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The role of strategic agility in achieving organizational excellence in Jordanian universities

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ABSTRACT

The aim of this study is to find the role of strategic agility in achieving organizational excellence within Jordanian universities. The selection of participants comprised employees from Jordanian universities, either within the management team or randomly selected faculty members. The study adopted a quantitative research approach, data were collected through an online survey collection method using Google online platform forms. The researcher distributed 572 questionnaires, 492 were returned and 438 were applicable for analysis. The researcher used Smart PLS to perform data analysis, based on Structural Equation Modeling (SEM). The study showed that: There is a positive role of strategic sensitivity in organizational excellence, there is a positive role of strategic response in organizational excellence, there is a positive role of resource fluidity in organizational excellence, and there is a positive role of technological capabilities in organizational excellence. The main contribution of this study is to find the role of strategic agility in achieving organizational excellence within Jordanian universities. Thus, this study is going to fill the gap in the literature, due to the lack of related previous studies. This will allow comparison and development whenever conducting further studies in the future. This study will also be useful for different parties, such as management teams and faculty members.

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Introduction

Strategic agility relates to an organization's capability to proceed easily and rapidly, enabling it to respond effectively to unexpected situations. In addition, strategic agility presents the ability of an entity to reinvent itself, survive, and adapt. This reflects the entity's capability to continuously modify and adapt its strategic direction among essential businesses to make value related to an enterprise (Al-Nwaiqah, 2020). Moreover, Ghalenoei et al. (2023) indicates that strategic agility is useful in providing an organization with opportunities to be adaptive, flexible, and react rapidly to changes. It is also, added that strategic agility enables an organization to implement measures to manage market risk.

Another thing to be considered is the organizational excellence, which includes the implementation and promotion of strategies in order to meet organizational performance. Furthermore, excellence is considered a strategic instrument used by an enterprise to meet its goals through the fulfillment of competitive advantage and high quality (Al-Dhaafri & Alosani, 2022). It is important to note that certain universities struggle to adjust to changes in a linked market, in which academic institutions are in competition with one another to survive and grow. In addition, there is a lack of research examining the relationship between strategic agility and organizational excellence. Therefore, this study may be helpful to a number of parties. For instance, the Ministry of Higher Education and Scientific Research, whose responsibility it is to work with institutions to establish specific measuring standards, may find it valuable. Additionally, it is important to students who are seeking to choose the best university, faculty

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members who are engaged in intellectual practices, and management teams at universities who are in charge of putting standards and services into place. Finally, other researchers will find it useful when they are encouraged to conduct further studies in the future to allow comparison and development.

According to that, this current study is important because it will investigate the role of strategic agility in enhancing organizational excellence among universities in Jordan.

Research objectives

The main objectives of this study are as follows:

1. To investigate the role of strategic agility through its dimensions (strategic sensitivity, strategic response, resource fluidity, and technological capability) in achieving organizational excellence in Jordanian Universities.
2. To fill a gap in literature due to the lack of related previous studies that took into consideration generally the relation between strategic agility and organizational excellence.
3. To motivate other researchers to undertake additional investigations in the future.
4. To present a partial theoretical information related to the topic of this study.

Background

Organizational excellence

Excellence is considered a strategic instrument used to achieve business goals through the attainment of competitive advantage and high quality (Al-Dhaafri & Alosani, 2022). In addition, Tsiotras et al. (2016) indicated the meaning of excellence by presenting that an entity evaluates its outcomes and distinguishes its particular chances to enhance gaining competitive position among rivals in the market and maintaining a stable atmosphere.

Houshi and Taleghani (2016) mentioned that essential principles of organizational excellence include concentration on consumer satisfaction and performance, employee involvement and growth, innovation, leadership, process management, social accountability and creativity. Furthermore, Al-Dhaafri and Alosani (2022) added that organizational excellence includes promoting and applying strategies to meet organizational performance in line with an entity atmosphere, and retaining the continuity of plans, this is obtained by total quality control, organizational learning, and continuous enhancement.

Also, it was stated by Lasrado and Uzbeck (2017) that organizational excellence enhances business functions and meets their desired results. Moreover, Al-Dhaafri et al. (2016a,b) added that organizational excellence is considered an eventual objective to receive recognition and rewards and it is used as a practice and mechanism to maximize and enhance outcomes.

Strategic agility

Strategic agility is considered the ability to evaluate quickly unexpected and complicated security chances and challenges at global level. In addition, it relates to the process of responding and deciding rapidly, efficiently, and effectively (Jacoby & Shaw, 2016). It is also an instrument used to create competitive advantage (Kumkale, 2016). As Ivory and Brooks (2018) indicated, strategic agility relates to the participation in managing the paradox of a firm's sustainability.

Furthermore, Reed (2021) stated that the notion of strategic agility was first introduced in 1996 by Roth but noted that it was still utilized within a manufacturing context. According to the study conducted by Reed (2021), there was a group of related definitions of strategic agility. For example, the definition by Roth (1996) promoted that strategic agility refers to the ability to make the right goods at the right time, place, and price. The second example is the definition developed by Long (2000) where strategic agility refers to the process of maintaining flexibility to react rapidly to changeable circumstances and existing chances, which is attained by focusing on obvious strategic purposes.

