

# Strategic Agility and its Impact on Organizational Supply Chain Success: Applied Research in a Sample of the Faculties of the University of Babylon

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**Abstract-** The current research aims to answer the following questions: Is there a relationship between strategic agility and organizational supply chain success? Is there an impact of strategic agility on organizational supply chain success? Through the theoretical philosophy and the intellectual implications of these variables and through the practical application of the research sample, which represented the faculties of the University of Babylon, (15) faculty, the questionnaire was distributed to the actors in these colleges and the deans of the faculties and assistants deans and heads of departments, The research came out with the most important conclusions were the existence of a relationship of significant significance and the existence of a significant effect of the strategic agility in organizational supply chain success.

**Key words:** Strategic agility, Organizational supply chain success, University of Babylon

## 1. Introduction

(They are not the strongest among the species that live and are not the most intelligent but are the most responsive to change). In recent years, business organizations have witnessed several environmental changes, including rapid technological development, increased competition, reduced product lifecycle, increased bargaining power of customers, rapid volatility in economic conditions, and consequently instability in market conditions. The long-term strategic planning and strategies adopted by the organizations are no longer a source of their survival and their ability to adapt and cope with these changes. The concept of strategic agility has emerged as a tool that helps organizations to meet environmental challenges and adapt to dynamic environments, rapidly changing to be successful organizations. [1] said "For the first time in my career as a naval officer in the rank of head of the diving team (clearance of explosives and explosives), I discovered the value of strategic agility ",

"This work requires high skill and physical and mental training to detect rapidly changing conditions. Which separates the good and the better is the agility in performance".

## 2. Methodology

### 2.1. Research problem

Iraqi universities face several challenges and environmental difficulties, which (change) change is an inherent feature. If universities are adapt to these changes successfully, they must look for effective and fast strategies to be successful. Strategic agility is one of those strategies that ensure adaptation and success, and as a relatively new area of study. Which stimulated researchers to carry out the research as an attempt to spread the culture of strategic agility in the higher education sector in general and the University of Babylon in particular, which today is in dire need to adopt such a concept and include in the philosophy and practices. In order to clarify the problem from the practical point of view, the researchers have conducted several early exploratory visits to the colleges of the research sample carrying in their mind the following questions:

- 1- Is there a clear perception in the colleges (research sample) for the concept of strategic agility?
- 2-What is the nature of the relationship between strategic agility and organizational supply chain success in the colleges of the research sample?
- 3 - Does strategic agility represented by its dimensions affect in organizational supply chain success in the colleges (research sample)?

### 2.2. Research importance

The importance of research stemmed from follows:

- 1-The research deals with a new and important concept in the field of strategic management.
- 2-lack of research that dealt with such a concept at the local and Arab (to the knowledge of researchers).
- 3- Targeting the vital sector of the important sector of higher education, which needs to adopt such a concept.

### 2.3. Research Objectives:

- 1-To recognize the concept of strategic agility.
- 2-Statement of the nature of the relationship between strategic agility with its dimensions and organizational supply chain success in the colleges (research sample).
- 3-Determination of the impact of strategic agility dimensions in the organizational supply chain success in the colleges (research sample).
- 4- Presenting a set of recommendations and proposals in light of the results of the research field.

### 2.4. Research variables

The research included two main variables:

- Strategic agility is the organization's ability to operate profitably in a competitive environment in a continuous, rapid and unpredictable manner while changing environmental opportunities. This variable is based on the following four dimensions: planning, organizing, individuals, and technology.
- Organizational supply chain success is the organization's ability to achieve the objectives efficiently and effectively in order to survive and adapt

to the competitive environment in which the organization operates. which was used adjusting the scale to suit the nature and objectives of this research, is based on four dimensions (efficiency, adaptation, achieving of goals, acquisition of resources).the achievement of the objectives with effectiveness, considering that the effectiveness indicates the ability of the organization to achieve its objectives, according to the sources that will be mentioned in the theoretical framework of the research, either the acquisition of resources dimension has been integrated with the efficiency dimension, the efficiency refers to the ability of the organization to access to the resources and not waste the resources. Therefore, we have three dimensions instead of four dimensions of organizational supply chain success (efficiency, effectiveness, adaptive). To ensure the stability of the research tool to apply in the final form on 30 individual members of the study community, and after several days of its distribution was recovered and unloaded data and analyzed using the package of statistical programs for social sciences (SPSS. V22) to calculate the rate of stability by the coefficient of alpha stability.

