

Impact of Organizational Agility on Institutional Excellence in Municipalities of Jordan

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ABSTRACT

This study aimed to explore the impact of organizational agility on institutional excellence in municipalities of Jordan (case study on the municipalities of Jerash Governorate). This study examined the impact of organizational agility on institutional excellence in municipalities in Jordan from the perspective of service recipients (public sector, private sector, local community). The primary objective of this study was to identify the impact of organizational agility dimensions "flexibility, responsiveness, innovation, sensing agility" on institutional excellence in Jordanian municipalities. The researcher used a descriptive and analytical research method to achieve the study's objectives. A questionnaire was used to conduct this study and a convenient random sample of "200" service recipients was selected. The researcher used several statistical methods, the most important of which were arithmetic averages, ANOVA testing, and the "SPSS" statistical package. The results of the study showed that service recipients' perceptions of organizational agility in the dimensions of "flexibility and responsiveness" were moderate, while the study sample's perceptions of organizational agility in the dimensions of "innovation and sensing agility" were high. The study also demonstrated a positive impact of organizational agility on institutional excellence in Jordanian municipalities. The study recommended paying great attention to the flexibility of service provision and responsiveness to service recipients through training and raising the efficiency of employees in the municipal sector and providing material and technical capabilities, as well as enhancing employee innovation and responsiveness. The study presented recommendations for conducting a study on the impact of organizational agility on institutional excellence from the perspective of municipal employees. The study provided important practical contributions related to the dimensions of organizational agility and its impact on institutional excellence, which can be used by municipal officials to improve institutional excellence. It also provided contributions related in providing a conceptual framework for organizational agility and institutional performance.

Keywords: Organizational agility, Flexibility, Responsiveness, Innovation, Sensing agility, Institutional excellence, Municipalities, Jordan.

INTRODUCTION

Organizational agility is considered one of the modern concepts in business organizations, it is effectively contributes in enhancing the ability of organizations to adapt the external environment and respond quickly to external and internal variables. The importance of organizational agility is highlighted by its contribution in improving employee performance by simplifying processes and procedures, which contributes the speed of decision-making and improving employee performance (Gregar & Ales, 2017).

Organizational agility also plays an important role in improving the internal work environment by enhancing the organization's flexibility and ability to adapt the changes, which facilitates the flow of work, reduces administrative complexities, and enhances the speed of decision-making. Organizational agility contributes of building a dynamic work culture that encourages innovation, creativity, and continuous learning, which raises the

level of efficiency of institutional performance and increases the institution's ability to face challenges and achieve its goals more effectively (Prevna, & Sengeeta,2014)

Organizational agility contributes to enhance effective communication between different administrative levels, which ensures coordination of efforts and reduces organizational barriers that may hinder the achievement of common goals, and enables employees to quickly adapt to emerging changes in the work environment, whether technical, organizational or competitive, which enhances their sense of belonging and motivates them to provide outstanding performance (Al-Fadl, 2024).

Institutional excellence is the ability to achieve exceptional results that exceed expectations through process improvement and continuous innovation within the organization. This includes a set of factors, such as effective leadership, employee development, effective communication, skills development, and adopting a strong corporate culture, which aims to enhance efficiency and productivity, leading to the achievement of the organization's goals faster and more effectively (Bekos et al,2025)

