The Role Of Strategic Agility In Organizational Performance
An Applied Study On The Egypt Post in Zarqa

submitted by

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ABSTRACT

This study aims to identify the role of strategic flexibility in the organization's performance. The model includes a number of basic concepts that include the dimensions of strategic agility, which include (strategic vision, internal response orientation, external response orientation, human resources capability, information technology capability), and the dimensions of organizational performance, which include (financial) performance, operational performance, and strategic performance). This study was applied to the Egyptian Post, and the study followed the descriptive and analytical approach. The researchers designed a survey list that included the dimensions of the study variables. The size of the study sample reached 380 individuals. As 400 questionnaires were distributed, 391 of them were returned, and 11 of them were excluded. As they are forms with incomplete data.

KEYWORDS: Strategic agility, organizational performance, financial performance, strategic performance, operational performance.

1- Introduction:

The increasing impact of globalization, environmental concerns, rapid technological advancements, and other challenges is making the business environment more complicated, uncertain, and fast-paced. Consequently, organizations must adapt by strategically aligning with various factors, being proactive, flexible, and taking a long-term view to overcome these challenges and achieve sustained success.

In today's market, the competition among companies has shifted from being competitor-oriented to being market-oriented (Aykan, E. 2017). Markets, products, and services are greatly influenced by customers. As a result, companies are placing emphasis on strategic agility and flexibility to adapt to these rapid changes (Yang & Liu, 2012).

"Companies that stick to the same strategies these days may achieve their goals. On the other hand, it can cause companies to develop inertia toward change (Doz & Kosonen, 2008). Here comes the role of strategic agility as it's important in today's dynamic and complex environment; as it aids in the development of approaches to encounter any unpredictable challenges a company may face (Gunasekaran, 1999)."

The term "agile" was first introduced as agile manufacturing, which described an integrated customer-supplier relationship for designing, manufacturing, and marketing products to increase competitiveness (Gunasekaran, 1999).

Strategic agility enables organizations to be proactive, highly adaptive, responsive, and think strategically about potential changes (Weber & Tarba, 2014; Khoshnood & Nematizadeh, 2017; Clauss et al., 2019). According to a survey by McKinsey & Company, 81% of the respondents reported increased performance after transitioning to more agile practices across their organizations (Ahlbäck et al., 2017).

In the 1970s, Warmington et al. (1977) developed the concept of organizational effectiveness to encompass high productivity and job satisfaction, while reducing turnover rates and improving poor working conditions (Jenatabadi, 2015). In the early 1990s, the performance management revolution that began in the private sector had a significant impact on the public sector, leading to increased focus on organizational performance (Peterson et al. 2003).

Iuliana and Maria (2016) argued that it is difficult to find a comprehensive definition of performance. Furthermore, organizational performance can be defined in terms of ROI and profitability, human resource-related performance indicators such as loyalty and job satisfaction, and indicators related to the organization as a whole, such as organizational learning and productivity (Singh et al., 2016; Abubakar et al., 2019).

The organizational environment undergoes changes that can threaten organizational performance, leading to significant changes within the organization. Consequently, organizational performance is one of the most extensively researched dependent variables in management studies (Richard et al. 2009; George et al. 2019).

Moreover, Richard et al. (2009) emphasized the critical importance of evaluating organizational performance to understand how organizations have evolved over time and to assess their competitive position.

In light of growing interest from organizations to enhance their overall performance, this study aims to examine the impact of strategic agility on the performance of the Egyptian Post Authority. The goal is to produce findings and recommendations that can contribute to performance improvement.

2- Theoretical Framework

2-1 Strategic Agility

2-1-1 Strategic Agility Concept

Strategic agility involves the ability to swiftly adapt and transform the company while maintaining momentum (Doz & Kosonen, 2008; Hamel & Välikangas, 2003). Ultimately, it enables the company to deliver the right products and services, at the right place, at the right price, and at the right time for the right customers (Long, 2000). According to Doz and Kosonen (2008), strategic agility comprises collective commitment, strategic sensitivity and resource fluidity, enabling the company to perceive early, decide quickly. We will present several definitions of strategic agility from various researchers in Table (1), followed by a discussion in the subsequent paragraphs.

Table (1) Strategic Agility Definitions

Definition	Author(s), year
(Elali, 2021)	"Strategic agility is described as flexibility and speed that gives organizations the ability to change the business in order to respond to changes in their markets and face substantial risks".
(Mata et al, 2023)	"Strategic agility is the capability to produce the right products at the right place at the right time at the right price".
(Amini & Rahmani, 2023)	"Strategic agility is the ability to quickly recognize and seize opportunities, change direction, and avoid collisions".
(Luu, 2024)	"Strategic agility is moving quickly, decisively, and effectively in anticipating, initiating and taking advantage of change".
(Dayioglu et al, 2024)	"Strategic agility is the ability to exploit opportunities that slow down the competitor's exploitation of the same opportunity".
(Rawashdeh et al, 2024)	"Strategic agility is the ability to make strategic shifts on a time basis, by adopting re-orientation and re-innovation".
(Jooss et al, 2024)	"Strategic agility is defined as the ability to support and at times drive sudden changes in order to capitalize on changing market opportunities".

After considering various definitions, we have noticed some similarities, some differences, and some omissions. No single definition seems to encompass all the others. By combining aspects of previous definitions and addressing some gaps, we propose the following definition of strategic agility: Strategic agility is the capability to proactively or reactively respond to both anticipated and sudden changes using resources and knowledge to develop innovative solutions. These solutions should not only ensure a competitive advantage in the near term but also guarantee long-term survival through continual renewal of the business model.

The definitions above allow us to compare and contrast the concept of strategic agility with organizational agility. Strategic agility goes beyond the sense and respond aspect of organizational agility. It enables firms to initiate and apply dynamic competitive moves, not only to respond positively to changes imposed by others, but also to initiate shifts in strategy to create new marketplace realities (McCann, 2004; Mavengere, 2013). Strategic agility is the ability to continuously adjust and adapt strategic direction in the core business and create not just new products and services, but also new business models.

From the above, researchers believe that strategic agility is one of the fundamental requirements for the success of organizations and ensuring their continuity and that it is a competitive advantage that consists over time, to be sustainable so that the organization can have a new vision to know its position among competitors among other organizations.

Strategic agility is a concept that differs somewhat from the classical approach to strategy, but it is not entirely conflicting. Traditionally, making a strategy involves extensive planning that results in a company strategy that will be strictly followed for several years. Mintzberg et al. (1998) have identified different strategic schools of thought, all of which revolve around a long-term strategy but approach it from different perspectives. According to them (Mintzberg et al., 1998), while strategy and strategic direction are still important, in today's fast-changing business environment, the long-term strategic planning and strict strategy-following mindset need to be replaced with strategic agility (Doz & Kosonen,

2009). How strategic agility differs from the traditional strategic management can be seen in the below figure:

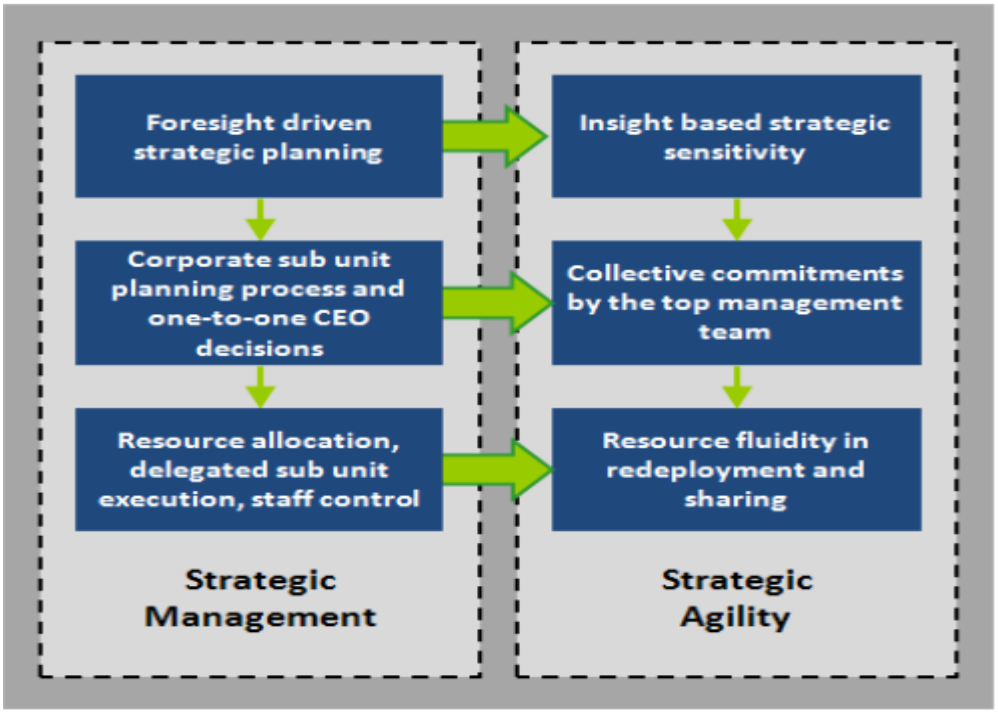


Figure (1): From strategic management to strategic agility

Source: (Mata et al, 2023)

2-1-2 Dimensions Of Strategic Agility

(Doz & Kosonen, 2008; Clauss et al., 2019) argued that dimensions reflecting strategic agility include strategic sensitivity, resource fluidity, and leadership unity. Meanwhile, according to (Khoshnood & Nematizadeh, 2017), the main

dimensions of strategic agility are: clarity of vision, understanding core capabilities, selecting strategic targets, shared responsibility, and taking action.

