees at the Palestinian Telecommunication Corporation in Gaza Strip. Gaza, Palestine: Al-Azhar University (Unpublished Master Thesis).
- Abu Radi, S. (2013). Strategic Agility and Its Impact on the Operations Competitive Capabilities in Jordanian Private Hospitals. Jordan: Middle East university, Unpublished Master Thesis.
- Akanabi, P. A., & Ofoegbu, O. E. (2012, February). The Influence of Strategic Agility on the Perceived Performance of Manufacturing Firms in Nigeria. *International Business and Economic Research Journal*, 11(2), 154-160. Retrieved from https://www.researchgate.net/publication/297722183_The_Influence_Of_Strategic_Agility_On_The_Perceived_Performance_Of_Manufacturing_Firms_In_Nigeria
- Akrani, G. (2013, May 21). *What is Product Quality? Definition Meaning Importance*. Retrieved July 2, 2018, from Kalyan City Life: <http://kalyan-city.blogspot.com/2013/05/what-is-product-quality-definition.html>

- Almaadidi , M. (2011). Capabilities of information technology and its impact on the strategic agility A case study in the General Company for the manufacture of medicines and medical supplies in Nineveh. *The Iraqi Magazine for Managerial Sciences*, (29) 7: 108-85.
- Almaadidi, M. (2011). Capabilities of information technology and its impact on the strategic agility A case study in the General Company for the manufacture of medicines and medical supplies in Nineveh. *The Iraqi Magazine for Managerial Sciences*, (29) 7: 108-85.
- Anzi, A. (2010). The role of customer relationship dimensions and creative thinking in achieving strategic success. Alkufa: University of Kufa (Unpublished Master Thesis).
- Badrani, I. A. (2015). Empowerment administrative relationship in work teams and its impact on the achievement of the strategic agility Search field on a number of hospitals in Erbil governorate. *Journal of Anbar University for Economic and Administrative Sciences*, 7.
- Bernazzani, S. (2018, July 3). *What Is Customer Satisfaction?* Retrieved July 6, 2018, from hubspot: <https://blog.hubspot.com/service/what-is-customer-satisfaction>
- Birwazi, N. A., & Bashiwah, L. A. (2013). *Quality Management Introduction to Excellence and Entrepreneurship: Concepts, Foundations and Applications*. (E. (1), Ed.) Amman: Al Warraq House for Publishing.
- Brannen, M., & Doz, Y. (2012). Corporate Languages and Strategic Agility. *California Management Review*, 54(3), 77-97.
- Churchill, G. J. (1997). A Paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 64-73.

- Dess, G., Lumphin, T., & Eisner, B. (2007). *Strategic Management: Creating Competitive Advantages* (3rd ed ed.). New York: McGraw-Hill.
- Douri, Z. (2005). *Strategic management: concepts, processes and case studies*. Jordan: Al Yazouri Scientific Publishing House.
- Doz, Y., & Kosonen, M. (2008). *Fast Strategy: How strategic agility will help to stay ahead of the game*. Harlow: Wharton School Publishing.
- Enterslice, T. (2017, December 21). *The Four Keys You Need know To Achieve Strategic Agility*. Retrieved May 6, 2018, from Enterslice: <https://enterslice.com/learning/know-achieve-strategic-agility/>
- Falisi, L. (2012). The reality of the quality of services in organizations and their role in achieving outstanding performance. Algeria: University of M'hamed Bouguerra Boumerdes (Master Unpublished).
- Fatlawi, I. A. (2012). Organizational Learning Processes and Characteristics of Learning Organizations in Excellence Performance An Investigation Study on a Sample of from Colleges of Karbala University. Iraq: University of Karbala (Unpublished Master Thesis).
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis – A Global Perspective* (7th ed.). New Jersey, United States: Pearson Education, Inc.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis (vol. 6)*. New Jersey, United States: Pearson Prentice Hall.

