



The Impact Of Organizational Agility On Achieving Institutional Excellence A Case Study Of The National Marble Enterprise Of Skikda, Algeria

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Abstract:

This research investigates the implementation of organizational agility at the National Marble Enterprise of Skikda and its consequent impact on institutional excellence. Employing a descriptive analytical methodology, complemented by a case study approach, this study analyzed the data collected from 65 meticulously designed questionnaires. The results reveal a robust application of organizational agility and a high level of institutional excellence within the organization.

Furthermore, a significant positive correlation between organizational agility and institutional excellence was identified. The study also explored demographic variables, finding no statistically significant differences in perceptions related to gender or experience. However, notable differences were observed concerning age and educational qualifications, suggesting varied impacts based on these factors.

Keywords: Agility, Organizational Agility, Institutional Excellence, National Marble Enterprise of Skikda.

I-Introduction

In today's rapidly evolving business landscape, enterprises are continually challenged to maintain a competitive edge that ensures their survival and sustainability. Traditional systems often fail to provide the necessary flexibility to adapt to rapid changes, thereby hindering the improvement of enterprise outputs. This has led to the exploration of new strategic approaches to address these shortcomings.

Organizational agility stands out as a pivotal strategy that facilitates both internal integration and external adaptation within enterprises. It empowers organizations to swiftly adjust their strategies and product offerings to effectively respond to evolving market conditions, shifts in consumer preferences, technological advancements, and other dynamic factors.

The essence of organizational agility is its capacity to periodically capture, analyze, and respond to information, thereby proactively identifying opportunities and threats. This strategic responsiveness significantly enhances decision-making processes within the enterprise. Moreover, the adoption of agile methodologies transforms enterprises by fostering innovation and creativity among employees and promoting the continuous enhancement of products and services.

This transformation leads to the production of high-quality outputs that not only meet but exceed the expectations of customers and stakeholders alike. Consequently, in alignment with global trends, Algerian economic enterprises are increasingly moving away from outdated practices toward more agile and innovative frameworks. This shift not only disrupts conventional routines but also positions these enterprises uniquely in the marketplace.

Given the critical role of organizational agility in fostering substantial improvements in enterprise inputs and outputs, this study poses the central question: **"To what extent does organizational agility influence the achievement of institutional excellence at the National Marble Enterprise of Skikda?"**. From the primary question outlined above, the study seeks to address the following sub-questions:

- Is there a statistically significant effect of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda?
- Are there statistically significant differences in the opinions of the study sample concerning the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda due to demographic variables?

Hypotheses: To address these questions, the following hypotheses were developed:

- **Hypothesis One:** "There is no statistically significant effect at the 0.05 level of significance of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda."
- **Hypothesis Two:** "There are no statistically significant differences in the opinions of the study sample concerning the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda due to demographic variables."

Study Objectives: The overarching goal of this research is to ascertain the influence of organizational agility on achieving institutional excellence within the National Marble Enterprise of Skikda, serving as a representative model for Algerian economic enterprises. This primary aim is supported by several specific objectives:

- To delve into the theoretical underpinnings of organizational agility and institutional excellence;
- To evaluate the comprehensive impact of the various dimensions of organizational agility on institutional excellence;
- To examine the demographic variables influencing the perceptions of the study sample regarding the impact of organizational agility on institutional excellence.

Research Methodology

- **Theoretical Aspect:** To thoroughly understand the topic and address the research problem, we adopted a descriptive analytical approach. This methodology is ideal for elucidating the phenomenon under investigation through an extensive review of pertinent theoretical literature, including books, dissertations, and scholarly articles focused on organizational agility and institutional excellence.

- **Field Aspect:** Empirically, the case study method, supported by a structured questionnaire, was utilized to gather data from employees at the National Marble Enterprise in Skikda. This approach facilitated the examination of the relationship between study variables and the analysis and interpretation of findings, aiming to derive significant conclusions and recommendations that could potentially enhance organizational practices.