- **Strategic Insight**

Strategic Insight (SI) refers to an organization's tendency to focus on the present by drawing knowledge from complex strategic situations as they emerge and analyzing them to benefit from unfolding situations (Doz & Kosonen, 2008). In the context of an organization, SI encompasses both external sensing, which involves gaining an outside view, and internal awareness, which involves probing and experimenting to understand the organization's strengths and weaknesses in the context of its environment (Mavengere, 2013). Internal awareness can challenge an organization's core business assumptions and help define, refine, and sharpen them. External sensing allows executives to distance themselves from routine and gain different perspectives on the organization and its relationship to its environment (Doz & Kosonen, 2010).Strategic insight (SI). It is the tendency of an organization to focus on the present by drawing knowledge from complex strategic situations as they emerge and analyzing them for the organization to benefit from the situations as they unfold (Doz & Kosonen, 2008). In the context of the organization, SI encompasses both the outside view, or external sensing and inside view, or internal awareness (Mavengere, 2013).

Internal awareness through probing and experimenting, highlights the organization's strength and weaknesses in the light of the environment and this may lead to a challenge of the firm's core business assumptions and help to define, refine, and sharpen them. External sensing on the other hand enables the executives to see their organization from different perspectives when they distance themselves from their routine and they start modelling the organization and its relationship to its environment (Doz & Kosonen, 2010).

- **Internal Response Orientation**

Internal response orientation (IRO) is a component of strategic response (SR), which is a key aspect of strategic agility (SA). Strategic response refers to an organization's capability, in coordination with its customers and business partners, to efficiently adjust its resources and processes to react or proactively adapt to changes or developments in the business environment (Mavengere, 2013).

- **External Response Orientation**

The concept of external response orientation (ERO) is the ability to anticipate market trends and developments before competitors (Doz & Kosonen, 2008). It involves staying open to a wide range of information, insights, and innovations by establishing and nurturing relationships with diverse individuals and organizations (Doz & Kosonen, 2008). Therefore, companies must have a market-oriented approach to recognize the necessity for change.

- **Human Resource Capability**

According to Alhadid (2016), Human Resource Capability (HRC) refers to the ability and flexibility of individuals to take on important roles in an agile organization that experiences ongoing change. Mavengere (2013) defines HRC as the measure of the workforce's competence to efficiently carry out their responsibilities. Gary et al. (2012) state that HRC encompasses the practices and policies necessary to execute various activities, enabling management to function optimally. Additionally, Al-Hosani et al. (2022) describe HRC as the managerial activity that involves identifying the workforce needs of a project and responding to those needs by providing the appropriate personnel with the necessary qualifications and numbers to achieve productivity efficiently.

- **Information Technology Capability**

In his taxonomy of strategic agility, Mavengere (2013) identified Information Technology Capabilities (ITC) as one of the sub-constructs of the collective capabilities dimension of SA. He described ITC as the organization's ability to effectively use its information infrastructure and resources to create value and improve its performance. According to Mavengere, an organization equipped with the necessary information infrastructure and resources for its core functions will be able to carry out its operations effectively. Possessing such capabilities is important for the organization to utilize its information resources and promote information management in a competitive business environment.

2-2 Organizational Performance

2-2-1 Organizational Performance Concept

Organizational performance is crucial for generating interest in management studies. Continuous implementation is emphasized as it allows the organization to grow by improving performance. Rolstadås (1998) suggests that the performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality, productivity, quality of work, innovation, and profitability. Noye (2002) suggests that performance involves "achieving the goals set for you in alignment with organizational objectives"

Cho & Dansereau (2010) see that organizational performance refers to a company's performance compared to its goals and objectives. According to Tomal and Jones (2015) Organizational performance includes actual results or organizational outcomes that are measured against planned outcomes, While NASIR (2023) described Organizational performance as an organization’s ability to

acquire and utilize its scarce resources and valuables or expeditiously as possible in the pursuit of its operational goals.

2-2-2 Dimensions of organizational performance

- **Financial performance**

Financial performance measurement is useful to provide information about the appearance of the company's financial condition over a certain period of time. The measurement of financial performance according to Hongren (2007) has the objective of measuring business and management performance compared to company goals or objectives. In other words, financial performance measurement is a tool for management to control its business. Measuring financial performance by using several indicators based on financial statements is preferred for investment decision making, but if the objective is to identify the impact of corporate governance in the FP and effectiveness of the firm, it is preferred to use indicators to measure FP that are associated with the technical competence (Sheu & Yang, 2005).

Financial performance measurement is useful to provide information about the appearance of the company's financial condition over a certain period of time. The measurement of financial performance according to Hongren (2007) has the objective of measuring business and management performance compared to company goals or objectives.

Summarizing the research on financial indicators, some authors Pavelková & Knapková, (2005) noted the substantiation and use overtime of four generations of financial performance indicators: 1. profit margin; 2. profit growth rate; 3. return on assets (ROA), return on equity (ROE), return on investment (ROI); 4. added value for the company and shareholders.

Financial rates were considered useful tools to assess and monitor financial position. The main criticisms of these performance measures were: the use of historical information, the evaluation of performance at a given time, and the priority treatment of the consequences and not of the causes that determined a certain performance (Kiseľáková et al., 2016). Due to the complexity of the determination, EVA was considered one of the most appreciated performance evaluation indicators, as it involves all the resources used (and implicitly all the costs of running a business) and allows decentralization of decision making (Morard & Balu, 2010).

- **Operational Performance:**

Operational performance refers to the measurable aspects of an organization's processes, such as reliability, production cycle time, and inventory turns. Operational performance, in turn, affects business performance measures such as market share and customer satisfaction (Voss, Åhlström, & Blackmon, 1997).

The literature has primarily focused on either the link between productivity and profitability or the link between performance quality and profitability. The overall impact of operational performance on profitability has been largely neglected (Tsikriktsis, Fall 2007).

The operating cycle ratio shows if a company is managing its accounts payable, accounts receivable, and inventory efficiently. The operating cycle ratio involves three aspects of the company's finances: the days inventory outstanding, the days sales outstanding, and the days payable outstanding. A shorter operating cycle means that a company collects money from customers efficiently, has good payment terms with businesses and other entities to which it owes money, and is

moving inventory at a pace that keeps up with average production ability and customer demand (Azim et al., 2015).

The revenue per employee ratio indicates how much revenue each employee is producing for the company. A high revenue per employee ratio means that employees are generating adequate sales or revenue for the company, while a low ratio is often a sign of low productivity (Treadwell, 2015).

In the operations management field, operational practices like Total Quality Management or Just in Time have been seen as a way to improve operational performance and ultimately financial performance. The operations management literature, with its theoretical and empirical studies, indicates the presence of a positive relationship between those practices and performance, but the results of the study, in general terms, did not find a positive relationship between operational practices and financial performance (growth and profitability), even using a sample of 1,200 companies (Duarte, Brito, Serio, & Martins, 2011).

- **Strategic Performance**

Performance management is a strategic and integrated approach to achieving sustained success in organizations by enhancing the performance of employees and developing the capabilities of teams and individuals (Ana-Maria et al., 2009).

Strategic performance management is the process of steering an organization by systematically defining its mission, strategy, and objectives. This involves making these aspects measurable through critical success factors and key performance indicators in order to take corrective actions to keep the organization on track. The strategic performance management process consists of various sub-processes including strategy development, budgeting/target setting, forecasting, performance measurement, performance review, and incentive compensation.

These integrated sub-processes create a performance-driven behavior among employees, which is essential for an organization to become and remain world-class (Kamble et al., 2020).

- **3- Problem Statement:**

  Today's businesses face numerous challenges due to rapid environmental changes and increasing forces of change worldwide. Organizations must adapt, harmonize, and address internal and external challenges to ensure survival and growth.