Table (1) Alpha Cronbach coefficient to measure the stability of the variables of the research

factors	Number of items	Cronbach Alpha
Strategic agility		
planning	5	0.798
organizing	5	0.840
individuals	5	0.854
technology	5	0.809
Total summation		0.825
Organizational supply chain success		
Effectiveness	5	0.933
Efficiency	5	0.863
Adaptive	5	0.931
total summation		0.909

Source: Preparation by authors according to the results of the computer using the program Spss.v22

### 2.5. Research hypothesis

**1-The first main hypothesis:** "There is a significant correlation between the strategic agility with its dimensions and organizational supply chain success" and the following sub-hypothesis emerge:

-The first sub-hypothesis: "There is a significant correlation between planning and organizational supply chain success".

-The second sub-hypothesis: "There is a significant correlation between organizing and organizational supply chain success".

-The third sub-hypothesis: "There is a significant correlation between individuals and organizational supply chain success"

-The fourth sub-hypothesis: "There is a significant correlation between technology and organizational supply chain success".

**2- The second main hypothesis:** "There is a significant influence relationship of the strategic agility and organizational supply chain success" and the following sub-hypothesis emerge:

-The first sub-hypothesis: "There is a significant influence relationship of planning and organizational supply chain success".

-The second sub-hypothesis: "There is a significant influence relationship of organizing and organizational supply chain success".

-The third sub-hypothesis: "There is a significant influence relationship of individuals and organizational supply chain success".

-The fourth sub-hypothesis: "There is a significant influence relationship of technology and organizational supply chain success".

### 2.6. Research Sample

The current research is aimed at a sample of 15 colleges of the University of Babylon, randomly selected. The questionnaire was distributed to the actors in these colleges, the deans of the faculties, the deans' assistants and the heads of departments and the number of (120) responder.

### 3. Literature Review

#### 3.1. Strategic Agility

##### 3.1.1. *Strategic Agility Concept*

[2] noted that the concept of agility was first used in the 1991 US-sponsored research work in Iacocca to refer to the ability of organizations to operate profitably in a competitive environment, continuously and unpredictably, while changing surrounding environmental opportunities. This concept has been widely disseminated in the literature of organizational management, management of innovation and strategic management, becoming a common tool for organizations to address the issue of sustainable growth in a rapidly changing environment and strong competition among organizations in markets. Both knew it [3] being the ability to dynamically modify or reshape the organization and its strategies in a changing business environment through continuous monitoring as well as adapting to customer needs and trends without sacrificing the organization's vision. [4] means the ability to modify or reorganize the organization and its strategy in a changing business environment and this is achieved through continuous anticipation and adaptation to trends and customer needs without sacrificing the vision of the organization. [5] is defined as the ability of the organization to remain competitive in the business environment through modification and adaptation by generating new innovative ideas and using these ideas to generate new products, services and models. Common elements of strategic agility are: (ability, adaptability, speed, survival). Strategic agility is thus defined as the ability of organizations to adapt quickly in a turbulent environment for survival.

##### 3.1.2. *Importance of strategic Agility*

[6] Uncertainty is a major feature of today's world. Organizations should reduce this feature by anticipating and preparing for change management and risk reduction. Strategic agility is the means to manage environmental change and reduce environmental risks. [7] states that organizations need to be agile strategically to adapt to different conditions and to maintain their competitive position. [8] Mentioned to strategic agility it helps organizations achieve the following:

- 1-The organization gains a competitive advantage. Organizations that operating in highly volatile markets are more flexible and active to react to these markets and thus gain a competitive advantage.
- 2-It also makes the organization able to predict future circumstances and to quickly adjust processes, procedures and resources as needed.
- 3-Work jointly to increase competitiveness.
- 4-To generate long-term relationships between the organization and the stakeholders with whom the organization deals and thus meet their demands.
- 5-Benefit from the impact of personnel working and information flow.
- 6- Ability to exploit the opportunities available from the market.

