

EFFECTIVENESS AND EFFECT OF STRATEGIC FLEXIBILITY IN DEVELOPING SMART ORGANIZATIONS MODEL THROUGH STRATEGIC AGILITY FIELD STUDY IN MALAYSIA PETRONAS COMPANY / GHARRAF OIL FIELD

ShorooqNaayeemAl.saadawi,

Supervisor :Asst. Prof Dr. JalilKadhim Al .aardhy

University of Sumer / Faculty of Management and Economics

ABSTRACT

This study aimed to test the impact of both strategic flexibility and strategic agility in the development of smart organizations in Petronas Malaysia / Gharraf oil field in Iraq. And the development of a model for the study to achieve its objectives, the model is one of the three main variables of the study of the strategic flexibility as an independent variable and its dimensions (Resource flexibility , Capability Flexibility)which (Li et al: 2008) presented in his study, Strategic agility as an intermediate variable and its dimensions (planning, organization, personnel, technology) that (Oyedijo: 2012) presented in his study , and smart organizations as an dependent variable and its dimensions (continuous learning, generation of strategic alternatives, understanding of the environment) developed by (Matheson & Matheson: 2001) In their study, a number of hypotheses of correlation and influence were estimated The researcher used the analytical method in the study. The questionnaire was used in both Arabic and English as a main tool for collecting data from the sample of the study. The study sample included the working managers In the company represented by (the general manager and his assistants, heads of departments, executives and heads of divisions). 93 questionnaire forms were distributed and 84 forms were recovered, all of which are valid for analysis.

The data were then analyzed and the hypotheses were tested using the appropriate statistical methods of statistical analysis (SPSS V.23) and AMOS.24. The results found that most of the hypotheses of the study were valid and based on it. The researcher put forward a number of conclusions, the most important of which is the existence of a strong correlation and influence between the three study variables. There is a direct and indirect effect between strategic flexibility and smart organizations by moderating strategic agility. The strategy movement is a vital role in the organization that enables it to respond to the uncertainty surrounding it, and recommends that the management of the company should be aware of the importance of the role of both strategic flexibility and the ease of the strategy and what can contribute to the activities that help develop the development C smart organizations, made a set of recommendations that can benefit the company in the long run.

Keywords \ *strategic flexibility , strategic agility , Smart Organizations .*

INTRODUCTION:

Business organizations have entered into a series of challenges and fluctuations that have had a great impact on the decline of organizations and their progress. These changes are characterized by

globalization and rapid technological development, which is today the basis for achieving competitive advantage, especially in the environment of commodity and service organizations. It enables organizations to set up an organization that can adapt to natural and abnormal changes by means of its modern capabilities and capabilities. Organizations are looking for tools and strategies that make them smart and different organizations. They aspire to be high organizations Performance, distinct, talented and experienced, and other indicators described as successful and superior, and organizations seeking to be smart organizations. At a time when companies are struggling to succeed in a world defined by globalization, volatile consumer tastes and increasing uncertainty, they seek to choose strategies that can be modified or even eliminated to meet competitive conditions or respond to changing external and internal environment. On the other hand, Needs a key component with the ability to monitor and respond to market change. Research has identified agility to improve performance. Old systems that are inflexible or non-responsive may need to be agile.

LITERARY REVIEWS

A- Strategic flexibility

Flexibility gives the organization a distinctive feature that enables it to connect the factors of its internal and external environment,(Radomska , 2015 : 19) asserts that flexibility is "the ability of an organization to adapt to uncertain and rapid environmental changes (for the required reaction time) that significantly affect the performance of the organization".Strategic flexibility is the "ability to change the organization's strategy with the capabilities selected, developed and exploited according to its strategy. In other words, the organization should be able to adjust its market share and adapt rapidly to market trends, and make a dynamic adjustment by focusing on its strategy"(Hayes & Pisano : 1994)

The dimensions of strategic flexibility

Resource flexibility: The flexibility of resources enables the company to develop, manufacture, distribute and sell products effectively. The organization is able to deal with all its assets, financial, natural, human, knowledge and skills, which enable the activation of options through different administrative systems (Friedliet al , 2004 : 1-20)

Capability Flexibility: refers to the ability to discover new resources and integrate those resources into a dynamic environment, and can be used for innovation and increased income. Capacity flexibility includes many internal factors for flexible coordination, and can define strategic flexibility more effectively for the organization, enabling the organization to take full advantage of new and more effective resources to meet the needs of its customers (Li et al , 2016 : 73-84).