II-Theoretical Framework

Navigating through turbulent and complex economic landscapes poses formidable challenges for enterprises, which must either adapt and thrive or risk decline and obsolescence. A key capability that supports enterprises in achieving both internal integration and external adaptation in contemporary times is organizational agility. Originating in the 1980s alongside lean manufacturing, organizational agility emphasizes an enterprise's ability to rapidly adapt to changes and improve operational efficiency¹.

There is a prevalent misunderstanding in distinguishing between organizational flexibility and organizational agility, with many perceiving them to be synonymous. However, the distinctions are significant as elucidated by Nashwan and Abdel Haq (2024). Organizational flexibility pertains to managing predictable changes within an enterprise's external environment. In contrast, organizational agility addresses the management of unpredictable changes². Flexibility serves as a foundational enabler for organizational agility³.

Amidst scholarly debates about the dimensions of organizational agility, this study zeroes in on three critical dimensions: "sensing agility, decision-making agility, and execution agility (application)"⁴. Sensing agility involves the enterprise's capability to effectively scan, monitor, and identify shifts in its operational context, including changes in customer preferences, competitor movements, supplier trends, and technological innovations.

This sensory information underpins and informs strategic decisions, leading to decision-making agility, which entails the structured evaluation of gathered data to identify opportunities and threats. Lastly, execution agility pertains to the enterprise's ability to swiftly reconfigure its resources and restructure its processes, thereby enabling the timely development of effective strategies and the delivery of superior services in the market.

Therefore, it is discernible that an enterprise's adeptness at implementing organizational agility can significantly mitigate the external pressures wrought by rapid technological advancements, as well as in situations laden with risk and uncertainty.

Organizational agility not only bolsters the enterprise's sustainable competitive edge⁵ but also enhances its responsiveness and adaptability to change, diminishes routine labor, and fosters the recruitment and retention of exceptional and innovative talent. This culmination of factors significantly elevates the performance efficiency and service quality of the enterprise, ultimately contributing to the attainment of organizational excellence.

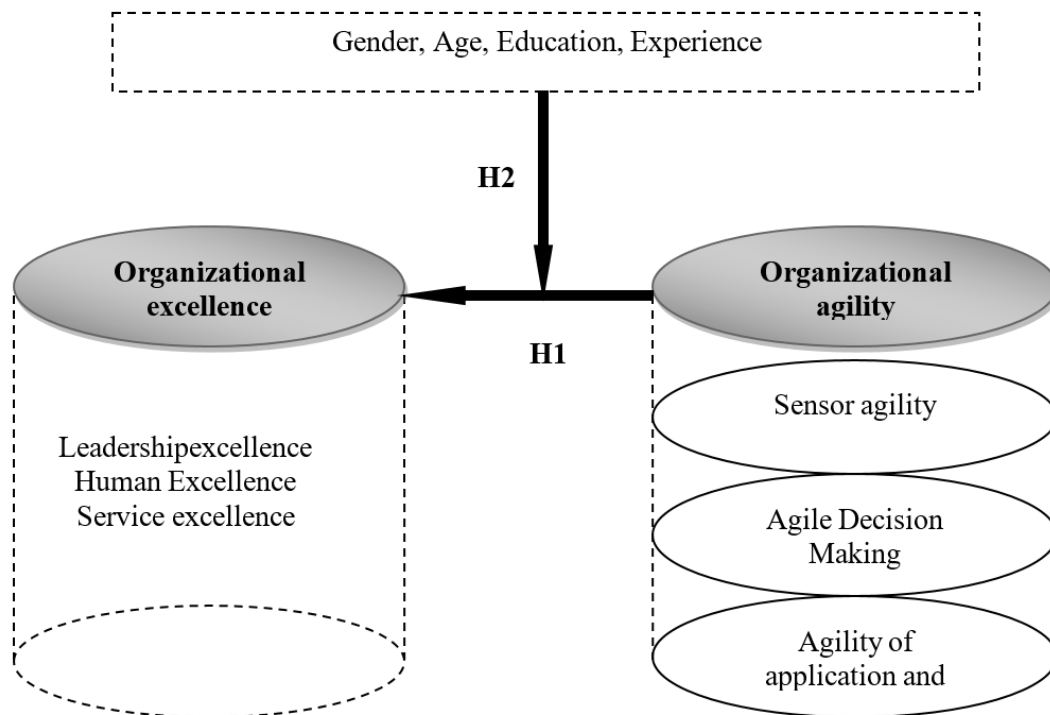
¹ Jue Wang, Chaithanaskorn Phawitpiriyakliti, Jeeranan Sangsrijan, Sid Terason, Elevating organizational performance of university through organizational learning, organizational agility, and service innovation, *Journal of Ecohumanism*, 3(4), 2024, p 1638.

