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**THE IMPACT OF STRATEGIC AWARENESS ON
ENHANCING ORGANIZATIONAL AGILITY IN
HOSPITALS IN IRAQ**

Labeed Qusay Khalid KHALID

Master's Thesis

Supervisor

Asst. Prof. Dr. Esin YÜCEL

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The thesis titled THE IMPACT OF STRATEGIC AWARENESS ON ENHANCING ORGANIZATIONAL AGILITY IN HOSPITALS IN IRAQ prepared by LABEED QUSAY KHALID KHALID and submitted on 31/05/2024 has been **accepted by majority of votes** for the degree of Master of Business Administration.

Asst. Prof. Dr. Esin YÜCEL

Supervisor

Thesis Defense Committee Members:

Asst. Prof. Dr. Esin YÜCEL

Department of Marketing,

Altınbaş University

Asst. Prof. Dr. Murad CANBULUT

Department of Marketing,

Altınbaş University

Asst. Prof. Dr. Hande Begüm

Department of Business

BUMİN DOYDUK

Administration,

Kocaeli University

I hereby declare that this thesis meets all format and submission requirements for a Master's Thesis.

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Labeed Qusay Khalid KHALID

Signature

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DEDICATION

I am very grateful to my supervisor, Asst. Prof. Dr. Esin Yücel, for all of the invaluable assistance, guidance, support, and encouragement she provided during the course of this study. I'd like to thank my family has been and will continue to be my rock, but I'd also want to express my gratitude to my girlfriend, my uncle Mr. Moudher, my friends, and everyone else who has been a part of my master's program and supported me along the road.



ABSTRACT

THE IMPACT OF STRATEGIC AWARENESS ON ENHANCING ORGANIZATIONAL AGILITY IN HOSPITALS IN IRAQ

KHALID, Labeed Qusay Khalid

MBA, Business Administration Department, Altınbaş University

Supervisor: Asst. Prof. Dr. Esin YÜCEL

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Current study sought to investigate the association between strategic awareness and organizational agility, this study was direct to hospitals in Salah Al-Din governorate in Iraq, the following approaches were applied to conduct the study: quantitative, descriptive and analytical approaches, further, administrative employees in top management levels were the targeted population in this study, by applying convenience sampling responses from administrative employees were collected using online questionnaire, the researcher was able to gather 139 questionnaires, of which 137 questionnaires were valid for analysis. To complete data analysis for this study, the statistical package for social sciences v27 was chosen, by applying a set of tools and tests, main results by the study were as follows: Surveyed hospitals practice strategic awareness to high level, this result was based on the total mean value that scored (Mean= 3.93) and surveyed hospitals enjoy overall moderate level of organizational agility, as this variable has a mean value of (Mean= 3.61). In viewing Strategic awareness as an overall variable, significant positive correlation was scored with Organizational agility as an overall variable [$r= 0.769^{**}$], also at the levels of organizational agility dimensions, as scored a positive correlation with Sensing [$r= 0.617^{**}$], and a positive correlation with Decision-making [$r= 0.715^{**}$] and with Acting [$r= 0.547^{**}$]. Hence,

strategic awareness as an overall variable was seen significantly correlating with organizational agility overall and with its dimensions.

Keywords: Strategic Awareness, Organizational Agility, Environment, Strategic Goals, Sensing Agility, Hospitals, Iraq.



ÖZET

STRATEJİK FARKINDALIĞIN IRAK'TAKİ HASTANELERDE ÖRGÜTSEL ÇEVİKLİĞİN ARTIRILMASINA ETKİSİ

KHALID, Labeed Qusay Khalid

Yüksek Lisans, İşletme Bölümü, Altınbaş Üniversitesi

Danışman: Dr. Öğr. Üye. ESİN YÜCEL

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Mevcut çalışma, stratejik farkındalık ile örgütsel çeviklik arasındaki ilişkiyi araştırmaya çalışmıştır, bu çalışma doğrudan Irak'taki Salah Al-Din Valiliği'ndeki hastanelere yönlendirilmiştir, çalışmayı yürütmek için aşağıdaki yaklaşımlar uygulanmıştır: nicel, tanımlayıcı ve analitik yaklaşımlar, ayrıca, bu çalışmada hedeflenen nüfus üst yönetim kademelerindeki idari çalışanlardı. araştırma, idari çalışanlardan kolaylık örnekleme yanıtları uygulanarak çevrimiçi anket kullanılarak toplanmış, araştırmacı 139 anket toplayabilmiştir, bunlardan 137 anket analiz için geçerliydi. Bu çalışmanın veri analizini tamamlamak için, bir dizi araç ve test uygulanarak sosyal bilimler istatistik paketi v27 seçildi, çalışmanın ana sonuçları şu şekildeydi: Ankete katılan hastaneler stratejik farkındalığı yüksek düzeyde uyguluyor, bu sonuç puanlanan toplam ortalama değere dayanıyordu (Ortalama = 3,93) ve ankete katılan hastaneler, bu değişkenin ortalama değeri (Ortalama = 3,61) olduğu için genel olarak orta düzeyde örgütsel çevikliğe sahiptir. Stratejik farkındalığı genel bir değişken olarak görürken, Örgütsel çeviklik ile genel bir değişken olarak [$r = 0.769 **$], ayrıca örgütsel çeviklik boyutları düzeyinde, Algılama ile pozitif bir korelasyon [$r = 0.617 **$] ve Karar Verme ile pozitif bir korelasyon olarak anlamlı pozitif korelasyon kaydedildi -yapma [$r = 0.715 **$] ve Oyunculuk ile [$r = 0.547 **$]. Bu nedenle,

genel bir deęiřken olarak stratejik farkındalıęın, genel olarak örgütsel çeviklik ve boyutları ile önemli ölçüde ilişkili olduęu görölmüřtür.

Anahtar Kelimeler: Stratejik Farkındalık, Örgütsel Çeviklik, Çevre, Stratejik Hedefler, Çeviklięi Algılama, Hastaneler, Irak.



TABLE OF CONTENTS

	<u>Pages</u>
ABSTRACT	vi
ÖZET	viii
LIST OF TABLES.....	xiii
LIST OF FIGURES.....	xiv
1. INTRODUCTION	1
2. LITERATURE REVIEW	6
2.1 STRATEGIC AWARENESS	6
2.1.1 The Concept of Strategic Awareness	7
2.1.2 The Importance of Strategic Awareness.....	8
2.1.3 Objective of Strategic Awareness	10
2.1.4 Elements of Strategic Awareness	11
2.1.5 Methods for Evaluating The Strategic Awareness Process.....	13
2.1.6 Advantages of Strategic Awareness	14
2.1.7 Dimensions of Strategic Awareness	16
2.1.7.1 Strategic awareness of the internal environment.....	16
2.1.7.2 Strategic awareness of the external environment	17
2.1.7.3 Strategic awareness of strategic goals	17
2.2 THE ORGANIZATIONAL AGILITY	18
2.2.1 The Concept of Organizational Agility	19
2.2.2 Key Features of Organizational Agility	21
2.2.3 The Importance of Organizational Agility	21
2.2.4 Benefits of Organizational Agility	22
2.2.5 Reasons for Organizations' Interest In Organizational Agility	23