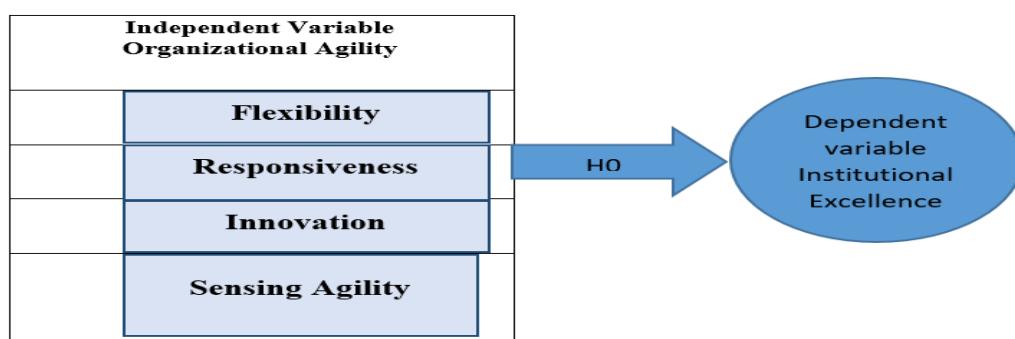
Organizational agility is considered one of the main factors that positively affect institutional excellence, its contributes to improving the work environment and providing appropriate opportunities to enhance individual and collective performance, by facilitating administrative processes and simplifying work procedures, organizational agility provides employees with more space for interaction and innovation, which enhances their productivity and motivates them to improve their performance. Organizational agility also contributes to enhancing effective communication between employees at various levels, which contributes to accelerating decision-making, and organizational agility enhances the overall performance of the organization and contributes to achieving its goals with greater efficiency and effectiveness (Al-Dhabayani, 2020). Hence, this study came to demonstrate the impact of organizational agility on the institutional excellence in municipalities of Jordan "case study on the municipalities of Jerash Governorate"

Study Problem

Contemporary organizations, including the municipal sector in Jordan, facing numerous administrative, financial, technical, material, and human resources problems and challenges related to their ability to achieve excellence and sustainability in providing services to the local community. They are charged with numerous duties related to providing services to citizens and the public and private sectors. Many studies and literature have emphasized the importance of organizational agility in achieving institutional excellence, as organizational agility has become indispensable for maintaining institutional excellence (Abdul Satar, 2019: 87). Organizational agility can contribute in improving processes and procedures in the municipal sector, providing better solutions and services, increasing efficiency, fostering innovation and development, and providing opportunities for success and growth (Ning and Yao, 2023). The need to move toward achieving institutional excellence has increased to overcome the obstacles and risks facing municipalities. Institutional excellence has become a modern approach that helps organizations achieve their goals effectively and efficiently, eliminating all traditional means and methods (Rudy and Zabrina, 2018). Ismail and Tali (2023) pointed out that achieving institutional excellence requires a strong strategic vision, the ability to analyze the external environment, rapid response and flexibility in service delivery, as well as the ability to implement change and improve internal processes to meet customer needs. Therefore, the study's problem is defined in the following question: What is the impact of organizational agility on institutional excellence in municipalities in Jordan?

Study Model

The study model was developed by referring to previous studies. The independent variable Organizational Agility consisted of four dimensions: (flexibility, responsiveness, innovation, and exploit opportunities), while the dependent variable Institutional Excellence.



Hypothesis

There is no statistically significant impact of organizational agility in its dimensions (Flexibility, Responsiveness, Innovation, and Sensing Agility) on the institutional excellence in municipalities of Jordan. The following sub hypotheses are.

No Impact of flexibility on the institutional excellence in municipalities of Jordan.

No Impact of responsiveness on the institutional excellence in municipalities of Jordan.

No Impact of innovation on the institutional excellence in municipalities of Jordan.

No Impact of Sensing Agility on the institutional excellence in municipalities of Jordan.

LITERATUR EREVIEW

Organizational Agility

Concept of Organizational Agility:

Organizational agility refers to an organization's ability to move quickly and respond to changes in the business environment to achieve its goals through adaptability and flexibility. Organizational agility is the organization's ability to sense sudden changes and circumstances characterized by complexity, uncertainty, and respond quickly by designing processes, reallocating organizational resources, and redesigning the organizational structure. This enables the organization to survive and continue to support its competitive position (Kamran & Yeganegi, 2012)

Organizational agility is the organization's ability to achieve results by developing its services and products and responding quickly to meet diverse needs, desires, and expectations (Lu & Ramamurthy, 2017). Organizational agility refers to an organization's ability to quickly adapt to changes in the external environment while using cost-effective methods and approaches, responding quickly to change, and making optimal use of available human resources. (Hijjawi, G. S. (2017). Organizational agility represents one of the modern methods for responding to the factors of organizational change and the challenges imposed by the business environment. Organizational agility aims to increase the ability of companies to face various challenges in the turbulent business environment, as it is considered an urgent necessity for organizations with their various activities, objectives and nature of work to address the difficulties they face to invest in the available opportunities (Amanah, 2020)

Organizational agility is one of the modern ways to respond to environmental changes and the challenges imposed by competition. It aims to increase the organization's ability to face different situations in the business environment, change and development have become the main feature of the work of organizations, which has made their managements search and think about the mechanisms and strategies that help them to face the competition, and requires them to carry out intelligence activities for the external environment. This helps organizations reduce uncertainty and conflict between their directions and their work environment and their ability to obtain a larger market share (Habib& others, 2012).