B- Strategic agility

Organizations must be more able to keep pace with environmental changes, manage and control their ongoing transformations, and strive to maintain success and continued competition. Many researchers and writers worked hard to develop many concepts in order to maintain and develop the success of companies. The most important of these were the efforts of the Finnish researchers Doz&Kospnen. Although they adopted the concept of agility in many of their research, "In Their Fast Strategy in 2008 and their subsequent research on the subject (Teoh et al., 2017: 222-229). "The ability of the organization to renew itself and maintain flexibility without sacrificing efficiency" was

also referred to in general as "the ability of the company to adapt continuously to changing and uncertain environments, where competitive advantage is often necessary"(Junni et al , 2015 : 596-616)The strategic agility addresses the large needs of organizations operating in markets that are subject to constant change as they experience uncertainties surrounding the business environment. Agility can provide organizations with ways to improve their business performance and diversify their products (Naughton , 2016 : 14).Agility is adaptive and responsive and is increasingly linked to organizational success in today's competitive environment. Speed and responsiveness are constant elements of agility and are critical to competition. Lightness can be used as a measure of the adaptability, speed and responsiveness of the organization to the developed foreign market. The Strategic Movement enables an organization operating in a complex environment to rapidly change the rapid and effective response to environmental fluctuations, allowing it to establish a superior competitive position in its business (Harraf et al , 2015 : 675-686) .

The dimensions of strategic agility

Planning: In order for any work to succeed, it is necessary to develop plans based on which a set of objectives and through it to determine the means and possibilities that are appropriate to achieve the goals planned, and in a practical way to plan the connection between the objectives and the available means and tools to achieve them through the group Of activities and processes as well as the identification of resources and budgets, and then determine the roles of each individual sector in the implementation of the objectives of the plan

Organization: Organization is one of the main elements in the administrative activity of all institutions and organizations, regardless of the nature of their work, it is the means by which employees can work together and efficiently as a framework that includes the division of work and responsibilities in the administrative system and the allocation of departments and departments and units of administrative and sub- And sizes from one organization to another.

Individuals: Individuals are individuals who work in the organization from heads and subordinates and the purpose of their presence to perform all the functions and functions of the organization. They are limited by organizational culture and a group of systems that have a role in controlling and unifying their behavior. Their capabilities and innovations will have a role and influence in the organization's growth, success, excellence and excellence(Oyediyo ,2012: 229).

Technology: Technology plays an important role for organizations as activities that help to make important changes in them, increase competitiveness and achieve their goals of survival and growth, and are a source of innovation, development and creation of new ideas that can be applied and contributed technology, Achieve the status of the strategic response to environmental changes by the Organization and help them in discovering and exploiting current and future opportunities and avoiding risks and threats(Oyediyo ,2012: 229) ,(Sampath, 2015: 1-16).

C- Smart organizations

Smart organization as "an organization with high performance whose main objective is to achieve flexibility, knowledge and skill of the employees"(Finkelstein & Jackson , 2005 : 2). "Those organizations that have the ability to speed movement, lightness and agility in the generation of knowledge, and to benefit from what you learn in achieving the desired goals through the capture of opportunities and adapt to environmental changes and challenges" (Filos , 2005 : 5). Smart

organization has a significant impact on the efficiency and effectiveness of the organization. The characteristics and measurement of enterprise information can be considered to help decision-making in an innovative organization (Fereydoonazma et al, 2012 : 94-97) .As a result of changes in social and organizational activity and advances in technology, smart organizations call for a fundamental shift in the way organizations are managed, taking into account education, training and development because it is a system that aims to increase the organization's intelligence and willingness to accept criticism that gives the organization the ability to deal positively with change (Carley , 2000 : 11-40) .