2.2.6 Requirements for Applying Organizational Agility	23
2.2.7 Organizational Agility as A Dynamic Capability	24
2.2.8 Characteristics of Agile Organizations.....	25
2.2.9 Dimensions of Organizations Agility.....	26
2.2.9.1 Sensing agility.....	26
2.2.9.2 Decision-making agility.....	27
2.2.9.3 Acting agility.....	28
3. ASSOCIATIONS BETWEEN KEY CONCEPTS	29
3.1 RELATIONSHIP BETWEEN STRATEGIC AWARENESS AND ORGANIZATIONAL AGILITY IN HOSPITALS.....	30
3.2 RELATIONSHIP BETWEEN STRATEGIC AWARENESS AND LEVELS DUE TO DEMOGRAPHIC IN HOSPITALS	32
3.3 RELATIONSHIP BETWEEN ORGANIZATIONAL AGILITY AND LEVELS DUE TO DEMOGRAPHIC IN HOSPITALS.....	33
4. METHODOLOGY	35
4.1 SAMPLING PROCEDURE	35
4.2 RESEARCH DESIGN	35
4.3 RESEARCH VARIBLRS.....	35
4.4 THE RESEARCH MODEL.....	35
4.5 RESEARCH HYPOTHESES	36
4.6 MEASUREMENT INSTRUMENTS	36
4.6.1 Socio-Demographic Questions.....	37
4.6.2 Strategic Awareness	37
4.6.3 Organizational Agility.....	37

4.7 DATA ANALYSES	38
5. RESEARCH FINDINGS.....	39
5.1 RESPONDENT’S PROFILE.....	39
5.2 RELIABILITY OF MEASUREMENT INSTRUMENTS	40
5.3 FACTOR ANALYSES.....	41
5.3.1 Strategic Awareness	42
5.3.2 Organizational Agility.....	43
5.4 MEAN VALUES AND CORRELATION ANALYSIS	45
5.4.1 Mean Values.....	45
5.4.2 Correlation Analysis.....	46
5.5 INDEPENDENT SAMPLE T-TEST ANALYSIS RESULTS	48
5.6 ANOVA ANALYSIS RESULTS.....	49
6. DISCUSSION.....	58
6.1 MANAGERIAL IMPLICATIONS	59
6.2 SUGGESTIONS FOR FUTURE RESEARCH.....	59
6.3 LIMITATIONS.....	60
REFERENCES	62
APPENDIX A.....	72

LIST OF TABLES

	<u>Pages</u>
Table 5.1: The Profile of The Respondents.....	40
Table 5.2: Results of Cronbach Alpha Coefficients for The Instrument Measure's.	41
Table 5.3: The Results of Factor Reliability Analyses of Strategic Awareness.....	42
Table 5.4: KMO And Barlett's Test for Strategic Awareness.....	43
Table 5.5: The Results of Factor Reliability Analyses of Organizational Agility.	44
Table 5.6: KMO and Barlett's Test for Organizational Agility.	44
Table 5.7: Mean Values of Strategic Awareness and Its Dimensions, and Organizational Agility and Its Dimensions.....	45
Table 5.8: Correlation Analysis for Strategic Awareness and Its Dimensions, and Organizational Agility and Its Dimensions.	46
Table 5.9: Independent Samples T-Test Results – Gender.	49
Table 5.10: ANOVA Test Results – Strategic Awareness and Age.....	49
Table 5.11: ANOVA Test Results – Organisational Agility and Age.....	50
Table 5.12: ANOVA Test Results – Strategic Awareness and Education.	51
Table 5.13: ANOVA Test Results – Organisational Agility and Education.	52
Table 5.14: ANOVA Test Results – Strategic Awareness and Years of Experience.....	53
Table 5.15: ANOVA Test Results – Organisational Agility and Years of Experience.....	54
Table 5.16: ANOVA Test Results – Strategic Awareness and Administrative Level.	55
Table 5.17: ANOVA Test Results – Organisational Agility and Administrative Level.	56

LIST OF FIGURES

	<u>Pages</u>
Figure 4.1: Research Model.....	36



1. INTRODUCTION

Business organizations are affected by the changes that occur in their environment, whether direct or indirect, internal, and external changes, regardless of the nature of their work. In addition, the reality of these environments is characterized by complexity, chaos, and states of uncertainty, which are accompanied by risks that have an impact on the organization's long-term performance (Salih, 2018).

The current research focuses on one of the modern administrative topics and fields, and one of the new research topics, as specialists in the field of business believe that the time has come and has become a competitor for the emergence of science that seeks to build, consolidate, and move towards awareness of the strategic aspect, and building institutional strength based on studying and confronting the change that occurs within and outside the organization facing the organization, which contributes to achieving competitive excellence and which contributes to achieving the position it aspires to in competitive markets. Therefore, attention began to be given to the positive aspects of awareness that the organization aspires and desires to achieve, as well as awareness in the organization's environments, both internal and external, to verify the required performance of the organization (Kazem et.al, 2022).

The crises that hospitals in the world in general and Iraq, in particular, were exposed to as a result of political instability, as well as the Covid-19 pandemic, drew the attention of these institutions to intensify efforts to determine the internal and external aspects in terms of the environment surrounding them, and to focus on their goals in more detail to ensure its survival and continuity in light of these ambiguous circumstances, which are characterized by uncertainty. Recent years have seen a rise in the importance of strategic awareness, as organizations have been forced to adapt to an ever-changing environment. This is particularly true for senior management, who are tasked with deciding the organization's future direction and reaching its strategic goals. Modernity, leadership, heightened competitiveness, and operational performance development are hallmarks of strategic awareness, an intellectual confluence. (Young, 2016).

The literature also confirms that strategic awareness has a clear impact on the organization and affects the overall performance of the organization and its position among competing organizations. It is also considered one of the engines that push individuals toward behaviours to achieve goals in the organization (Al-Khatib, 2018). In addition, strategic awareness is one of the most important components that is described as positive in integrating employees with the job, directing focus towards performing work and tasks, and ensuring the quality of outputs and the benefit of the organization (Hassan, 2021).

This requires managers to be highly strategically aware and quick to respond to the changes and developments that occur in the internal and external environment address them promptly and embody them in the decisions that are taken. Hospitals must also work to develop tools and methods of strategic awareness that give them a clear vision for the future. What would hospitals be like, Strategic awareness also helps them build successful and appropriate strategies to confront current and potential challenges and threats (Al-Mohammadi & Al-Dulaimi, 2022).

It is noted, on the other hand, that institutions in the health and medical care and services sectors, in the presence of the conditions left by the coronavirus pandemic, faced many challenges and crises, and had repercussions that negatively affected these institutions and threatened their stability and survival. There is a lot of stress on these establishments because of the high demand for their services, and this is where adaptability in the workplace becomes crucial. Adaptability to the unpredictable challenges of today's highly dynamic business environment through the effective reconfiguration of resources, capabilities, and strategies, as well as the rapid and appropriate response to change, are driving factors in the rise of the concept of "organizational agility" as a critical success and survival factor for businesses today. It is crucial for the continued success of any business that its managers learn to effectively deal with change and uncertainty (Liu & Yang, 2019).

It is critical for an organization to be nimble. An organization's ability to adapt quickly to changing conditions is a key component in its success in the face of increasing environmental unpredictability (Nejatian et.al, 2018).

Also, organizational agility represents a basic concept for prosperity in a competitive environment, and the highly competitive environment for business urges industrial

institutions to have a special interest in the aspects of quality and flexibility towards the requirements of sustainability and continuous improvement in responding to consumer expectations, and so on. On the other hand, organizational agility helps improve performance levels in business organizations of all types by increasing their degree of efficiency and effectiveness, maintaining their survival and growth, and increasing their ability to adapt to various environmental changes (Walter, 2021).

This study will be conducted on the hospitals that need strategic awareness to ensure the enhancement of organizational agility and also to ensure the improvement of the quality of healthcare services within high-quality specifications that exceed the expectations of beneficiaries and patients.

This research focuses on the healthcare sector in Iraq. Hospitals were chosen as a field for research and target its administrative managers. The study's primary objective is to determine how strategic awareness may be used to improve organizational agility in Iraq's hospitals.