² Nashwan Mohammed Al-Ahmad Qaid, Abdulkhaleq Hadi Mohsen Al-Tawaf, "The Impact of Organizational Agility on Organizational Flexibility in the Central Bank of Yemen," *Al-Adab Journal*, 12(2), 2024, p. 240.

³ Rima Žitkienė, Mindaugas Deksnys, Organizational Agility Conceptual Model, *Montenegrin Journal of Economics*, 14(2), 2018, p 117.

⁴ Abdelhakim Ben Salem, Ilyas Slimani, The Role of Organizational Agility in Achieving Sustainable Competitive Advantage for Business Organizations: A Field Study in the Telecommunications Sector - Mobilis - Béchar, *Journal of Economics, Finance and Business*, 8(1), 2023, p. 771.

⁵ Banuara Nadeak, Optimizing organizational agility through agile complexity tolerant leadership, *Journal of Indonesian Educational Research*, 10(3), 2024, p 295.



Source: Derived by the researchers using previous studies.

b. Study Limitations: The study's scope was confined to assessing the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda within specific boundaries. Temporally, the research was conducted in July 2024. From a human perspective, it encompassed all 150 employees of the National Marble Enterprise of Skikda.

c. Study Population and Sample: The entire workforce of the National Marble Enterprise of Skikda, amounting to 150 employees, constituted the study population. From this, a sample of 65 workers was drawn, all of whom were deemed valid participants for this investigation.

d. Data Collection Tools: The primary method for gathering data was a meticulously crafted questionnaire, designed to gauge the influence of the independent variable (organizational agility) on the dependent variable (institutional excellence). Employing a five-point Likert scale, this tool was instrumental in capturing the necessary data, as illustrated in Table 1.

Table 1: Likert scale scores

Estimate	Strongly Disagree	Disagree	Neutral	Agree	Fully agree
Degree	1	2	3	4	5

e. Validity and Reliability of the Questionnaire: To ascertain the effectiveness of the questionnaire in testing hypotheses and validating the credibility of the results, measures of internal consistency, construct validity, and instrument reliability were employed:

- **Internal Consistency:** This metric assesses the coherence among the various dimensions of the study relative to the overall score of each axis. As depicted in Table 2, the Pearson correlation coefficients between the dimensions of organizational agility and the overall scores are robust:

Table 2: Pearson's correlation

Dimension	X ₁	X ₂	X ₃
Sig	0.000	0.000	0.000
Pearson corellation	0.837**	0.837**	0.832**

Source: Derived by the researchers using SPSS V19.

Note: Correlation coefficients are significant at the 0.01 level.

Table 3: Pearson's correlation

Dimension	y1	y2	y3
Sig	0.000	0.000	0.000
Pearson correlation	0.608**	0.850**	0.894**

Source: Derived by the researchers using SPSS V19.

Note: Correlation coefficients are significant at the 0.01 level.

Tables 2 and 3 illustrate that all instrument axes exhibit statistically significant positive correlations ranging from 0.608 to 0.894, validating the measurement objectives of the study's axes.

- **Construct Validity:** This pertains to the questionnaire's capability to measure what it is intended to measure effectively.

Table 4: Pearson's correlation

Dimension	X	Y	XY
Sig	0.000	0.000	0.000
Pearson correlation	0.917**	0.881**	-

Source: Derived by the researchers using SPSS V19.

Note: Correlation coefficients are significant at the 0.01 level.

As per Table 4, all instrument axes display strong positive correlations between 0.881 and 0.917, significant at the 0.01 level, reinforcing the validity of all study axes.

- **Reliability of the Study Tool:** The reliability of the questionnaire was evaluated using the "Cronbach's Alpha" measure via SPSS V19.