Importance of Organizational Agility

Many researchers have addressed the importance of organizational agility, as follows:

Organizational agility works to raise the level of organizational innovation through continuous improvement of production processes or services provided to customers, achieving job satisfaction, making the organization more responsive to market changes and more flexible in dealing with challenges. It contributes to improving the organization's capabilities and organizational structure, increasing its ability to continue achieving long-term success. It also helps accomplish work with high quality, efficiency, and accuracy. (Alotaibi, 2022).

Organizational agility helps an organization achieve the necessary speed and flexibility, mobilize core capabilities, integrate diverse technologies, and produce high-quality products. It works to improve the structure of operations by organizing and evaluating organizational activities, increasing the organization's ability to possess knowledge management capabilities, and improving administrative and behavioral practices. (Bekos et al,2025).

Organizational agility helps an organization compete and sustainably, providing indicators and measures of its competitive capabilities, readiness for change, ability to identify less active areas and plan for improvements. The researcher believes that the importance of organizational agility lies in the organization's ability to adapt and respond quickly to change and uncertainty, exploit opportunities, and confront challenges and emergencies while emphasizing flexibility, quality, speed, and creativity. This also increases the organization's ability to make accurate scientific predictions, sense any future crises, and provide the necessary capabilities to address any urgent changes. (Bekos et al,2025).

Dimensions of Organizational Agility

The dimension of organizational agility are: (Ekweli,et al,2020) (Franco,2024)

1. Change Sensing

This refers to an organization's ability to identify factors of change in the work environment, whether internal or external. It also extends beyond this to anticipate and prepare for changes that may occur in the future by developing visions, plans, and strategies to address challenges, continuously improve its performance, and innovate new work methods that contribute to achieve the organization's goals. This enables it to sustain its efforts for long periods and maintain focus on work performance during difficult times.

2. Rapid Responding to Change

This refers to an organization's ability to diagnose change, interact with it, and respond accurately to it at the same speed and in a timely manner. It is important for the organization to keep pace with the speed of change and respond to it by completing the tasks and activities related to achieving its goals at the appropriate time effectively and in the shortest possible time.

3. Proactive

This refers to an organization's ability to take actions that anticipate events and are ahead of their peers in the labor market, in order for the organization to maintain its survival. In an era of constant change, it is important to take the initiative to introduce new approaches to keep pace with it, such as offering services in new ways, innovative products, or proactive work activities and procedures that contribute to achieving its goals rather than merely reacting to the changes occurring around it. The organization must control the change occurring around it by sensing and identifying it, attempting to predict and anticipate it, and then preparing for it and responding quickly to it, taking proactive work measures, or delivering distinctive and innovative outputs.

4. Competitive Advantages

This refers to the organization's ability to confront and benefit from changes by identifying real opportunities for competitive performance in the work environment, or transforming threats into opportunities and strengths. This then becomes a competitive advantage that distinguishes it from others in effectively achieving its goals. This qualifies it to advance, and even survive, in a work environment filled with changes that may not be easily predicted.

5. Innovation

This refers to the organization's ability to initiate, encourage, and support innovative ideas to transform them into tangible reality. This includes using innovative work methods and techniques, producing and providing creative and distinctive services, and creating new opportunities to gain new competitive advantages.

6. Reliance on Competencies

It is important for the organization to rely on individuals who possess the basic skills necessary for its work, who fully understand the magnitude of the challenges facing the organization, and who possess the required level of competence to address them. They must work with utmost effort, dedication, and sincerity to effectively achieve the organization's goals.