The Egyptian Post now operates in a highly competitive environment with banks and other financial service providers, alongside ever-changing customer preferences. This necessitates strategic changes to effectively address these conditions. Therefore, the study of strategic agility is crucial in strategic management as it equips organizations to navigate environmental uncertainty and changes. It is also vital in developing products and services that align with evolving customer needs. Strategic agility serves as an important solution in product development and differentiation.

Based on the foregoing, and based on reviewing a set of previous studies, the study problem is formulated as in the following questions:

1. What is the extent to which the concept and dimensions of strategic agility are applied in Egypt post ؟
2. What is the extent to which the concept and dimensions of organizational performance are applied in Egypt post ؟
3. What is the current level of regulatory performance in Egypt post؟

4. What is the relationship between strategic agility and the regulatory performance of Egypt post?

4- Study Objectives:

The research seeks to achieve the following objectives:

1. Recognize the reality of applying strategic agility dimensions in Egypt post.
2. Determine the current level of regulatory performance in Egypt post.
3. Study the relationship between strategic agility and regulatory performance in Egypt post.
4. Reaching some results, and making some recommendations and proposals can contribute to making the most of applying strategic agility to improve the organizational performance of Egypt post.

5-The Importance Of The Study

5-1 The Importance Of The Study From A Scientific Perspective

Despite the abundance of foreign research, previous studies, and books that have separately addressed the topics of strategic agility and organizational performance, there is a lack of combined research on these two topics in Arab studies, as far as the researcher knows. This makes the current research important as it aims to link strategic agility and managerial decision-making.

Organizational performance is considered one of the most important topics that has garnered significant attention from those interested in this field, as has the topic of strategic agility. Each of these is considered one of the most important measures of organizational progress and employee development.

Therefore, the significance of this research from a scientific perspective lies in its role as an extension of previous studies in this field, thereby enriching the Arab literature in this area.

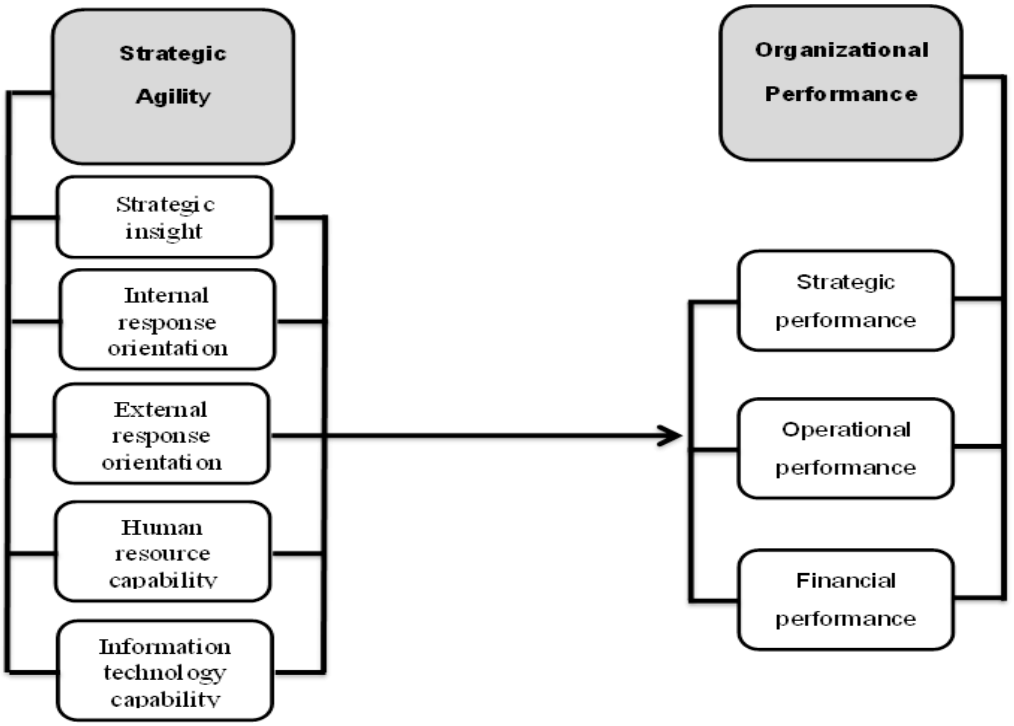
5-2 The importance of the study from the applied perspective

The Egyptian Post is always striving to expand and enhance its operations. To achieve this, it aims to apply its expertise to meet the modern and diverse needs of its customers, which requires a high level of strategic agility. To the best of the researcher's knowledge, previous studies have not explored the topic of strategic agility in relation to the Egyptian Post. Therefore, this study serves as a valuable resource for the Egyptian Postal Administration.

6- Study Variables:

- Independent Variable (Strategic Agility): The researcher addressed it through the following dimensions: (Strategic Insight, Internal Response Orientation, External Response Orientation, Human Resource Capability, Information Technology Capability).
- Dependent Variable (Organizational Performance): The researcher addressed it through the following dimensions: (Financial performance, Operational Performance, Strategic Performance.

We Can explain the model for the Study variables and the extent of The Impact of strategic agility on the organizational performance As shown in Figure 2:



Prepared by the researcher based on previous studies

Figure 2 Research Variables Model

7- Hypotheses

In light of the study problem and its objectives, most of the hypotheses were formulated in the form of null hypothesis and therefore the hypotheses can be formulated as follows:

The main hypothesis:

"There is a statistically significant impact of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation,

human resource capability, and information technology capability) on the organizational performance with its dimension (strategic performance, operational performance, and financial performance) in Egypt post". The following sub-hypotheses are derived from this hypothesis:

- There is a statistically significant impact of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of strategic performance which is one of the organizational performance dimensions.
- There is a statistically significant impact of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of operational performance which is one of the organizational performance dimensions.
- There is a statistically significant impact of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of financial performance which is one of the organizational performance dimensions.

8- Methodology

The researcher utilized the descriptive method, which is commonly used in the social sciences. This method involves gathering data from real-life situations, ensuring transparency in collecting primary data, and not controlling the research

environment. The researcher conducted an applied study, using a survey to collect data on the research variables. The collected data was then analyzed using appropriate statistical methods to accomplish the research goals and test the validity of the research hypotheses (Nassaji, 2015).

In this research, the researcher mainly relied on positivism, also known as deterministic philosophy. This philosophy focuses on creating theories and applying them in the field, whether in relation to the independent variable (strategic agility) or the dependent variable (organizational performance). Positivist philosophy emphasizes quantifiable observations that are analyzed statistically (Awaad, 2019).

There was a reliance on the philosophy of phenomenology, embodied in monitoring some of the phenomena of the research variables during the exploratory study, especially with regard to the dependent variable (Organizational Performance). However, the researcher did not design the research to comprehensively cover these phenomena, as that was not one of the research objectives. The research did not aim to study the causes and consequences of organizational performance in the research community, which is Egypt post.

8-1 Study population:

The study population consists of all employees in the Egypt Post at the three administrative levels (senior management, middle management, and executive management), and this is evident in the following table:

Table (2) Study population - employees in the Egypt Post

Administrative level	number
Higher Management	161
Middle management	738
Executive management	38791
Total	**39690**

Source: Prepared by the researcher based on the General Administration of Administrative Affairs, in the Egypt Post, 2024.

8-2 Study Sample:

The research sample refers to the group of individuals that the survey is targeting, which in this case are the employees of the upper and middle management and the supervisors of the operational management at Egypt Post. To ensure that the research sample is representative of the entire community, the most suitable choice for sampling is Stratified Random Sampling, taking into account the size of different layers within the research community (such as the number of employees in middle management and executive management). The sample size has been determined based on the following equation as outlined by Thompson (2010):

$$n = \frac{N \times P\,[1-P]}{\{\,[N-1 \times (d^2 / z^2)] + P(1-P)\,\}}$$

- N: the size of the Research population.

- Z: is the standard score at the permissible error and equals to 1.96 at a confidence factor of 95%, which is the most common in social research.
- P: is the probability that to the item will appear and is equal to 0.5.
- D: error rate equal to 0.05

So, sample size (n) = 380 individuals.

8-3 Questionnaire Design:

The survey list is divided into three main axes as follows:

8-3-1 Demographic Data:

They include both:

A-type (two categories).

B-administrative level (3 categories).

C-educational level (3 categories).

D-years of Experience (4 categories).

8-3-2 Strategic Agility:

Strategic agility was measured based on the scale developed by (Ashal et al., 2024) This scale consists of 26 statements, which are answered on a progressive Likert scale consisting of five points ranging from (1) completely disagree to (5) completely agree, and it measures five dimensions of strategic agility:

A. Strategic Insight: consists of (6) statements (statements X1 to X6).
B. Internal Response Orientation: consists of (5) statements (statements X7 to X11).
C. External Response Orientation: consists of (5) statements (statements X12 to X16).
D. Human Resource Capability: consists of (5) statements (statements X17 to X21).

