Role of Organizational Agility in Strategic Renewal of Organizations

Ass. Prof. Dr. Sahar Abbas Hussein, Ass. Prof. Dr. Ahmed Abdullah Amanah, and Prof. Dr. Akram M. Mahdi Al–Yasseri

Sahar.a@uokerbala.edu.iq, Ahmed.a@uokerbala.edu.iq, dr.akrem.alyasiry@uokerbala.edu.iq
- Department of Business Management, Faculty of Administration and Economics, University of Karbala.

Abstract
This research examines the role of organizational agility in strategic renewal application in Kalah Company and its three branches in Karbala, Wasit, and Babylon. Therefore, the study adopts organizational agility dimensions, which are responsiveness, competency, flexibility, and speed, that are based on Sharifi and Zhang (1999) study. This study also adopts the dimensions of strategic renewal, which are content, context, and process, that are based on various researches, including the work of Flier et al. (2003) and Volberda et al. (2001). This study selects Kalah company as a research sample and administers questionnaire as well as personal interviews among 167 workers. The study uses the correlation coefficient (Person) and F test to determine the moral regression equation, and it also uses $R^2$ to explain the degree of the impact of the independent variable on the dependent variable. We conclude that organizational agility plays a pivotal role in enhancing strategic renewal in the lost raging Iraqi competitive environment. This research has several recommendations. Organizations should take advantage of the relationship between organizational agility and strategic renewal in developing and implementing their strategic objectives.

Keywords: Organizational Agility, Strategic Renewal, Kalah Company, University of Karbala.
Introduction
Currently, many organizations face increased competition, which has resulted in technological innovation and changing market conditions and customer demands. This critical situation has caused fundamental changes to customer preferences, strategic views, and data in the growing competitive market. Moreover, it has improved organizational flexibility and responsiveness. Under these unstable conditions, companies must manage these changes, take advantage of opportunities, and avoid threats. The key feature of an agile organization is a rapid response to events and environmental changes to the extent that the integrity of information systems, technology, individuals, business processes, and materials within the organization are maintained. Thus, an agile organization as a model of the 21st century has become essential, and as a successful strategy in competitive markets, it is rapidly changing in response to customer needs.

Therefore, it is necessary that organizations possess sufficiently flexible strategic resources to enable them to innovate and renew in overcoming the obstacles of contemporary organizations that are looking for new markets. This will make organizations gain superiority and competitive advantage, which enables them to renew in the field of work. However, exploitation and exploration, as well as the provision of innovative products that add value to customers and meet various applications and renewed speed, are required.

Methodology
1. Problem Statement
The problem statement of this research is that organizations may lack organizational agility that will help them achieve their ambition for leadership in their businesses. This can be achieved through flexible activities in various fields and rapid response to enhance proactive and creative activities in organizations to invest in achieving strategic renewal in various local organizations, including Kalah, that offers a variety of products to customers and the community. The problem statement of this research is reflected in the following question: Do members of the research sample understand the importance of organizational agility in the strategic renewal of organizations? The following questions arise about the sample company:
- Does the company invest its resources flexibly; thus, contributing to strategic renewal?
- Is there a relationship between organizational agility and strategic renewal in the company?
- Does organizational agility affect strategic renewal in the company?

2. Significance
The importance of this research stems from the role of organizational agility in keeping pace with changes in the business environment and its diversity, which encourages organizations to innovate and renew in various fields to gain the ability to adapt to changes in the competitive environment. The importance of this research to modern organizations are as follows:
- It highlights the importance of organizational agility and its dimensions.
- It recognizes the importance of strategic renewal and its dimensions.
- The research derives its importance from the results achieved that determine the effect of organizational agility on strategic renewal and the extent that organizations will benefit from the results in their plans and strategies.

3. Objectives
The research determines the effect of organizational agility on strategic renewal through the following sub-objectives:
- It provides a knowledge framework of the research variables and their sub-dimensions.
- It determines the level of organizational agility and strategic renewal and their dimensions.
- It analyzes the relationship between organizational agility and strategic renewal.
- It tests the effect of organizational agility on the strategic renewal of the sample company, and it makes suggestions and recommendations.