7. Initiative

This refers to individuals within the organization possessing a spirit of initiative in presenting their ideas, especially new and innovative ones, which may contribute to developing work methods, addressing negative aspects, or strengthening positive ones. To achieve the best for the organization, and to take the initiative to strive toward achieving it with courage, confidence, and positivity, while being prepared to endure greater effort in order to achieve it.

8. Sensing Agility

It is the ability to examine, monitor, and track changes in the surrounding environment in a timely manner, such as (development and the emergence of new technologies - changing customer preferences - the emergence of new competitors) (Park, 2011, p. 24). Sensitivity refers to an organization's ability to discover and seize the opportunities available to it. Even if the organization has the ability to sense, it lacks a complete understanding of the organization's external and internal environment, in order to achieve full awareness of the trends, characteristics, sources, and types of change (Omar, 2020, p. 56).

Institutional Excellence

Concept of Institutional Excellence

Institutional performance excellence refers to the results achieved based on a set of core practices, including: focus on results, customer focus, leadership, consistency of management, improvement of processes, goal-sharing, leadership, creativity, mutual benefit between the organization and the entire community, and achieving balanced benefits for stakeholders. Excellence expresses the organization's ability to exploit available opportunities within the framework of strategic planning, commitment to the goal, and sufficiency of resources, a shared vision governed by clarity and accountability, and a commitment to performance. (Aumiller, 2018). Organizational excellence is considered the primary driver for organizations to excel in the competitive business market. When a company achieves outstanding performance, it has the ability to achieve superiority and a competitive advantage. This enhances the organization's ability to achieve sustainable development, increase its market share, meet the expectations of shareholders, investors, and customers, improve internal operations, reduce costs, and increase efficiency and effectiveness. (Wang et al., 2020)

Tyson (2018)& Alkhawaldeh(2023) defined It "is a state of administrative creativity and organizational excellence that achieves exceptionally high levels of performance and execution of production, marketing, financial, and other operations within the organization, resulting in results and achievements that outperform competitors and satisfy customers and all stakeholders in the organization.

Components of Institutional Excellence

Institutional excellence must be implemented by organizations by providing foundations for its distinctive and effective success. Achieving institutional excellence requires continuous hard work, numerous administrative and technical directives at work, in order to participate in building and developing an organizational culture to increase opportunities for excellence and innovation. Among the most important components of achieving institutional excellence are the following (Al-Mullaji, 2012):

1. Building an integrated strategic system that expresses the organization's future vision.
2. Integrated policies that govern the organization's work.
3. Structuring the organization and its alignment with the requirements of managing institutional excellence.
4. An integrated information system.
5. Educated and trained administrative leadership.
6. A working method for managing human resources.
7. A working method to ensure excellence and quality.

STUDY METHODOLOGY

This study relied on the descriptive analytical approach to achieve its objectives, which are to measure the impact of organizational agility on institutional excellence in Municipalities: A Case Study on the Municipalities of Jerash Governorate

Study Population: The study population consisted of the (public sector, private sector and local community. Including service recipients in the municipalities of Jerash Governorate: (Greater Jerash Municipality, Al-Naseem Municipality, Al-Ma'rad Municipality, and Bab Amman Municipality).

Study Sample: A convenience sample was selected from the study population, and a questionnaire was distributed to (200) service recipients from the municipalities of Jerash Governorate. The response rate was 100%. The following is the distribution of the study sample members according to its variables:

Table 1. Distribution of study sample members according to their variables			
In terms of		number	percentage
Gender	Male	108	54.00%
	Female	92	46.00%
Age	Less than 30	44	22.00%
	From 30 to less than 40	82	41.00%
	From 40 to less than 50	41	20.50%
	50 years and older	33	16.50%
Services beneficiary	Public sector	30	15.00%
	Privet sector	30	15.00%
	Local community	140	70.00%
Education level	Diploma or less	95	47.50%
	Bachelor's	75	37.50%