Also, strategic agility has a binary importance for an entity that is required from two aspects within by the purpose of understanding the fundamental qualities, and external to the entity to recognize the atmosphere (Al-Mousawi, 2018). Al-Nwaiqah (2020) added that strategic agility refers to the capability of an entity to proceed rapidly and easily to meet a response toward changeable and unpredictable situations.

Benefits of applying strategic agility

Strategic agility yields positive outcomes within an entity by providing opportunities to adapt and react rapidly to changes, and implement measures to control market risk and uncertainty. In addition, utilizing strategic agility allows an entity to adapt its culture to changes in the market, take advantage of these external changes, form products and services in line with external changes (Ghalenoei et al., 2023).

Shin et al. (2015) stated that strategic agility allows an organization to rearrange its organizational system as well as its strategy. In addition, it was added that strategic agility permits the observation of environmental changes. Moreover, with the application of strategic agility, external changes may be viewed as opportunities for an entity (Shin et al., 2015). Kumkale (2016) indicated that taking advantage of strategic agility within an entity requires continuously monitoring the external and internal atmosphere, collecting and rapidly utilizing information, and engaging in rapid responses to market changes.

Ghalenoei et al. (2023) argued that strategic agility enhances the quality of competitive activities within an entity besides the response to environmental fluctuations and enhancing performance.

According to Al-Mousawi (2018), strategic agility allows an entity to respond rapidly and effectively to fluctuations within the environment which permits the organization to create an excellent competitive position. Finally, Al-Nwaiqah (2020) indicated that strategic agility is the basic means of organizational growth and the main growth techniques of acquisition and mergers are useful in creating this ability to stay exclusive.

Dimensions of strategic agility

The current study selected four dimensions of strategic agility: strategic sensitivity, strategic response, resource fluidity, and technological capability.

Strategic sensitivity

It was stated by Bouzid and Beldjazia (2022) that strategic sensitivity is the capability to track threats and chances within the external atmosphere. Whereas, Morton et al. (2018) mentioned that experiencing strategic sensitivity has several consequences, such as having an obvious vision of the future and having an incentive concentration that will lead to internal enhancement in the short term. Moreover, Reed (2021) indicated that strategic sensitivity reflects the incentive awareness about external trends that are attached to internal procedures of participative strategy.

Furthermore, Diete-Spiff and Nwuche (2021) added that strategic sensitivity refers to the capability of a business to identify, illustrate, perceive, and observe the factors, which cause to have changes within business atmosphere. Also, Sajuyigbe et al. (2021) mentioned that both empirical and theoretical studies ensured that there is a significant relationship between strategic sensitivity and organizational competitiveness.

Strategic response

A strategic response is a mix of actions and decisions that are caused to create an organization's plans which are related to a debatable situation within the organizational atmosphere. This is attained with a main concentration on meeting objectives and profitability of an organization. Moreover, strategic responses are particular situational measures performed by an entity that has the goal of benefiting from environmental conditions that might otherwise risk its survival, reputation, and operating capability (Kozachenko et al., 2023). In addition, Rotich and Okello (2019) added that responsiveness includes feeling, direct response to change, adjust and develop change, predict and understand changes, and create change.

Moreover, strategic response is a main element in confirming the availability and success of an enterprise, particularly within unstable atmosphere. Also, as a component of strategic agility, response is considered as the physical capability of an institution for the purpose of dealing with presented chances and threats rapidly and accurately (Flaih & Chalab, 2022). According to Arokodare and Falana (2021), strategic response is the capability of an institute to redistribute activities and resources in order to react towards external challenges. In conclusion, Flaih and Chalab (2022) concluded that strategic response is captured through dynamic abilities of organizations.

Resource fluidity

Based on the study conducted by Rotich and Okello (2019), resource fluidity includes the internal capacity to reconfigure an enterprise's systems, rapidly distribute resources, support business procedures related to operations, and allocate resources, management methods, techniques, and incentives to faster collaboration. This facilitates easier and faster creation of enterprise models and transformation of activity systems. In addition, Morton et al. (2018) stated that resource fluidity refers to internal abilities to reconfigure activity systems and distribute resource quickly.

Resource fluidity refers to a set of procedures and leadership agendas that facilitate the flexibility of organizational resources. Moreover, experiencing resource fluidity allows resources to be decoupled from operational policies and tasks, thereby enable strategic changes (Uddin et al., 2023). Orojloo et al. (2016) concluded that resource fluidity refers to an organization's ability to collaborate with clients and partners within its business network, enabling continuous and rapid reconfiguration of its capabilities. This is for the purpose of forming an innovative movement along with having relative facility.

Technological capability

(Moori et al., 2022) stated that technological capability has a dominant role into the growth of productivity among most notions. That is attained by providing firms with competitive advantage. Keeping in mind that investing in technological capabilities is not always an indication that there is a decrement in costs or an increment in productivity. The advantages of adopting technological capability are: reducing materials, maintenance, labor, and inventory costs, and on the other hand, increasing goods' variation and quality, having more assertive data, shorter cycle time, and timely collaboration. According to Al-Mamary et al. (2020), technological capability is an essential resource and distinguishing competence that allows an organization to create firm value and has an essential role in achieving competitive advantage, by enhancing an entity's performance.