4. Research Model
Considering the research problem and its objectives, we constructed a research model to show the effect of organizational agility on strategic renewal; this was done by reviewing relevant administrative literature. Figure 1 shows the following:
- The independent variable \((X)\) is organizational agility and its dimensions, which are responsiveness, competency, flexibility, and speed.
- The adopted variable \((Y)\) is strategic renewal and its dimensions, which are content, context, and process.
5. Hypotheses

This research addresses the problem through the following hypotheses:

- **The first primary hypothesis**: There is a significant correlation between organizational agility and strategic renewal and its dimensions. The following sub-hypotheses have emerged:
  a) There is a significant correlation between responsiveness and strategic renewal and its dimension.
  b) There is a significant correlation between competency and strategic renewal and its dimensions.
  c) There is a significant correlation between flexibility and strategic renewal and its dimensions.
  d) There is a significant correlation between speed and strategic renewal and its dimensions.

- **The second primary hypothesis**: There is a significant effect of organizational agility on strategic renewal. The following sub-hypotheses have emerged:
  a) There is a significant effect of responsiveness on strategic renewal.
  b) There is a significant effect of competency on strategic renewal.
  c) There is a significant effect of flexibility on strategic renewal.
  d) There is a significant effect of speed on strategic renewal.

6. Research Tools:

The following tools were adopted to achieve the objectives:

- **Tools for the field framework**: Various methods of collecting data and information were adopted.
  a) **Interview**: Several interviews were conducted to obtain the views of the employees on the variables, as well as to clarify the questionnaires by answering the queries and questions raised to achieve the required accuracy.
  b) **Questionnaire**: The President’s research tool was adopted to obtain the necessary data and information. The researchers considered the simplicity and clarity of the diagnosis of the research variables. To ensure the accuracy of the data, the research questionnaire, in its approved criteria, was subjected to validation tests. This is one of the vital conditions that must be met in constructing the scale. The loss of this condition means that the standard is not valid. To test the validity of the scale, the researchers adopted the following:

  - **The validity of the content**: the extent of clarity of each of the paragraphs of the questionnaire in terms of the meaning and formulation and logical design to cover the area of importance of the field. The value of the coefficient (Cronbach’s alpha) (94.3%) of organizational agility dimensions and the value of the coefficient (82.1%) of strategic renewal dimensions confirm the validity of the scale and its validity for application. The sub-dimensions of each variable are shown in Table 1.

<table>
<thead>
<tr>
<th>Table (1) Alpha-Cronbach Coefficients of the study variables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Study variables</strong></td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Organizational Agility</td>
</tr>
<tr>
<td>1 Responsiveness</td>
</tr>
<tr>
<td>2 Competency</td>
</tr>
<tr>
<td>3 Flexibility</td>
</tr>
<tr>
<td>4 Speed</td>
</tr>
<tr>
<td>Strategic Renewal</td>
</tr>
<tr>
<td>1 Content</td>
</tr>
<tr>
<td>2 Context</td>
</tr>
<tr>
<td>3 Process</td>
</tr>
</tbody>
</table>

Theoretical Framework
This topic deals with the conceptual framework of organizational agility and strategic renewal in terms of their concepts, importance, and dimensions.

1. **Organizational Agility**

1.1 **Concept**

Organizational agility is an organization’s ability to respond quickly to changing market conditions and customer needs. The satisfaction of the client and employees is one of the goals of an organization. Job satisfaction facilitates the commitments and capabilities of employees, and it helps achieve higher productivity (Labaf & Bigdelli, 2015:156). Organizational agility or an organization’s ability to change quickly or adapt to or respond to changes is essential for organizations that are facing changing conditions in using factors of production to achieve the objectives of the organization, employees, and shareholders. To address these issues, organizations need to manage their knowledge when responding to the environment, especially the market environment (Navarro et al., 2015:1). Organizational agility is an organization’s ability to survive and develop in an unpredictable business environment, which is constantly changing. Moreover, they should take advantage of opportunities in the changing market environment by integrating vigilance of changes (recognizing opportunities/challenges) both internal and external, with the ability to use resources to respond (proactive/interactive) to these changes promptly, flexibly, and affordably. They should not just adapt to changes but also take advantage of potential opportunities in a turbulent environment and gain a certain status because of their abilities and innovations. (Chamanifard et al., 2015:200)