- Hamed, A. (2009). *Measuring and evaluating performance as an input to improve the quality of organizational performance*. Cairo: Publications of the Arab Organization for Administrative Development.
- Hanieh, M. A. (2016). Practising Strategic Agility and Its Relationship to Institutional Performance Excellence in the Food Industry Sector in Gaza Strip. Gaza, Palestine: Islamic University (Unpublished Master Thesis).
- Hasan, K. A. (2013). The Role of Performance Management Processes in Organizational Excellence: An Analytical Study in Saad Public Company. *Journal of Management and Economics* , 57-82, (96).
- Hassouni, A., & Mitaab, H. (2011). Knowledge Management Processes and their Impact on Institutional Performance ExcellenceAnalytical Study in the General Company for Rubber Industries in Diwaniya. *AL-Qadisiyah Journal For Administrative and Economic sciences*, 9-22, (13) 3.
- Hitt, A., Ireland, R., & Robert, E. (2003). *Strategic Manangement, Competitiveness and Globalization Concepts* (5th Edition ed.). America: South-Western Publecation.
- Hrizat, M. A. (2015, January). The effect of strategic agility in light of the competitiveness of companies on operational performance: an applied study in engineering industries companies in Jordan. Jordan: Middle East University (Unpublished Master).
- Hussey, D. (1997). Strategic management: past experiences and future directions. *Journal of Strategic Change*, 6(5), 261-271.

- Idris, W., & Al-Rubaie, M. (2013). Examining the Impact of Strategic Learning on Strategic Agility. *Journal of management and strategy*, 70-77.
- Kaplan, R. S., & Norton, D. P. (1996). *The balanced scoreboard: translating strategy to action*. USA: Harvard Business Press.
- Kessio, H. K. (2017, December). Strategic agility and performance of small and ,medium enterprises in anirobi central business district. Kenya: University of Nairobi Unpublished.
- Kharsheh, Y. K. (2006). The impact of leadership practice in the excellence of Jordanian business organizations: To develop a model for selecting leaders capable of leading organizations towards excellence. Amman, Jordan: Amman Arab University (unpublished PhD).
- Kubaisi, S., & Nouri, S. (2013). The Effect of decision cycle (OODA) principles on strategic agility. *Journal of Dananir, College of Business and Economics at Baghdad University*, N (3): 170-202.
- Learn with Us. (2008, October 21). *The concept of job satisfaction*. Retrieved July 4, 2018, from Success Skills Institution: <http://sst5.com/readArticle.aspx?ArtID=441&SecID=50>
- Lee, H. (2002). Aligning Supply Chain Strategies with Product Uncertainties. *California Management Review*, Vol.44, No.2: 105-112.
- Lindberg, M. (2016, November 04). *What Is Strategic Agility & Why Is It Important To Your Company?* Retrieved July 29, 2019, from Lindberg International: <http://download.lindberg-international.com/blog/strategic-agility>

- Long, C. (2000). You Don't Have a strategic Plan? - Good. *Consulting to management*, Vol.11 , Issue 1.
- Madhoun, M. A. (2014). Knowledge management processes and their relationship to organizational performance excellence. Al-Aqsa University (Unpublished Master Thesis).
- Masri, I. O. (2015). Roaming Management and its Role in Achieving Institutional Excellence Applied Study on the Ministry of Interior and National Security - Civil Section. Gaza, Palestine: Islamic University (Unpublished Master Thesis).
- Nosour, A. (2010). The Impact of Learning Organization Characteristics in Achieving Organizational Excellence Applied Study on the Ministry of Higher Education in Jordan. Jordan: Middle East University (Unpublished Master).
- Ojha, D. (2008). *Impact of Strategic agility on competitive capabilities and financial performance*. USA: (Unpublished PhD Thesis). Clemson University.
- Oyedijo, A. (2012). Strategic Agility and Competitive Performance in the Nigerian Telecommunication Industry: An Empirical Investigation. *American International Journal of Contemporary Research* , 2(3), 227-237.
- Page, K., & Morgan, R. (2008). Managing Business Transformation to Deliver Strategic Agility. *Strategic Change*, Vol. 17 Issue 5/6.
- Pakwihok, S. (2010). Achieving Superior Corporate Performance and the Characteristics of Managerial Dimensions: The Stock Exchange of Thailand. Thailand: Unpublished PhD Thesis). School of public administration national Institute of Development Administration.