Enhancing organizational agility is a challenge of its own, and there is evidence that strategic awareness is linked to many positive aspects of an organization, such as identifying the obstacles facing administrative managers in hospitals and what are the best dimensions of strategic awareness are to achieve the organization's long-term goals and obtaining accurate information about their internal and external environment.

The application of strategic awareness is more effective when it makes a big and clear difference in implementing its plans, which enhances its ability to adapt to the external and internal environmental data, which enhances its agility, and then administrative managers can achieve the mission and vision of the hospitals.

Therefore, the researcher will conduct this study to determine how strategic awareness enhances organizational agility in hospitals. The following goals will be the overarching focus of the present investigation:

- a. Explaining the Impact of strategic awareness on enhancing organizational agility on hospitals from the point of view of its administrative managers.

- b. Explaining the Impact of Strategic Awareness of the Internal Environment on enhancing organizational agility.
- c. Explaining the Impact of Strategic Awareness of the External Environment on enhancing organizational agility.
- d. Explaining the Impact of Strategic Awareness of Strategic Goals on enhancing organizational agility.
- e. Determining the level of strategic awareness in hospitals from the point of view of its administrative managers.
- f. Clarifying the level of organizational agility practice in hospitals from the point of view of its administrative managers.

This research came to develop the capabilities of hospitals in Iraq in the strategic awareness that enables them to achieve their goals, ensure the sustainability and raise the quality of their services through their ability to adapt to all changes, and also the strategic awareness helps them possess the capabilities that qualify them to predict the future and sudden events and to be more agile in dealing with these events. The study attempts to answer the following questions:

Q1: What is the impact of strategic awareness on enhancing organizational agility on hospitals from the point of view of their administrative managers?

Q2: What is the Impact of Strategic Awareness of the Internal Environment on enhancing organizational agility?

Q3: What is the Impact of Strategic Awareness of the External Environment on enhancing organizational agility?

Q4: What is the Impact of Strategic Awareness of the Strategic Goals on enhancing organizational agility?

This study consisted of six chapters. In the first chapter, it dealt with the general framework of the research in terms of introduction, questions, and objectives. In the second chapter, it presented a literary review on the study variables: strategic awareness, and organizational

agility. Chapter three establishes relationships between the key concepts of the study. In the fourth chapter it presented the methodological procedures of the study population, the sample, the study model, and the hypotheses. And measurement and other methodological procedures. In the fifth chapter, the study presented the results related to personal characteristics, descriptive statistics, and hypothesis testing. In the sixth chapter, the study presented results, conclusions, recommendations for future studies.



2. LITERATURE REVIEW

Healthcare organizations in Iraq suffer from many difficulties and major challenges that they face, as a result of political, security, and economic instability, as the hospitals are one of the healthcare service delivery organizations that have endured a huge number of difficulties and challenges that threatened their survival and development, these challenges almost led to their disappearance.

Which requires organizations to research all the factors that contribute to their survival and their continued performance of the work required of them and achieving their goals, Therefore, radical changes must be made in the external environment and their impact on the internal environment, Here comes the impact of strategic awareness, which is concerned with all internal and external environmental aspects that help organizations survive and develop, and then achieve organizational agility that enables them to adapt to internal and external conditions. For the organization to continue providing its services, Thus, the main objective of this research is to determine and clarify how strategic awareness might improve organizational agility in hospitals.

2.1 STRATEGIC AWARENESS

Strategic awareness represents one of the most important contemporary strategies that helps the organization understand and perceive its internal and external environment to explore opportunities, as well as work to exploit them and avoid external threats and environmental factors, within the context of its competitive environment, strives to mitigate their negative consequences in order to maintain its existence, development, and enhance its competitive advantage. The importance of strategic awareness in contemporary business organizations, whether service, industrial, or governmental, has increased in this period due to the continuous changes witnessed that affected the internal environment of business organizations, which made it necessary for organizations to work on building and developing a set of skills at all administrative levels, especially senior management. This is the group in charge of deciding how the organization will go in the future, formulating and achieving its strategic goals, one of the unique ideas and concepts in administration that is defined by

modernity and the capacity to enhance the organization's competitive capabilities and performance beyond expectations is strategic awareness.

2.1.1 The Concept of Strategic Awareness

Fehr & Huck, (2016) emphasized that strategic awareness is the processes and fields that collect, process, take analytical action, and store information from sources inside and outside the organization, it is also the administrative processes and activities that enable identifying resources within the organization and the sources of obtaining them and managing all activities and instructions (Ahmadi et.al, 2013).

Strategic awareness is less than rationality and is related to understanding the rules, it says that people having strategic awareness does not only mean understanding the rules, but people may also be able to understand the rules and procedures of work, yet they fail to understand the reality in which they practice their work well (Al Haraisa, 2022).

Having a good grasp of the strategy—what it is, why it's important to learn it, when and when to employ it, and how to assess its effectiveness—is crucial to achieving success. It is also the administrative process that is concerned with examining the resources within the organization and their sources and how to understand the organization's regulations and instructions (Rahman, 2019), Additionally, it pertains to the capacity of organizational decision-makers to have a complete picture of the organization and its external environment so that they can avoid danger, take advantage of opportunities, and keep tabs on the internal environment in terms of understanding and knowledge of the organization's human resources (Davis et.al, 2012).

He refers to strategic awareness as an individual feeling that refers to the extent to which the central individuals possess awareness of the strategic priorities of the senior management team, so that this team expresses the organization's ability to understand, perceive, and identify networks, dynamics, and influences on the strategic positions and relative success of the organization, knowing how to do it, how to compare it with its competitors, and appreciating the nature of the environment. Within which the organization operates (Salih & Alnaji, 2014).

Strategic awareness is also defined as the mental maturity of the manager in making decisions that contribute to enhancing the level of sustainable well-being, as well as appreciating strategic events, the success of the organization, and the nature of the external environment (Tavakoli, 2014). It also indicates that it is the process of integrating awareness of the strategies drawn up by the organization, integrating the real world, knowledge of the industry, modern trends, and the potential future to reach non-analytical data material, and integrating awareness into the activities that lead to strategic decision-making (Amini et al., 2020).

As Sriboonlue (2019) pointed out, strategic awareness is something that needs to be developed over time, and organizations must have the capabilities and skills they need to examine the data they obtain from the organization's various environments to have the ability to pay attention to all the events that lead to changes in the environment.

Gagnon et al. (2014) also indicated that it is awareness of the contradictions that occur and are outside the scope of control, which include environmental factors in the economic, political, and social fields, and taking appropriate measures against elements and variables that conflict with reality.

The researcher defines strategic awareness as an advanced stage of the meta-thinking process resulting from the synthesis of the level of advanced mental processes with the contents of strategic thinking to improve the synthetic and analytical ability to derive and extract effective and useful information and knowledge that contribute to reducing environmental uncertainty and then making decisions and anticipating the future.

2.1.2 The Importance of Strategic Awareness

Strategic awareness achieves several benefits at the organizational and individual levels, as strategic awareness clearly and directly affects the organization's performance positively and seeks to work on the availability of the necessary capabilities that contribute to forecasting and anticipating the future with the ability to make decisions and build and formulate strategies that adapt to the organization's paths to gain profits. As a result of achieving competitive positions in light of their limited resources, organizations that possess awareness have succeeded in achieving organizational transformation as well as facilitating

the process of setting strategic-level goals. The importance of awareness can also be highlighted and clarified by supporting internal awareness to confront the environments and changes in the surrounding environment. External awareness helps the organization diagnose and identify opportunities and threats, move them away, and avoid them. Organizations benefit from awareness during strategic planning, which enables decision-makers to examine coordination and the validity of selecting judgments; threats serve as a bridge between intuition and vision in decision-making. On the other hand, awareness supports and helps the organization in facilitating the process of setting goals, and strategically aware organizations can develop a strategy to effectively deal with the environment and emerging risks (Al-Badayneh, 2021).