E. Information Technology Capability: consists of (5) statements (statements X22 to X26).

In previous studies, the researcher identified three dimensions of strategic agility. To further explore these dimensions, a Confirmatory Factor Analysis was conducted on the Strategic planning scale, which consists of 26 phrases. The aim was to identify phrases with significant standard regression coefficients that should be kept and those with non-significant coefficients that should be removed. More details about the Confirmatory Factor Analysis will be provided in the upcoming part.

8-3-3 Organizational Performance

Organizational performance was measured based on the scale developed by (Klein et al. 2024), and this scale consists of 13 statements, which are answered on a gradual Likert scale consisting of five points ranging from (1) completely disagree to (5) completely agree. It measures three dimensions of organizational performance:

A. Strategic Performance: consists of (6) statements (statements Y1 to Y6).
B. Operational performance: consists of (4) statements (statements Y7 to Y10).
C. Financial Performance: consists of (3) statements (statements Y11 to Y13).

Since the three dimensions organizational performance have been agreed upon, as the researcher pointed out in many previous studies, the researcher performed Confirmatory Factor Analysis for the Strategic planning scale in its three dimensions, including 13 phrases, in order to

identify phrases with significant standard regression coefficients that should be retained, and those phrases with non-significant standard regression coefficients that should be excluded. As the researcher will explain later in the special part Confirmatory Factor Analysis in this chapter.

It should be noted that the researcher relied on the cluster arrangement method and not the random arrangement of the survey list phrases, by grouping the phrases dedicated to measuring each dimension with each other before moving to those phrases dedicated to measuring another dimension, and so on until the phrases dedicated to measuring each variable end, and then moving to the phrases dedicated to measuring the dimensions of the other variable. (Armstrong, 2012)

Also, the phrases for measuring the dependent variable (organizational performance) were placed before the phrases for measuring the independent variable (strategic agility), in order to reduce the bias of the interviewee or the so-called (social desirability bias) (Podsakoff & Organ, 1986).

8-4 Limitations

8-4-1 Objective limits:

which mean the variables that were studied, the dimensions that were used, and how to measure those variables and dimensions, where:

- The role of strategic agility in supporting organizational performance was investigated directly without using any modifying variables

- The role of strategic agility in supporting organizational performance was investigated directly without using any intermediate variables.
  - The role of strategic agility in supporting organizational performance was investigated only as a dependent variable.
  - The role of strategic agility was investigated only as an independent variable in supporting organizational performance.

8-4-2 Spatial Limits:

which means the field of application, whether specific countries, sectors, or organizations. Therefore, the field of application in the current research will be limited to the Egyptian Post.

8-4-3 Time limits:

This means the time period during which the research data will be collected, and the researcher has done so Data for this study was collected from March 2024 to April 2024 .

8-4-4 Methodological limits:

This means the statistical methods and tools used and the sample size, as follows:

- The researcher used a simple random sample.
- The researcher collected data from the survey list by the respondent individually.

9- Field Study And Hypothesis Testing

In this part, the researcher deals with analyzing and interpreting the results of the statistical analysis, followed by testing the study hypotheses, then presenting and discussing the results of the study.

9-1 Confirmatory Factor Analysis

Golob (2003) describes confirmatory factor analysis as a type of structural modeling that is used to analyze data based on a specific theory. It involves various mathematical models that can handle a large number of independent and dependent variables, as well as observed variables (Awad, 2019).

The researcher calculated the reliability and validity coefficients for the study variables. The scale's stability indicates how consistent the survey results are when applied to another sample from the same population and of the same size.

In order to test the reliability of the statements in the survey, we used Cronbach's Alpha coefficient. This coefficient can range from 0 to 1. A coefficient of 0 indicates no reliability, while a coefficient of 1 indicates perfect reliability.

Any increase in the value of Cronbach's Alpha coefficient approaching the correct value indicates a higher level of reliability, reflecting the sample results on the population under study. It's important to note that the lowest acceptable value for this factor is 0.7, and a value greater than 0.7 strongly indicates the stability of the survey list (Awad, 2019). Scale validity means that the answers obtained from the survey provide information that the statements were designed to measure. In other words, the survey accurately measures what it intends to measure. The validity coefficient is calculated by taking the square root of the reliability coefficient.

Therefore, the researcher will explain the results of the confirmatory factor analysis and the reliability and validity coefficients for both strategic agility and organizational performance as follows:

9-1-1 Confirmatory Factor Analysis For Strategic Agility

Confirmatory Factor Analysis was made for all strategic agility and 26 phrases. The results of the initial Confirmatory Factor Analysis showed that there was no decrease in the quality indicators of model matching, due to the absence of a phrase with a low degree of saturation on the respective dimension. So no phrase will be excluded. The following table shows the results of Confirmatory Factor Analysis tracks for strategic agility dimensional scales phrases by illustrating Unstandaradized Coefficients (U.C), Standaradized Coefficients (S.C) ,Standard Error (S.E), T test (C.R), and P value.

Table (3) The Results Of Confirmatory Factor Analysis Tracks For Strategic Agility Dimensional Scale Phrases

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
X1	The organization gathers customer requirements?	Strategic Insight	.763	1.000	–	–	–
X2	The organization exchanges knowledge with external environment (e.g. universities)?		.821	1.058	.063	16.788	***
X3	The organization gathers information about substitute products and		.752	1.309	.087	15.128	***

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
	suppliers?						
X4	The organization gathers information about competitors and new market players?		.842	1.196	.069	17.290	***
X5	The organization assesses its limitations. (organization's weakness)		.746	.957	.064	14.976	***
X6	The organization assesses its abilities. (organization's strength)		.828	1.099	.065	16.955	***
X7	The organization tracks resource utilization and minimizes waste. (resources optimization)	Internal Response Orientation	.808	1.000	–	–	–
X8	The Organization is able to quickly and easily adjust resources (after disruption and discontinuity)?		.828	.882	.047	18.596	***
X9	The organization's business processes are well defined, managed and measured?		.809	.689	.038	17.993	***
X10	The Organization's processes are standardized to enable plug and play connectivity (within the organization and with outside partners)?		.580	.592	.050	11.764	***
X11	The organization updates its business processes in relation with the business environment changes?		.794	.881	.050	17.525	***

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
X12	The organization has ability to respond to changes in aggregate customer demand?	External Response Orientation	.884	1.000	–	–	–
X13	The organization has the ability to respond to competitors' new products or services?		.892	.949	.038	25.016	***
X14	The organization has ability to respond to changes in other business environment constructs? e.g. regulation changes, substitute products, new entrants.		.690	.721	.046	15.813	***
X15	The organization does innovation to drive or lead the market? (Change the market)?		.789	.828	.042	19.630	***
X16	The organization does innovation to improve its operations in order to be market leader. (Organizational self-change)?		.541	.469	.041	11.342	***
X17	Employees improve their individual and organization performance (e.g. through training or collaboration)?	Human Resource Capability	.857	1.000	–	–	–
X18	Organization uses multi-functional teams (in problem solving)?		.849	.895	.042	21.350	***
X19	Organization stores information derived from past experience on how		.757	.834	.047	17.645	***

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
	best to deal with customer problems?						
X20	The organization retains information to be used to improve its operations?		.412	.343	.042	8.143	***
X21	Employees innovate, store and retrieve knowledge (e.g. how to do a task)?		.800	1.028	.053	19.248	***
X22	IT is used to aid employees in doing their tasks and to improve their competences? (e.g. electronic performance support systems)	information technology capability	.761	1.000	–	–	–
X23	The IT support multi-functional teams? (e.g. Support Systems)		.679	.900	.067	13.390	***
X24	Organization IT stores information derived from past experience on how best to deal with customer problems? (e.g. customer relationship management system)		.864	1.219	.069	17.730	***
X25	IT supports employees to innovate, store and retrieve knowledge? (e.g. knowledge management systems)		.901	1.286	.069	18.626	***
X26	The organization retains information in IT to be used to improve its operations. (e.g. Database systems)		.689	.875	.064	13.623	***

** Indicates that the calculated value is statistically significant at a significant level of 1%

Source: Results of the statistical analysis of the AMOS program.