The dimensions of Smart organizations

Continuing learning: In order to give more work experience to the working people, the process of continuous learning in the organization, how individuals can learn within the organization and what it earns through continuous interaction between individuals through the learning process, at the long term (Al-Kasasbeh et al , 2016 : 106-115) .

Generating Strategic Alternatives: Strategic alternatives reflect the organization's means of assisting in reflection to achieve its strategic objectives at all levels. In turn, the organization works hard to develop the alternatives available to it, to develop new methods of work and to update the previous alternative methods in order to choose the alternative that achieves Objectives (Al-Zu'bi& Al – Nawasrah , 2017 : 358).

Understanding the environment: The environment of the organization means that "the forces or events generated by the forces or events are shared by the organization within or outside the organization" or that "factors outside the organization that generate a potential impact on the organization, including: competitors, resources, technology, economic conditions" The organization must be sufficiently aware and aware of all opportunities, constraints or threats to the external and internal environment, and assess the information of the principal persons in the organization (Matheson & Matheson , 2001 : 49-54).

RESEARCH METHODOLOGY

A) Research Problem

Business organizations in the world today is facing many challenges, including the rapid shifts in the external environment, and how can these challenges translate into a future goal, including job opportunities to exploit the opportunities and face the changes and to keep pace with the use of advanced technology in the business environment and the development of these organizations and achieve opportunities for her wits, And the search for strategies that make them different from other organizations, such as becoming smart organizations high performance. The study came in a scientific way to focus on the nature of the organization's deal with these variables, to see the need for the organization to the role of flexibility Astra How can it employ strategic flexibility and strategic agility to develop the model of smart organizations needed to cope with change and competitive conditions? Are there any barriers to adopting strategic flexibility and strategic agility to develop smart organizations? Does strategic flexibility and strategic agility affect the development of smart organizations?

B) Research Hypotheses

The first hypothesis: (Strategic flexibility is linked to the company's strategic agility with a positive relationship of statistical significance).

The second hypothesis: (The strategic agility of smart organizations in the company is associated with a positive relationship of significance with statistical significance).

The third hypothesis: (The strategic flexibility of the smart organizations in the company is linked with a positive relationship of significance with statistical significance).

The fourth main hypothesis: (Strategic flexibility affects the strategic agility of the company in question positively and morally).

The fifth hypothesis: (strategic agility affects the smart organizations of the company in question positively and morally).

The sixth hypothesis: (The strategic flexibility affects the smart organizations of the company in question positively and morally).

c) Research Sample and Community

The study sample consisted of 84 individuals, 61 males, 23 females working in senior management, and middle administration.

d) Research Tools

The main source on which the current study relied on gathering information and answering questions is the questionnaire for the purpose of achieving the specified objectives. The questionnaire consisted of (45) sections of the study variables divided into three sections. The first section includes the independent variable, Resources, flexibility of capacity), the second section is the intermediate variable of strategic agility and includes four dimensions (planning, organization, personnel, technology). The third section of the variable adopted smart organizations has three dimensions (continuous learning, generating strategic alternatives, Understanding the environment). Table (1) shows the number of paragraphs of the questionnaire and the approved sources used in the formulation of the paragraphs of this questionnaire. The questionnaire was presented to 8 specialized professors. The Likert scale was used to deal with the answers of the subjects. The questionnaire obtained an excellent percentage of 87%, which enables to rely on the results of this questionnaire in the study .

**Table (1)
Study Scale**

The main variable	Sub variables	Number of paragraphs	Source
Strategic flexibility	Strategic flexibility dimensions		
	Resource flexibility	5	Li et al , 2008
	CapabilityFlexibility	5	
Strategic agilitydimensions			

Strategicagility	Planning	5	Oyedijo :
	Organization	5	Idris& /2012
	Individuals	5	AL-
	Technology	5	Rubaie,2013
Smart organizationsdimensions			
Smart organizations	Continuous learning	5	Yaghoubi et al , 2012 /
	Generating strategic alternatives	5	Al-Zu'bi&Al – / Nawasrah , 2017
	Understanding the environment	5	

Table (2)
Insert the Likert scale

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Table (3) Stability Alpha Cronbach coefficient value

Questionnaire axes	Alpha cronbach coefficient value
Strategic flexibility	0.655
Strategicagility	0.792
Smart organizations	0.632
All axes	0.878

DATA ANALYSIS

A: Test the correlation between the variables of the study :

1- Analysis of the correlation between strategic flexibility and strategic agility:

The researcher used the simple correlation coefficient Spearman for the purpose of testing the first main hypothesis and what can emerge from the sub-hypotheses. Next we will show the results of the test.