Organizational agility is defined as an organization’s ability to change quickly or adapt to or respond to changes in trusted and less than predictive conditions. A key feature of an agile organization is its ability to rapidly respond to events and environmental changes to the extent that the integrity of information systems, technology, personnel, business processes, and materials within the organization are maintained (Mohammadi et al., 2015:58). Organizational agility is the ability to meet unsolicited challenges, overcome unexpected problems in the business environment, and take advantage of changes in opportunities. Moreover, it involves an organization’s potential for environmental prosperity through unforeseen changes and believes that the organization should not be afraid of environmental changes but instead should see changes as an opportunity to gain competitive advantage. (Salimi & Andalib, 2015:49) Organizational agility can be defined as the capabilities of a contemporary organization that enables it to predict, identify, or respond to critical changes that may paralyze the organization and exploit the changes optimally. Thus, giving it the advantage of stability and sustainability within its working environment and achieving higher performance in the organization’s productivity.

1) **Importance**

Erande and Verma (2008:1) outlined three benefits of measuring organizational agility:

- Agility is essential to keep the organization competitive in the market.
- Agility measures an organization’s competitiveness and readiness for market changes.
- Agility measurement identifies “less active” areas in the organization, and therefore, improvements can be planned.

Aribishamkar et al. 2013 summarized the motives of agile organizations in five factors, which are market volatility, intense competition, changes in customer needs, faster changes in technology, and changes in social factors (Nabatchian et al., 2014:11). The reasons why organizations need to be agile are that market opportunities are short term, so they need to rapidly introduce a new product to the market and adapt to continuous unpredictable changes in the market. A key factor is that independent companies should take advantage of direct opportunities. Mirinezhad et al. (2014:1453) found that agility enhances organizational competency in supplying high-quality products and services. Therefore, agility acts as an essential factor in increasing organizational productivity. (Davari & Oladian, 2015:122) Levels, they should have accurate and timely information about the performance of their organizations to enable them to manage resources under their control in the most effective way. Mahmoudi (2015:1144) concluded that agility enables organizations to respond to changes much more rapidly. An agile organization lies in its ability to anticipate customer needs and create new markets through continuous innovation; it also plays a vital role in management. Also, agility can improve the supply of products and develop the efficiency of an organization. In fact, rapid organizations, through events and sudden changes, will have a flexible and strong reaction against opportunities, new market, and customer expectations. By contrast, agile organizations are designed to predict changes in the business environment.

1.2 **Dimensions**

There are several models of agility, most notably the model proposed by Sharifi & Zhang (1999), which is illustrated in Figure 2, where the first part of agility relates to the driving factors, including pressure or changes in the business environment. Organizations are looking for new strategies to stimulate action to maintain competitive excellence. The second part shows agility abilities. The third part is related to the factors that contribute to agility, which serve as means and tools, and thus can achieve capabilities. These contributing factors should be considered in four key areas of the environment for any organization, people, technology, invention, and innovation. The model consists of three main processes. (Asgari et al., 2014:1452)
Determine the agility requirements of companies and their current level of agility.
Identify the agility capabilities required of the organization.
Identify work processes and tools that enable the organization to achieve specific capacities.

Figure (2) A conceptual model for the implementation of agility

a. Responsiveness
The competitive response can reveal the ability to identify, respond to, and achieve positive changes accurately (Mahmoudi, 2015:1144). Responsiveness is the ability to identify and react to changes rapidly. (Kuleelung, 2015:207; Amirnejad&Havashemi, 2015:566) Response refers to the ability to recognize and benefit from changes and rapid thinking. (Mohammadi et al., 2015:67)

b. Competency
Competency is a broad range of capabilities that enable an organization to focus on its activities and achieve its objectives. These capabilities are strategic vision, appropriate technology (software and hardware), product qualification, cost-effectiveness, and the ability of people (effectiveness and efficiency) (Nabatchian et al., 2014:11). The ability to achieve organizational goals and objectives is inclusive. (Mohammadi et al., 2015:67). Therefore, if an organization wants to be agile, it should be competent to develop and strengthen them as much as possible to increase organizational productivity (Mahmoudi, 2015:1144). Competency is the expanded ability to achieve regulatory organizations and capabilities as well as success in achieving their goals and objectives. After strategic consideration, they should also consider appropriate technological competence and effectiveness in terms of cost since they are examples of these capabilities (Kuleelung, 2015:2072).