Table 5: Cronbach's Alpha for the study axes

Dimension	Number of Items	Cronbach's Alpha
Organizational excellence	12	0.858
Organizational agility	10	0.818
Total Axes	22	0.895

Source: Derived by the researchers using SPSS V19.

Results displayed in Table 5 indicate a total reliability coefficient (Cronbach's Alpha) of 0.895. This high value demonstrates the questionnaire's reliability for the intended study purposes. Furthermore, the reliability coefficients for each dimension of the study are notably high, all surpassing the ideal threshold of 60%, indicating robust stability, precision, and reliability suitable for field application.

f. Normal distribution test: The analysis of the study's hypotheses necessitates the verification of the data's normal distribution. The following hypothesis was tested:

- **H0:** The data obtained follows a normal distribution at the 0.05 significance level.
- **H1:** The data obtained follows a non-normal distribution at the 0.05 significance level.

Table 6: Normal distribution test

Dimension	Kolmogorov-Smirnov Z	Sample size	Sig
Organizational excellence	1.260	65	0.083
Organizational agility	1.190		0.117
Total Axes	1.135		0.152

Source: Derived by the researchers using SPSS V19.

The Z-values for the study axes (1.260, 1.190), with significance levels (0.083, 0.117) respectively, are all above the 0.05 threshold, suggesting that the study tool adheres to a normal distribution. Consequently, the null hypothesis (H₀) is accepted, and the analysis of the study hypotheses will proceed using parametric tests.

2- Data Analysis and Hypothesis Testing:

A. Description of the study sample:

The gender distribution within the study sample shows a predominant male representation, comprising 32.4% more responses than females. This disparity is primarily due to the nature of the enterprise's activities, which involve fieldwork in factories and demand specific physical standards.

The age demographics reveal a workforce that skews younger, with 44.6% of participants aged between 36 and 46 years, 23.1% between 25 to 35 years, 20% aged 46 years and older, and the youngest group under 25 years also at 23.1%. This age distribution underscores the enterprise's strategic focus on cultivating a young, trainable workforce adept at adapting to dynamic work environments.

A significant 76.9% of the sample possess university degrees—46.2% holding bachelor's degrees, 16.9% master's degrees, and 13.8% doctoral degrees. This educational profile supports the enterprise's strategy to attract and retain talent capable of fostering competitive advantages and achieving excellence on both local and international stages.

Experience levels within the sample further reflect the enterprise's commitment to its human resources, with 84.7% having more than 5 years of experience, including 23.1% with over 16 years of experience. This indicates a robust policy of nurturing and leveraging experienced personnel to enhance enterprise performance.

B. Analysis of Survey Item Results:

To analyse and discuss the results of this axis, the arithmetic averages and standard deviations were extracted to find out the perceptions of the employees about the level of organizational agility and organizational excellence.

Table 7: Arithmetic Averages and Standard Deviations

Dimension	Mean	Std. Deviation	Level
x ₁	4.1462	0.39254	03
x ₂	4.3615	0.44859	01
x ₃	4.1808	0.42276	02
X	4.2295	0.35203	-

Source: Derived by the researchers using SPSS V19.

The survey data analysis reveals that the enterprise exhibits a high degree of organizational agility, with an overall mean score of 4.2295 and a standard deviation of 0.35203. Among the dimensions of agility, decision-making agility ranks highest with an average mean of 4.36, followed by agility in practice and application at 4.18, and sensing agility at 4.14.

These results demonstrate the enterprise's strong commitment to embedding organizational agility as a core aspect of its culture, enabling it to swiftly and effectively respond to various changes, make informed decisions, execute them promptly, learn from outcomes, and continuously refine and advance its operational practices.

Table 8: Arithmetic Averages and Standard Deviations

Dimension	Mean	Std. Deviation	Level
y ₁	3.9795	0.45976	02
y ₂	4.1577	0.40881	01
y ₃	3.8615	0.49263	03
Y	4.0154	0.35498	-

Source: Derived by the researchers using SPSS V19.