- Pallant, J. (2010). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using the SPSS Program* (4th ed.). New Yourk, United States: McGraw Hill.
- Park, y. K. (2011). he dynamics of opportunity and threat management in turbulent environments the role information technologies. University of Southern California (Doctor thesis). Retrieved from <http://digitallibrary.usc.edu/cdm/ref/collection/p15799coll127/id/621596>
- Qurashi, Y. S. (2017). The Impact of Strategic Agility on Sustainable Institutional Performance (Case Study in the Electricity Distribution Directorate of Holy Karbala Governorate. Iraq: University of Qadisiyah (Higher Diploma Research).
- Radwan, T. M. (2014). The Impact of Strategic Agility Determinants on Organizational Excellence (An Empirical Study on the Telecommunications Sector in Egypt). Egypt: Journal of Trade and Financing (Faculty of Business - Tanta University).
- Rigby, C., Day, M., Forrester, P., & Buene, H. (2000). Agile supply: rethinking systems thinking, system practice. *International Journal of Agile Management Systems*, Vol. 2, No. 3, pp. 178-186.
- Safari, H. (2013). A Conceptual Model for Agility Strategy and Work Organization by Structural Equation Modeling: A case Study in The Iranian Textile Industry. *Journal Business and Economic Research*, 3(1), 369-387.
- Sani, I. S. (2013, June 5). The Impact of Strategic Agility Determinants in Organizational Effectiveness (Case study of Lafarge Co. Jordan Cement). Jordan: Middle East University (Unpublished Master).

- Santala, M. (2009). Strategic Agility in a Small Knowledge Intensive Business Services Company: Case Swot Consulting. Espoo Finland: Kelsingin Kauppakorkeakoulu, Helsinki school of economics, Master Degree.
- Schermerhorn, J. (2005). *Management* (8th, ed. ed.). New-Jersey: Wiley and Sons.
- Schumacker, R. E., & Lomax, R. G. (2004). *A Beginner's Guide to Structural Equation Modelling* (2nd ed.). New Jersey, United States: Lawrence Erlbaum Associates Publishers.
- Shammaa, K. (1991). *Principles of administration* (E1 ed.). Baghdad: Dar Almaserah.
- Sharifi, H., & Zhang, Z. (1999). A methodology for achieving agility in manufacturing organizations: an introduction. *International Journal of Production Economics*, 62(1), 7-22.
- Sherehiy, B. (2008). *Relationships between agility strategy, work organization, and workforce agility*. Poland: Jagiellonian university.
- Shiekh, B. W. (2010, May). The effect of strategic flexibility as an intermediary variable between environmental uncertainty and strategic decision making. Jordan: Middle East University (Unpublished Master).
- Spector, P. E. (1997). *Job satisfaction: application, assessment, cause, and consequences*. USA: SAGE Publications, Inc.
- Sull, D. (2009). How to Thrive in Turbulent Markets. *Harvard Business Review*, 87(2), 78-88.
- Tabachnik, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics* (5th ed.). New York, United States: Allyn and Bacon.