Furthermore, Ahmad et al. (2019) indicated that technological capability is a notion that includes physical systems and managerial systems that are related to education, rewards, activities, skills, knowledge bases, and values to make particular benefits for an entity. Lestari and Ardianti (2019) added that technological capability is an entity's capability to promote novel products, function the entity's facilities effectively, perform technical operations, and promote novel procedures.

Generally, technological capability is the capability of a firm to promote novel products, function firm facilities in an effective manner, perform technical tasks, and promote novel procedures. In addition, the main objective of technological capability is to have an effect on procedures and goods. Essentially, technological capability is taken into consideration in order to promote the competitiveness of a company. Where in a highly competitive market, it is important to manage technological capability for the purpose of experiencing an outstanding company performance. Ultimately, technological capability includes: accumulated skill, organizational base, knowledge, and experience. Where that allows a corporate to acquire, promote, and utilize technology in order to meet competitive advantage. (Lestari & Ardianti, 2019).

Literature review

Studies related to the topic of this study

The researcher has found so far only one study that considered the independent and dependent variables of this current study. This study was conducted by Abdelaziz (2023) and aimed to investigate the effect of strategic agility on achieving organizational excellence with the mediating role of organizational flexibility within Jordanian telecommunication firms. The independent variable is strategic agility with its

dimensions that are: leadership unity, strategic sensitivity, and resource fluidity. While organizational excellence is the dependent variable and organizational flexibility is the mediating variable. The study concluded that strategic agility has a significant impact on organizational excellence with the mediating role of organizational flexibility.

Studies related to strategic agility

First, the study conducted by Al Halalmeh (2021). This study aimed to locate the effect of strategic agility on performance of employees within commercial banks in Jordan. The independent variable is strategic agility with its dimensions that are: core capabilities, strategic goals information technology selection, strategic sensitivity, clarity of vision, and share responsibility. The dependent variable is employees' performance. The study found that there is an effect of strategic agility on employees' performance. Second, the study conducted by Reed (2021), which aimed to examine the relation of strategic agility with firm size, age, and performance within SMEs. This study showed that strategic agility tends to decrease when a company grows older not as larger. Also, strategic agility and company performance are related when being moderated through environmental turbulence. Ultimately, performance tends to increase along with strategic agility when experiencing high turbulence and decrease when experiencing low turbulence. Finally, the study conducted by Abuanzeh et al. (2022), which aimed to investigate the role of strategic agility for the purpose of meeting the competitiveness through the mediating impact of knowledge management within Jordanian higher education institutions. The independent variable is strategic agility with its dimensions, that are: capabilities understanding, shared responsibilities, vision clarity, and taking actions. While competitiveness is the dependent variable and knowledge management is the mediating variable. The findings of this study suggest that there is a positive impact of strategic agility on achieving competitiveness. Also, knowledge management has a mediating impact on the relation between strategic agility and achieving competitiveness.

Studies related to organizational excellence

First, the study conducted by Al-Jedaiah and Albdareen (2020). This study aimed to examine the impact of strategic HRM on organizational excellence within industrial organizations in the Industrial City that is located in Northern Jordan. The independent variable is strategic HRM components, while the dependent variable is organizational excellence. The study showed that strategic HRM components have an impact on organizational excellence. Second, the study conducted by Al Halaseh and Al-Rawadyeh (2020). This study aimed to explain the effect of virtuous leadership on organizational excellence among academic staff at Mutah University. The independent variable is virtuous leadership, and organizational excellence is the dependent variable. The study found that there is a significant effect of virtuous leadership on organizational excellence. Third, the study conducted by Hijjawi (2021) which aimed to distinguish the effect of entrepreneurship on organizational excellence with the mediating impact of visionary leadership among managers at several levels within Jordan commercial bank. The independent variable is entrepreneurship; the dependent variable is organizational excellence. While mediating variable is visionary leadership. The study concluded that there is a significant effect of entrepreneurship on organizational excellence. Also, visionary leadership has a partial mediating role in the relation between entrepreneurship and organizational excellence (Nasir et al., 2022). Finally, the study conducted by Mohammed and Abid Al-Zeid (2022), which aimed to diagnose the degree of knowledge sharing and its role in meeting organizational excellence within Iraqi environment. The independent variable is knowledge sharing, and the dependent variable is organizational excellence. The most outstanding outcome was the impact of knowledge sharing on organizational excellence.

Research design

Strategic sensitivity

Al-Nwaiqah (2020) aimed to find the effect of transformational leadership on strategic agility by the inclusion of strategic sensitivity among its dimensions. The study was conducted among workers at

Aqaba Special Economic Zone Authority and the findings showed that there is an impact of transformational leadership on strategic sensitivity.

Also, Bouzid and Beldjazia (2022) aimed to identify the effect of creative capabilities on strategic agility by the inclusion of strategic sensitivity among its dimensions. The study was conducted within an Algerian Telecom firm and revealed that creative capabilities have an impact on strategic sensitivity.

Based on the two studies mentioned above and the interest of the researcher, this study is an attempt to identify the relationship between strategic sensitivity and organizational excellence. Therefore, the first main hypothesis is developed as follows:

H1: There is a positive role for strategic sensitivity in organizational excellence in Jordanian universities.

Strategic response

In his study that is conducted among workers at Aqaba Special Economic Zone Authority, Al-Nwaiqah (2020) aimed to find the effect of transformational leadership on strategic agility by the inclusion of strategic response among its dimensions. The study concluded that there is an impact of transformational leadership on strategic response.

