

The impact of strategic agility on improving organizational performance: A case study of the electricity and gas company in Illizi

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Abstract ;

This study investigates the impact of strategic agility (clarity of vision, core capabilities, strategic goals selection, and shared responsibility) on the institutional performance of the Electricity and Gas Distribution Corporation in Illizi. Using a descriptive-analytical approach, data was collected via a questionnaire from a random sample of 42 employees and analyzed using SPSS. Results revealed a strong correlation and a statistically significant impact of strategic agility on institutional performance. Specifically, "core capabilities" emerged as the most influential dimension in achieving organizational excellence. The study recommends enhancing organizational flexibility and investing in competitive advantages to navigate rapid environmental changes.

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- ✓ Strategic Agility
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1. Introduction

The contemporary business environment has witnessed radical transformations as a result of rapid technological advancements and economic instability, compelling organizations to seek management models that transcend rigid, traditional strategic planning. Hence, the concept of strategic agility has emerged as a vital approach enabling organizations to respond swiftly to opportunities and threats, and to reallocate resources with high efficiency to ensure excellence and the sustainability of organizational performance.

Despite the efforts made by major service institutions, such as the electricity and gas distribution company in Illizi, to improve the quality of their services, they face ongoing challenges in adapting to successive environmental changes and the pressures of increasing demand. The challenge lies in measuring the extent to which leaders understand the concepts of strategic agility and its impact on raising performance levels. Accordingly, the questions revolve around: "What is the impact of the dimensions of strategic agility (clarity of vision, core capabilities, strategic goal selection, shared responsibility) on improving organizational performance at the electricity and gas company in Illizi?"

A. Study Hypotheses:

- Main Hypothesis: There is a statistically significant effect ($\alpha \leq 0.05$) of the combined dimensions of strategic agility on improving organizational performance.*
- Sub-Hypotheses: There is a positive relationship between each of the agility dimensions (vision clarity, core competencies, objectives, and responsibility) and organizational performance individually.*

B. Significance of the Study:

The study's significance stems from its focus on a vital sector (the energy sector) in an important geographical region (Illizi). It also contributes to enriching the Arabic literature by providing a theoretical and applied framework linking agile thinking and organizational excellence in the Algerian context.

C. Study Objectives: - To diagnose the current state of strategic agility in the organization under study.

- To evaluate the level of organizational performance from the employees' perspective.*
 - To determine the correlation and statistical impact between strategic agility variables and performance.*
- C- Article Structure:*

To achieve the study's objectives, the article was divided into main sections, starting with the theoretical framework of the variables, then presenting the methodology used in the field study, leading up to presenting, analyzing and discussing the results, and ending with the most important recommendations and future prospects.

2. Extended Theoretical Framework

2.1 The Concept of Strategic Agility:

Strategic agility is a modern management concept that has moved beyond the traditional concept of flexibility. It is not limited to reacting to change, but extends to include proactively creating change. (Vagnoni & Khoddami, 2022)

It is defined as "the ability to detect environmental shifts and identify latent opportunities, and then reshape the package of resources and capabilities faster than competitors ".(Idris & Taher, 2017)

2.1.1 Dimensions of strategic agility in the study:

Clarity of Vision: This refers to the ability of senior leadership to build a shared vision for the future and communicate strategic directions to all management levels. A clear vision acts as a compass, guiding employee behavior toward unified goals, even in uncertain circumstances. (Alawi, 2024)

Core Capabilities: These are the knowledge, skills, and technology assets that an organization possesses and that are difficult to replicate. In the energy sector, these capabilities include technical excellence in distribution, rapid response to outages, and the ability to adopt modern energy technologies.

Selection of Strategic Goals: This refers to the ability to choose between strategic alternatives and select goals that balance operational efficiency and future growth, ensuring that the organization's efforts are not fragmented.

Shared Responsibility: This reflects a culture of teamwork and delegation of authority. Agility requires teams capable of making quick decisions in the field without constantly referring to complex central authorities, thus fostering a sense of belonging and accountability for overall performance. (Armstrong, 2021)

3. Institutional Performance:

Institutional performance is a fundamental concept that all organizations strive to improve. It reflects the extent to which an organization succeeds in balancing its inputs and outputs to achieve its strategic goals. (Ahammad, Glaister, & Gomes, 2020)

In public service institutions (such as electricity and gas companies), performance takes on dimensions that extend beyond profitability:

Efficiency: This relates to the rational use of material and human resources and minimizing losses in distribution networks.