As for the importance of strategic awareness at the individual level, it gives them a complete view of how the business environment affects inside and outside the organization and the trends in which needs and expectations change. It also helps individuals to change strategic plans effectively, as it is one of the fundamental factors in the cognitive development of individuals, as it combines their abilities with the influences present in the external environment in an analytical mental process that is continuous with the facts of reality. Individuals who have awareness can possess the capabilities for balance and coordination among all employees. Sharing knowledge at all administrative levels in the organization and being aware of the planning steps and how to address the gaps between planning and implementation. It is noticeable how they move from one level of knowledge to another and thus achieve their goals (Sriboonlue, 2019).

The importance of strategic awareness is represented in many of the following points (Joanna, 2017):

- a. Providing clear and accurate information about the organization's internal and external environment.
- b. A key component for attaining exceptional and top-notch results.
- c. Being strategically aware allows for more efficient use of resources while still accomplishing organizational objectives.

- d. It helps the organization in achieving the effectiveness of the control system and identifying errors and deviations that occur in the work.
- e. It helps to empower employees and make them aware of what surrounds the organization and facilitates the process of controlling and using resources in the optimal way that contributes to achieving the organization's goals.

2.1.3 Objective of Strategic Awareness

In today's volatile economic climate, companies strive to increase their competitiveness by increasing their strategic awareness, which helps them adapt to new environments, seize opportunities, avoid dangers, and lessen risks. Strategic awareness also aims to identify developments that occur in technology and markets that enable the organization. Providing high-quality products and services that meet customer requirements and the needs of constantly changing markets, as there are many goals that organizations seek to achieve by applying strategic awareness, which are as follows (Dogan, 2015; Wu & Wu, 2014):

- a. Improving the depth of knowledge among managers about making the most of the organization's resources and enhancing the capacity of the organization to gather the right information and foresee future changes to make better decisions based on accurate data.
- b. Due to the high level of rivalry in both domestic and foreign markets, it is essential to keep tabs on the competition, analyse their moves and plans, and be aware of their present status.
- c. Gaining a stronger position in the market and obtaining a larger market share from competitors, maintaining the survival of the organization and the continuity of its work in the competitive market, and knowing the needs and requirements of customers.
- d. Awareness of the quality and size of competitive markets, awareness of competitors' strategic plans and moves, and forecasting the future of the organization by determining the current situation.
- e. Offering administrative skills that can plan strategically by combining creative and strategic thinking with rebuilding ideas and science-based approaches to improve competitiveness.

- f. Raising organizational consciousness via teaching and modelling strategic awareness behaviours; addressing all significant challenges and opportunities; channelling employee efforts toward achieving organizational objectives.

2.1.4 Elements of Strategic Awareness

According to a study (Davis et.al, 2012), the elements of strategic awareness were classified into five elements, which are as follows:

- a. Customer service awareness: Where (Gong et.al, 2019) indicated that customer service is one of the fixed decisions that works to measure the relationship between the customer and the organization and requires the organization's ability to cover and meet their needs and requirements, and customer service, which is the most important key determinant of achieving competitive advantage for well-managed institutions, Therefore, we notice that the organization is always keen and increasing its focus on customers, as organizations have come to mean that customers are the basis of its existence. Therefore, the organization cares and is keen to maintain its existence by building a strong special relationship with its customers, and therefore the organization has worked to strengthen the relationship between it and the customers through relationship management. Customers who put in the time and effort to reach their long-term objectives, and that success for organizations hinges on how well they manage their relationships with customers and the services they offer. Organizations need to be more aware of how important it is to keep customers happy and satisfied (Alsoud & Abdallah, 2013).
- b. Selling awareness: The level of consumer awareness of sales promotion tools depends on the duration of implementation of the company's plans that help customers for easy access to them, as literature related to the subject has indicated that consumers are more aware of promotional offers that are price-oriented compared to promotional offers that are not price-oriented. Nine promotional tools are being tested. To know the level of consumer awareness of selling each one of them, companies are therefore working to intensify their efforts in advertising and promotional campaigns around their products to sell them faster and easier.

- c. Product awareness: Categories, brands, language, qualities, features, pricing, and confidence are all parts of product identification or awareness, which is a collection of information that the firm gives to customers about the product (good). Information on the product's advantages and the happiness it brings to buyers are all part of the product. The physical features and properties of the product must be identified, as must the buying procedures pertaining to the commodity's acquisition and use. (Nurhayati & Hendar, 2020), The product is introduced whenever there is a chance for the reader, viewer, or listener to see the message of a specific advertisement and media, which includes popular media outlets like television, radio, and Internet portals, thus bringing awareness to the product. Consumers can actively seek out product information through the media when they have specific needs and preferences. A consumer awareness toolkit or collection of items that the consumer learns about before making a purchase with the aid of advertising and promotion methods (Chandran et.al, 2020).
- d. Awareness of the competitive environment: Since the late 1980s, especially in Western countries, there has been a growing concern about the environmental effect of businesses. Environmental assets and businesses aren't the only ones who have felt the effects of this disturbance; consumers, regional manufacturers, government agencies, vendors, and workers have all felt it as well. The outcome is that business owner-managers are under more and more scrutiny for the way they handle environmental management, which requires the company to be familiar with the competitive environment and its effects on it, the competitive environmental awareness of companies does not stem only from external pressures. There is also the application of the environmental signalling system, the first of which is competitive environmental awareness, which is the process of the company understanding the risks of the external environment and overcoming them (Cao et.al, 2022).
- e. Administrative awareness: Organizations work to plan awareness and cooperation to provide management and enhance organization and coordination between all administrative lines, which they adopt to facilitate the exchange of information, maintain communication, preserve digital technologies, and transfer existing knowledge more easily to all parties, even in different locations. Therefore, situational awareness is supported by the use of technology to improve performance team, especially when

members coordinate their work across multiple cognitive boundaries of management (Al Rawashdeh, 2014).

- f. Interpretive awareness: It is the awareness that can distinguish between the enjoyable aspects of life and find a balance between them through ideas related to judgments, values , and theories, meaning that it focuses on information and inputs whose sources are the five senses and which achieve a neutral cognitive state (Nickols, 2016).
- g. Appreciative awareness: It is awareness based on sensing personal appreciations and organizational life that calls for curiosity and openness about relationships in business and communication with others, this means that awareness helps to appreciate personal interests and the interests of others, and this involves positive attitudes coming from the heart and benefiting from innate intelligence (Bouhali et.al, 2015).
- h. Co-generative consciousness: This awareness refers to the distinctive creative work in the social context and the movement of the self that deals with its freedom. Strategic awareness is used in a comprehensive way to deal with critical and difficult situations of uncertainty and directs generative awareness by directing the implementation of decisions so that they become positive skills and procedures (AlQershi, 2021).

2.1.5 Methods for Evaluating The Strategic Awareness Process

The process of assessing strategic awareness occurs through the application and practice of a set of methods, methods, and indicators, which are as follows (Gaturu et.al, 2017):

- a. Strategic diagnosis: It includes identifying a set of actions and behaviours that lead to defective events and working to address this defect to achieve the specified goals. It is also a method or mechanism of work based on conducting an analysis that integrates all the variables and factors in the statement of work internally and externally, as analysing the environment Internally and externally, provides information for decision-making, increases the organization's ability to adapt to the change that occurs and predict the organization's future capabilities (Gaturu et.al, 2017).
- b. Strategic evaluation: It is intended to work on evaluating and analysing alternative courses of action and events, expressing future ideas and proposals and easily

reformulating them, and presenting and explaining them so that they are clear and understandable to the organization's executives, and so that managers can gradually shift focus in the evaluation stage, to confront and complete the integration of data and information. The organization to evaluate alternative courses of action that are critical to complete the achievement of this, with the need to carry out a process that supports the collection and interpretation of information about competitors because it is necessary for the success of implementing the strategy (Gaturu et.al, 2017).