Furthermore, by including strategic reaction as one of its aspects, Bouzid and Beldjazia (2022) investigated the relationship between creative capacities and strategic agility in a study conducted within an Algerian telecom company. The results showed that creative capabilities have an impact on strategic response.

Due to the lack of studies related to the investigation of the relationship between strategic response and organizational excellence, the researcher is interested in testing this relationship. Therefore, the second main hypothesis is developed as follows:

H2: There is a positive role for strategic response in organizational excellence in Jordanian universities.

Resource fluidity

Uddin et al. (2023) aimed to find how cloud technological capabilities are useful within SMEs to adapt strategic agility by the inclusion of resource fluidity. The study was conducted among Australian Information and Communication Technology SMEs. The results indicated a relationship concerning the impact of cloud technological capabilities on the organizational response to business environmental changes, as demonstrated by strategic agility. The researcher aims to further explore this relationship. Therefore, the third main hypothesis is developed as follows:

H3: There is a positive role for resource fluidity in organizational excellence in Jordanian universities.

Technological capabilities

In a study conducted among manufacturing firms in Brazil, Moori et al. (2022) aimed to examine the mediating role of technologies and technological capabilities on the correlation between supply chain strategic orientation and chain performance. The results of this study showed that technologies and technological capabilities mediated the relationship between supply chain strategic orientation and chain performance.

Moreover, Lestari and Ardianti (2019) aimed to find the impact of technological capabilities on company performance in a study conducted among SMEs in Indonesia. The study results showed that technological capabilities have a direct and indirect impact on company performance. The researcher will investigate at this relationship as well. Given how providing and providing various services within particular universities relates to organizational excellence, this could be presented by how universities are working to meet their students' needs. Therefore, the fourth main hypothesis is developed as follows:

H4: There is a positive role for technological capabilities in organizational excellence in Jordanian universities.

Based on the developed hypotheses, the researcher developed the following model (see Figure 1), which presents the relationship between strategic agility with its dimensions and organizational excellence:

Research methods

Data collection process and sample

The aim of this study is to explore the role of strategic agility in achieving organizational excellence within Jordanian universities. The selection of participants included employees at Jordanian universities, either within the management team or faculty members, selected randomly. This study has obtained approval from the Ethics Committee of Al-Ahliyya Amman University. The approval number for this study is AAU-BUS-2023-May-ETHICS-503. Participants in this study provided verbal consent prior to their involvement. Informed consents were obtained from all participants prior to their participation in this study, ensuring their voluntary agreement to take part in this study, and their understanding of the research procedures and purposes. Particularly, verbal consent was considered appropriate and sufficient for the nature of the study, and it was obtained in accordance with the ethical guidelines outlined by the Ethics Committee. In certain cultural contexts, such as Jordan, written documentation may be met with suspicion or mistrust, potentially hindering participants' willingness to engage. Opting for oral consent can better align with cultural norms, fostering trust and increasing the likelihood of participation. Furthermore, oral consent, conducted conversationally, can mitigate the intimidation often associated with written consent forms, thereby reducing perceived coercion and promoting voluntariness among participants.

The research adopted a quantitative research approach. To evaluate the research model and the hypotheses, this study uses an online survey collection method using Google Forms online platform; the survey was performed by distributing questionnaires randomly.