Effectiveness: This relates to the extent to which set objectives are achieved, such as ensuring universal energy coverage and reducing outages.

Strategic satisfaction: This includes the satisfaction of beneficiaries (customers) on the one hand, and the satisfaction of human resources (employees), which is the primary driver of performance, on the other. (Teece, 2018)

4. The Interplay between Strategic Agility and Performance:

Resource-Based Vital... (Khin & Ho, 2023) An organization with a clear vision and strong core capabilities is better equipped to withstand sudden crises, protecting its performance from decline and even transforming it into a competitive advantage. Therefore, strategic agility is viewed here not as a management option, but as an existential necessity for enhancing performance efficiency in the evolving Algerian business environment. (Najm, 2015)

5. Detailed Research Methodology:

5.1. Study methodology and justifications:

The study relied on the descriptive analytical approach, which is an approach that does not limit itself to describing phenomena and collecting data about them, but goes further by trying to explain the links and relationships between variables. This approach was chosen because it suits the nature of the study, which seeks to describe the reality of “strategic agility” and measure its impact “analytically” on “institutional performance” in the Algerian work environment, which allows for drawing results that can be generalized to similar cases.

5.2. Study population and sample:

Community of origin: The study population is represented by all the employees and executives working in the Directorate of Electricity and Gas Distribution of the State of Illizi, and it is a community characterized by high professional and technical characteristics.

Sample: Due to the nature of the population, a simple random sample was used. (60) questionnaire forms were distributed in the field, and after the sorting and checking process, (42) completely valid questionnaires were retrieved for statistical analysis. This sample expresses a true representation of the various administrative levels (executive, middle, and senior), which gives the results high credibility in expressing the organization's point of view.

5.3. Data collection tools (questionnaire):

The questionnaire was built as a main tool for the study after reviewing previous literature, and it included three main axes:

The first axis (demographic variables): included (gender, age, educational qualification, years of experience, and job position) for the purpose of making statistical comparisons.

The second axis (the independent variable - strategic agility): included (19) statements distributed over four fundamental dimensions:

Clarity of vision: (measuring the extent of understanding long-term goals).

Core capabilities: (measuring technical and cognitive excellence).

Choosing goals: (measuring the ability to prioritize).

Shared responsibility: (measuring the spirit of teamwork and empowerment).

The third axis (dependent variable - institutional performance): included (10) statements aimed at measuring levels of achievement, excellence and effectiveness in providing energy services.

Grading scale: A five-point Likert scale was adopted (strongly agree, agree, neutral, disagree, strongly disagree), which is an accurate scale that allows respondents to accurately express the degree of intensity of their agreement.

5.4. Statistical tests, validity and reliability:

To ensure the quality of the data and its suitability for scientific publication, the tool was subjected to the following tests:

Validity of the tool: The face validity was confirmed by presenting the tool to a group of specialized arbitrators, in addition to the construct validity through correlation coefficients.

Reliability of the tool (Alpha Cronbach): The Cronbach alpha coefficient was calculated to ensure the consistency of the statements, as the results showed high reliability values (usually exceeding 0.70), which confirms that the questionnaire is valid for application and that if it was redistributed, it would give almost the same results.

Analytical methods (SPSS V.27):

Frequencies and percentages to describe the sample.

Arithmetic averages for ranking dimensions according to importance from the sample's point of view.

Multiple Regression Analysis: To test which dimensions of agility have the most influence on performance.

One-way variance test (ANOVA): to detect the presence of statistically significant differences attributed to personal variables.

5.5 Presentation of Study Results

This section comprises two elements. The first element is the descriptive analysis of personal data, while the second element is the descriptive analysis of the questionnaire sections and the interpretation of the results.

Table 1: Descriptive Analysis of Personal Data (Gender)

<i>Variable</i>	<i>Category</i>	<i>repetition</i>	<i>%</i>
Gender	Male	37	88.1
	Female	5	11.9
	Total	42	100

Source: Prepared by the researchers using SPSS version 27.