- Tallon, P. (2007). Inside the adaptive enterprise: An Information Technology Capabilities Perspective on Business Process Agility. *Information Technology and Management*, 9(1), 21-36.
- Thompson, R., & Strickland, A. (2006). *Strategic Management: Concepts and cases Richard*. New York: Irwin Book Team.
- Tikkanen, J. (2014). Dynamic Capability Influence on Strategic Agility: A Case Study in Energy Conservation Industry. Finland: (Unpublished Master Thesis) University Of Oulu.
- White, C. (2004). *strategic management*. New York: Palgrave Macmillan.
- Zaied, A. M. (2003). *Excellence Organizational Performance: The Road to the Future Organization*. Cairo: Arab Organization for Administrative Development.

Appendix

Appendix (1): Questionnaire



الجامعة العربية الأمريكية

كلية الدراسات العليا

تقوم الباحثة شيماء البكري في كلية الدراسات العليا من الجامعة العربية الأمريكية بعمل دراسة بعنوان: مدى ممارسة الرشاقة الاستراتيجية وعلاقتها بتميز الأداء المؤسسي، المعلومات الواردة في الاستبيان سيتم التعامل معها بسرية تامة ولن تستخدم الا لأغراض البحث العلمي، شكراً لحسن تعاونكم.

القسم الأول: معلومات عن المنظمة

الرمز	السؤال
Org1	اسم المنظمة:
Org2	القطاع: <input type="checkbox"/> القطاع الحكومي <input type="checkbox"/> القطاع غير الربحي <input type="checkbox"/> القطاع الخاص
Org3	عنوان المنظمة: <input type="checkbox"/> القدس <input type="checkbox"/> أريحا <input type="checkbox"/> رام الله والبيرة <input type="checkbox"/> نابلس <input type="checkbox"/> جنين <input type="checkbox"/> قلقيلية <input type="checkbox"/> طولكرم <input type="checkbox"/> طوباس <input type="checkbox"/> سلفيت <input type="checkbox"/> الخليل <input type="checkbox"/> بيت لحم.
Org4	مكان المنظمة: <input type="checkbox"/> مدينة <input type="checkbox"/> قرية <input type="checkbox"/> مخيم
Org5	عدد فروع المنظمة:
Org6	عدد الموظفين: <input type="checkbox"/> من 1- 20 موظف <input type="checkbox"/> من 21- 30 موظف <input type="checkbox"/> من 31- 40 موظف <input type="checkbox"/> 41 موظف فأكثر
Org7	عمر المنظمة: <input type="checkbox"/> من 0- 5 سنوات <input type="checkbox"/> من 6- 10 سنوات <input type="checkbox"/> من 11- 15 سنة <input type="checkbox"/> من 16 سنة فأكثر
Org8	نوع المنظمة: <input type="checkbox"/> محلية <input type="checkbox"/> دولية
Org9	مجال عمل المنظمة: <input type="checkbox"/> تنمية وتمكين <input type="checkbox"/> زراعية \ بيئية <input type="checkbox"/> ثقافة <input type="checkbox"/> فنية <input type="checkbox"/> تعليمية \ تدريبية <input type="checkbox"/> رياضية <input type="checkbox"/> حقوق انسان <input type="checkbox"/> مدافعة ومناصرة <input type="checkbox"/> صحية <input type="checkbox"/> اجتماعية \ اغاثية <input type="checkbox"/> مالية <input type="checkbox"/> صناعية \ تجارية <input type="checkbox"/> اتصالات وتكنولوجيا <input type="checkbox"/> غير ذلك
Org10	الفئة المستهدفة للمنظمة: <input type="checkbox"/> المرأة <input type="checkbox"/> الطفل <input type="checkbox"/> ذوي الاحتياجات الخاصة <input type="checkbox"/> المزارعين <input type="checkbox"/> العمال <input type="checkbox"/> الشباب <input type="checkbox"/> التجمعات البدوية <input type="checkbox"/> المستثمرين <input type="checkbox"/> اللاجئين والمتضررين <input type="checkbox"/> جميع فئات المجتمع

القسم الثاني: المحور الاول: الرشاقة الاستراتيجية وهي قدرة المنظمة على مواجهة التغيير السريع والاستجابة للتطورات واستغلال الفرص المتاحة للمنظمة لضمان استمرار برامجها ونشاطاتها وخدماتها.