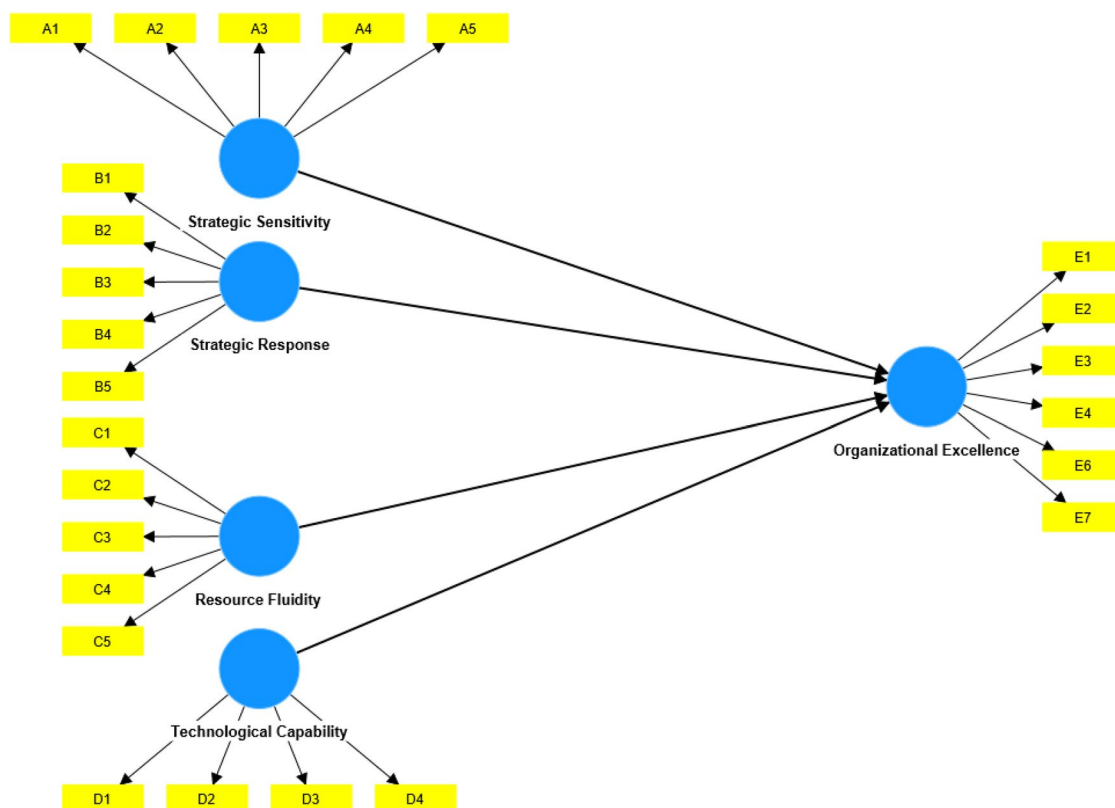


Figure 1. The model of the research.

The questionnaire consisted of statements with a 5-point Likert scale and demographic questions that present the profile of respondents. According to the literature on Structural Equation Modeling (SEM) best practices, "one's sample should be at least five times the number of variables for a comprehensive SEM analysis" (Hair et al., 2023). Following the suggestion, the research targeted a sample size ≥ 135 , calculated as 5×27 (45 questions). The data collection marginally meets this criterion, and the statistical model converges well. On the other hand, since the researcher was able to count the number of individuals in the study population based on the data obtained from the Accreditation and Quality Assurance Commission for Higher Education Institutions, the total number of employees at Jordanian universities is 30508; therefore, the researcher used statistical rates to calculate the size of the representative sample. It turned out that the size of the representative sample was 380, according to which the researcher distributed 572 questionnaires, of which 492 were returned and 438 were applicable for analysis.

Table 1 shows the results of the demographic data of the study sample. It is observed that most of the sample members were male, 74.9%. The majority of the study sample also held a bachelor's degree, 54.3%, followed by 24.2% with a master's degree and 7.8% with a higher diploma. The majority of the sample members were aged between 35 and 40 years old, 36.5%, followed by those aged between 40 and 45 years old, 27.9%. The lowest percentage of respondents was for those aged over 50 years old (6.8%). As for years of experience, the majority of the study sample had between 5 and 10 years of experience (40.9%), followed by those with 10 to 15 years of experience (30.6%) while 13.2% of respondents had less than five years of experience, and 15.3% had more than 15 years of experience. These results indicate that the study sample has a good combination of practical experience and academic qualifications. The majority of the study sample was also in management positions (69.1%), while 30.9% were faculty members.

The measurement scale used in the study is detailed in Table 2. The questions in the survey are taken from previously validated scales following the recommendations by Van and Rose (2015), and doing so provides statistical reliability and validity.

The answers to the questions were a 5-point Likert scale multiple-choice, ranging from 5 (strongly agree) to 1 (strongly disagree). Table 2 shows different measures of the measurement scale fit for the constructs and model, including Cronbach's alpha, average variance extracted (AVE), and composite reliability (CR). The results of Cronbach's alpha show that all constructs meet the internal consistency requirements, with most constructs having a value greater than 0.7 (good reliability) and a couple having a value greater than 0.6 (acceptable reliability), as recommended by Ringle et al. (2015), and Hair et al. (2021). On the other hand, the study relied on factor loadings to measure construct reliability, the

Table 1. Summary of participants' demographics.

Variable	Category	Number	Frequency
Gender	Male	328	74.9
	Female	110	25.1
	All	438	100
Academic level	High school	9	2.1
	Diploma	22	5.0
	Bachelor	238	54.3
	Higher Diploma	34	7.8
	Masters	106	24.2
	PhD	29	6.6
	All	438	100
Age	< 35	42	9.6
	35–39	160	36.5
	40–44	122	27.9
	45–49	84	19.2
	≥ 50	3	6.8
	All	438	100
Experience	< 5	58	13.2
	5–9	197	40.9
	10–14	134	30.6
	≥ 15	67	15.3
	All	438	100
Job title	Management team	303	69.1
	Faculty member	135	30.9
	All	438	100

criterion that specifies the rule of thumbs when performing factor loadings > 0.70 . In addition, the factor loadings' (FL) elements exceeded 0.70. For all components of the five variables, these exceeded the advised value and showed 0.70 with the exception of TC4 and OE5, where their percentage was less than 0.70.

The study used construct reliability and validity to establish construct validity using AVE, CR, discriminant validity, and finally, structural model improvement. Part of construct reliability and validity is used to improve the measurement model, where regression paths between second-order constructs are replaced with association paths using an iterative process (Hair et al., 2021; Santoso et al., 2023).

Furthermore, the evaluations of AVE and CR are based on the outputs of the optimal measurement model. The results meet the recommendations. AVE values greater than 0.5 indicate a good measure of convergent validity (Hair et al., 2021). However, if AVE is less than 0.5, $CR > 0.80$ alone is sufficient to assess construct validity (Santoso et al., 2023). Following the recommendations, CR values for all constructs were large and greater than 0.8, which meets the requirements of construct validity. Table 2 shows the evaluations of AVE and CR. Moreover, discriminant validity was successful, which is assessed by verifying that the square root of AVE for second-order constructs is greater than the correlations between second-order constructs (Al-Adwan et al., 2024; Hair et al., 2023).