The survey data analysis reveals that the enterprise achieves a significant level of institutional excellence, with an overall mean score of 4.0154 and a standard deviation of 0.35498. The human resource dimension scores highest with an average mean of 4.15, suggesting a strong emphasis on developing employee capabilities. This is followed by leadership excellence with an average mean of 3.9795, and service excellence at 3.8615. These findings highlight the enterprise's effective management and operational strategies that contribute to sustained high performance and service quality.

All these results fall within the high range, which confirms the positive attention the enterprise pays to ensuring excellence in various aspects of work in terms of performance and efficiency. This is achieved through focusing on acquiring and developing the best human resources available in the job market, relying on a leadership style that encourages initiative and is not afraid of failure in order to enhance a proactive approach to everything new and unique, thereby providing distinguished services to its customers and ensuring a competitive advantage over its competitors.

C. Hypothesis Testing

C1. Testing Hypothesis One: "There is no statistically significant effect at the 0.05 significance level of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda."

Table 9. Simple Linear Regression Analysis

Model	Sum Squares	df	Mean Square	F	Sig	R	R ²	Std. Error of the Estimate
Regression	4.220	3	1.407	22.321	0.000	0.723	0.523	0.25104
Residual	3.844	61	0.063					
Total	8.065	64	-					

Source: Derived by the researchers using SPSS V19.

Table 9 reveals a strong positive correlation between organizational agility and institutional excellence, as evidenced by a Pearson correlation coefficient of R=0.723. The coefficient of determination (R²) stands at 0.523, indicating that about 52.3% of the variance in institutional excellence can be attributed to the implementation of organizational agility. Thus, organizational agility explains a significant portion (52.3%) of institutional excellence, while the remaining 47.7% is due to other factors or errors.

The F value from Table 9, at 22.321 with a significance level of p< 0.000, further supports the significant impact of organizational agility on institutional excellence. This significant result

suggests that at least one, if not all, dimensions of organizational agility have a meaningful effect on institutional excellence, as detailed in Table 10.

Table 10: Multiple regression analysis of the strength of the impact of the dimensions of organizational agility on organizational excellence in the study organization

Model		Unstandardized Coefficients			T	Sig
		B	Std. Error	Beta		
Constant	Y	1.476	0.379	-	3.889	0.000
x1		-0.189	0.105	-0.209	-1.797	0.077
x2		0.268	0.088	0.338	3.046	0.003
x3		0.516	0.095	0.614	5.446	0.000

Source: Derived by the researchers using SPSS V19.

Table 10 elucidates the impact of specific dimensions of organizational agility on institutional excellence. The dimensions of "decision-making agility" and "practice and application agility" significantly influence the dependent variable, with probability values of 0.003 and $p < 0.000$, respectively, both below the significance threshold of 0.05. However, the "sensing agility" dimension does not show a significant effect, as its probability value exceeds 0.05.

Consequently, Hypothesis One is not supported, and the alternative hypothesis—that organizational agility does significantly impact institutional excellence at the National Marble Enterprise of Skikda—is accepted. The relationship between these variables can be expressed with the regression equation:

$$Y = 1.476 + 0.268x_2 + 0.516x_3$$

C2. Testing Hypothesis Two: "There are no statistically significant differences in the opinions of the study sample concerning the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda due to demographic variables."

- **Testing Sub-Hypothesis One:** "There are no statistically significant differences in the opinions of the study sample regarding the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda due to the gender variable."

Table 11. Independent Simple T Test (Gender)

Gender	Number	Mean	Std. Deviation	T	Sig
Male	43	4.1342	0.33046	0.073	0.942
Female	22	4.1281	0.30041		

Source: Derived by the researchers using SPSS V19.

The results from Table 11 indicate a t-value of 0.073 with a significance level of 0.942, which is well above the accepted threshold of 0.05. This result demonstrates that there are no statistically significant differences at the 0.05 significance level in the opinions of the study sample about the impact of organizational agility on achieving institutional excellence, differentiated by gender.

- **Testing Sub-Hypothesis Two:** "There are no statistically significant differences in the opinions of the study sample regarding the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda due to the age variable."