أولاً: وضوح الرؤية وإمكانية تحقيقها: وهي الطموح والاتجاه المستقبلي الذي تعمل المنظمة على بناءه والوصول له، حسب معرفتها بظروفها الداخلية والخارجية.							الرمز
أوافق بشده	أوافق	أوافق لحد ما	محايد	أوافق لحد ما	أوافق	أعارض بشده	
							Visi1
							Visi2
							Visi3
							Visi4
							Visi5
							Visi6
							Visi7
							Visi8
							Visi9
ثانياً: الحساسية الاستراتيجية: وهي الانفتاح والتعرف على قدر كبير من المعلومات من خلال الحفاظ على العلاقة مع الافراد والمنظمات و الوزارات و الفئات المستهدفة، واغتنام الفرص المتاحة بشكل اسرع من المنظمات الاخرى.							
أوافق بشده	أوافق	أوافق لحد ما	محايد	أوافق لحد ما	أوافق	أعارض بشده	
							Sens1
							Sens2
							Sens3
							Sens4
							Sens5
							Sens6

Sens7	لدى المنظمة مرونة في التعامل مع البرامج والنشاطات.						
Sens8	نحن على استعداد لتغيير خططنا اذا اقتضت الظروف ذلك.						
Sens9	نعتبر انفسنا من اكثر المنظمات مرونة في البلد.						

ثالثا: الاهداف الاستراتيجية: وهي النتائج النهائية التي تسعى المنظمات الى تحقيقها على المدى الطويل من خلال الانشطة والبرامج والخدمات، وهي محددة بوقت ويمكن قياسها وتنسجم بالواقعية.

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
Goal1	الاهداف الاستراتيجية للمنظمة تخدم رؤية ورسالة المنظمة.						
Goal2	تنسجم الاهداف الاستراتيجية بالواقعية مع الفرص المتاحة للمنظمة.						
Goal3	البرامج مناسبة مع خصائص ومتطلبات الفئة المستهدفة في المنظمة.						
Goal4	تقسم المنظمة الفئة المستهدفة الى مجموعات متنوعة لتقديم البرامج والنشاطات المناسبة لهم.						
Goal5	لدى المنظمة الكفاءات والقدرات التي تمكنها من تقديم قيمة مضافة للفئة المستهدفة والمجتمع.						
Goal6	لدى المنظمة معرفة في القدرات والكفاءات اللازمة في المستقبل لعملية التطوير، لخدمة الفئة المستهدفة بشكل أفضل.						
Goal7	لدى المنظمة مرونة في تحديد اهدافها الاستراتيجية حسب الإمكانيات المتاحة المتوقعة.						
Goal8	لدى المنظمة المرونة الكافية لتعديل الأهداف الاستراتيجية.						
Goal9	الاهداف الاستراتيجية لدى المنظمة محددة بجدول زمني.						

رابعا: المقدرات والمصادر: وهي القدرات والموارد و المهارات التي تمتلكها المنظمة، والتي تساعد على تطوير نشاطاتها وبرامجها وخدماتها وسلعها للوصول الى التميز والتفوق على منافسيها.

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
-------	-------	------------	-------	--------------	-------	--------------	------------