c. Flexibility
Flexibility reflects the ability to produce diverse products and offers and above all, achieving different goals with resources and facilities. There are four goals of flexibility: flexibility in product size, variety of products, the organization, and staff (Nabatchian et al., 2014:11). It refers to the ability of compatibility, which is the ability to move different processes and meet different objectives while using the same equipment and facilities (Mahmoudi, 2015:1144; Mohammadi et al., 2015:67). The ability to implement different means and employ varied amenities to achieve the same goals, and also contain elements, such as adaptability in product size and ability to adapt people (Kuleelung, 2015:207). Flexibility is the ability to run different processes and achieve different goals (Amirnejad&Havashemi, 2015:566).

d. Speed
Speed is the ability to conduct activities in the shortest possible time, including the acumen of introducing new products to the market, rapid and timely delivery, and speed of activity (Nabatchian et al., 2014:11). Speed also involves the ability to perform tasks as soon as possible (Mahmoudi, 2015:1145; Mohammadi et al., 2015:67). Speed also indicates the ability to complete the winning movement, as well as the agility of new goods, response to the market, time taking of products and transfer of service. (Kuleelung, 2015:207) Speed is also defined as the ability to perform an activity in the shortest time possible (Amirnejad & Havashemi, 2015:566).

2. Strategic Renewal
2.1 Concept and Importance
Many researchers have addressed the concept of strategic renewal (Volberda et al., 2001:160; Flier, 2003:42; Helfat, 2009:282). Agarwal defines strategic renewal as “activities undertaken by the company to change its approved path” between the company and its environment. Hinri&Sukanlaya (2012:1) stated that strategic renewal “encompasses the process, content, results of updating, or replacing the attributes of an organization that have the potential to influence long-term expectations significantly (Oschlies, 2013:22). The strategy is to keep the organization in line with the environment. Theoretically, how strategic actions change direction through joint development (strategic) processes. How it is able to distinguish between emergent (emerging) strategies and deliberate strategies (unintentionally arising strategic actions) related to institutional and environmental selection impacts. Tushman et al. (2013:7) stated that strategic renewal is not an event, a set of steps, or a program, but social engineering process based on a comprehensive ambition and strategic intentions that unfolds and adapts over time. The roots of this process lie in a series of concrete strategic challenges facing the current situation (either performance gaps or strategic opportunities) in the unit (business unit, function, geography, and market), and corporate level. These challenges reveal the unique root cause at the unit level as well as the most common root cause at the company level. They were guided by a series of strategic challenges that are articulated as a common language. Through problem-solving tools and disciplined follow-up, the management team collectively learns how to lead innovation and change. This learning is based on their collective experiences and conversations in solving real strategic challenges. The key aspects of strategic renewal definitions relate to patterns that emerge over a long period as a result of the company’s strategic actions towards the adopted path or the creation of a new path. The path adopted depends on the exploitation of the investment. The establishment of the new track is linked to exploration, that is a strategic renewal requires investment in existing competencies and new exploration. Some have referred to strategic renewal as a three-dimensional building consisting of content, context, and process (Volberda et al., 2001:209) since the structures of exploitation and exploration are related to the content of strategic renewal. Strategic, exploratory renewal measures refer to long-term strategic renewal initiatives, such as starting new businesses, launching new products or services, technologies, and activities as well as entering new markets or new geographic areas. (Mihalache, 2012:2) These activities augment new activities of existing ammunition for the organization’s range of activities and competencies or increase the geographical scope of the company. In this regard, actions are feasible. Strategic explorations create a new path or change current paths, and strategic transformations can be relatively tight or intermittent. Exploitative strategic renewal procedures are short-term orientation and consist of actions that focus on the current range of activities within the company’s current geographic range. Exploitative measures include expanding existing markets, improving existing competencies, and initiating rationalization activities, such as closure, integration, or reduction (Kwee et al., 2011:987). In this regard, the exploitative strategic replenishment procedures are accompanied by the gradual renewal of the adopted track.