Figure (3) also shows the confirmatory factor analysis model for the phrases of the dimensions of strategic agility:

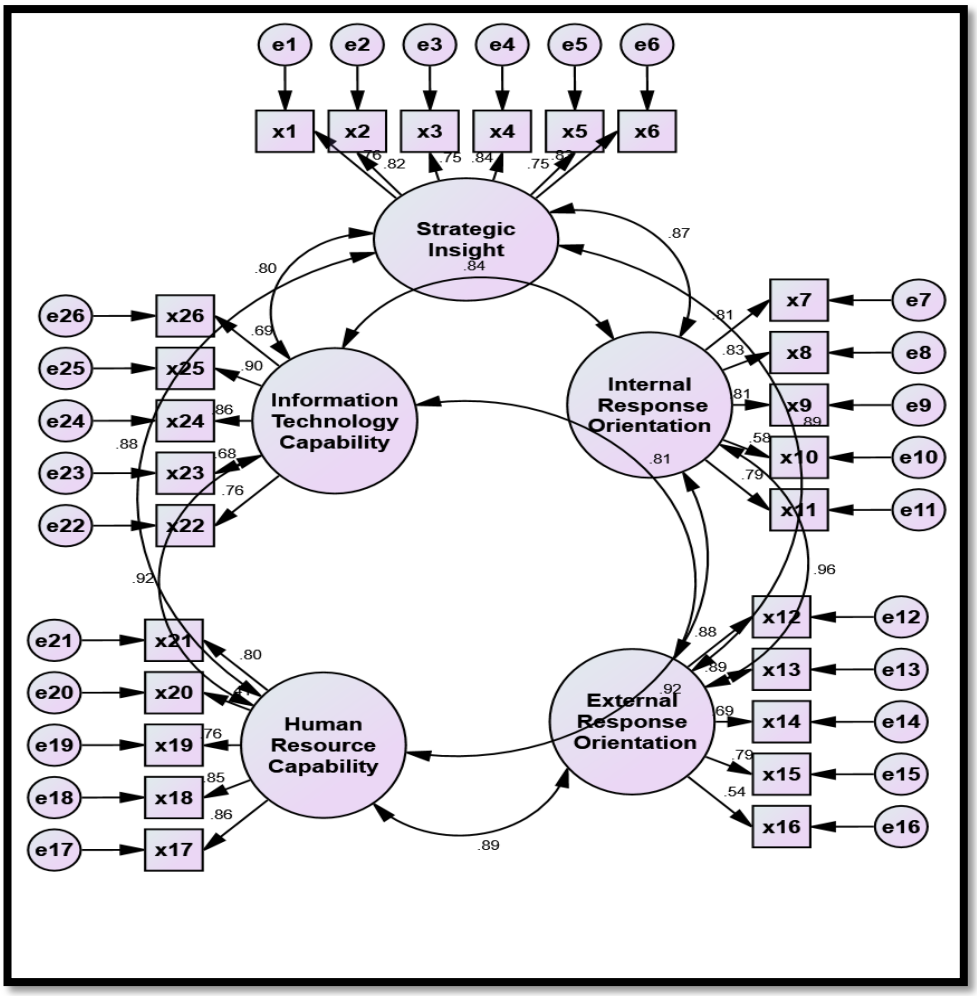


Figure (3) Confirmatory Factor Analysis Model For Phrases Measuring The Dimensions Of Strategic Agility

Source: Results of statistical analysis of the AMOOS program.

9-1-2 Results Of Confirmatory Factor Analysis Of Organizational Performance:

The organizational performance scale was analyzed using confirmatory factor analysis on all 13 statements or items. The initial results of the analysis indicated that there was no reduction in the quality indicators of model matching. This was due to the absence of a phrase with a low degree of saturation on the respective dimension, so no phrases will be excluded. The table below illustrates the results of the confirmatory factor analysis for the organizational performance scale. It displays the unstandardized coefficients (U.C), standardized coefficients (S.C), standard error (S.E), T test (C.R), and P value.

Table(4) Results Of Confirmatory Factor Analysis Paths For Phrases Measuring Dimensions Of Organizational Performance

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
Y1	There is a high effectiveness in achieving internal goals.	Strategic Performance	.469	1.000	-	-	-
Y2	As much as possible, we implement new procedures and/or practices in the services		.627	1.590	.204	7.809	***
Y3	We retain existing clients and manage to attract new ones.		.512	1.256	.179	7.005	***
Y4	We consider our relations with suppliers to be excellent because we maintain		.818	2.254	.260	8.685	***

Statement number	Statement	Dimensions	(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
	genuine partnerships with them.						
Y5	There is a mutual trust between our company and our suppliers.		.794	2.063	.240	8.609	***
Y6	There is a clear strategy inside the organization to achieve the organizational goals.		.496	1.218	.177	6.874	***
Y7	Our company is able to grasp the right timing for launching new services.	Operational performance	.143	1.000	-	-	-
Y8	Our company is equipped with the ability to develop high- quality new services		.696	6.814	2.586	2.635	.008
Y9	The launch speed of new services is faster than other companies in the same industry		.853	8.525	3.213	2.653	.008
Y10	The degree of automation operation is much higher than other companies in the same industry.		.866	8.448	3.183	2.654	.008
Y11	Profitability of the firm increases faster Compared to industry average.	Financial Performance	.773	1.000	-	-	-
Y12	Return on assets (ROA) of the firm is Significantly higher than industry average.		.857	1.298	.070	18.565	***
Y13	value added per employee is significantly higher than industry average.		.791	.898	.055	16.237	***

** Indicates that the calculated value is statistically significant at a significant level of 1%

Source: Results of the statistical analysis of the AMOS program.

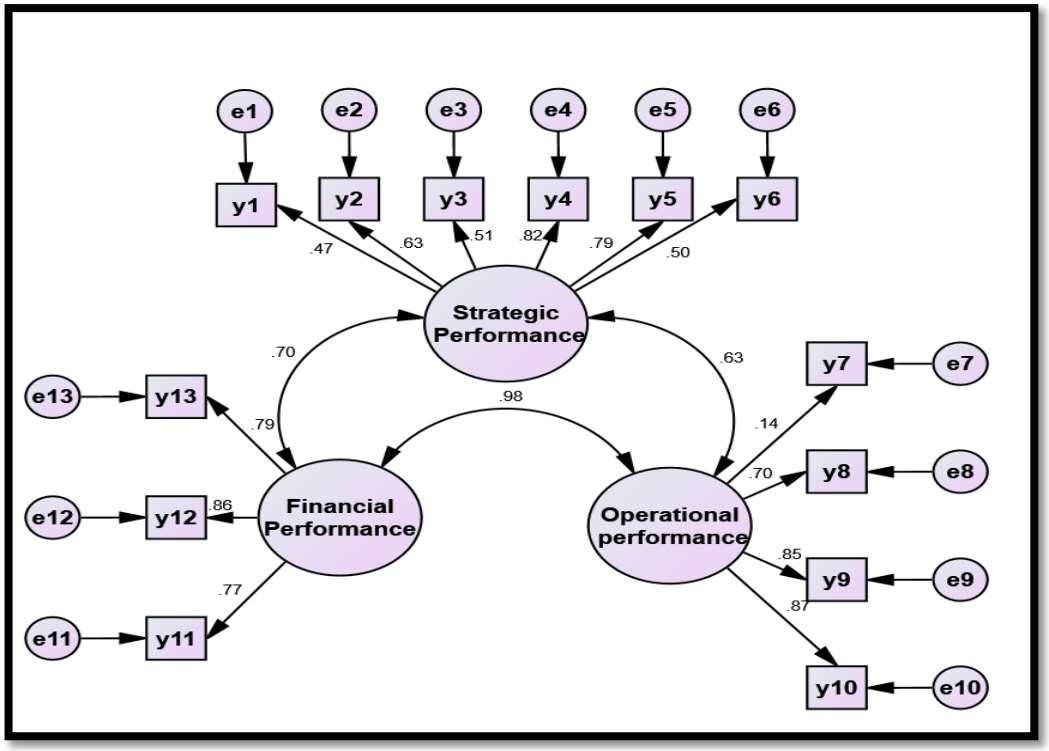


Figure (4) also shows the confirmatory factor analysis model for the phrases of the dimensions of organizational performance:

Figure (4) Confirmatory factor analysis model for phrases measuring the dimensions of organizational performance

Source: Results of statistical analysis of the AMOOS program

It is evident from the above information that all the standard regression coefficients were greater than 0.3 while maintaining the significance of the other variables. For additional clarification, please refer to Table 4 or 5 for the indicators used to assess the quality of fit of the confirmatory factor analysis model for the organizational performance scale.

Table (5) Indicators for Assessing the Fit of the Confirmatory Factor Analysis Model for the Organizational Performance Scale

Index	Normative value	Indicator value
Normed Chi-square (CMIN/DF)	Less than or equal to 3	2.094
Root Mean Square Error of Approximation (RMSEA)	Less than 0.08	0.029
Goodness of Fit Index (GFI)	The closer its value is to the correct one, the better the model matches the data of the research sample	0.831
Comparative Fit Index (CFI)		0.854
Normed of Fit Index (NFI)		0.835
Tucker-Lewis Index (TLI)		0.813

Source: Results of statistical analysis of the AMOOS program

It is evident from the table that all indicators used to assess the quality of the Confirmatory Factor Analysis model for the organizational performance scale are statistically acceptable. As indicated in Table 6, the reliability and validity of the organizational performance dimensional scales are demonstrated.