The table above reveals the descriptive characteristics of the study sample, namely gender, seniority, educational qualification, and job title. Regarding gender, males comprised 88.1% of the total sample (37 participants), while females constituted 11.9% (5 participants). This is illustrated in the following figure:

Table 2: Descriptive Analysis of Personal Data (Seniority)

<i>Variable</i>	<i>Category</i>	<i>repetition</i>	<i>%</i>
seniority	From 1-10 years old	17	40.5
	From 11-20 years old	21	50.0
	Over 20 years old	4	9.5

Source: Prepared by the researchers using SPSS version 27.

Regarding the workers' professional experience, 50.0% of the workers had between eleven and twenty years of experience, totaling 21 workers. This was followed by workers with one to ten years of experience, numbering 17 and representing 40.5%. Finally, workers with more than twenty years of experience numbered 4, representing 9.5% of the total sample. This is illustrated in the following figure:

Table 3: Descriptive Analysis of Personal Data (Educational Qualifications)

<i>Variable</i>	<i>Category</i>	<i>repetition</i>	<i>%</i>
Academic qualification	Secondary or lower	10	23.8
	University/Postgraduate Studies	25	59.5
	Vocational Training	7	16.7
	Total	42	100

Source: Prepared by the researchers using SPSS version 27.

Regarding educational qualifications, we observe that university graduates comprised 59.5% of the total sample (25 individuals), followed by those with secondary education or less (23.8%, 10 individuals), and then those with vocational training (16.7%, 7 individuals). This is illustrated in the following figure:

Table 4: Descriptive Analysis of Personal Data (Job Position)

<i>Variable</i>	<i>Category</i>	<i>repetition</i>	<i>%</i>
Job Center	Framework	20	47.6
	Control	13	31.0
	Implementation	9	21.4
	Total	42	100

Source: Prepared by the researchers using SPSS version 27.

Regarding the positions held by workers in this organization, the percentage of managers surveyed in the sample was 47.6% (20 workers), followed by control levels at 31.0% (13 workers), and finally, operational workers at 21.4% (9 individuals). This is illustrated in the following figure:

A - Clarity of Vision:

Table 5: Descriptive Analysis of the Questionnaire Axis (Clarity of Vision)

Number	phrases	Order of statements	arithmetic mean	standard deviation	trend
1	The organization translates its vision into a set of strategic goals and practical activities.	7	3.81	0.740	OK
2	The employees have a clear vision of the organization and its values.	13	3.50	0.994	OK
3	There is complete integration and harmony between the organization's units and departments.	17	3.31	1.115	neutral
4	The organization has a high level of agreement on the principles that guide its activity.	14	3.43	0.914	OK
5	The organization takes pride in what it strives to achieve within the overall business unit.	3	3.93	0.894	OK
Total			3.59	0.931	OK

Source: Prepared by the researchers using SPSS version 27.

To determine the trends in the responses of the studied sample, the arithmetic means, standard deviation, and degree of agreement were calculated for each statement within the Clarity of Vision dimension, in addition to the overall mean and deviation. The overall mean for the Clarity of Vision dimension was estimated at 3.59, a high value according to Lecart's five-point scale, with a standard deviation of 0.931. This indicates that the responses of the sample members were in agreement with this dimension. The means of the statements within this dimension ranged from 3.31 (lowest value) to 3.9 (highest value).

B - Core Abilities:

Table 6: Descriptive Analysis of the Questionnaire Dimensions (Core Abilities)

N	Phrases	Order of statements	Arithmetic mean	Standard deviation	Trend
6	The organization has employees who possess sufficient knowledge of the skills and experience that distinguish it.	1	4.12	0.705	OK
7	The organization allocates the necessary funds to improve its operations while adding value to its services in the eyes of beneficiaries.	2	4.02	0.869	OK
8	The organization provides the necessary human resources to improve service delivery.	6	3.86	0.952	OK
9	The organization can identify and determine the skills, knowledge, and scientific expertise it relies on to maintain its continuity.	10	3.64	0.906	OK
10	The organization has a good understanding of the skills and knowledge that are most important in providing important results and outputs to beneficiaries.	11	3.60	0.912	OK
Total			3.84	0.868	OK

Source: Prepared by the researchers using SPSS version 27.