##### 3.1.3. *Dimensions of strategic Agility*

[9] Select strategic agility dimensions:

- 1- The organizing dimension
- 2- The people dimension
- 3- The technology dimension
- 4- The planning dimension

Which was based in his study to the studies of: [10], [11], [12] among others. This exclusion will be adopted as it fits the current research requirements.

### 3.2. Organizational Supply Chain Success

#### 3.2.1. *Organizational supply chain Success Concept*

[11] explained the organization's ability to remain in the field of competition, which requires it to take into account the interests of all parties involved with the organization (investors, suppliers, customers and employees) and that the realization of these interests requires an extensive study of the relationship of the organization with them and find that staying in the field of competition is the goal of the organization. [12] defined the organization's ability to manage the environmental challenges associated with growth. [13] explained that there are multiple concepts of organizational supply chain success, according to the approach through which they were studied. Through the achievement of the objectives, it was defined as the ability of the organization to achieve the set of goals in advance and through the resource-based approach on the resources (inputs) and maintain stability in its operations and structures and the management of relations between the organization and its external environment. Based on the efficiency approach, organizational supply chain success is defined as the ability of the organization to access resources without losing them. In the field of strategic management, organizational supply chain success is defined as the ability of the organization Z to adapt to their environment. [14] added another concept of organizational supply chain success related to the organization's ability to manage its intellectual capital talent, which has the ability to manage processes, structures and systems, and to retain these talents requires organizations to develop systems to motivate, reward and manage their talent. On the success of the organization and thus the ability to compete in the business environment in the long term and achieve a sustainable competitive advantage.

#### 3.2.2. *Organizational Supply Chain Success Dimensions*

[15] that the dimensions (standards) technique to gain theories of the nature of application and testing to validate the hypotheses adopted and it indicates the paths of relations between the dimensions of the studied phenomena and their association with the phenomena closer and based on quantifiable or cognitive criteria can be measured in a certain way by refraining from underlying assumptions and rules as to whether they correspond to current observations or need to be modified. Both [16] have identified four dimensions of organizational supply chain success that include the following:



Figure (2) dimensions of organizational Supply Chain success

Source: [17]

The efficiency, adaptation and addition (Effectiveness) will be adopted for the following reasons:

- 1-It is compatible with the current research requirements.
- 2-It combines all the approaches that dealt with the concept of organizational supply chain success.
- 3-has been adopted in many studies and research in the field of strategic management, such as in a studies [18].
4. Effectiveness was added as a reference to the Organization's ability to achieve its objectives. These dimensions are:
  - 1- Effectiveness.
  - 2- Efficiency.
  - 3- Adaptive.

#### 4. Field side

The research framework includes two main aspects. The first concerns the issue of the statistical description of the research variables. The second aspect concerns the testing of hypotheses.

#### 4.1. Description and diagnosis of research variables

##### 4.1.1. The dimensions of strategic agility (independent variable)

Table (2) Frequency and percentages of responses of study sample members towards strategic agility dimensions

Dimensions	paragraph	Weighted mean	Standard deviation	Relative sufficiency
planning	C1	3.1	1.281	62%
	C2	2.9	1.295	58%
	C3	3.1	1.208	62%
	C4	3.1	1.294	62%
	C5	3.0	1.265	60%
	X1	<b>3.1</b>	<b>1.269</b>	<b>62%</b>
Organizing	C1	3.2	1.306	64%
	C2	3.1	1.264	62%
	C3	3.2	1.314	64%
	C4	2.9	1.249	58%
	C5	2.9	1.278	58%
	X2	<b>3.1</b>	<b>1.282</b>	<b>62%</b>

Individuals	C1	2.9	1.390	58%
	C2	3.0	1.299	60%
	C3	2.8	1.535	58%
	C4	3.1	1.375	62%
	C5	3.1	1.323	62%
	X3	<b>2.98</b>	<b>1.384</b>	<b>59%</b>
Technology	C1	3.1	1.236	62%
	C2	3.1	1.327	62%
	C3	3.1	1.211	62%
	C4	3.2	1.295	64%
	C5	3.1	1.263	62%
	X4	3.1	1.866	62%
General Average X		<b>3.1</b>	<b>1.450</b>	<b>62%</b>

Source: Preparation by authors according to the results of the computer using the program Spss.v22

1- A weighted average of 2.9 and a relative efficiency of 58% less than the mean arithmetic mean that there is insufficient flexibility in the plan to interact with the environment variables.