							لدى المنظمة معرفة كافية في الخبرات التي يمتلكها موظفيها.	Core1
							لدى المنظمة معرفة كافية في المهارات التي يمتلكها موظفيها.	Core2
							يتم اختيار البرامج والنشاطات التي تتناسب مع إمكانيات المنظمة.	Core3
							لدى المنظمة المصادر والمقدرات الضرورية لانجاز العمل.	Core4
							تعمل المنظمة باستمرار على التخلص من نقاط الضعف لديها.	Core5
							تعمل المنظمة بشكل مستمر على تنويع مصادر تمويلها.	Core6
							تستثمر المنظمة نقاط قوتها لتحقيق الميزة التنافسية لها.	Core7
							المنظمة على دراية بقدرات المنظمات المنافسة لتطوير قدراتها.	Core8
خامسا: الشراكة في المسؤولية: وهي ان المسؤولية تكون مشتركة بين جميع افراد المنظمة من حيث المشاركة في اتخاذ القرارات و العمل الجماعي لتحقيق المخرجات النهائية مع المساءلة المشتركة عن النتائج.								
الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده	
Shar1	يشارك الموظفون في عملية التخطيط الاستراتيجي للمنظمة.							
Shar2	تشارك المنظمة الفئات المستهدفة في عملية التخطيط للمشاريع.							
Shar3	جميع الموظفين لديهم مسؤولية مشتركة عن النتائج النهائية للعمل.							
Shar4	توفر المنظمة سهولة الوصول الى المعلومات التي تهتم الفئات المستهدفة والموظفين.							
Shar5	يتم التعامل مع اخطاء الموظفين كفرص للتعلم والتحسين.							

سادسا: سرعة الاستجابة: وهي السرعة التي تستطيع المنظمة من خلالها اتخاذ اجراءات فورية وسريعة عند وجود فرصة جيدة مثل فرصة اضافة برنامج جديد او خدمة جديدة او تغيير الأهداف او غيرها من الأمور الضرورية لزيادة تميز المنظمة.

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
Resp1	الموظفين على دراية كبيرة باستراتيجية واهداف المنظمة.						
Resp2	يمكن للمنظمة تكيف استراتيجيتها لتناسب الظروف المتغيرة.						
Resp3	يتم مراجعة استراتيجيات المنظمة بشكل دوري للتناسب مع الظروف المحيطة.						
Resp4	المنظمة على تواصل مستمر مع الشركاء لتعديل استراتيجية المنظمة.						
Resp5	لدى المنظمة برامج تنفيذية مرنة لتناسب الظروف المحيطة.						
Resp6	يتم وضع جداول زمنية لتنفيذ كافة المهام والانشطة في المنظمة.						

المحور الثاني: التميز في الاداء المؤسسي: وهو قدرة المنظمة على التفوق في ادائها حتى تحقق انجازات تفوق المنظمات المنافسة.

أولاً: القيادة: وهي الادارة العليا في المنظمة ولها تأثير مباشر على تميز الاداء في المنظمة من خلال تطوير قدرات الافراد وتشجيعهم على التميز والابداع.

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
Lead1	تسعى الادارة العليا لتحقيق للمنظمة مركز تنافسي قوي.						
Lead2	تمتلك الادارة العليا مهارات قيادية وادارية متميزة.						
Lead3	لدى الادارة العليا الكفاءة في وضع الاستراتيجيات.						
Lead4	لدى الادارة العليا القدرة على اكتشاف الفرص واستغلالها.						
Lead5	تتحمل الادارة العليا المخاطر والمجازفة لتحقيق أهداف المنظمة.						
Lead6	تتعامل الادارة العليا بشفافية.						
Lead7	الادارة العليا هي قدوة للموظفين في الدافعية نحو العمل.						
Lead8	تتبث الادارة العليا روح المنافسة بين الموظفين.						
Lead9	تشجع الادارة العليا الموظفين على المبادرات لمصلحة العمل.						
Lead10	توفر الادارة العليا المناخ الابداعي لموظفيها.						

ثانيا: الموارد البشرية: حيث ان التركيز على تطوير مهارات وخبرات الافراد العاملين في المنظمة من المحاور الرئيسية التي تؤثر على تميز الاداء

المؤسسي.