	Postgraduate studies	30	15.00%
total	200	200	100%

Study Tool: To collect data related to the study variables, the questionnaire was used as a data collection tool, which consisted of 32 items distributed over five dimensions: Flexibility (6) item, Responsiveness (6) item, Innovation (5) item, Sensing Agility (5) item, and Institutional Excellence (10) item. The validity and reliability of the study tool were verified by applying it to a survey sample of 30 respondents, in preparation for estimating the tool's reliability and verifying its internal consistency. The tool was stable and enjoyed internal consistency validity, as shown in the following tables:

Table 2. Reliability of the study tool using the Cronbach's alpha method			
variable	Dimension	Number of items	Cronbach's alpha
Organizational Agility	Flexibility	6	0.89
	Responsiveness	6	0.92
	Innovation	5	0.94
	Sensing Agility	5	0.87
	Institutional Excellence	10	0.93

It is clear from Table A that the values of the estimated Reliability coefficients of the study tool ranged between (0.89-0.94), and this confirms the Reliability of the tool and its Reliability for application to the individuals of the main study sample.

Table 3. Internal consistency validity of the study tool items					
Item	Correlation coefficient with dimension	Correlation coefficient with the study tool	Item	Correlation coefficient with dimension	Correlation coefficient with the study tool
a1	.504**	.211**	c5	.667**	.203**
a2	.666**	.157**	d1	.701**	.189**
a3	.630**	.146**	d2	.691**	.198**
a4	.632**	.188**	d3	.718**	.119**
a5	.542**	.159**	d4	.793**	.147**
a6	.701**	.148**	d5	.810**	.208**
b1	.118**	.303**	e1	.667**	.169**
b2	.200**	.387**	e2	.621**	.471**
b3	.640**	.170**	e3	.670**	.420**
b4	.626**	.124**	e4	.722**	.455**
b5	.631**	.199**	e5	.421**	.411**
b6	.431**	.140**	e6	.598**	.522**
c1	.121**	.383**	e7	.161**	.265**
c2	.574**	.168**	e8	.674**	.451**
c3	.600**	.436**	e9	.172**	.294**
c4	.131**	.217**	e10	.717**	.388**

It is clear from Table 3 that all values of the correlation coefficients of the items' scores with the degree of the dimension to which they belong, and with the total degree of the study tool, were statistically significant at the significance level (0.01). This confirms that the study tool has internal consistency validity and can be relied upon in collecting the study results and testing its statistical hypotheses.

Descriptive Analysis of The Dimensions of The Independent Variable and The Dependent Variable:

Table 4. Descriptive Statistics of the dimensions of the independent variable and the dependent variable						
Variable	Dimension	N	Items no	Mean	Std. Deviation	Level
Organizational Agility	Flexibility	200	1-6	2.96	.59	Medium
	Responsiveness	200	7-12	2.98	.53	Medium

Innovation	200	13-17	4.49	.20	High
Sensing Agility	200	18-22	4.48	.19	High
Institutional Excellence	200	23-32	4.51	.16	High
total	200	1-32	3.92	.15	High

It is clear from Table 4 that the general average of the dimensions of the independent variable, which is (Flexibility, Responsiveness, Innovation, Sensing Agility), ranged between 2.96-4.49, and thus fell within the medium and high level. While the dependent variable, which is (Institutional Excellence), came within the high level with an arithmetic mean of (4.51) and a standard deviation of (0.16).

Testing Hypotheses:

There is no statistically significant effect at the significance level ($\alpha=0.05$) of organizational agility in its dimensions (flexibility, responsiveness, innovation, and sensing agility) on institutional excellence in Jordanian municipalities.

To test this hypothesis, we relied on the MANOVA test as follows:

Table 5. MANOVA To test the effect of organizational agility in its dimensions (flexibility, responsiveness, innovation, and sensing agility) on institutional excellence in Jordanian municipalities.

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	2.162 ^a	39	.055	2.815	.000
Flexibility	.793	14	.057	2.876	.001
Responsiveness	1.052	14	.075	3.818	.000
Innovation	.229	5	.046	2.329	.045
Sensing Agility	.468	5	.094	4.749	.000
Error	3.151	160	.020		
Corrected Total	5.313	199			

a. R Squared = .407 (Adjusted R Squared = .262)

It is clear from Table 5 that there is a statistically significant effect at the significance level ($\alpha = 0.05$) of organizational agility in its dimensions (flexibility, responsiveness, innovation, and sensing agility) on institutional excellence in Jordanian municipalities. This result can be inferred from the significance level value, which was less than 0.05. It is also clear from the table that the dimensions of the organizational agility variable explained an amount of 26.2% of the explained variance in the institutional excellence in Jordanian municipalities' variable.