2.2 Dimensions
Volerda et al. (2001:211) and Leeuwen (2007:110) discussed strategic renewal in terms of actions aimed at developing or renewing associated capabilities. This view follows Floyd and Wooldridge (2000), who included a strategic change in field positioning, as well as changes in core capabilities in the concept of strategic renewal. This perspective is also consistent with recent contributions from the dynamic of the capacity display, which emphasized, among other things, the multifaceted nature of innovation and suggested an integrative view of the phenomenon of strategic renewal, linking the process to content (Rajes, 2013:77). During a strategic renewal process, companies navigate through a series of multi-level changes. To reduce this complexity, we will focus on the essential procedures for the strategic renewal of companies. We promise that the structure of strategic renewal, such as strategy, as a three-dimensional phenomenon, which consists of context, content, and process. Context focuses on the “where” of the strategy. Context refers to the environments in which firms operate and reflects the fact that strategies do not arise from a regulatory vacuum. It indicates whether actions have been set within the boundaries of the company or not (internal procedures) or whether they relate to relationships outside the company boundaries or other companies (external procedures). Context reflects recent evidence that companies need to develop efficiencies in both internal development and external capacity as sources to renew their capabilities and succeed over time. Content focuses on the “what” of the strategy; the process after the “how,” “from,” and “when” of the strategy. We measure the three dimensions by tracking the number and proportion of the strategic renewal procedures. To study the context of innovation, we divided the actions into mergers and alliances against the risk of new business and the launch of new products, respectively. To evaluate the content of the renewal procedures, we divided the renewal procedures into exploration and exploitation investments and by type of activity. Exploration procedures are aimed at innovation, entry into new markets, and acquisition of knowledge, whereas exploitation measures are concerned with increasing efficiency, streamlining activities, and using existing ones. Yet companies tend to focus on exploitation rather than exploration (Prashantham, 2008:380).

The process reflects the duration of the strategic renewal. It determines the rate at which exploratory measures are taken in exchange for exploitative. It also determines external and internal renewal procedures, including the duration of the various actions of these basic concepts, after the process corresponds to the theory of driving force. After the operation, it controls the speed of the renewal procedures in terms of the number of procedures in a period.
Applied framework

This topic is concerned with the extent of correlation and influence between the variables of the research. The independent variable is organizational agility, which consists of four dimensions (responsiveness, competency, flexibility, and speed), and the adopted variable is a strategic renewal, which consists of three dimensions (content, context, and process).

Test correlation and influence hypotheses for research

This section tests the research hypotheses on correlation and the effect of the independent variable, organizational agility, on the adopted variable, strategic renewal. The researchers used the Pearson correlation coefficient to test the correlation and used the simple linear regression coefficient to test the effect of the independent variable on the adopted variable. It is vital to note that the strength of the correlation coefficient was judged based on Cohen & Cohen’s (1983) study.

- The correlation is low if the correlation coefficient value is less than 0.10
- The correlation is moderate if the correlation coefficient value is between 0.10 and 0.30
- The correlation is strong if the correlation coefficient value is higher than 0.30

Table 2 shows that there is a positive correlation between the two variables (organizational agility and strategic renewal), with a coefficient of **0.864**; this positive value indicates that the strength of the relationship between the two variables is within a very high correlation level. The correlation between them is **0.747**, indicating a high level of positive effect. The value of F significantly supports this effect on the linear regression model (**487.549%**). This indicates the significance of the relationship; the standard beta was **0.804**. Thus, a unit change in organizational agility will result in an **80.4%** change in strategic renewal. The results of the test hypotheses are as follows:

Table (2) / Estimation of the parameters of the simple linear regression model to measure the correlation and effect of organizational agility and strategic renewal