Table (4) shows the results of correlation analysis, showing that there is a significant positive correlation between strategic flexibility and strategic agility. The coefficient of correlation between them was (0.749 **), and all partial and total correlation between the dimensions of strategic flexibility and lightness The strategic movement is positive and has significant significance. This result supports what was assumed by the researcher in the first main hypothesis which states that (the

strategic flexibility is related to the strategic mobility of the company, which is expressed in a significant positive relationship with statistical significance) (Ren et al., 2005) that strategic flexibility helps the organization adjust its internal structures and processes in response to changes in the environment through strategic agility that enables rapid and proactive adaptation to expected and unexpected changes, both of which To make the Organization able to survive and thrive in a competitive environment subject to constant and unpredictable change.

Table (4)

The results of correlation analysis between the strategic flexibility and the strategic agility of the company being investigated

Independent variable	Total Indicator Strategic flexibility
Intermediate Variable	
Total Indicator Strategic agility	0.749**

* P ≤ 0.05 N= 84

2- Analysis of the correlation between strategic agility and smart organizations :

Table (5) shows the results of the correlation analysis between the strategic agility and the smart organizations, indicating that there is a positive correlation between them in the investigated company. The correlation coefficient between the two variables was 0.849 **. Overall, the correlation was positive and significant significance at level (0.05), and this supports the model of the study.

Table (5)

The results of correlation analysis between the strategic agility and smart organizations in the company surveyed

The dependent variable	Total Indicator smart organizations
Intermediate Variable	
Total Indicator Strategic agility	0.849**

* P ≤ 0.05 N= 84

3- Analysis of the correlation between strategic flexibility and smart organizations:

Table (6) shows the results of correlation analysis, showing that there is a positive correlation between the strategic flexibility and the smart organizations in the surveyed company. The correlation coefficient between the variables (0.696 **) was positive, At the level of (0.05), and this supports the model of the study hypothesis.

Table (6)
The results of the relationship analysis between the strategic flexibility and the smart organizations in the company in question

The dependent variable	Total Indicator smart organizations
Independent Variable	0.696**
Total Indicator Strategic flexibility	

* P ≤ 0.05 N= 84

Based on the results of the statistical analysis of the correlation relationships shown in the tables above, the main hypotheses I, II and III are accepted.

B: Test the relations of influence between the variables of the study:

1- Analysis of the impact of strategic flexibility in the agility of the company's strategy:

Table (7) shows the results of the analysis of the effect of strategic elasticity as an independent variable in strategic agility as an intermediate variable. Table 7 shows the effect of strategic flexibility on strategic agility, both positively and morally, (0.774), which means that (0.774) of the effect is due to the process of strategic flexibility, the rest of the impact rate is due to random variables not included in the model of the study, and the value of (F) calculated (122.215) and the level of significance (0.000) The regression model is acceptable in its interpretation of the relationship. By following the beta coefficients, it is clear that (β) is 0.611, which is significant in terms of (t) calculated at (11.055) at the mean level (0.000). This calls for acceptance of the fourth main premise, which states: (The strategic flexibility affects the strategic agility of the company that is positively and morally).

Table (7)
Effect of strategic flexibility on strategic agility using multiple regression

Intermediate variable	strategic agility					
	β	T		R ²	F	
		T	Sig.t		F	Sig.f
Independent Variable						
strategic flexibility	0.611	11.055	0.000	0.774	122.215	0.000

Significant effect at (0.05)

Significant effect at (0.01)

2 - Analysis of the impact of strategic agility in smart organizations Company:

Table 8 presents the results of the analysis of the effect of strategic agility as an intermediate variable in smart organizations as a dependent variable. Table 8 shows the effect of strategic agility in smart organizations, both positively and morally, (0.812), which means that (0.812) of the effect is due to the agility of the strategy, while the rest of the impact rate is due to random variables not included in the model of the study, and the value of (F) calculated (159.119) and the level of significance (0.000) The regression model is acceptable in its interpretation of the relationship. By following the beta coefficients, it is clear that (β) is 0.907, which is significant in terms of calculated (t) (12,614) and (0.000). This calls for acceptance of the fifth main premise, which states: (The strategic agility affects the smart organizations of the company is affected positively and morally).