Table 3 shows the evaluation of discriminant validity. The diagonal values are the square roots of the AVE for each construct. The off-diagonal correlation values are the correlations between the constructs. The diagonal values are greater than the off-diagonal correlation values, which indicates that the constructs are distinct from each other.

The study's results demonstrate that the findings are both valid and reliable. This is because the measurement model has good discriminant validity, which means that the constructs are distinct from each other. This is important because it allows the researcher to attribute the results of the study to the correct constructs.

Analysis

The analysis was conducted using **SmartPLS 4**, while the descriptive analysis was conducted using SPSS and SEM using **SmartPLS 4**. The study used various literary sources, including statistical concepts (Ulfah et al., 2023), and SEM analysis (Hair et al., 2023; Purwanto et al., 2023). SEM is a potent statistical tool for analyzing intricate relationships among variables, allowing researchers to explore direct and indirect effects within theoretical frameworks, ideal for testing complex hypotheses and models (Al Daboub et al.,

Table 2. Construct reliability and validity.

Variable	Question	Factor loading	Cronbach alpha	EVA	CR
Strategic sensitivity (SS)	SS1	0.936	0.936	0.801	0.952
	SS2	0.799			
	SS3	0.940			
	SS4	0.970			
	SS5	0.816			
Strategic response (SR)	SR1	0.786	0.882	0.670	0.910
	SR2	0.814			
	SR3	0.846			
	SR4	0.818			
	SR5	0.827			
Resource fluidity (RF)	RF1	0.853	0.882	0.676	0.912
	RF2	0.791			
	RF3	0.892			
	RF4	0.791			
	RF5	0.780			
Technological capabilities (TC)	TC1	0.878	0.888	0.750	0.922
	TC2	0.971			
	TC3	0.861			
	TC4	0.738			
Organizational excellence (OE)	OE1	0.774	0.867	0.603	0.901
	OE2	0.859			
	OE3	0.789			
	OE4	0.750			
	OE6	0.702			
	OE7	0.776			

Table 3. Discriminant validity: Fornell-Larcker criterion.

	OE	RF	SR	SS	TC
OE	0.776				
RF	0.661	0.822			
SR	0.727	0.542	0.819		
SS	0.740	0.455	0.648	0.895	
TC	0.652	0.628	0.525	0.446	0.866

Table 4. Fit model.

Indicator	Chi-square	df	$\frac{\chi^2}{df}$	NFI	SRMR
Value Recommended	-----	-----	< 5	> 0.9	< 0.08
Value of Model	4504.077	1132	3.98	0.946	0.039

Table 5. Results.

Hypotheses	T statistics	Path Coefficients (β)	P-value (P < 0.05)	R ²	Decision
SS \rightarrow OE	11.321	0.386	0.000	0.749	H1:Accepted
SR \rightarrow OE	6.957	0.247	0.000		H2:Accepted
RF \rightarrow OE	6.537	0.216	0.000		H3:Rejected
TC \rightarrow OE	5.824	0.214	0.000		H4:Accepted

2024; Al-Adwan, 2024; Kala et al., 2024). In addition, the study followed the procedures outlined in the Hair et al. (2023) guide for improving the hierarchical reflective-reflective model using the **SmartPLS 4** package. Finally, based on the analysis of survey data, the default model is well-fitting and ready for discussion of the results.

Results

Table 4 shows the optimal structural model; the fit quality statistics met the relevant criteria for the recommended model with the following values: Root Mean Square Residual of Approximation (RMSEA) = 0.039 (Lowry & Gaskin, 2014); Chi-Square/df = 3.98 (Ringle et al., 2015); Normed Fit Index (NFI) = 0.9130 (Hair et al., 2023). The results showed that all indicators exceeded the recommended values by the relevant references and studies, which allowed the researcher to deduce the validity (fit) and appropriateness of the model used in this study. In addition, the results of this test demonstrate the possibility of using the results generated from the study model and publishing them in the study community. Based on the statistical evaluation of the structural model, the following results for the hypotheses can be reached and the results are shown in Table 5 (see Figure 2).

H1: "There is a positive role for strategic sensitivity in organizational excellence in the Jordanian universities."

This hypothesis was supported by (T-statistics = 11.321; $P < 0.05$; = 0.000; path coefficients (β) = 0.386). This means that an increase in the quality of strategic sensitivity leads to an increase in organizational excellence in Jordanian universities. The value of the path coefficient (0.386) also indicates that strategic sensitivity is the most influential dimension of organizational excellence in Jordanian universities among the dimensions that were selected in this study.

H2: "There is a positive role for strategic response in organizational excellence in the Jordanian universities."

This hypothesis was supported by (T-statistics = 6.957; $P < 0.05$; = 0.000; path coefficients (β) = 0.247). This means that an increase in the quality of strategic response leads to an increase in organizational excellence in Jordanian universities. The value of the path coefficient (0.247) also indicates that strategic response comes in second place in terms of its role on organizational excellence in Jordanian universities among the dimensions chosen in this study.

H3: "There is a positive role for resource fluidity in organizational excellence in the Jordanian universities."