Table (6) Reliability And Validity Coefficients For Measures Of Organizational Performance Dimensions

Dimensions of strategic agility	Number of statements	Transactions	
		Cronbach`s alpha coefficient	Self-honesty coefficient
Strategic Performance	6	0.806	0.898
Operational performance	4	0.736	0.858
Financial Performance	3	0.845	0.919
Total The organizational performance	13	0.851	0.922

Source: The Results Of The Statistical Analysis Of The SPSS Program

Based on the table, we can see that the Cronbach's alpha reliability coefficients range from 0.736 to 0.845, all of which are above 0.7, confirming that the statements in the organizational performance dimensions scale are internally consistent. Additionally, the validity coefficients range from 0.858 to 0.919, confirming that the phrases effectively measure the intended dimensions of organizational performance.

9-2 Results Of The Applied Study

The researchers computed the average, standard deviation, and coefficient of variation for each variable in the study. The results were as follows:

Table (7): Summary Of Descriptive Statistics For The Study Variables

Dimensions	Arithmetic mean	Standard deviation	Coefficient of variation	Ranking
Strategic Agility	3.8405	0.80648	21.00	1
Strategic Insight	3.8919	0.96679	24.84	5
Internal Response Orientation	3.7622	0.88607	23.55	3
External Response Orientation	3.7514	0.91611	24.42	4
Human Resource Capability	3.8795	0.85531	22.05	2
Information Technology Capability	3.9178	0.79562	20.31	1
The dependent variable (organizational performance	3.5467	0.84223	23.75	2
Strategic Performance	3.7419	0.71429	19.09	1
Operational performance	3.4095	1.04907	30.77	3
Financial Performance	3.5766	0.98161	27.45	2

Source: Results of statistical analysis of SPSS.

The previous table explains the below:

- **Regarding the independent variable, strategic agility:**

The overall level of the independent variable, which is the strategic agility of Egypt post, showed a positive trend with a moderate level of agreement. The mean value was 3.8405, with a standard deviation of 0.80648 and a coefficient of variation of 21.00. This suggests that the majority of the respondents agreed with this assessment.

- **Regarding the dimensions of the independent variable, strategic agility:**

- it is evident that the Strategic Insight dimension is characterized by a tendency to agree, with an average score of 3.8919, a standard deviation of 0.96679, and a coefficient of variation of 24.84. The Strategic Insight dimension is ranked fifth in terms of relative importance. This information pertains to applications to Egypt Post.
- The previous table shows that the Internal Response Orientation dimension tends to have a high level of agreement, with an average of 3.7622, a standard deviation of 0.88607, and a coefficient of variation of 23.55. This dimension is ranked third in terms of relative importance when applying to Egypt post.
- It is noted also from the previous table that the **External Response Orientation** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.7514), a standard deviation of (0.91611) and a coefficient of variation of (24.42). The **External Response Orientation** dimension is ranked fourth in terms of relative importance. Applying to Egypt post
- It is noted also from the previous table that the **Human Resource Capability** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.8795), a standard deviation of (0.85531) and a coefficient of variation of (22.05). The **Human Resource Capability** dimension is ranked second in terms of relative importance. Applying to Egypt post.

- It is noted also from the previous table that the **Information Technology Capability** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.9178), a standard deviation of (0.79562) and a coefficient of variation of (20.31). The **Information Technology Capability** dimension is ranked first in terms of relative importance. Applying to Egypt post.
- **Regarding the dependent variable organizational performance:**

The overall level of the dependent variable, the organizational performance of Egypt post, under study, was characterized by a positive tendency, with a moderate degree of agreement, as the arithmetic mean value reached (3.5467), a standard deviation of (0.84223), and a coefficient of variation of (23.75). Which indicates that most of the respondents agreed on that.

- **Regarding the dimensions of the dependent variable, organizational performance:**

- It is noted from the previous table (5/4) that the **Strategic Performance** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.7419), a standard deviation of (0.71429) and a coefficient of variation of (19.09). The **Strategic Performance** dimension is ranked first in terms of relative importance. Applying to Egypt post.
- It is noted also from the previous table that the **Operational performance** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.4095), a standard deviation of (1.04907) and a coefficient of

variation of (30.77). The **Operational performance** dimension is ranked third in terms of relative importance. Applying to Egypt post.

- It is noted from also the previous table that the **Financial Performance** dimension is characterized by a degree that tends to agree, with an arithmetic mean of (3.5766), a standard deviation of (0.98161) and a coefficient of variation of (27.45). The **Financial Performance** dimension is ranked second in terms of relative importance. Applying to Egypt post.

9-3 Testing Hypotheses

9-3-1 The Main Hypothesis

"There is statistically significant effect of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) the organizational performance with its dimension (strategic performance, operational performance, and financial performance) in Egypt post. From this hypothesis the following sub-hypotheses:

- There is a statistically significant effect of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of **Strategic Performance** as one of the dimensions of organizational performance.

- There is a statistically significant effect of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of **operational performance** as one of the dimensions of organizational performance.
- There is a statistically significant effect of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of **financial performance** as one of the dimensions of organizational performance.

9-3-1-1 the main hypothesis test:

In light of the relationship of the correlation between strategic agility in total on organizational performance, the impact of strategic agility on organizational performance was measured using (Simple Regression Analysis) and the results came as shown in the following table (8):

Table (8) Simple Linear Regression Model Between Strategic Agility On Organizational Performance

Independent Variable	R	R Square	B	T-Test		F-Test	
				t	Sig.	F	Sig.
Constant	.730a	.533	.620	4.244	.000***	419.200	.000***
Strategic agility			.762	20.474	.000***		

Source: The results of the statistical analysis of the SPSS program.

***** Statistically significant at the significance level (0.001) **Statistically significant at the significance level (0.01)**

Through Table (8), the following indicators are identified:

1. Coefficient of determination (R^2):

According to the coefficient of determination R^2, the independent variable explains (53.3%) of the total dependent variable (organizational performance), and the rest of the percentage (46.7%) may be due to random error in the equation, or perhaps not including other independent variables that should have been included in the model. Or because the regression model differs from the linear model. Which means (as the researcher believes) that approximately 50% of organizational performance behaviors in Egypt post are the result of Strategic agility.

2. Testing the significance of the independent variable:

The T-test indicates that the independent variable (strategic agility) is significant in the Simple linear regression model at a significance level less than (0.05).

3. Testing the significance of the goodness of fit of the regression model:

To test the significance of the model variables as a whole, the F-tset test was conducted, and the "F" value was (419.200), which is statistically significant at a significance level less than (0.05), which indicates that the strategic agility variable as an independent variable has a statistically significant positive effect on increasing performance. Organizational as a dependent variable.

Based on the above, the regression equation can be formulated as follows:

organizational performance= 0.620+ 0.762 Strategic agility

From the previous regression relationship model, it is possible to predict the degrees of total organizational performance by measuring strategic agility by applying the previous regression equation, which means that every increase in the degree of strategic agility by one correct lead to an increase in the organizational performance of Egypt post (0.762).

This result indicates the great importance of strategic agility in increasing the organizational performance of Egypt post, which gives an indication of the importance of strategic agility in increasing organizational performance.

From the above, the main hypothesis of the study is correct, that is, "There is a significant effect of strategic agility on organizational performance".

The researcher also tested the effect of strategic agility separate dimensions on organizational performance dimensions in total. The researcher used Multiple

Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on of the dependent variable, and the results are shown in the following table:

Table (9) Multiple linear regression model to determine the dimensions of strategic agility that most influence the dependent variable (organizational performance) as a whole.

Dependent Variable	Independent Variables	R	R Square	B	T-Test		F-Test	
					t	Sig.	F	Sig.
organizational performance	Constant	.744a	.554	.523	3.469	.001***	90.481	.000b
	Strategic Insight			.135	2.439	.015***		
	Internal Response Orientation			.126	1.689	.092		
	External Response Orientation			-.045-	-.647-	.518		
	Human Resource Capability			.384	4.812	.000***		
	Information Technology Capability			.180	2.551	.011**		

***** Statistically significant at the significance level (0.001)**

**** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)**

Source: The results of the statistical analysis of the SPSS program.

Through Table (9), the following indicators are identified:

1. **Coefficient of determination (R^2):**

According to the coefficient of determination R2, the independent variables explain (55.4%) of the total dependent variable (the dependent variable organizational performance as a whole), and the rest of the percentage (44.6%) may be due to random error in the equation or perhaps not including other independent variables that should have been included. Within the model or because the regression model differs from the linear model.

2. **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are three dimensions of strategic agility (Strategic Insight, Human Resource Capability, and Information Technology Capability) at a significance level of less than (0.001), and they emerged from the dimensional model (Internal Response Orientation, External Response Orientation) because they are not significant.