Table (8)

Results of the effect of strategic agility in smart organizations using multiple regression

The dependent variable	smart organizations					
	β	T		R^2	F	
		T	Sig.t		F	Sig.f
strategic agility	0.907	12.614	0.000	0.812	159.119	0.000

Significant effect at (0.05)

Significant effect at (0.01)

3 - Analysis of the impact of strategic flexibility in smart organizations in the company surveyed:

Table 9 presents the results of the analysis of the effect of strategic elasticity as an independent variable in smart organizations as a dependent variable. Table 9 shows the effect of strategic flexibility in smart organizations positively and morally through the R2 coefficient of (0.721), Which means that (0.721) of the effect is due to the process of strategic flexibility, the rest of the impact rate is due to random variables not included in the model of the study, and the value of (F) calculated (89.014) and the level of significance (0.000) This indicates that the regression model Acceptable in his interpretation of the relationship. In the follow-up of beta coefficients, it is clear that (β) is 0.636, which is significant in terms of (t) calculated (9.435) and (0.000). This calls for acceptance of the sixth main premise, which states: (The strategic flexibility affects the smart organizations of the company is positively and morally).

Table (9)

Results of the effect of strategic flexibility in smart organizations using multiple regression

The dependent variable	smart organizations			
	β	T	R^2	F

Independent variable		T	Sig.t		F	Sig.f
strategic flexibility	0.636	9.435	0.000	0.721	89.014	0.000

Significant effect at (0.05)

Significant effect at (0.01)

C: Effect testing using path analysis:

The researcher used the method of path analysis to determine the effect of the strategic elasticity variable as an independent variable in the adopted variable represented by the smart organization and through the medium variable, the strategic agility, to divide the variables' links to direct effects and indirect effects using Spss-v.23 And (Amos 24) to confirm the validity of the basic premise of the message, which states: (The effect of strategic flexibility is significant in the development of smart organizations model through the agility of the strategy), and the following is a presentation of the results of the analyzes:

The direct and indirect impact of strategic flexibility in smart organizations through strategic agility:

This paragraph reviews the results of the impact of strategic flexibility in the smart organization through the medium dynamic agility variable shown in Table (10):

Table (10)

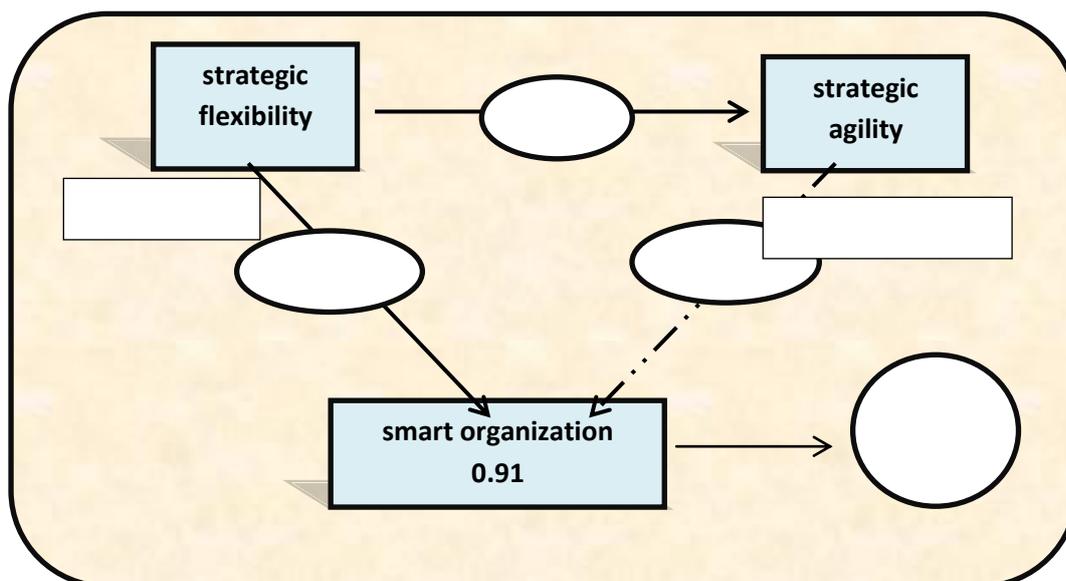
The results of the path analysis of the strategic flexibility of the smart organization through strategic agility