<table>
<thead>
<tr>
<th>The independent variable and its sub-dimensions</th>
<th>Strategic Renewal</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R²</td>
<td>F</td>
<td>B</td>
<td>Sig.</td>
</tr>
<tr>
<td>Organizational Agility</td>
<td><strong>.864</strong></td>
<td><strong>.747</strong></td>
<td><strong>487.549</strong></td>
<td><strong>.804</strong></td>
<td>.000</td>
</tr>
<tr>
<td>Responsiveness</td>
<td><strong>.604</strong></td>
<td><strong>.365</strong></td>
<td><strong>94.676</strong></td>
<td><strong>.558</strong></td>
<td>.000</td>
</tr>
<tr>
<td>Competency</td>
<td><strong>.718</strong></td>
<td><strong>.515</strong></td>
<td><strong>175.448</strong></td>
<td><strong>.698</strong></td>
<td>.000</td>
</tr>
<tr>
<td>Flexibility</td>
<td><strong>.922</strong></td>
<td><strong>.850</strong></td>
<td><strong>934.080</strong></td>
<td><strong>.649</strong></td>
<td>.000</td>
</tr>
<tr>
<td>Speed</td>
<td><strong>.940</strong></td>
<td><strong>.884</strong></td>
<td><strong>1252.630</strong></td>
<td><strong>.872</strong></td>
<td>.000</td>
</tr>
</tbody>
</table>

A. Test the first sub-hypotheses of correlation and influence. Table 2 shows the following:

1. The value of the correlation coefficient between the strategic renewal variable and responsiveness is **0.604**. It is a positive value, indicating a high correlation between responsiveness and the dependent variable. This positive value is explained by the results of the responses of the individual variables, response and strategic renewal and the availability of appropriate response capabilities that support strategic renewal processes.
2. The mean linear regression is **.365**; thus, the responsiveness dimension accounts for **36.5%** of the changes in strategic renewal, which is a significant value supported by the coefficient of the value of F calculated for the simple linear regression model of the strategic renewal variable, response (94.676). The results of the test for correlation and regression are significant at (1%), with a confidence level of 99%. This indicates the regression coefficient (B=**.558**), which means that a unit change in response will affect strategic renewal by **55.8%**.

   The results in 1 and 2 indicate that responsiveness has a significant effect on strategic renewal. This agrees with the first sub-hypothesis of correlation and effect.

B. Test of the second sub-hypotheses of correlation and influence: Table 2 shows the following:
1. The value of the coefficient of correlation between strategic renewal and competency is .718**, which is a positive value, indicating the existence of a high correlation between competency and the adopted variable. This positive value is interpreted by the results of individuals’ responses to competency and strategic renewal. The respondents are satisfied with the availability of strategic renewal requirements.

2. The mean linear regression is .515; this means that competency accounts for 51.5% of the changes in strategic renewal. The significant value supported by the coefficient of the F-value for the simple linear regression model of the strategic renewal variable, competency is 175.448. The results of the test for correlation and regression are significant at 1%, with a confidence level of 99%. This indicates the regression coefficient (B = .698). This means that a unit change after the estimate will affect strategic renewal operations by 69.8%.

The results in 1 and 2 indicate that competency has a significant effect on strategic renewal. This supports the second sub-hypothesis of correlation and effect.

C. Testing the third sub-hypothesis of correlation and influence. Table 2 shows the following:

1. The value of the correlation coefficient between flexibility and strategic renewal is .922 ***, which is a positive value, indicating a high correlation between flexibility and the adopted variable. This positive value is interpreted by the results of the individuals’ responses to flexibility and strategic renewal. The respondents have good levels of flexibility that support strategic renewal.

2. The simple linear regression value is .850, which means that the flexibility dimension accounts for 85% of the changes in strategic renewal, which is a moral value supported by the coefficient of the value of (F) calculated for the simple linear regression model of the strategic renewal variable, flexibility (934.080). The results of the test for correlation and regression indicate their significance at 1%, with a confidence level of 99%. This indicates the regression coefficient (B = .649). This means that a unit change after the elasticity will affect strategic renewal operations by 64.9%.