2 - After the regulation: the words (1, 3) with a weighted average of 3.2 and a relative adequacy of 64% higher than the mean arithmetic mean of (3). This means that the college has a written set of rules and regulations to implement its plans. (2) with a weighted mean (3.1) and a relative adequacy (62%). This means that the college introduces new administrative units and departments in response to the requirements of the environment. The terms (4 and 5) And relative adequacy (58%). Each of which means that the faculty does not have a decision-making process that involves participation from all departments and does not have the ability to change its organizational structures to suit the requirements of the environment. .

3-After the individuals: The words (4, 5) came in a weighted mean of 3.1 and a relative efficiency of 62% higher than the mean arithmetic mean of 3. This means that the faculty members are qualified to deal with surprising environmental variables. (2) with weighted mean (3.0) and relative adequacy (60%). This means that the college encourages and sponsors creativity and innovators, and achieved (1, 3) with a weighted mean (2.9) and (2.8) less than the satisfactory mean of (3) and relative adequacy (58%).

This means that there is a weakness in the training programs necessary to develop the skills of the faculty members. Part of its imports for the welfare of its employees.

After the technology: Phrases 1, 2, 3 and 5 achieved a weighted average of 3.1 and a relative efficiency of 60%. This indicates that the College seeks to provide modern computers and is connected to external communication networks to achieve flexibility in the exchange of information. It has an internal network to reduce time, effort, and cost. The phrase (4) came with a weighted average of 3.2 and a relative efficiency of 64%. Higher than the mean arithmetic mean (3). This means that the college is investing part of its imports in modern technology.

#### 4.1.2. *The dimensions of Organizational supply chain successes (dependent variable)*

Table (3) the frequency and percentages of responses of the study sample members towards the dimensions of organizational supply chain success

Dimensions	paragraph	Weighted mean	Standard deviation	Relative sufficiency
Effectiveness	C1	2.9	1.331	58%
	C2	3.1	1.328	62%
	C3	3.2	1.304	64%
	C4	3.1	1.309	62%
	C5	3.2	1.354	64%
	Y1	3.1	1.063	62%
Efficiency	C1	3.2	1.236	64%
	C2	3.3	1.310	66%
	C3	3.2	1.236	64%
	C4	3.2	1.282	64%
	C5	3.2	1.327	64%
	Y2	3.2	1.078	64%

Adaptive	C1	3.1	1.338	62%
	C2	3.1	1.299	62%
	C3	3.1	1.306	62%
	C4	3.1	1.337	62%
	C5	3.0	1.384	60%
	Y3	3.1	1.594	62%
General Average X		3.2	1.404	64%

Source: Preparation by authors according to the results of the computer using the program Spss.v22

The above table shows the frequency and percentages of responses of the study sample members on the terms of the strategic agility dimensions:

1-Effectiveness: The two terms (2.4) are weighted average 3.1 and 62% respectively. This means that the college seeks to win the beneficiaries and their loyalty and sets an advance plan for all activities and events. It also covers the requirements of social responsibility and legal aspects. (64%). This means that the college gives sufficient opportunities for creativity and considers it a critical issue for strategic development, and (1) has achieved a weighted average of (2.9) less than the mean arithmetic mean and relative adequacy (58%) B beneficiary satisfaction and loyalty does not fall within the priorities of the objectives of the College.

2- Efficiency: The words (1, 3, 4, and 5) came with a weighted average of 3.2 and a relative adequacy of 64%. (3). This means that the college provides efficient and good services compared to other competing colleges. The number of its members is sufficient to perform the operations efficiently and achieve the best use of available resources, which reduces waste and loss rates and seeks to benefit (3.3) and relative adequacy (66%). This means that the College has witnessed a clear growth in recent years in terms of opening new departments and higher studies.