To determine the trends in the responses of the studied sample, the arithmetic means, standard deviation, and degree of agreement were calculated for each statement of the independent and dependent variables, in addition to the overall mean and deviation for each dimension. The overall mean for the Continuous Improvement dimension was estimated at 3.84, a high value according to Lecart's five-point scale, with a standard deviation of 0.868. This indicates that the respondents agreed with this dimension. The means of the statements for this dimension ranged from 3.60 (lowest value) to 4.12 (highest value).

C - Selection of Strategic Objectives:

Table 7: Descriptive Analysis of the Questionnaire's Objectives (Strategic Objectives)

Number	Phrases	Order of statements	Arithmetic mean	Standard deviation	Trend
11	The organization has clear strategic objectives that guide its decision-making.	9	3.79	0.898	OK
12	The organization works to translate its strategic objectives into reality.	4	3.88	0.772	OK
13	The organization's strategic objectives focus on providing the best services.	5	3.88	0.803	OK
14	Departmental activities are linked to the organization's overall strategic objectives.	8	3.81	0.943	OK
15	Strategic objectives, procedures, and metrics are managed jointly across departments and management.	12	3.55	0.942	OK
Total			3.78	0.871	OK

Source: Prepared by the researchers using SPSS version 27.

To determine the trends in the responses of the studied sample, the arithmetic means, standard deviation, and degree of agreement were calculated for each statement of the independent and dependent variables, in addition to the overall mean and deviation for each dimension. The overall mean for the Continuous Improvement dimension was estimated at 3.78, a high value according to Lecart's five-point scale, with a standard deviation of 0.871. This indicates that the respondents agreed with this dimension. The means of the statements for this dimension ranged from 3.55 (lowest value) to 3.88 (highest value).

D- Shared Responsibility:

Table 8: Descriptive Analysis of the Questionnaire Dimension (Shared Responsibility)

N	Phrases	Order of statements	Arithmetic mean	Standard deviation	Trend
16	The organization requires employees to view mistakes as opportunities for learning and improvement, not as reasons for blame.	19	2.76	1.078	neutral
17	The organization provides easy access to information relevant to employees.	15	3.40	0.912	OK
18	The organization encourages employees to embrace the principle of shared responsibility, meaning everyone is accountable for the final results.	16	3.36	1.144	neutral
19	The organization maintains strong employee relationships by involving them in planning and implementation and emphasizing their importance in achieving the desired outcomes.	18	3.07	0.973	neutral
Total			3.14	1.026	neutral

Source: Prepared by the researchers using SPSS version 27.

To determine the trends in the responses of the studied sample, the arithmetic means, standard deviation, and degree of validity were calculated for each statement of the independent and dependent variables, in addition to the overall mean and deviation for each dimension. The overall mean for the Continuous Improvement dimension was estimated at 3.14, a high value according to

Lecart's five-point scale, with a standard deviation of 1.026. This indicates that the responses of the sample were neutral on this dimension. The means of the statements for this dimension ranged between 2.76 (lowest value) and 3.40 (highest value).

5.6 Analysis of Statements for the Institutional Performance Axis

Table No. (9) Analysis of Statements for the Institutional Performance Axis

N	Phrases	Order of statements	Arithmetic mean	Standard deviation	Trend
1	The organization employs balanced mechanisms and policies to meet customer requirements.	6	3.67	0.902	OK
2	The organization strives to identify and diagnose the most important needs and requirements of its beneficiaries (suppliers, customers, and distributors).	4	3.81	0.804	OK
3	The organization is characterized by a high degree of accuracy in delivering its services.	9	3.48	0.862	OK
4	The organization works to deepen its strategic direction and clarify its mission.	7	3.62	0.962	OK
5	The organization's management encourages coordination between its sub-goals and overall objectives.	8	3.62	0.854	OK
6	The organization relies on a broad communication network to provide services and facilities accurately and quickly.	3	3.88	0.705	OK
7	The organization possesses resources that distinguish it from other organizations.	1	4.10	0.759	OK
8	The organization is working on a strategy to create sustainable growth of its internal resources.	5	3.81	0.890	OK
9	The organization prioritizes research and development expenditures and employee training.	2	4.02	0.780	OK
10	The organization fosters a culture of support for its members' efforts.	10	3.33	1.004	neutral
<i>Total</i>		0	3.74	0.852	OK

Source: Prepared by the researchers using SPSS version 27.