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
HuRes1	تهتم المنظمة بتدريب وتطوير قدرات الموظفين.						
HuRes2	بيئة عمل المنظمة تشجع الموظفين على التميز .						
HuRes3	لدى المنظمة كادر عمل متكامل.						
HuRes4	تقوم المنظمة بتعيين الموظفين بناءا على معايير واضحة.						
HuRes5	تقيم اداء الموظفين من خلال نموذج معتمد في المنظمة.						
HuRes6	لدى المنظمة الادوات المناسبة لمعرفة احتياجات الموظفين.						

ثالثا: جودة العمليات: وهي كيفية ادارة المنظمة لعملياتها الاساسية لتحقيق اعلى قيمة من البرامج والنشاطات و المنتجات.

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
OperQ1	يوجد دليل عمل في المنظمة.						
OperQ2	يوجد في المنظمة هيكل تنظيمي يتناسب مع اهدافها واستراتيجيتها.						
OperQ3	المنظمة تعمل على تبسيط اجراءات العمل واختصارها.						
OperQ4	يوجد رقابة مستمرة اثناء تطبيق البرامج والنشاطات.						
OperQ5	تستخدم المنظمة الاساليب التكنولوجية في تقديم الخدمات.						
OperQ6	تتوفر في المنظمة المستلزمات المادية الاساسية للعمل.						

رابعا: جودة المنتج: وهي ان يتم انجاز المنتجات والبرامج والنشاطات والخدمات بشكل جيد حتى يزيد من قيمة المنظمة لدى المجتمع والجهات

المانحة.

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
ProdQ1	المنظمة تقدم برامجها ونشاطاتها بدقة واتقان.						
ProdQ2	تلتزم المنظمة بالوقت المقرر للبرامج						

							والنشاطات.	
							تلتزم المنظمة بتقديم النشاطات والبرامج بما تتفق مع حاجات الفئات المستهدفة.	ProdQ3
							خدمات المنظمة تنال رضا المستفيدين.	ProdQ4
							خدمات المنظمة متميزة عما يقدم المنافسون.	ProdQ5
خامسا: رضا الموظفين: وهي تعني درجة رضا الموظفين في الشركة عن اوضاعهم من الناحية المادية والمهنية والنفسية.								
الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده	
EmpSat1	رواتب الموظفين بالمنظمة توفر لهم العيش الكريم.							
EmpSat2	يتم توزيع المكافآت والحوافز بشكل عادل .							
EmpSat3	تهتم المنظمة في الموظفين ذو الاداء المتميز.							
EmpSat4	يوجد علاقات قوية تربط الموظفين مع بعضهم البعض.							
EmpSat5	يوجد بيئة امنة ومريحة في المنظمة.							
EmpSat6	تحافظ المنظمة على خصوصية الموظفين.							
سادسا: رضا الزبائن (الفئة المستهدفة): يتحقق رضا الفئات المستهدفة من خلال اداء البرامج والنشاطات والخدمات و السلع المتوافقة مع توقعاتهم والتي تقدم الفائدة.								
الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده	
CustSat1	تهتم المنظمة في اراء الفئات المستهدفة.							
CustSat2	توافق البرامج رغبة الفئات المستهدفة وتسد حاجات لهم.							
CustSat3	تهتم المنظمة في شكاوي المستفيدين وتعمل على حلها.							
CustSat4	تعقد المنظمة اجتماعات مع الفئات المستهدفة لمناقشة مخرجات البرامج والنشاطات.							

الملخص

ممارسة الرقابة الإستراتيجية من قبل المنظمات الفلسطينية وتأثيرها على التميز في الأداء

في ضوء البيئة الفلسطينية غير المستقرة والتغيرات السريعة التي تؤثر على المؤسسات الفلسطينية، نجد أن التخطيط الاستراتيجي أو الأساليب التقليدية للتخطيط التي تعتمد على وضع أهداف وغايات طويلة المدى قد تكون إشكالية للمؤسسات الفلسطينية، حيث بيئة المؤسسات الفلسطينية ينقصها الاستقرار الاقتصادي والسياسي، بالإضافة إلى ذلك قد لا تتناسب المشروعات الاستراتيجية طويلة الأجل التي تعتمد على توفر موارد مالية مستقرة مع الحالة الفلسطينية للمؤسسات، أحد الحلول الذكية لهذه المشكلة هو تبديل التخطيط الذي يستخدم الرقابة الاستراتيجية بالتخطيط التقليدي في عمليات التخطيط للمنظمات الفلسطينية، مما يؤثر بشكل إيجابي على أداء المنظمات.