- c. Understanding and comprehension: includes the ability to absorb and understand knowledge and disseminate it to subordinates that will increase their reading and knowledge in understanding environmental change, which is characterized by rapid change, and that managers understand and comprehend the change in the environment, as well as absorbing information and linking them to use it in future cases of environmental changes and understanding strategies and goals. Understanding and assimilating the vision and mission of the organization (Tayler, 2010).
- d. Response: Managers must be aware of all external events, and challenges, and respond to the challenges that have emerged in the past decades, Rapid response reflects the organization's flexibility in dealing with environmental changes to activate its ability to provide the required resources (Gitinavard, 2019).

2.1.6 Advantages of Strategic Awareness

The positives of strategic awareness emerge in many aspects, including:

- a. The ability to predict the future of the market: Strategic awareness includes the ability of organizational managers to make a set of decisions regarding actions that enable the organization to make it successful and sustainable. However, organizations go through the strategic planning process once a year, which leads to the creation of a document that represents in essence values and evidence that the management team works to use throughout the year next, Therefore, it is better for organizations that work seriously to make strategic awareness a continuous process throughout the year, as this awareness enables the organization's management to bring about major transformations in competitive markets and also identify emerging opportunities(Shaik & Dhir, 2020).

- b. Limited resources: Strategic awareness enables organization owners to determine the use of resources in production (money, workers, and time) more effectively and move the organization towards achieving its goals. Strategic awareness also directs management teams towards markets to contribute to achieving success, which helps the organization to avoid high-cost mistakes, which are in opening new retail locations before the number of customers is large enough to support it (Al-Qatamin & Esam, 2018).
- c. Change the environment: It is known that while performing work in an organization, it faces many threats in the new competitive aspect, which causes changes in the national and local economy to affect the purchasing power of the organization's customers, which leads to a sudden and unexpected rise in the prices of materials or inventory, there are opportunities that arise from time to time created by the conditions of the business environment, such as opening new markets. Strategic awareness is the mentality of preparing for all changes that may occur, and developing plans to deal with them, as it allows the organization to react quickly and also enables it to exploit and benefit from opportunities and work to reduce the occurrences unexpected negativity (Shaik & Dhir, 2020).
- d. Comparing the organization's activities with competitors: Organizations that have the capabilities related to strategic awareness can constantly evaluate the strengths they enjoy and the weaknesses they suffer from in their work compared to their main competitors, in search of the right time and the best tools that the organization can use to overcome competitors. Strategic managers try constantly looking for a place where they can improve and develop their products and raise the level of service provided to customers (Shaik & Dhir, 2020).
- e. The need for growth: Organizations are constantly trying to continue to grow, which requires the organization to achieve success in front of competitors. In this context, strategic awareness contributes directly to helping organizations realize the importance of development and enables them to present business in an innovative way to overcome competitors (Bani-Hani, 2021).
- f. Improve decision making: Strategic awareness helps business owners make rational decisions. They learn to recognize the subtle event in the business environment that is

expected to have a clear impact on their revenues and become more adept at predicting how competitors will react to the strategies they implement (Shaik & Dhir, 2020).

2.1.7 Dimensions of Strategic Awareness

2.1.7.1 Strategic awareness of the internal environment

Strategic awareness of the internal environment includes all the internal resources and capabilities of the organization. In fact, the organization's ability to have internal awareness helps it exploit opportunities, avoid threats, and analyse the situations that arise. Therefore, it is difficult to use all resources in preparing planning for the organization, if there is no internal strategic awareness, the organization can, through internal awareness, provide a deep insight into all capabilities, while having full knowledge of the organization's strengths and weaknesses, as strategic planning requires comprehensive awareness of all the organization's work in all internal fields, and awareness works the internal strategist is in all parts of an ongoing internal process of how to use capabilities (Wu & Wu, 2014). Awareness of the internal environment also includes factors and elements that include activities within the facility which are directly related to the resources available in the facility (Ibrahim & AL-Nuaimi, 2020). It is defined as awareness of the human resources and capabilities available in the organization, and resources are all the assets, capabilities, skills, process management, structures, knowledge, patterns, and methods of work of senior management and all administrative and organizational departments and units, etc. that are under the control of the organization that contribute to enhancing its efficiency and effectiveness (Amini et.al, 2020). It is also known as possessing the capabilities and knowledge to have comprehensive knowledge of internal capabilities and how to deal with them in order to adapt them to external environments to ensure the survival and continuity of the organization's work through contemplation, organizational thinking, and an orientation to learning and reformulation (Al Haraisa, 2022). It refers to the elements of the internal environment, which are represented by human factors in terms of capabilities, qualifications, experiences, and the level of employee qualification in particular (AL-Badayneh, 2021).

2.1.7.2 Strategic awareness of the external environment

It refers to having the ability to perceive and predict the ability to identify and interpret external environment factors that are not within the scope of the organization's control, and that affect the organization in a negative or positive way, and includes all aspects of the external environment, social, cultural, political, economic, legal, and development in the field of communications technologies and information technology. And the behaviours of consumers and competitors, which could be an opportunity to be exploited or a threat that the organization's management must work to avoid (Al-Badayneh, 2021). Awareness of the external environment also provides a general back cover for the restrictions and open opportunities in general, and knowledge of how to manage according to conditions and circumstances. It also provides the main incentives that help change the reality of awareness of the external environment, which forces organizations to reconsider dependency or the traditional pattern in building the organization's strategy. As it is not possible for the organization to completely determine what should work in the environment as a basis for analysis if it is not vigilant through awareness of the external environment in terms of providing information that is described as accurate, the linking of the outside with the inside is clarified, and reaching conclusions that include what the planning process should include, Strategic (Wu & Wu, 2014), It is also known as the ability that the organization uses to know and determine the level of influence of external factors present in the external environment to compare it with the organization's internal capabilities and make the appropriate decision (Amini et.al, 2020). It refers to a group of external factors that constitute the external environment of the organization, which are outside the scope of control and are represented by economic, political, technological, and social (Ibrahim & AL-Nuaimi, 2020).

2.1.7.3 Strategic awareness of strategic goals

It refers to the capabilities possessed by the organization in the practical translation of general strategic directions within the scope of assumptions made regarding the external elements of the organization and their expected effects on potential opportunities and constraints that affect the organization in achieving its goals (Al-Badayneh, 2021). It also refers to the essential outcomes that the organization seeks to achieve through activities that make the best use of available and independent resources (Ibrahim & AL-Nuaimi, 2020). It

also refers to realistic, specific, and measurable goals that are formulated by senior management and are derived from the organization's mission to guide strategic issues, which are adopted as a measure of effectiveness in performance. They are also a summary of the tasks and activities that must be carried out to achieve the goal, by which the decision-maker grows and improves their operations. The organization outshines its rivals (Wu & Wu, 2014).

2.2 THE ORGANIZATIONAL AGILITY

The ability of firms to adapt to the ever-changing external environment swiftly and nimbly is more valued in today's cutthroat business climate. These problems stem from a crucial paradigm known as agility. Today, service agility is seen as a crucial foundation for the sustainability of contemporary enterprises. Also, in the global environment, every organization operates in a competitive atmosphere and climate, and the business environment changes rapidly through increasing innovation and technological growth, changing markets, and increasing the amount of scientists' satisfaction with products and services, before starting to be Listing the most important previous concepts and definitions related to the concept of organizational agility. It is necessary to focus on the word agility, which takes on many meanings, including (flexibility, speed, agility, and adaptation). The researchers used it by its consistency with their research and studies. In this study, the researcher adopted the term agility. After following up, we notice that the beginning of the use of the term agility goes back to the periods of economic recession in American industries that occurred in 1980.