Table 12. ANOVA (Age Groups)

Age	Number	Mean	Std. Deviation	F	Sig
Under 25 yearsold	08	4.0909	0.48105	4.971	0.004
From 25 to under 35 years old	15	3.9152	0.36682		
From 35 to under 46 years old	29	4.1661	0.21570		
46yearsoldabove	13	4.3322	0.18312		

Source: Derived by the researchers using SPSS V19.

Results from Table 12 reveal an F-value of 4.971, which is statistically significant with a significance level of 0.004, falling below the adopted threshold of 0.05. This outcome indicates the presence of statistically significant differences at the 0.05 significance level across different age groups in their perceptions of the impact of organizational agility on achieving institutional excellence. This variance underscores the diverse orientations and adaptability of individuals across age groups, highlighting how age influences acceptance of and adaptation to organizational changes necessary for achieving excellence.

- **Testing Sub-Hypothesis Three:** "There are no statistically significant differences in the opinions of the study sample regarding the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda, attributed to educational qualifications."

Table 13. ANOVA (Educational Qualification)

Educational Qualification	Number	Mean	Std. Deviation	F	Sig
High school or less	05	4.4545	0.48105	4.107	0.006
Licence's degree	10	3.2682	0.36682		
Master's degree	30	4.9924	0.21570		
PHD	09	4.1768	0.18312		

Source: Derived by the researchers using SPSS V19.

The analysis presented in Table 13 shows that the F-value reached 4.107, which is statistically significant with a significance level of 0.006, again below the 0.05 threshold. These findings suggest that educational qualifications do indeed influence perceptions of the impact of organizational agility on achieving institutional excellence. This difference likely reflects varying levels of awareness and appreciation for the role of organizational agility in achieving excellence, depending on the educational background of the employees.

- **Testing Sub-Hypothesis Four:** "There are no statistically significant differences in the opinions of the study sample concerning the impact of organizational agility on achieving institutional excellence at the National Marble Enterprise of Skikda, attributed to years of professional experience."

Table 14. ANOVA (Professional Experience)

Educational Qualification	Number	Mean	Std. Deviation	F	Sig
Under 5 years	10	4.1045	0.42535	0.888	0.453
From 5 to under 10 years	25	4.0855	0.24064		
From 10 to under 15 years	15	4.1121	0.43797		
15 yearsabove	15	4.2485	0.31826		

Source: Derived by the researchers using SPSS V19.

According to the results shown in Table 14, the F-value is 0.888, and it is not statistically significant, with a significance level of 0.942, which exceeds the 0.05 level. This indicates the absence of statistically significant differences in opinions among the study sample based on years of experience concerning the impact of organizational agility on achieving institutional excellence.

This finding suggests a uniform understanding and acceptance of organizational agility practices across different experience levels, reflecting a mature appreciation and integration of these practices within the enterprise culture.

IV-Results Interpretation:

The forthcoming section will delve into a detailed discussion and analysis of the field study results concerning the impact of organizational agility on achieving institutional excellence. This discussion will explore the underlying reasons contributing to the observed results, aiming to provide a comprehensive understanding of the dynamics at play within the enterprise that facilitate or hinder the realization of institutional excellence through organizational agility practices.

IV-1-Results Related to Organizational Agility:

The findings indicate a high level of implementation of organizational agility within the enterprise, driven by a commitment to adapt to evolving work environment variables and overcome challenges to achieve success. This robust application is reflected across all dimensions of organizational agility, including:

- Sensing various changes related to the labor market and gathering data related to prices, levels of raw material demand, studying changes in consumer tastes, and understanding their needs to develop new products that meet their desires, in addition to relying on the latest machinery and technologies in factories, and monitoring its competitors in the local and global market, which contributed to improving its products and marketing strategies to attract customers;
- Making timely decisions in critical situations based on the data gathered, identifying opportunities and threats through SWOT analysis, and directing available resources to projects according to their priority;
- Implementing various operations of the enterprise and turning them into tangible reality, adapting to the financial changes it faces, enhancing internal cooperation between its different departments for continuous improvement of its various products, as well as with external partners, and relying on modern technology in the marble industry, which allowed it to offer new products of high quality and at a lower cost.