تهدف هذه الدراسة إلى استكشاف مدى اعتماد المنظمات الفلسطينية (العامة والخاصة والمنظمات غير الحكومية) للرقابة الاستراتيجية في عملية التخطيط الخاصة بهم ، وتقييم تأثير الرقابة الاستراتيجية على التميز في الأداء المؤسسي. وعليه يسعى الباحث إلى قياس العلاقة بين الرقابة الاستراتيجية (وضوح الرؤية والحساسية الاستراتيجية واختيار الأهداف الاستراتيجية وسرعة الاستجابة والمقدرات الجوهرية والمسؤولية المشتركة)، وتميز الأداء المؤسسي (القيادة و الموارد البشرية ورضا العملاء ورضا الموظفين وجودة المنتج وجودة العمليات. ولتحقيق أهداف الدراسة، استخدم الباحث المنهج الوصفي التحليلي والمنهج الإحصائي المناسب للإجابة عن أسئلة الدراسة. وتم استخدام عينة غير عشوائية. تكونت العينة من القطاعات الثلاثة. تم توزيع 154 استبياناً على مناصب إدارية مختلفة من العينة المستهدفة. تم تفسير البيانات التي تم جمعها وتنظيفها وتحليلها باستخدام أدوات تحليل بيانات SPSS v2.

أظهرت نتائج الدراسة أن المنظمات الفلسطينية العاملة في القطاعات الثلاثة تنفذ الرقابة الاستراتيجية من خلال أبعادها المختلفة بطريقة تساعدهم في التغلب على العقبات التي تواجههم وتمنحهم الفرصة للمواصلة والاكمال، وأن مستوى الرقابة الإستراتيجية وتميز الأداء المؤسسي في المؤسسات الخاصة والمؤسسات غير الحكومية أعلى من مؤسسات القطاع الحكومي.

تظهر الدراسة أيضاً وجود علاقة قوية ذات دلالة إحصائية بين الرقابة الإستراتيجية وتميز الأداء المؤسسي في القطاعات الخاصة والحكومية والمنظمات غير الحكومية، وهناك تأثير ذو دلالة إحصائية بين ممارسة الرقابة الاستراتيجية والتميز في الأداء التنظيمي في القطاعات الثلاثة. بالإضافة إلى ذلك، فإن أحد أهم

اسهامات هذه الدراسة والتي تميزها عن غيرها، هو النجاح في بناء نموذج بنسبة 80% لقياس تأثير ممارسة الرقابة الاستراتيجية على التميز في الاداء المؤسسي في مؤسسات القطاع الحكومي والخاص وغير الحكومي. وبناءً على نتائج الدراسة، تم التوصل إلى عدد من التوصيات، أهمها حاجة المؤسسات الى خطة رشيقة تتضمن نقاط القوة والضعف لديها، والحاجة إلى إشراك الموظفين في القرارات والخطط الاستراتيجية في القطاعات الثلاثة. أيضاً، يجب على المنظمة توفير موظفين مؤهلين تأهيلاً عالياً لتنفيذ أبعاد خفة الحركة الاستراتيجية، من أجل مساعدتهم على تحقيق التميز في الأداء المؤسسي.

الكلمات المفتاحية: الرقابة الإستراتيجية، التميز في الأداء المؤسسي، قطاع المنظمات غير الحكومية، القطاع الخاص، القطاع الحكومي، الحساسية الإستراتيجية.