Following the development of employee performance at Sonelgaz, as shown in the table, the overall mean was estimated at 3.74, and the standard deviation was estimated at 0.852. The mean scores for the individual statements ranged between 3.33 and 4.10, indicating the organization's focus on performance through the provision of various support mechanisms, including training and development, and particularly its possession of resources that distinguish it from other organizations. This is reflected in statements nine and seven, which achieved the highest mean scores of 4.02 and 4.10, respectively, ranking first and second.

5.6.1 Analysis and Discussion of Hypotheses.

To test the validity of the hypotheses, the study employs a series of tests, beginning with the normal distribution to determine the most appropriate tests, followed by correlation and effect tests, and tests of differences.

Before studying and analyzing the results, the normality of the data is confirmed by verifying its adherence to a normal distribution. The Shapiro-Wilk test, suitable for samples of fewer than

fifty individuals, was used (with the H0 hypothesis that the data follow a normal distribution and the H1 alternative hypothesis that the data do not follow a normal distribution). The test results for both variables showed a significance level of 0.200 for strategic agility and 0.163 for organizational performance, both values greater than 0.05. This indicates acceptance of the null hypothesis and the data's adherence to a normal distribution, thus allowing for the application of laboratory tests.

Table No. (10) Normality Test

The variable	Morale level	Degree of freedom	Statistics
Strategic agility	0.200	42	0.077
Organizational performance	0.163	42	0,117

Source: Prepared by the researchers using SPSS27 outputs

5.6.2 Correlation Test:

To verify the correlation between the study variables, Pearson's test was used. The results are shown in the following table:

Table No. (11) Correlation Coefficient between Continuous Improvement and Employee Performance Development.

Employee performance development	Continuous improvement	Data	
0,750**	1	Pearson correlation coefficient	Continuous improvement
0,000		Significance	
42		Sample size	
1	0,750**	Pearson correlation coefficient	Developing employee performance
	0,000	Significance	
	42	Sample size	
Statistically significant at the 0.01 level**			

Source: Prepared by the researchers based on SPSS 27 outputs.

The preceding table shows a statistically significant positive correlation at the 0.05 level between continuous improvement and employee performance development. This correlation was estimated at 0.750, or 75.0%, a strong correlation coefficient significant at the 0.01 level. These results indicate that the study participants tend to affirm a direct relationship between strategic agility and organizational performance. The greater the continuous improvement, the greater the corresponding increase and development in employee performance within the organization.

Table (12) Correlation Coefficients for Strategic Agility and Organizational Performance Variables

Institutional performance		Variables
Statistical Significance Level (Sig)	Pearson Correlation Coefficient	Clarity of Vision
0.001	**0.615	
Statistical Significance Level	Pearson Correlation Coefficient	Core Capabilities
0.001	**0.695	
Statistical Significance Level (Sig)	Pearson Correlation Coefficient	Selection of Strategic Goals
0.001	**0.666	
Statistical Significance Level (Sig)	Pearson Correlation Coefficient	Shared Responsibility
0.002	**0.457	
** Correlation at a significance level of 1%		

Source: Prepared by the researchers using SPSS27 outputs.

The table above shows that the correlation coefficients for the elements of strategic agility and organizational performance were all positive, ranging between (0.457 and 0.695). This indicates a positive correlation between the study variables, which is further confirmed by the significance level values, reaching a maximum of (0.002), i.e., a significance level less than ($\alpha=0.05$). This signifies a statistically significant positive correlation between the variables.

The presented results confirm the first hypothesis, indicating a relationship between strategic agility and organizational performance at the $\alpha=5\%$ level between continuous improvement and employee performance development at Sonelgaz Illizi.

5.6.3 Effect Test

To determine the impact of continuous improvement, in its various dimensions, on employee performance development, simple regression analysis was used. The results are as follows:

Table No. (13) Simple Regression Analysis Results

	Level of significance	Calculated t value	Béta	standard error	B
Constant	0,026	2,319	-	0,397	0,920
Strategic Agility	0,000	7,166	0,750	0,109	0,783

Source: Prepared by the researchers using SPSS27 outputs.