However, the first use of the term organizational agility was in 1991, by experts and academics working at the Iacocca Institute at Lehigh University under the title Industrial Corporate Strategy in the 21st century, organizational agility was defined as referring to a manufacturing system that aims to meet changing needs in the market (Kanten et al, 2017), In this context, (Dalvi et.al, 2013) pointed out that organizational agility is derived from lean manufacturing processes and its characteristics, which aims to reduce costs and exploit the use of resources available in the organization. Hence, organizational agility extended to the context of business in all its forms and activities more broadly to be embodied. With

sufficient capabilities to respond quickly to environmental changes and events and manage complex operations efficiently and effectively.

2.2.1 The Concept of Organizational Agility

An agile organization is one that can swiftly and creatively adapt to opportunities and dangers it encounters in its environment (Tallon & Pinsonneault, 2011), Organizational agility also refers to meeting the internal environment, which is represented by basic competencies, skills, strengths, and competitive advantages over others, and outside the organization in the context of the external environment, which is represented by customer demands, technologies, political conditions, and opportunities prevailing in the markets. Thus, through organizational agility, the organization becomes able to carry out tasks quickly and face competitor shocks without disrupting their operational implementation (Aburub, 2015).

Organizational agility also refers to the joint system that depends on the effective use of the resources available in the organization, such as human, technological, and material resources, to meet rapidly changing requirements. The organization can also face changes in customer needs as quickly as possible (Park, 2011), It is defined as a group of ideas that seek the continuous development and effective use of material and non-material resources efficiently and effectively (Baraei & Mirzaei, 2019). It can be defined as the ability of the organizational organization to be flexible in the face of new developments and also the ability to adapt its strategic directions, redistribute and direct its resources to create value, respond quickly to changes, and anticipate and seize opportunities (Cho et.al, 2022).

It is defined as the ability to recognize opportunities and exploit them more than competitors (Sull, 2010), and it also refers to the organization's ability to quickly adapt to environmental changes, technological developments, and customer and competitor expectations (Sherehiy et.al, 2007).

Organizational agility can also be defined as the organizational ability as a rapid response that is intentionally sought and developed by the organization to enable it to act efficiently in change, in an environment that is particularly characterized by complexity, turmoil, and uncertainty, which is consistent with the organization's permanent ability to adapt through.

The ability to work in anticipating and exploiting opportunities (Charbonnier-Voirin, 2011), Liu & Yang (2019) showed that organizational agility is defined as the capacity of an organization to successfully adapt its resources, capabilities, and plans in response to unforeseen obstacles in a constantly changing business environment also, (Yaghoubi et.al, 2011) pointed out.

(Rafi et.al, 2021) also defined organizational agility as the important factor through which organizations can achieve success in the complex competitive environment that today is characterized by rapid change as a result of external factors surrounding organizations. Also, agility is based on change so that organizations can meet. Customer needs, taking competitive measures, and keeping pace with developments occurring in the market also in technology. Both (Hamad & Yozgat, 2017) stated that organizational agility means the organizational ability that the organization possesses to proactively detect, quickly, and effectively respond to sudden unexpected changes that occur in the internal and external business environment, It is also a comprehensive response to all the challenges facing business operations, which benefit from accelerated change processes, and which works to segment these challenges continuously to reach the highest level of performance through which organizations provide high-quality products capable of meeting an increasing variety. From customer expectations at the lowest possible costs (Vinodh et.al, 2010). It can be described as the hidden movement that is characterized by speed and ease for the organization and is a systematic and deliberate method for achieving the planned goals (Ciampi et.al, 2022).

The researcher defines organizational agility as the process of transforming flexible ideas and proposals into a set of techniques and methods that help the organization face challenges in the internal and external business environment, which makes it possess the ability to adapt and keep up with changes, to ensure that the organization continues to achieve its competitive goals by exploiting the available opportunities. Overcoming the threats it faces, and meeting customers' requirements and needs, which reflects positively on customers' loyalty to the organization and its products and services.

2.2.2 Key Features of Organizational Agility

Organizational agility has many main features, and these features include, as indicated by: (Sanatigar et al., 2017); (Sherehiy & Karwowski, 2014).

- a. Speed: having the capacity to do tasks as quickly as feasible.
- b. Flexibility: the ability to adapt to changes.
- c. Responsiveness: the capacity to recognize shifts, act sensibly, and seize chances.
- d. Added value: the ability to provide high-quality products and services.
- e. Green environment: the ability to respond to social and environmental issues by moving towards green applications and practices.
- f. Integration: The ability of organizations to integrate internally and integrate between organizations with each other.

2.2.3 The Importance of Organizational Agility

The importance of organizational agility in business organizations lies in successfully implementing the tasks specified in an open management system, managing opportunities and threats in activities and businesses that lead to innovation events (Darvishmotevali et.al, 2020), and applying and practicing organizational agility makes the organization more In response to market trends and customer requirements and work to deliver products faster and less expensive, compared to non-agile organizations (Raeisi & Amirnejad, 2017), It also highlights the importance of organizational agility as it leads to increased performance efficiency among employees and the organization, which is reflected in the organization's level of productivity. It also works to develop skills, experience, and knowledge and increase their ability to perform their duties effectively, solve work and investment problems, and make optimal use of the resources available to them. By improving productivity, and reducing costs (Chonko & Jones, 2005), and meeting unexpected customer demands (Young, 2013). The importance of organizational agility also lies in the flexibility and ease of dealing with others. The ability to adapt effectively, deal with work pressures, as well as deal with critical and difficult situations in the work environment (El Nsour, 2021).

Organizational agility also contributes to the continuous improvement of production processes. Organizational, increasing market share, increasing returns and profits, improving methods of controlling costs, quickly achieving the required goals, and confronting rapid changes (Taghizadeh, 2015), The success and continuity of business organizations are related to the extent to which they adopt organizational agility in carrying out their activities and work, which makes them able to adapt and respond quickly to sudden, unexpected changes, risks, and crises (Hoonsopon & Puriwat, 2019).

2.2.4 Benefits of Organizational Agility

Many benefits come from practicing organizational agility, as indicated by (Teece et.al, 2016).

- a. It contributes significantly to enhancing employee job satisfaction and customer satisfaction.
- b. It promotes creative ways of solving and addressing problems by applying innovative solutions in addressing as well as resolving difficult and critical problems.
- c. Generating ideas for using, learning, and methods of new skills that are modern in restructuring the organization of jobs within the organization, especially new professions.
- d. Substantial and effective contribution to the successful implementation of a range of tasks and duties as identified.
- e. Play effectively to successfully apply the rules of competition, which are represented by speed, innovation, agility, flexibility, creativity, and quality. Through the integration of resources with each other and the restructuring of positive practices in the technical knowledge environment.
- f. Keeping up with the changes and adapting to them, which include customer needs, changing social factors, as well as providing serious products and services to the market.

2.2.5 Reasons for Organizations' Interest In Organizational Agility

Business organizations' interest in their level of agility is due to several reasons, including (Al-Taha, 2021: Akkaya & Mert, 2022: Ferraris et.al, 2021).