The results in 1 and 2 indicate that flexibility affects strategic renewal at a high level. This supports the third sub-hypothesis of correlation and effect.

D. Testing the fourth sub-hypothesis of correlation and influence. Table 2 shows the following:

1. The value of the coefficient of correlation between speed and strategic renewal is .940 ***, which is a positive value, indicating a high correlation between speed and the adopted variable. This positive value is explained by the results of individuals’ responses to speed and strategic renewal. The sample members are available at a very convenient speed that can support strategic renewal processes.

2. The simple linear regression is .884, which means that speed dimension accounts for 88.4% of the changes in strategic renewal. It is interpreted as a significant value supported by the coefficient of the value of F calculated for the simple linear regression model of the strategic renewal variable, speed (1252.630). The results of the test of correlation and regression indicate significance at 1%, with a confidence level of 99%. This indicates the regression coefficient (B = .872). This means that a unit change in speed will affect the strategic renewal process by 87.2%.

The results in 1 and 2 indicate that speed has a significant effect on strategic renewal. This means acceptance of the fourth sub-hypotheses of correlation and effect.

Conclusions

1) Organizational agility reflects a company’s possession of a distinctive capacity that can respond quickly to changes in the external environment and high flexibility in accomplishing its work.

2) Strategic renewal is a long-term approach that focuses on exploiting existing resources to explore new methods; methods and ideas that support the company’s future business and enhance its competitive position in the market. A company can benefit from this approach by adapting to its environment for survival and growth.

3) Organizational agility plays an active role in promoting strategic renewal.

Recommendations

1) Organizations should pay attention to the dimensions of organizational agility as they represent competitive priorities that lead to the success and superiority of the company in the market.

2) Organizations should translate the strategic renewal process by creating systems and programs for learning and training to achieve their objectives.

3) Organizations should employ the relationship between organizational agility and strategic renewal and use them in the development and implementation of their strategic objectives.

4) Organizations should strive to build innovative technical and technical capabilities as well as skills that reflect reality and meet the requirements of the future and encourage teamwork in the company to enable them to have full knowledge of their environment.

5) Organizations should look forward to what is new and appropriate for the era of technology and work to develop the skills and abilities of individual employees in the company.
References


Davari, Rayhaneh and Oladian, Masoumeh " The Relationship between the Components of Organizational Agility and Improvement of Managers’ Task and Contextual Performance in Telecommunication Company of Tehran” Scopus 34, August 2015.


Kuleelung, Thareerat " Organizational agility and firm performance: evidence from information and communication technology (ICT) businesses in Thailand” The Business and Management Review, Volume 7 Number 1 November 2015.

Kwee , Zenlin , Bosch ,. Frans A. J. Van Den & Volberda, Henk W. The "Influence of Top Management Team's Corporate Governance Orientation on Strategic Renewal Trajectories "A Longitudinal Analysis of Royal Dutch Shell plc, 1907–2004 " Journal of Management Studies 2011_961 1..31


Mihalache, Oli, Radu, Stimulating Firm Innovativeness: Probing the interrelations between managerial and organizational determinants, unpublished PH.D. Dissertation, the Erasmus School of Economics (ESE) at the Erasmus University Rotterdam, Netherlands,2012.


Mohammadi, Marzieh, Amin Nikpour, Raheleh Chamanifard, " The Relationship between Organizational Agility and Employee’s Productivity (Case Study: Ministry of Youth Affairs and Sports, Iran)”, JIEB-3-2015.

Mohammadi, Masoud, Mohammad Mahboubi, Maliheh Abdollahi, Babak Rastgari Mehr, Sasan Ghorbani Kalkhageh, " The impact of management information system on organizational agility in Ilam Telecommunication Company, Ilam province, Iran", Stem Cell 6(1), 2015.


Salimi, Mahdi and Andalib, Bahareh, "Relationship between Information Technology and Organizational Entrepreneurship and Organizational Agility in Esfahan Province General Directorate of Youth and Sport", British Journal of Economics, Management & Trade, 8(1), 2015.