3- Adaptation, the words (1, 2, 3, 4) were weighted with a mean weighted average of 3.1 and relative adequacy (62%) higher than the mean arithmetic mean of (3). This means that the college has the ability to adapt to environmental conditions and developments in order to prepare the necessary plans to meet them and constantly reconsider the training programs for its new and follow-up programs. It is open to other specialized colleges in the field of work to establish (5) with weighted mean (3.0) and relative adequacy (60%). This means that the college relies on technological technologies as tools to adapt to the changing environment.

#### 4.2. Analysis and testing of correlation between research variables

This section aims to test the correlation between the research variables using the simple correlation coefficient and then test the significance of correlation coefficients using the t-test. There is a significant relationship if the value of t is calculated greater or equal to the value of (1). In order to achieve this objective, it is necessary to verify the extent to which the main hypothesis and the hypotheses arising from it are accepted or rejected.

Table (4) the results of the correlations between the dimensions of strategic agility and organizational supply chain success the indicators with the values of (T).

Certified variables Sub independent variable	Coefficient of correlation and value of (T)	Organizational Success Y	Supply Chain	Tabulated values of T	
Planning X1	Coefficient of correlation	0.896		2.380	
	value of (T)	3.499			
Organizing X2	Coefficient of correlation	0.871			
	value of (T)	3.077			
Individuals X3	Coefficient of correlation	0.995			
	value of (T)	17.595			
Technology X4	Coefficient of correlation	0.906			
	value of (T)	3.715			
Strategic Agility	Coefficient of correlation	0.928			
	value of (T)	4.329			
Relationship type	There is a positive and significant correlation relationship at level 1%				

Source: Preparation by authors according to the results of the computer using the program Spss.v22

1 - Test the first sub-hypothesis: (There is a significant correlation relationship between planning and organizational supply chain success). Table (4) shows that there is a positive correlation between planning (X1) and variable (y). The simple correlation coefficient is (0.896) and this relation is significant at (1%) and (t) value (3.499) which is larger than the tabular value of (2.380).

2- Test the second sub-hypothesis: (There is a significant correlation between organizing and organizational supply chain success. Table (4) indicates that there is a positive correlation between the organizing (X2) and the variable (y). The simple correlation coefficient is (0.871) and this relation is significant at (1%) and (t) value (3.077), which is larger than its tabular value of (2.380).

3- The third sub-hypothesis test: (There is a significant correlation between individuals and organizational supply chain success. Table (4) shows that there is a positive correlation between individuals (X3) and variable (y). The simple correlation coefficient is (0.995) and this relationship is significant at (1%) and (t) value (17.595), which is larger than its tabular value of (2.380).

4- Test the fourth hypothesis: (There is a significant correlation between technology and organizational

supply chain success). Table (4) indicates a positive correlation between technology (X4) and variable (y). The simple correlation coefficient is (0.906) and a significant correlation at (1%) and (t) value (3.715), which is larger than its tabular value of (2.380).

Based on the above, the first major hypothesis is accepted that there is a significant correlation between strategic agility and organizational supply chain success.

**4.3. Analyzing and testing the trends of influence between the variables of research**

This section aims to test the effect of the independent variable (strategic agility) individually and society in the dependent variable (organizational supply chain success), based on the simple regression and the test (F) The simple regression equation has a significant effect if the calculated (F) is greater than the tabular value of (F), and there is no effect if the calculated (F) value is less than the value of (F) at a significant level (1%). (R2) to explain the effect of independent variables on changes and (T) test to determine the significance of the effect relationship at a significant level (1%).

Table (5) Estimation of simple linear regression model parameters to measure the impact of strategic agility of the organizational supply chain success indicators

Certified variables Independent variable	Organizational Supply Chain Success Y						
	Constant		Interpretation coefficient R2	VALUE F		Value T	
	A	B		CALCULATED	TABULATED (%1)	Calculated	TABULATED (1%)
Planning X1	0.636	2.226	0.803	12.241	3.09	3.499	2.380
Organizing X2	0.643	1.977	0.759	9.470		3.077	
Individuals X3	0.195	3.431	0.990	309.572		18.595	
Technology X4	0.517	1.922	0.821	13.798		3.715	
Strategic Agility	0.136	0.590	0.928	18.738		4.329	

Source: Preparation by authors according to the results of the computer using the program Spss.v22

Based on the above, the second main hypothesis will be tested through its subsidiary hypotheses as follows:

1 - The first sub-hypothesis test: (There is a significant influence relationship of planning and organizational supply chain success).