- a. Fluctuations and rapid changes in the internal and external business environment.
- b. High level of competition and rapid development of markets.
- c. Increasing the number of products as well as services offered in the market that are characterized by quality and innovation and increasing the competencies also competitive capabilities of various organizations.
- d. Permanent and continuous changes in customer needs and desires.
- e. The high rate of reliance on advanced modern technology in completing and implementing work, especially in the era of the knowledge economy.
- f. Increasing the flexibility of organizational structures in organizations, improving functional and organizational stability, achieving operational agility, and increasing the organization's ability to achieve competitive superiority.

2.2.6 Requirements for Applying Organizational Agility

The goal of meeting the requirements for applying organizational agility comes to ensure the success of the organization's activities, develop its production, capabilities, rapid capabilities to develop its products, and provide its services according to recognized and globally approved standards. The requirements for applying organizational agility are as follows (Nafei, 2016).

- a. Advanced modern technology: Advanced technology constitutes the functional aspects and aspects of supporting and auxiliary technologies that must be resorted to in arranging work, tasks, and activities between stakeholders and partners in one organization.
- b. Strategic partner: To achieve an environment that enjoys organizational agility, it is necessary to work to provide part of the needs that are related to the partner selection process. The partner is selected based on the technological requirements available to

manufacture the product and provide the service, and the extent to which it enjoys international standard standards that contribute to improving products as well as services. More effectively and efficiently to ensure beneficiary satisfaction. Partners should also work with each other within one work team to exploit opportunities resulting from developments that are not expected to occur within the business environment.

- c. Scope flexibility: which works to connect several partners, who differ in terms of size, the companies to which they belong, and the stages through which production processes pass.
- d. The possibility of expansion: means allowing services to be added, replaced, or cancelled at any time, which positively affects the project's ability and performance.
- e. Harmony: Connecting employees and partners in various fields in one system.

2.2.7 Organizational Agility as A Dynamic Capability

Dynamic capabilities constitute an organization's ability to innovate and adapt to change, and to bring about change that is favourable to customers and unfavourable to competitors. Dynamic capabilities are also viewed as a set of processes, routine procedures, knowledge, and entrepreneurial capabilities that can be delegated to the management team. Routines alone must be viewed as In line with the current highly competitive environment, where routines tend to adapt very slowly to changes (Cegarra-Navarro & Martelo-Landroguez, 2020), As a result, while thinking about agility, the dynamic capabilities approach works well. It is essential for the alignment of various components to be able to plan projects as part of the dynamic capacity. Another significant element of an agile organization is the ability to predict changes and trends in the company's environment. Taking into account the above stated factors is beneficial. In addition to dynamic abilities, the group is competent and, at times, challenging (Overby et.al, 2006), When it comes to determining the need for agility and putting it into action, strong dynamic capabilities make the process easier and more efficient. An organization may be agile if it can quickly and smartly respond to changes in its internal and external environments by reallocating and directing its resources to generate value, mitigate risk, and capture increased returns on investment. In the face of demand shocks and uncertainty, a nimble business can adjust its strategy appropriately. In

order to adapt to changes in the environment or new competitive traits, an agile organization may also help formation and restructure its resources. A new dynamic of higher-order capabilities is made possible by the integration of lower-order functional skills; this, in turn, allows for unique competitive activities. Because of this, it is feasible to use a mix of methods. To maintain and enhance competitiveness, one must construct, integrate, and reshape internal and external resources (Manurung & Kurniawan, 2022), (Almahirah, 2020) also concluded that a high-level dynamic capability can discover opportunities also threats, assembling the necessary assets and capabilities, and implementing actions at competitive speed.

2.2.8 Characteristics of Agile Organizations

Business organizations in their various fields that are characterized by agility have a set of characteristics represented in intelligence, cooperation, culture, and information, as everyone pointed out (Barati et.al, 2022: Phuong et.al, 2012).

- a. Intelligence: refers to the collective capabilities of human resources at all administrative levels in the organization also their awareness and translation of external changes that relate to customer needs as well as requirements, market conditions, job opportunities, and appropriate competitive strategies.
- b. Cooperation: refers to the degree of common understanding between the various internal parties in the organization on the one hand and with external partners on the other hand in order to work on setting priorities for the tasks that will be accomplished, which also refers to the methods and mechanisms for distributing the various and multiple tasks to each member of the work teams. The various capabilities in the organization according to the capabilities, skills, experiences, and capabilities, so that the individual efforts of each member are integrated with the other members. Cooperation also indicates the ability of human resources to work across a specific plan, functional and organizational boundaries.
- c. Culture: Culture represents the system of values, norms, customs, traditions, and beliefs in which individuals participate and interact, as well as the organizational structure and control systems in the organization to produce behavioural standards that contribute to

enhancing the organization's agility, both at the level of the internal and external environment.

- d. Information: refers to the spread of a flexible infrastructure of information and communications technology technologies that supports the rapid absorption of new information systems, thus enhancing organizational agility in organizations and their various sectors of work.

2.2.9 Dimensions of Organizations Agility

There are many dimensions through which organizational agility is measured, as the researcher in this study adopted three dimensions, which are (sensing agility, decision-making agility, and Acting Agility) by referring to many previous studies, including (Siddique, 2022).

2.2.9.1 Sensing agility

This method or type of organizational agility reflects the organizational ability to monitor as well as monitor events and changes in the environment that surrounds the organization, especially the external environment, which relates to changes, customer preferences also desire, and competitors' trends and behaviours. It represents the organization's ability to recognize, identify and exploit opportunities (Elazhary et.al, 2022), by which the organization's policy and performance are affected. The main task is to collect information about environmental differences and to analyse this information effectively and efficiently. This is linked to the speed of sensing and agility in decision-making because one piece of information is collected and then a decision must be made regarding this information (Baninam & Amirnejad, 2017).

The organization must also have the ability to confront these differences in organizations promptly. The organization's skills are the tactical verification of environmental changes. The term "sensing agility" describes a company's responsiveness to environmental changes, such as changes in customer preferences, new movements, and trends of competitors. New technological technologies at the right time (Bani Hani, 2021).

Sensing agility also refers to the ability of the organizational organization to conduct inspections, monitor events and changes that occur in the environment surrounding the organization, which are represented by changes related to customers, such as requirements, preferences, competitors' trends and movements toward new markets, products, and services at the appropriate time (Park, 2011).

Sensing agility also refers to the organization's ability to examine, see events, and evaluate changes in the surrounding environment. These changes relate to customers, new competitors, or technological means and tools used by other organizations. The organization must also have sufficient capabilities to confront and deal with these changes in appropriate timing. Sensing agility also works on strategic monitoring of environmental conditions that have an impact on the strategies and performance of the organization, which represents the basic task of the sensing process in collecting data also analysing information related to environmental changes and events in a good as well as effective manner (Nafei, 2016).

2.2.9.2 Decision-making agility

Decision-making agility refers to the capacity to swiftly gather and analyse data, ensure that the data is of sufficient quality, recognize external opportunities and threats, and make timely decisions, plans, and formulations that help reorganize resources and develop new strategies for competing are all components of an agile organization (Rabaia, 2023).

The capacity to swiftly explain business implications, identify opportunities and threats in external business environments that rely on interpretation and clarification, and complete processes such as collecting, assembling, restructuring, and evaluating relevant data and information according to multiple sources is another definition of decision-making agility. In addition to planning and executing strategies that steer the organization, events and circumstances also help shape and configure the resources at the company's disposal so that they may be used to their full potential. They also inspire the creation of new competitive techniques and processes that set them apart from rivals (Park, 2011).

The agility of decision-making also refers to the organization's ability to collect, classify, analyse data, transform it into information, evaluate it from multiple and diverse sources to identify opportunities available in the external environment and work to exploit them, as

well as working to reduce the impact of external environment threats on the organization's work performance, developing and formulating strategic plans that it helps the organization to form and exploit available resources efficiently and effectively (Nafei, 2016).