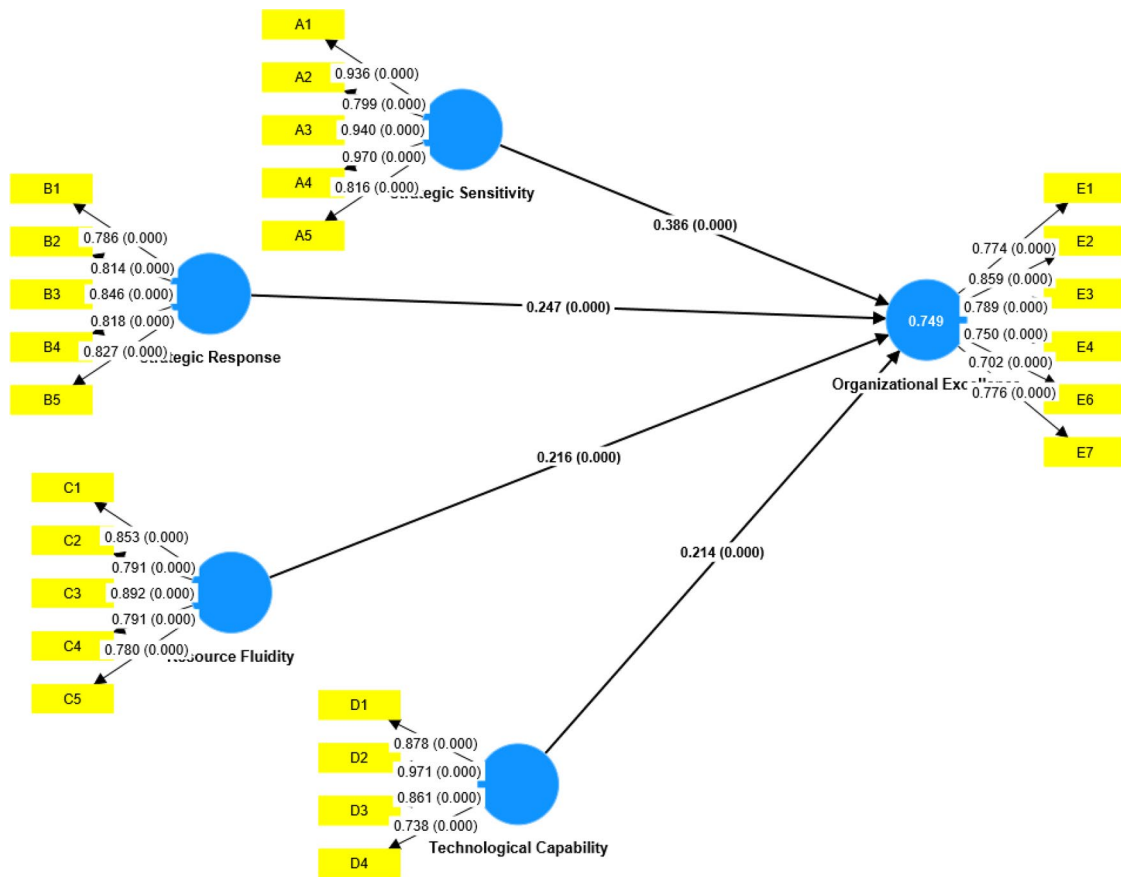


Figure 2. Statistical findings.

This hypothesis was supported by (T-statistics = 6.537; $P < 0.05$; = 0.000; path coefficients (β) = 0.216). This means that an increase in the quality of resource fluidity leads to an increase in organizational excellence in Jordanian universities. The value of the path coefficient (0.216) also indicates that resource fluidity comes in third place in terms of its role in organizational excellence in Jordanian universities among the dimensions chosen in this study.

H4: "There is a positive role for technological capabilities in organizational excellence in the Jordanian universities."

This hypothesis was supported by (T-statistics = 5.824; $P < 0.05$; = 0.000; path coefficients (β) = 0.214). This means that an increase in the quality of technological capabilities leads to an increase in organizational excellence in Jordanian universities. The value of the path coefficient (0.214) also indicates that technological capabilities are the less influential dimension on organizational excellence in Jordanian universities among the dimensions that were selected in this study.

The variation in organizational excellence in Jordanian universities, which was explained by the four dimensions mentioned above, was strong. This means that the four dimensions were able to explain 74.9% of the variation in organizational excellence. This is a high value, which indicates that the four dimensions are important factors in organizational excellence in Jordanian universities.

Discussion and key findings

- **There is a positive role for strategic sensitivity in organizational excellence by $R = 0.386$.** That might be justified because organizational excellence reflects the ongoing effort that is spent to create an internal framework that is related to procedures that are required to involve employees in delivering a service. Therefore, strategic sensitivity allows an entity to search for data and

information related to being aware of the threats and opportunities within the atmosphere of a business. This result is consistent with the study conducted by Abdelaziz (2023), where there is an effect of strategic sensitivity on organizational excellence.