Table (5) shows that there is a positive correlation between planning (X1) and organizational supply chain success (Y). The value of (F) calculated for the

simple linear regression model (12.241) at a significant level (1%), indicating the significance of the estimated model, and the value of the regression factor (B = 2.226) at the level of significance mentioned, that's mean a change in the amount of one unit of the planning affects the organizational supply chain success, which means that the significance of the simple linear regression model is validated. Also the results reflected the value of the

interpretation factor (R2): (0.803) planning dimension (X1) interpreted 80% of the changes in organizational supply chain success. The remaining percentage is due to the contribution of other variables that are not included in the current research model. The calculated value of (T) was (3.499) and (T) tabulated value (2.38) at the mean of (0.01). This indicates the regression coefficient (B) for organizational supply chain success. The level of morale in question, which means the significance of the simple linear regression model. It is clear that the first sub-hypothesis is proved (There is a significant influence relationship of planning and organizational supply chain success).

2 - Test second sub-hypothesis test : - (There is a significant influence relationship of organizing and organizational supply chain success) the statistical results also showed that there was a positive relationship of organizing (X2) to organizational supply chain success (Y). The calculated value of (F) for the simple linear regression model of the organizing indicators (9.470) is greater than the (F) at a significant level (1%) indicating the significance of the estimated model. The regression coefficient value is as follows:  $B = 1.977$  for the organizing at the level of the mentioned significance, that's mean the change of one unit of organizing affects the organizational supply chain success, (R2), which was (0.759). This means that the organizing (X2) interprets 75% of the changes in organizational supply chain success are attributed to the other variables that are not included in the current research model. The calculated value of (T) is (3.077) greater than its tabulated value of (2.380) at a level of significance of (1%). This indicates the regression coefficient B for the organizational supply chain success at this level of significance. Thus, the significance of the simple linear regression model. It is clear that the second sub-hypothesis is proved (There is a significant influence relationship of organizing and organizational supply chain supply chain success).

3- The third sub-hypothesis test: - (There is a significant influence relationship of individuals and organizational supply chain success) Table (5) shows that there is a positive correlation between individuals (X3) and organizational supply chain success (Y). The calculated value of (F) for the simple linear regression model of individuals dimension is (309.572). at a significant level (1%), indicating the significance of the estimated model, and the value of the regression coefficient value:  $B = 3.431$  for the dimension of individuals at the level of the mentioned significance aforesaid significance, that the change in the amount of one unit of the individuals dimension affects the organizational supply chain success, which means proving the significance of the simple linear regression model.

The results also reflects the value of the interpretation factor (R2) of 0.990. This means that individuals (X3), 99% of the changes in organizational supply chain success indicators are explained. Either the remainder is due to the contribution of other variables

not included in the current research plan. (T) Calculated at (18.595), which is greater than its tabulated value of (2.380) at the level of significance of (0.01). This indicates the regression coefficient B for the organizational supply chain success at this level of significance. Thus, the significance of the simple linear regression model. It is clear that the third sub-hypothesis is proved (There is a significant effect relationship of individuals and organizational supply chain success).

4-The fourth sub-hypothesis test: - (There is a significant influence relationship of technology and organizational supply chain success) .Table (5) indicates a positive correlation between technology (X4) and organizational supply chain success (Y). The calculated value of (F) calculated for the simple linear regression model of technology (13.798) is greater than its tabulated value of (3.09), Which reflects the significance of the estimated model, and the regression coefficient ( $B = 1.922$ ) of the technology at the level of the mentioned significance, that's mean the change of one unit of technology dimension affects the organizational supply chain success. which means proving the significance of the simple linear regression model , Interpretation coefficient (R2) which was (0.821) This means that technology dimension (X4) interprets 82% of the Changes ratio in the organizational supply chain success, The remaining percentage is due to the contribution of other variables not included in the current research model and the value of (T) calculated (3.715) (which is greater than the tabulated value of (2.38) at the level of significance (0.01). This indicates the regression coefficient B for organizational supply chain success at this level of significance. Thus, the significance of the simple linear regression model. It is clear that the fourth sub-hypothesis is proved (There is a significant influence relationship of technology on organizational supply chain success).