3. **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the "F" value was (90.481), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of strategic agility have an impact on the dependent variable (organizational performance) as a whole.

Based on the above, the regression equation can be formulated as follows:

Dependent variable (organizational performance) as a whole = 0.523 + 0.135 Strategic Insight + 0.384 Human Resource Capability + 0.180 Information Technology Capability

From the previous regression relationship model, it is possible to predict the scores of the dependent variable (organizational performance) as a whole, by measuring the dimensions of strategic agility, and by applying the previous regression equation, which means that:

- Every increase in the Strategic Insight score of one correct lead to an increase in **the dependent variable (organizational performance) as a whole** (0.135).
- Every increase in the Human Resource Capability scores of one correct leads to an increase in **the dependent variable (organizational performance) as a whole** (0.384).
- Every increase in the Information Technology Capability scores of one correct leads to an increase in **the dependent variable (organizational performance) as a whole** (0.180).

It also became clear from the estimated parameter values that the strongest dimensions of strategic agility influencing the dependent variable (organizational performance) as a whole were according to the following order: **(Human Resource Capability - Information Technology Capability - Strategic Insight)**, and the previous result indicates the great importance of the dimensions of strategic agility in increasing. The dependent variable (organizational performance) as a whole.

9-3-2 The Sub Hypothesess Test

9-3-2-1 The first sub-hypothesis of the main hypothesis Test: The impact of the dimensions of strategic agility in Strategic Performance:

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on of the dependent variable, and the results are shown in the following table:

Table (10) results of multiple regression analysis models for the effects of strategic agility in Strategic Performance

Dependent Variable	Independent Variables	R	R Square	B	T-Test		F-Test	
					t	Sig.	F	Sig.
Strategic Performance	Constant	.614[a]	.377	1.611	10.659	.000***	43.992	.000[b]
	Strategic Insight			-.036-	-.643-	.521		
	Internal Response Orientation			.278	3.728	.000***		
	External Response Orientation			-.096-	-1.361-	.174		
	Human Resource Capability			.189	2.366	.019**		
	Information Technology Capability			.217	3.064	.002***		

***** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)**

Source: The results of the statistical analysis of the SPSS program.

Through Table (5/8), the following indicators are identified:

1. Coefficient of determination (R2):

According to the coefficient of determination R^2, the independent variables explain (37.7%) of the total dependent variable (Strategic Performance), and the rest of the percentage (62.3%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

2. Testing the significance of each independent variable separately:

The T-test indicates that the significant independent variables in the multiple linear models are three dimensions of strategic agility (Internal Response Orientation, Human Resource Capability, Information Technology Capability) at a significance level of less than (0.001), and they were excluded from the post-model (Strategic Insight, External Response Orientation) because they are not significant.

3. Testing the significance of the goodness of fit of the regression model:

To test the significance of the variables of the model as a whole, the F-test was conducted, where the "F" value was (43.992), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of strategic agility have an impact on Strategic Performance.

Based on the above, the regression equation can be formulated as follows:

Strategic Performance = 1.611 + 0.278 Internal Response Orientation + 0.189 Human Resource Capability + 0.217 Information Technology Capability

From the previous regression relationship model, it is possible to predict the degrees of Strategic Performance, by measuring the dimensions of strategic agility, and by applying the previous regression equation, which means that:

- Every increase in the degree of Internal Response Orientation by one correct leads to an increase in Strategic Performance (0.278).
- Every increase in Human Resource Capability score of one correct leads to an increase in Strategic Performance (0.189).
- Every increase in Information Technology Capability score of one correct leads to an increase in Strategic Performance (0.217).

It was also clear from the values of the estimated parameters that the strongest dimensions of strategic agility influencing Strategic Performance were in the following order: (Internal Response Orientation - Human Resource Capability - Information Technology Capability), and the previous result indicates the great importance of the dimensions of strategic agility in increasing Strategic Performance.

It is clear that the first sub-hypothesis has been partially proven, meaning that there is a significant effect of the dimensions of strategic agility on Strategic Performance as one of the dimensions of organizational performance.

9/3/2/2 The second sub-hypothesis of the main hypothesis: The impact of the dimensions of strategic agility in Operational performance:

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on of the dependent variable, and the results are shown in the following table:

Table (11) Results of multiple regression analysis models for the effects of strategic agility in Operational performance

Dependent Variable	Independent Variables	R	R Square	B	T-Test		F-Test	
					t	Sig.	F	Sig.
Operational performance	Constant	.600[a]	.360	.332	1.477	.141	40.990	.000[b]
	Strategic Insight			.169	2.049	.041*		
	Internal Response Orientation			.257	2.312	.021**		
	External Response Orientation			-.093-	-.890-	.374		
	Human Resource Capability			.173	1.455	.147		
	Information Technology Capability			.288	2.743	.006***		

*** Statistically significant at the significance level (0.001)

** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)

Source: The results of the statistical analysis of the SPSS program.

Through Table (11), the following indicators are identified:

1. **Coefficient of determination (R^2):**

According to the coefficient of determination R^2, the independent variables explain (36%) of the total dependent variable (Operational performance), and the rest of the percentage (64%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

2. **Testing the significance of each independent variable separately:**

The T-test indicates that the significant independent variables in the multiple linear models are three dimensions of strategic agility (Strategic Insight, Internal Response Orientation, Information Technology Capability) at a significance level of less than (0.001), and they were excluded from the post-model (External Response Orientation, Human Resource Capability) because they are not significant.

3. **Testing the significance of the goodness of fit of the regression model:**

To test the significance of the variables of the model as a whole, the F-test was conducted, where the "F" value was (40.990), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of strategic agility have an impact on Operational performance.

Based on the above, the regression equation can be formulated as follows:

Operational performance = 0.332 + 0.169 Strategic Insight + 0.257 Internal Response Orientation + 0.288 Information Technology Capability

From the previous regression relationship model, it is possible to predict the degrees of Operational performance, by measuring the dimensions of strategic agility, and by applying the previous regression equation, which means that:

- Every increase in the degree of Strategic Insight by one correct leads to an increase in **Operational performance** (0.169).
- Every increase in the degree of Internal Response Orientation by one correct leads to an increase in **Operational performance** (0.257).
- Every increase in Information Technology Capability score of one correct leads to an increase in **Operational performance** (0.288).

It was also clear from the values of the estimated parameters that the strongest dimensions of strategic agility influencing Operational performance were in the following order: (Information Technology Capability - Internal Response Orientation - Information Technology Capability), and the previous result indicates the great importance of the dimensions of strategic agility in increasing Operational performance.

From the above, it is clear that the second sub-hypothesis has been partially proven, meaning that there is a significant effect of the dimensions of strategic agility on Operational performance as one of the dimensions of organizational performance.

9/3/2/3 The Third sub-hypothesis of the main hypothesis: The impact of the dimensions of strategic agility in Financial Performance:

The researcher used Multiple Regression Analysis, which shows the relationship of the dimensions of the independent variable and the degree of their influence on of the dependent variable, and the results are shown in the following table:

Table (12) Results of multiple regression analysis models for the effects of strategic agility in Financial Performance

Dependent Variable	Independent Variables	R	R Square	B	T-Test		F-Test	
					t	Sig.	F	Sig.
Financial Performance	Constant	.703[a]	.494	.390	2.082	.038	71.049	.000[b]
	Strategic Insight			.235	3.414	.001***		
	Internal Response Orientation			.012	.127	.899		
	External Response Orientation			.025	.291	.771		
	Human Resource Capability			.527	5.315	.000***		
	Information Technology Capability			.022	.256	.798		

***** Statistically significant at the significance level (0.001) ** Statistically significant at the significance level (0.01) * Statistically significant at the significance level (0.05)**

Source: The results of the statistical analysis of the SPSS program.

Through Table (5/10), the following indicators are identified:

1. Coefficient of determination (R^2):

According to the coefficient of determination R^2, the independent variables explain (49.4%) of the total dependent variable (Financial Performance), and the rest of the percentage (50.6%) may be due to random error in the equation or perhaps not including other independent variables that should have been included in the model or because of a different model. Regression from the linear model.

2. Testing the significance of each independent variable separately:

The T-test indicates that the significant independent variables in the multiple linear models are two dimensions of strategic agility (Strategic Insight, Human Resource Capability) at a significance level of less than (0.001), and they were excluded from the post-model (Internal Response Orientation, External Response Orientation, Information Technology Capability) because they are not significant.

3. Testing the significance of the goodness of fit of the regression model:

To test the significance of the variables of the model as a whole, the F-test was conducted, where the "F" value was (71.049), which is statistically significant at a significance level less than (0.001), which indicates that the variables related to the dimensions of strategic agility have an impact on Financial Performance.