IV-2-Results Related to Organizational Excellence:

The enterprise also demonstrates a high level of organizational excellence, which is evident across various dimensions. This excellence is achieved through strategic efforts aimed at enhancing performance efficiency and product quality, positioning the enterprise as a leader in its industry:

- Attracting human talents and retaining them by focusing on training and development programs especially in production and quality; developing their skills and involving them in decision-making, and promoting effective communication among employees and between employees and officials, which led to creating a work environment that encourages learning, creativity, and efficient task performance;

- The presence of effective leadership with a clear vision of the enterprise's goals, working to guide and motivate employees through effective communication with them, promoting a culture of excellence and quality, exchanging opinions, and encouraging them to work by enhancing their confidence and acknowledging their achievements;
- Understanding customers' needs based on surveys conducted by the enterprise and studying the market, as well as addressing complaints provided by customers, and working to surpass them by improving the speed of service delivery relying on modern technology communication channels and social media platforms, and improving the quality of products and respecting delivery deadlines.

IV-3-Results Related to the Study's Hypotheses:

The empirical findings from the study demonstrate a substantial positive correlation (0.723) between organizational agility and institutional excellence, underpinning the significant role that organizational agility plays in fostering institutional excellence at the enterprise. Specifically, it was found that the dimensions of decision-making agility and practice/application agility are pivotal in enabling the enterprise to adeptly respond to changes in its environment and foster a dynamic and responsive work culture. This agility facilitates the collection and utilization of critical data, enhancing decision-making processes, and ultimately, improving the quality and competitiveness of products and services.

Statistical analyses revealed no significant differences in perceptions related to the impact of organizational agility on institutional excellence based on gender and professional experience. This uniformity across these demographic factors suggests a common understanding of the benefits of organizational agility, likely due to most participants having over five years of experience. Such experience provides a comprehensive insight into how organizational agility can elevate performance quality and drive excellence. The gender variable also showed no significant impact, indicating that the appreciation of organizational agility transcends gender distinctions within the enterprise.

Conversely, the study identified significant differences in perceptions based on age and educational qualifications. These findings suggest that responsiveness to organizational agility's impacts is influenced by these variables, with middle-aged groups and higher-educated individuals showing greater adaptability and openness to technological and administrative innovations.

V- Conclusion

Organizational agility is a cornerstone for achieving institutional excellence within an enterprise. It empowers the organization to navigate rapidly changing business landscapes, meet evolving customer demands, and cultivate a culture where agility and proactive adaptation are normative, thus driving excellence and competitive superiority.

V-1- Results:

The comprehensive analysis of the study yielded several key insights:

- The study revealed a high application of organizational agility at the enterprise under study;
- The results demonstrated that the enterprise achieves a high level of institutional excellence, evident through its excellence in leadership style characterized by exemplary and influential behavior, and the attraction of the best human talents that have contributed to providing high-quality products that satisfy its customers;
- The study showed a statistically significant effect of organizational agility on achieving institutional excellence, confirming the importance of organizational agility in helping

enterprises improve their performance, keep up with changes, and enable them to excel and succeed;

- The study revealed differences in the opinions of the study sample regarding the impact of organizational agility on achieving institutional excellence at the enterprise under study attributed to age and educational qualification variables, highlighting the importance of these variables in applying organizational agility;
- The study found no differences in the opinions of the study sample regarding the impact of organizational agility on achieving institutional excellence at the enterprise under study attributed to gender and professional experience variables, indicating that these variables do not significantly impact the application of organizational agility in the enterprise.

V-2-Suggestions:

Based on the comprehensive findings from the study, the following strategic recommendations are proposed:

- _ Focus on improving and enhancing decision-making agility and practice/application agility at the enterprise to support facing various changes encountered during its activities;
- _ Employ methods that allow the enterprise to respond quickly to changes in the work environment (monitoring labor market changes, anticipating consumer tastes, and competitor movements), enhancing sensing agility and enabling the enterprise to navigate various threats and opportunities;
- _ Adopt modern technology to improve operations and enhance the quality of products;
- _ Encourage leaders to support their subordinates and use inspirational methods to foster creativity and an orientation towards innovation and providing what meets customer expectations.

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