Based on the above, the second main hypothesis is accepted that "There is a significant influence relationship of the strategic agility and organizational supply chain success" [19].

## 5. Conclusions and Recommendations

### 5.1. Conclusions

1-The results of the research showed that the approved plans do not have the flexibility to adapt with the environmental changes.

2- The results of the research showed that the decision-making process is not characterized by participation between all departments and administrative units in the colleges of the research sample.

3-The results of the research showed that the colleges of the research sample do not have the ability to change their organizational structures to suit the requirements of the environment.

4-The results of the research showed that there is weakness in the training programs necessary to



develop the skills of the faculty members of the research sample.

5-The results of the research showed that the colleges of the research sample do not allocate part of their imports to the well-being of their employees.

6-As for the other paragraphs of the dimensions of strategic agility, the results were positive and this means that the research sample has an awareness about the importance of these paragraphs.

7 - The results of the research showed that winning the satisfaction of the beneficiaries and their loyalty does not fall within the priorities of the objectives of the college.

8 - The opinion of the sample of the research positive on all other paragraphs related to the dimensions of organizational supply chain success and this means that the research sample has an awareness about the importance of these paragraphs.

9- The statistical results showed a significant correlation between strategic agility and organizational supply chain success. This means that the dimensions of strategic agility represented by (planning, organization, individuals, technology) help to achieve organizational supply chain success through (effectiveness, efficiency, adaptation) .

10- There is a significant effect of the strategic agility on organizational supply chain success, as the impact strength is as follows:

A - Whenever the College seeks to increase the skills of its employees through the establishment of training courses and encourage creativity and innovators and allocated amounts to entertain their employees whenever it helped to achieve organizational supply chain ss, as the strength of influence the individuals in organizational supply chain success in the first rank.

B- Whenever the college owns advanced and modern computers with its accessories and in order to serve its strategic direction with the training of its employees on the continuous use of these devices as well as the allocation of part of its imports to invest in this field, the more that helped achieve organizational supply chain ss.as the strength of influence the technology in second rank.

C-Whenever the College adopted the method of participation in setting goals and plans, with some powers delegated to partial adjustments to its plans in response to environmental changes, this helped to achieve organizational supply chain success.

D-Whenever the College develops new scientific departments and administrative units in response to the requirements of the environment with written systems and procedures that depend on them to implement their plans and provide flexibility in their organizational structure in response to the requirements of the environment. This helps to achieve organizational supply chain success.

## 5.2. Recommendations

1-The research shows that the plans are not flexible to make adjustments in light of environmental variables and therefore recommends the researchers

to form a team in each faculty to conduct the process of environmental analysis to identify opportunities and external threats and strengths and weaknesses within each college and in light of the analysis are making some changes in Plans to respond to rapid environmental changes.

2-The involvement of all scientific departments and administrative units in the critical and important decision-making process, and the essence of the method of participation that the problem is seen from multiple aspects and gathered information around it, and therefore there is more than one individual contributes to decision-making any directly related to the subject of the decision taken directly where each of them one vote and the majority is the rule of decision-making. In this case, the decision is the responsibility of all those who contributed to it.

3-Making continuous adjustments to organizational structures in the light of environmental changes with respect to the development or deletion of new administrative units or scientific sections.

4-Each faculty shall put the satisfaction of the beneficiaries, that's mean the stakeholders within its objectives, represented by the other competing colleges, trade unions, local community organizations, provincial councils and all other parties.

5-As the research showed that the individuals dimension is the most influential in organizational supply chain success, so the colleges of the research sample to strengthen this dimension by:

A - Set up integrated training courses aimed at clarifying the variables of the research and the extent of their impact and their reflection on the level of performance, as well as the importance of encouraging researchers to conduct research and studies on the variables of research, which is very influential in the course of its work and thus achieve organizational supply chain success.

B- Allocating part of the imports of each faculty to support its employees and their welfare, which would increase the success of their colleges [20].

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