Based on the above, the regression equation can be formulated as follows:

Financial Performance = 0.390 + 0.235 Strategic Insight + 0.527 Human Resource Capability

From the previous regression relationship model, it is possible to predict the degrees of Financial Performance, by measuring the dimensions of strategic agility, and by applying the previous regression equation, which means that:

- Every increase in the degree of Strategic Insight by one correct leads to an increase in **Financial Performance** (0.235).
- Every increase in the degree of Human Resource Capability by one correct leads to an increase in **Financial Performance** (0.527).

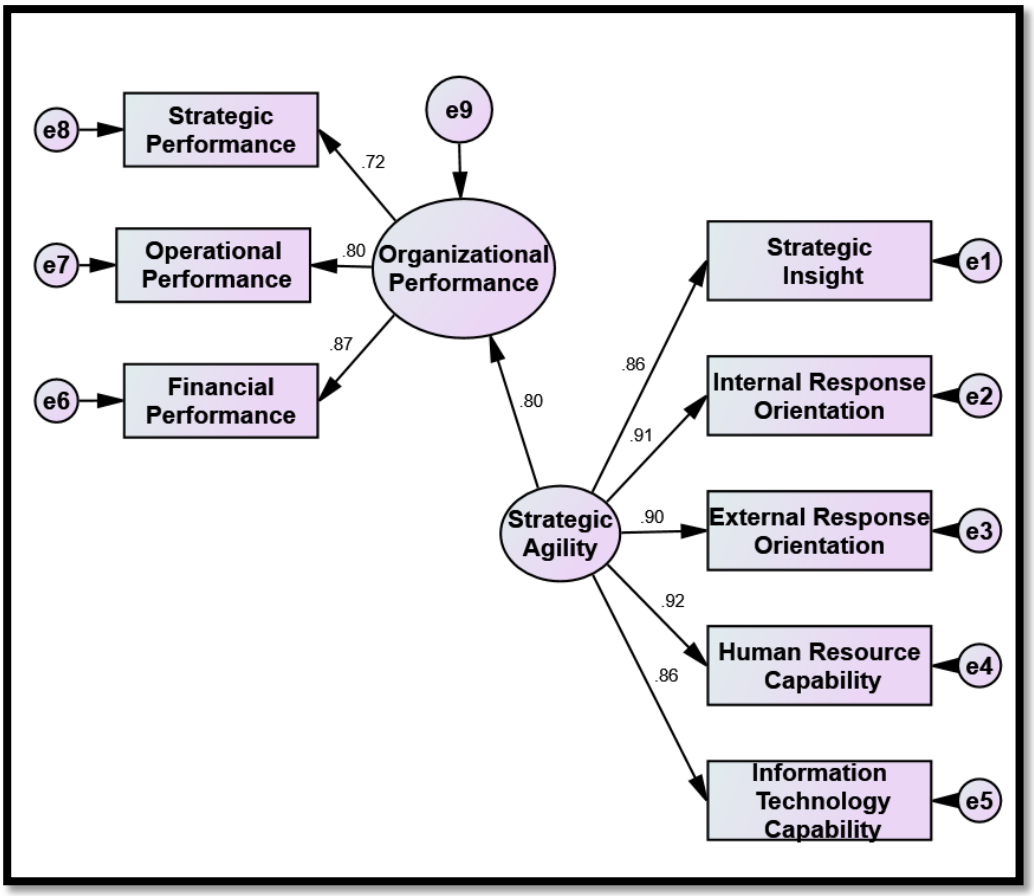
It was also clear from the values of the estimated parameters that the strongest dimensions of strategic agility influencing Financial Performance were in the following order: (Human Resource Capability - Strategic Insight), and the previous result indicates the great importance of the dimensions of strategic agility in increasing Financial Performance.

From the above, it is clear that the third sub-hypothesis has been partially proven, meaning that there is a significant effect of the dimensions of strategic agility on Financial Performance as one of the dimensions of organizational performance.

9/4 developing the structural model of research variables:

The path analysis is one of the basic forms of structural modeling next to the confirmatory analysis, although the difference between them is that in the path analysis the overall-dimensional

variables that were previously treated in the confirmatory factor analysis are treated as latent variables as observational variables (Birick & Kelloway, 2019). Path analysis is flexible, as it can include multiple independent variables and multiple dependent variables, and this is not available in the regression analysis model, which allows only one dependent variable (Awad, 2019: 172). The



following figure shows the structural or structural model of the paths of the research variables:

Figure (5) The structural model of the paths of the research variables

Source: Results of statistical analysis of the AMOOS program.

The following table shows the results of the Path analysis test for variables:

Table (13) The Path Analysis

The Path		(S.C)	(U.C)	(S.E.)	(C.R.)	Sig.
Independent Variables	**Dependent Variable**					
The overall measure of strategic agility	Strategic Insight	.859	1.000	___	___	___
	Internal Response Orientation	.907	.967	.039	24.576	***
	External Response Orientation	.897	.990	.041	24.060	***
	Human Resource Capability	.924	.952	.037	25.554	***
	Information Technology Capability	.859	.823	.037	22.113	***
	The overall measure of organizational performance	.799	.818	.052	15.791	***
The overall measure of organizational performance	Strategic Performance	.867	1.000	___	___	___
	Operational performance	.800	.987	.057	17.357	***
	Financial Performance	.721	.606	.040	15.186	***

***** Indicates that the calculated value is significant at the 1% level of significance.**

Source: Results of AMOS statistical analysis.

It is clear from the previous table that all standard regression coefficients are significant at the 1% level of significance.

There is a significant, positive direct effect of the independent variable (strategic agility) on the dependent variable, organizational performance, as the value of the path coefficient reached (0.80).

The following table shows the indicators for judging the goodness of fit of the structural model for the paths of the research variables:

Table No. (5-12) Indicators for judging the quality of fit of the structural model to the paths of the research variables.

Index	Normative value	Indicator value
Normed Chi-square (CMIN/DF)	Less than or equal to 3	2.646
Root Mean Square Error of Approximation (RMSEA)	Less than 0.08	.018
Goodness of Fit Index (GFI)	The closer its value is to the correct one, this indicates a better match of the model with the data of the research sample	0.922
Comparative Fit Index (CFI)		0.960
Normed of Fit Index (NFI)		0.954
Tucker-Lewis Index (TLI)		0.942

source: Results of AMOS statistical analysis.

It is clear from the previous table that all indicators for judging the goodness of fit of the structural model for the paths of the research variables are statistically acceptable.

10- Results and Recommendations

10/1 Results

10/1/1 General Results

1- Accepting the study model for a proposal to study the impact of strategic agility on the organization's performance; The model includes a number of basic concepts that include the dimensions of strategic agility, which include (Strategic Insight, Internal Response Orientation, External Response

Orientation, Human Resource Capability, Information Technology Capability), and the dimensions of organizational performance, which include (financial performance, operational performance, strategic performance).

2- This study provided a real addition to existing research, by highlighting the role of strategic agility as an approach that organizations and companies can adopt in facing challenges and keeping pace with developments and changes, which supports the performance of organizations in general, and Egyptian Post in particular.

3- Successful organizations have realized that they must implement sustainability and achieve continuity in order to survive in the long term, and all of this depends on the extent of the strategic agility they follow.

4- The organizations realized that the traditional strategy is no longer useful these days. Hence, strategic agility must be applied in order to excel, especially in light of the highly competitive and changing environment.

10/1/2 Hypothesis Testing Results

The following table shows a summary of the results of hypothesis testing:

Table (14) Summary Of Hypothesis Testing Results

No	Hypothesis Testing	Result
The Main Hypthesis	There is a statistically significant effect of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) the organizational performance with its dimension (strategic performance, operational performance, and financial performance) in Egypt post	**Completely accept the hypothesis**
The first sub-hypothesis	There is a statistically significant impact of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of strategic performance which is one of the organizational performance dimensions.	**Partially accept the hypothesis**
The second sub-hypothesis	There is a statistically significant impact of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of operational performance which is one of the organizational performance dimensions.	**Partially accept the hypothesis**
The Third sub-hypothesis	There is a statistically significant impact of strategic agility with its dimension (strategic insight, internal response orientation, external response orientation, human resource capability, and information technology capability) on the dimension of financial performance which is one of the organizational performance dimensions.	**Partially accept the hypothesis**

Source: By Author

10/2 Recommendations

1. Making the organizational context more flexible by relying on flexible organizational structures. Strategic agility requires a more dynamic organizational environment instead of hierarchical organizational structures.

2. The Egyptian Post Corporation must be confident that strategic agility increases the organization's overall performance. The organizational approach that leads to achieving competitive advantage is sought by all institutions in the current era.

3. The necessity of having a flexible strategic plan and identifying the strengths and weaknesses of this institution.

4. Egypt Post should be able to quickly adapt to the environmental variables surrounding it.

5. The need for institutions to attach greater importance to continuous follow-up to identify changing needs of customers and work to meet them and respond quickly.

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