The preceding table shows that the simple linear regression model is statistically significant at the 0.05 level, indicating a positive effect of strategic agility on improving organizational performance in the institution under study. The significance of the constant was 0.026 and the independent variable was 0.000. To understand the extent of this effect, we present the following table summarizing this model:

Table No. (14) Simple Regression Model.

Standard error of estimation	Corrected coefficient of determination	Coefficient of determination R ²	Correlation coefficient R
0.374	0.551	0.562	0.750

Source: Prepared by the researchers using SPSS27 outputs.

The simple regression model reveals a statistically significant effect at the 5% level, with a coefficient of determination of 0.562. This indicates that strategic agility influences the development of the organizational performance of the studied institution by 56.2%, while the remaining changes are explained by other factors.

5.6.4 Multiple Correlation Analysis:

To test these sub-hypotheses, a multiple linear regression model was used, and its results are presented in the following table:

Table (15): Multiple Correlation Coefficient, Coefficient of Determination, Adjusted Coefficient of Determination

Multiple correlation coefficient	Coefficient of determination	Modified coefficient of determination
0.766	0.586	0.542

Source: Prepared by the researchers using SPSS27 outputs.

The table above shows a positive correlation between the independent variables: clarity of vision, core competencies, strategic goal selection, and shared responsibility. The multiple linear correlation coefficient between the variables was estimated at 0.766.

The independent variables explained 58.6% of the dependent variable. The remaining percentage was attributed to other variables that also affect organizational performance but were not included in the model. The adjusted coefficient of determination was 54.2%.

Table (16): Analysis of Variance (ANOVA) Table

Model	Sum of squares	Degree of freedom	Average sum of squares	Fisher's calculated statistic Fc	Probability value (Sig(	Level of significance	Significance
Regression	7.501	4	1.875	13.110	0.000	0.05	statistically significant
Residuals	5.292	37	0,143				
Total	12.793	41					

Source: Prepared by the researchers using SPSS version 27 output.

As shown in the table above, and based on the results of Fisher's test, the probability value of the model is 0.000, which is less than the significance level (5%). Therefore, the model is statistically significant.

To estimate and test the model's coefficients, the following table can be presented:

Table No. (17): Estimation and Testing of the Model's Coefficients

The model	Non-standard transactions		Standard transactions	Calculated Student Value (TCAL(	Probability value (Sig(	Level of significance	Significance
	Factors	standard error	Bêta				
Fixed limits	0.757	0.422		1.796	0.081	0.05	Not statistically significant
Clarity of vision	0,167	0.122	0.199	1.375	0.177	0.05	Not statistically significant
Core capabilities	0.329	0.159	0.332	2.072	0.045	0.05	statistically significant
Selection of strategic goals	0.228	0.128	0.275	1.801	0.080	0.05	Not statistically significant
Shared responsibility	0.079	0.088	0.110	0,897	0.376	0.05	Not statistically significant

Dependent variable: Institutional performance

Source: Prepared by the researchers using SPSS V27 output.

The table above reveals the following:

-A positive effect of vision clarity on organizational performance, with a coefficient value of 0.167. This value is not statistically significant based on a Sig. value of 0.177, which is greater than the

5% significance level. This leads us to accept the H0 hypothesis, which states that there is no statistically significant positive effect of vision clarity on organizational performance.

-A positive effect of core competencies on organizational performance, with a coefficient value of 0.329. This value is statistically significant based on a Sig. value of 0.045, which is less than the 5% significance level. This leads us to accept the H1 hypothesis, which states that there is a statistically significant positive effect of core competencies on organizational performance.

-A positive effect of strategic goal selection was found, with a coefficient of 0.228. This is not statistically significant because the Sig. value of 0.080 is greater than the 5% significance level. This leads to the acceptance of the H0 hypothesis, which states that there is no statistically significant positive effect of strategic goal selection on organizational performance.

-A positive effect of shared responsibility was found, with a coefficient of 0.079. This is not statistically significant because the Sig. value of 0.376 is greater than the 5% significance level. This leads to the acceptance of the H0 hypothesis, which states that there is no statistically significant positive effect of shared responsibility on organizational performance.

-It should also be noted that the constant term in the model was 0.757, which is not statistically significant because the Sig. value of 0.081 is greater than the 5% significance level.