The independent & Intermediate variable \ The dependent variable Smart Organization	Type of effect	Value of impact	R ²
Strategic flexibility (independent variable)	Direct effect	0.20	0.681
Strategic agility (Intermediate variable)	Indirect effect	0.71	
Total impact level (direct and indirect)		0.91	

As shown in Table 10, it is clear that the value of the direct impact of the strategic elasticity as an independent variable in the smart organization as a dependent variable was 0.20 and the indirect impact of the strategic elasticity as an independent variable in the smart organization through strategic agility was (0.71) These are positive values, and confirm that the strategic flexibility variable actually affects the smart organization. From this perspective, it is clear that the company's adoption of strategic flexibility methods in redistributing its resources, changing its use and utilization, and

enabling it to realize the capabilities of its competitors will influence the development of the smart organization model.

The overall level of direct and indirect influence in the smart organization through strategic flexibility with strategic agility was (0.91). The meeting explained the variables of strategic flexibility and strategic agility (68%) of changes in the smart organization variable, The coefficient of determination (R²) shown in the table is the remainder of the ratio is due to other factors, and illustrates this relationship through Figure (1), which also shows the presence of the impact of strategic flexibility in the agility of the strategic amount of (0.61).



The direct and indirect impact of strategic flexibility in smart organizations through strategic agility using path analysis

In view of the results achieved, it can be said that strategic flexibility affects the development of the Smart Organizations model directly. However, the greater part of the impact is indirect and is due to the mediation of strategic agility. In increasing the overall impact of strategic flexibility in the development of smart organizations model.

RESULTS

It has been concluded that organizations are constantly working on ways to cope with uncertainty and change, how they can adapt to sudden changes, and how they can know what they will be in the future. Strategic flexibility has been found to play a vital role in the Organization as it allows it to respond to the uncertainties surrounding its environment, and the corporate performance measurement system and management system allows it to monitor performance in order to achieve the Organization's strategic objectives. He concluded that successful organizations realize that maintaining and sustaining this success comes through its application of strategic agility and leadership in its business. Strategic flexibility and agility are complementary and interdependent. Flexible organizations can strategically expect change by scanning the environment, understanding the world around them,

and ultimately having a strategic vision and perception of different receptors and directions for the organization, The organizations are very agile. They make the effort and time to search for, interpret, analyze, and filter conflicting information, trying to understand the root causes of events and to identify the factors that helped them occur. Achieving the Smart Organizations model has a direct impact on creating a competitive advantage in order to achieve market demands quickly and efficiently in a turbulent environment. If a smart organization is empowered by rapid response and has the right competencies, it can take advantage of the opportunities that emerge in the business environment and thus have a privileged position to compete. The results of the applied study showed a strong correlation between the three study variables. It was found that the availability of the elements of strategic flexibility and strategic agility lead to the realization and development of smart organizations model. The results of the analysis of the effect of the study and the regression analysis showed that there is a strong moral effect between the three study variables between the strategic flexibility of (resource elasticity, capacity elasticity) and the strategic agility of (planning, individuals, technology) And smart organizations such as (continuous learning, generating strategic alternatives, understanding the environment). Using the path analysis to measure the amount of direct and indirect effects between the variables of the study, it turns out that the independent variable, the strategic flexibility, actually affects directly the variable adopted by the smart organization, but the greater amount of the effect is indirect and is due to mediate the strategic agility between the two variables. The applied study showed that the research company enjoys high flexibility through which it can benefit from its resources in many ways through its ability to employ its resources in different fields and integrate and develop those resources in the changing environment and benefit from them.

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