Testing Sub- Hypotheses:

H0:1 There is no statistically significant effect at the significance level ($\alpha=0.05$) of flexibility on institutional excellence in Jordanian municipalities.

To test this hypothesis, we relied on the one-way ANOVA test, as follows:

Table 6. ANOVA to test the effect of flexibility on institutional excellence in Jordanian municipalities

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.459	15	0.0972	4.628	0.000
Within Groups	3.853	184	0.021		
Total	5.313	199			

It is clear from Table 6 that there is a statistically significant effect at the significance level ($\alpha=0.05$) of flexibility as one of the dimensions of organizational agility on institutional excellence in Jordanian municipalities. This result can be inferred from the significance level value, which was less than 0.05.

H0:2 There is no statistically significant effect at the significance level ($\alpha=0.05$) of responsiveness on institutional excellence in Jordanian municipalities.

To test this hypothesis, we relied on the one-way ANOVA test, as follows:

Table 7. ANOVA to test the effect of responsiveness on institutional excellence in Jordanian municipalities					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.776	15	.052	2.097	.012
Within Groups	4.537	184	.025		
Total	5.313	199			

It is clear from Table 7 that there is a statistically significant effect at the significance level ($\alpha=0.05$) of responsiveness as one of the dimensions of organizational agility on institutional excellence in Jordanian municipalities. This result can be inferred from the significance level value, which was less than 0.05.

H0:3 There is no statistically significant effect at the significance level ($\alpha=0.05$) of innovation on institutional excellence in Jordanian municipalities.

To test this hypothesis, we relied on the one-way ANOVA test, as follows:

Table 8. ANOVA to test the effect of innovation on institutional excellence in Jordanian municipalities					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.177	5	0.2354	11.046	0.000
Within Groups	4.136	194	.02131		
Total	5.313	199			

It is clear from Table 8 that there is a statistically significant effect at the significance level ($\alpha=0.05$) of innovation as one of the dimensions of organizational agility on institutional excellence in Jordanian municipalities. This result can be inferred from the significance level value, which was less than 0.05.

H0:4 There is no statistically significant effect at the significance level ($\alpha=0.05$) of sensing agility on institutional excellence in Jordanian municipalities.

To test this hypothesis, we relied on the one-way ANOVA test, as follows:

Table 9. ANOVA to test the effect of sensing agility on institutional excellence in Jordanian municipalities					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.442	5	.088	3.522	.005
Within Groups	4.871	194	.025		
Total	5.313	199			

It is clear from Table 9 that there is a statistically significant effect at the significance level ($\alpha=0.05$) of sensing agility as one of the dimensions of organizational agility on institutional excellence in Jordanian municipalities. This result can be inferred from the significance level value, which was less than 0.05.

STUDY CONCLUSIONS AND APPLICATIONS

The main object of this article is to discover of impact of organizational agility on institutional excellence of the municipalities in Jordan "case study on the municipalities of Jerash Governorate "from the point of service recipients (public sector, private sector and local community).

Hypotheses 1, 2, 3, and 4 assume that the dimensions of organizational agility (flexibility, responsiveness, innovation, and sensing agility) influence institutional excellence in municipalities of Jordan. The study sample's perceptions and views regarding the dimensions (flexibility and responsiveness) were moderate, while the study sample's attitudes toward the dimensions (innovation and sensing agility) were high. The study recommended focusing on providing organizational flexibility and responsiveness to service recipients' requests through training and enhancing the efficiency and skills of employees working in municipalities, as well as providing them with

technical and administrative capabilities. It also emphasized the need to conduct extensive research on the impact of organizational agility on institutional excellence from the perspective of employees working in municipalities, and to conduct further studies on municipalities in other governorates in Jordan.

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