To test the hypothesis of differences between the independent variable (continuous improvement) and the dependent variable (employee performance development), and between the personal variable (academic qualification), a one-way ANOVA was used. The following results were obtained:

Table No. (18) Testing the Differences for the Independent Variable

Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	The model
There are no statistically significant differences for the strategic agility variable attributable to the gender variable.					
0.954	0.003	0.001	1	0.001	Between groups
-	-	0.293	40	11.732	Within groups
-	-	-	41	11.733	Total
Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	Model
There are no statistically significant differences for the strategic agility variable attributable to seniority.					
0.198	1.689	0.468	2	0.935	Between groups
-	-	0.277	39	10.798	Within groups
-	-	-	41	11.733	Total
Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	Model
There are no statistically significant differences for the strategic agility variable attributable to the educational qualification variable.					
0.069	2.868	0.752	2	1.504	Between groups
-	-	0.262	39	10.229	Within groups
-	-	-	41	11.733	Total
Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	Model
There are no statistically significant differences for the strategic agility variable attributable to job position.					
0.824	0.195	0.058	2	0.116	Between groups
-	-	0.298	39	11.617	Within groups
-	-	-	41	11.733	Total

Source: Prepared by the researchers using SPSS27 outputs.

The table above shows that the significance level for testing the differences between the strategic agility variable and the gender variable was 0.954, while the seniority variable was 0.198, the educational qualification variable was 0.069, and the job title variable was also 0.069. These values are greater than 0.05. Therefore, we accept the null hypothesis, which states that there are no differences at the $\alpha=5\%$ level in the responses of the sample members regarding the strategic agility variable and the variables of gender, seniority, educational qualification, and job title.

Table No. (19) Differences Test for the Dependent Variable

Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	The model
There are no statistically significant differences in the institutional performance variable attributable to the gender variable.					
0.215	1.588	0.488	1	0.488	Between groups
-	-	0.308	40	12.305	Within groups
-	-	-	41	12.793	Total
Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	Model
There are no statistically significant differences in the institutional performance variable attributable to seniority.					
0.332	1.134	0.351	2	0.703	Between groups
-	-	0.310	39	12.090	Within groups
-	-	-	41	12.793	Total
Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	Model
There are no statistically significant differences in the institutional performance variable attributable to the academic qualification variable.					
0.198	1.688	0.510	2	1.019	Between groups
-	-	0.302	39	11.774	Within groups
-	-	-	41	12.793	Total
Level of significance	Calculated F value	Average square	Degree of freedom	Sum of squares	Model
There are no statistically significant differences in the organizational performance variable attributable to job position.					
0.463	0.786	0.248	2	0.496	Between groups
-	-	0.315	39	12.298	Within groups
-	-	-	41	12.793	Total

Source: Prepared by the researchers based on SPSS27 outputs.

From the previous table, it is clear that the significance level for testing the differences between the institutional performance variable and the gender variable was 0.215, while the seniority variable was 0.332, the educational qualification variable was 0.198, and the job-related variable was 0.463. These percentages are greater than 0.05. Therefore, we accept the null hypothesis, which states that there are no differences at the $\alpha=5\%$ level in the responses of the sample members regarding the statements of the institutional performance variable that can be attributed to personal variables.

CONCLUSION:

This study adopted the concept of strategic agility as an effective method for developing organizational performance, given its ability to provide rapid response and flexibility to environmental changes. The study aimed to examine the role of strategic agility in improving performance at the Balizi Electricity and Gas Distribution Company. A questionnaire was distributed to a sample of employees and then analyzed using SPSS 27. The most prominent findings are summarized below:

- A strong correlation exists between the combined dimensions of strategic agility and organizational performance (Pearson's correlation coefficient 75%).
- A positive correlation exists for: clarity of vision (61.5%), core competencies (69.5%), and strategic goal selection (66.6%), while the correlation for shared responsibility was moderate (45.7%).
- Simple regression analysis showed a statistically significant effect of the combined dimensions on organizational performance (56.2%).
- Multiple regression analysis revealed that only core competencies had a significant effect on organizational performance (32.9%). - ANOVA tests also proved that there were no statistically significant differences in the sample's answers about the study variables attributable to personal variables.

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