- **There is a positive role for strategic response in organizational excellence by $R= 0.247$.** That might be justified because organizational excellence presents the spent effort in performing and operating to support employees in delivering the required service. Moreover, that could be obtained through the concerned actions and decisions to meet the goals of the business which is presented by the strategic response. As far as the author is aware, no research has examined the relationship between strategic response and organizational excellence. Nevertheless, existing literature underscores the positive impact of strategic planning, strategic thinking, and strategic flexibility on organizational performance (Alhefti et al., 2019; Ershadi & Eskandari Dehdazzi 2019; AlHalaseh & Ayoub, 2021).
- **There is a positive role for resource fluidity in organizational excellence by $R= 0.216$.** That might be justified because organizational excellence presents how an entity could achieve customers' requirements by the encouragement of its employees whereby the application of resource fluidity could investigate how a business is effective in utilizing the available resources. This is attained to establish novel opportunities within a related market. It is noteworthy that there is a scarcity of research examining the impact of resource fluidity on organizational excellence. Although resource fluidity has been shown to exhibit a significant positive correlation with organizational performance (AlTaweel & Al-Hawary, 2021), it has also been found to exert a positive influence on organizational excellence (Abdelaziz, 2023).
- **There is a positive role for technological capabilities in organizational excellence by $R= 0.214$.** That might be justified because organizational excellence reflects the spent effort to achieve customer requirements. Thus, this could be obtained by implementing technological capability that provides an entity with technological strength to establish a competitive advantage and then to compete within a related market. To the best of the author's knowledge, no research has explored the relationship between technological capabilities and organizational excellence. However, existing literature emphasizes the favorable impact of technological capability on organizational outcomes (García-Fernández et al., 2020).

Implications for theory and practice

The main contribution of this study is to find the role of strategic agility in achieving organizational excellence within Jordanian universities. Thus, this study is going to fill the gap in literature, due to the lack of related previous studies. This will allow comparison and development whenever conducting further studies in the future.

This study is going to be useful for different parties, for example: management teams who are responsible to set goals and objectives for employees to enhance productivity and comparison among rivals. Also, faculty members who are responsible for providing effective academic advice and teaching processes to meet customer satisfaction.

Limitations and suggestions for future studies

The researcher encountered four limitations of this study, namely: the lack of related previous studies, the development of the questionnaire, the researcher was unable to include the population of the study, where the number of respondents was small, and time duration was relatively short when conducting this study. While this study provides valuable insights into the role of strategic agility in driving organizational excellence within Jordanian universities, it is important to note that the findings may have limited generalizability beyond the Jordanian context. The study was conducted specifically within universities operating in Jordan, which have their own unique cultural, economic, and regulatory environments. The applicability of the results to universities in other countries may be limited due to potential differences in factors such as organizational cultures, management practices, institutional frameworks, and broader national contexts. Accordingly, replicating the study in diverse national and institutional settings would be beneficial to assess the transferability of the results and to further validate the relationship between strategic agility and organizational excellence across various higher education systems.

There are some recommendations suggested by the researcher such as: conducting further studies in the future within other countries and sectors. Also, universities are encouraged to improve efficiency to ensure business continuity. In addition, universities are suggested to facilitate making decisions whenever facing uncertainty. Finally, universities are recommended to concentrate more on the contribution of their employees.

Conclusion

The aim of this study was to investigate the role of strategic agility through its dimensions (strategic sensitivity, strategic response, resource fluidity, and technological capability) in achieving organizational excellence in Jordanian Universities. The selection of participants included employees at Jordanian universities, either within the management team or randomly selected faculty members. The study adopted a quantitative research approach; data were collected through an online survey collection method using Google online platform forms. The researcher distributed 572 questionnaires, 492 were returned and 438 were applicable for analysis. The researcher used Smart PLS to perform data analysis, based on Structural Equation Modeling (SEM). The study showed that there is a positive role of strategic sensitivity in organizational excellence, there is a positive role of strategic response in organizational excellence, there is a positive role of resource fluidity in organizational excellence, and there is a positive role of technological capabilities in organizational excellence. In conclusion, as mentioned before, this study is going to be useful for different parties, for example: management teams and faculty members.

Author contributions

I, [E.A.Sh], am the sole author of this paper. I conceived the research idea, conducted the literature review, designed the methodology, collected and analyzed the data, interpreted the findings, and drafted the manuscript. Additionally, I have approved the final version of the manuscript for submission.

Disclosure statement

No potential Conflict of interest was reported by the author.

About the author



Eyad Abdullah Shaban, Ph.D. in Strategic Management, is a Certified EFQM Excellence Assessor and a Certified Internal QMS Auditor. With a Ph.D. in Strategic Management, he has amassed over 20 years of experience in strategic management, quality management, institutional development, human resources, and various excellence programs and awards in Jordan and internationally. Currently, he holds the position of President Assistant for Accreditation, Quality, and Planning Affairs, and is also the Director of the HR and Institutional Development Unit at Al-Ahliyya Amman University, roles he has been fulfilling since 2013. Additionally, he is a faculty member in the Business Administration Department at the university's Business School. Dr. Shaban is certified as an internal auditor under the Quality Management System ISO 9001:2015, and serves as an assessor, assessment team leader, and member of technical and jury committees for multiple quality and excellence programs and awards in Jordan and other Arab countries. His scholarly contributions include numerous articles, studies, and research published in specialized journals, as well as his involvement in the press. He is also the author of the book titled *"Total Quality Management: A Theoretical and Practical Approach to Establishing Quality Culture and Applying Standards of Excellence."*

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Data availability statement

The data that support the findings of this study are available from the corresponding author, [E.A.Sh], upon reasonable request.

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