Decision-making agility also contains a series of interconnected steps and activities, but one of the most important activities is collecting information from different sources, recording the sources correctly, summarizing the information, and correctly analysing this information to determine an implementation that activates the organizations' function (ALmahamid et.al, 2010).

2.2.9.3 Acting agility

Practice agility refers to the capabilities that help to radically reorganize, shape organizational resources, and make adjustments to the organization's operations (Rabaia, 2023). It also refers to a group of activities that work to reassemble the organizational resources that are available in the organization, work to modify business processes and activities based on principles that operate by the results of the task of decision-making and making to address the changes that occur in the internal and external environment (Saha et.al., 2017). Additionally, it pertains to the organization's capacity to make the most of its resources, reorganize its processes, and foster partnerships in a way that helps it provide its goods and services quickly. Agility also consists of a group of activities whose main and primary goal is to reassemble the organization's resources and work on Making adjustments to its operations so that it can face changes, the agility of practice helps the organization to recognize as well as identify its competing organizations in the market by working to provide high-quality products and services so that the organization ensures survival and continuity in the changing competitive environments that are characterized by complexity (Ghasemi, 2015).

3. ASSOCIATIONS BETWEEN KEY CONCEPTS

The current study investigated identifying the impact of strategic awareness on enhancing organizational agility in hospitals, and a conceptual literature review on the research variables was presented in the previous chapter, as previous literature demonstrated the importance of the impact of strategic awareness in enabling the organization to know the internal and external environment that surrounds it and also enables it to build its plans. The strategy is based on the accurate information obtained by the organization as a result of interest in the issue of strategic awareness. It also demonstrated the impact of organizational agility in enhancing the organization's capabilities to adapt to environmental events and situations that are described as continuous change. Therefore, business organizations, whether they are service, industrial or commercial organizations, must pay attention to the issue of strategic awareness and organizational agility because of their positive influence on the life of the organization in the competitive market, as it helps the organization to overcome challenges and difficulties and adapt to the changes that came as a result of globalization and the results of modern technological developments, so these variables enable the organization to possess competitive capabilities that enable it to survive and develop in the market. But although many researchers and specialists in strategic management have studied strategic awareness because this topic provides information that helps in building and formulating strategic plans, vision and mission for the organization, which have an impact on all aspects of the organization in terms of performance, effectiveness, competitive advantages and enhancing entrepreneurial capabilities. According to the researcher's understanding, this study is one of the first to relate strategic awareness with organizational agility, particularly in the context of service organization in Iraq (hospitals). The study aims to analyse and identify the effect of this relationship. This study also worked to link strategic awareness to organizational agility using three dimensions. It also sought to determine which dimensions have the most influence on organizational agility, and based on these previously defined dimensions, hypotheses were built.

3.1 RELATIONSHIP BETWEEN STRATEGIC AWARENESS AND ORGANIZATIONAL AGILITY IN HOSPITALS

There are many studies that have confirmed the presence of a positive impact of strategic awareness on the organization's progress and achieving its goals, as a study confirmed Kazem et.al, (2022), There is a positive and significant relationship between strategic awareness and its dimensions on creative performance in its dimensions. It is clear from this that increasing the application of strategic awareness leads to raising the level of creative performance, and then we conclude from this that strategic awareness plays a pivotal and major role in achieving the organization's goals because strategic awareness is linked to the organization's strategic plans. The researcher attributes this to the ability of strategic awareness to provide the organization with information that helps it determine the requirements for strategic renewal that enable the organization to explore and exploit opportunities available in the competitive environment. This information also helps the organization provide a supportive work environment to achieve its strategic goals, and this requires that it have the organization has the ability to adapt to unexpected variables that occur in the external environment, Strategic awareness contributes to building the strength elements of the organization based on studying and confronting the changes that occur inside and outside the organization and that face the organization, which contributes to achieving competitive excellence and improving its competitive position in the markets.

A study Al-Badayneh, (2021), whose results showed that internal strategic awareness contributes to a high level in enhancing organizational immunity, as it is clear from this that strategic awareness, especially internal, has a major role in strengthening the internal work environment and enhances the organization's ability to transform knowledge into programs that help develop the organization's performance, Strategic awareness of the internal environment contributes to determining the total internal activities and tasks of the organization, which have a direct relationship to the ability to implement goals, and identifying the materials that the organization possesses that help it implement these goals. It also provides a clear vision of the strengths that it enjoys, which the organization must maintain and determine weaknesses that the organization suffers from and that require it to harness the organization's resources to address them to achieve its goals effectively.

As a result of the rapid changes occurring in the external environment, which is described as a complex, dynamic environment, which has imposed on business organizations many new challenges, which requires the organization today to have a high level of awareness of these unexpected events and changes, as strategic awareness of the external environment helps the organization to predict these events in the future, therefore, organizations have worked to develop the capabilities of their employees to determine the future direction of the organization and achieve its goals. This also requires that the organization have the agility that makes it able to adapt to these events. The researcher believes that the relationship between awareness of the external environment and agility is a complementary relationship that aims to Building strategic capabilities for the organization, this is consistent with the study (Al-Badayneh, 2021), the outcomes of which validated the significance of keeping a strategic eye on the outside world in fortifying the organizational defences. It follows that being aware of one's surroundings helps one make better decisions and implement strategies that move the business closer to its long-term goals.

Awareness of the strategic objectives has a clear impact on the organization's performance, as it is the main driver that drives employees toward behaviours, implementing activities, and performing tasks that help achieve the organization's goals. This aspect also works to direct and focus resources and employees toward performing work and tasks and to ensure the quality of the outputs that are beneficial. This aspect also helps the organization to continue and possess competitive capabilities, and awareness of strategic objectives reflects the organization's ability to improve strategic plans and scenarios and set the necessary budgets to achieve the organization's future goals. In order for the organization to be able to achieve this, the organization must have the agility that makes it able to be adapting to future situations, Agility contributes to enhancing the organization's capabilities in achieving its goals, and this demonstrates the existence of a positive relationship between awareness of strategic goals and organizational agility. Al-Shammari et al. (2021), whose results confirmed that strategic awareness has an impact and connection in achieving competitive priorities, and this confirms that awareness of strategic objectives contributes directly to achieving the organization's goals, including achieving competitive advantages, and in order for the organization to achieve this, it enjoys a level of agility that has made it capable Harnessing its capabilities and resources to achieve competitive differentiation.

H.1: There is significance and positive relationship between strategic awareness and organizational agility in hospitals.

3.2 RELATIONSHIP BETWEEN STRATEGIC AWARENESS AND LEVELS DUE TO DEMOGRAPHIC IN HOSPITALS

Most studies that dealt with the impact of personal characteristics on the practice of strategic awareness in business organizations indicated that there is an effect of gender on the level of practice of strategic awareness, as the level of practice of strategic awareness is linked to gender, and the researcher attributes this to the fact that business organizations have a focus on enhancing the capabilities of male and female employees with awareness. Strategic because this awareness plays an effective role in the organization's possession of accurate information that helps it predict the future and make the right decisions. We conclude from this that the application of this field is considered part of according to the organization's strategic plan, this requires the cooperation and solidarity of all members of the work team so that the organization can obtain accurate information about the environment that surrounds it. Most of the results also showed that the characteristic of age is related to the level of practicing strategic awareness, and this gives a clear perception that practicing strategic awareness is a plan and decision from the organization's senior management that requires cooperation from all employees regardless of age group. To achieve this, employees are directed to implement activities and procedures that achieve this, meaning that the age of the employee affects the practice of this field, meaning that older age groups have awareness and knowledge of the subject of strategic awareness, which is what was stated in the study (Al Haraisa, 2022), Also, practicing this field of strategic awareness is linked to the educational level of the employee. The awareness and application of strategic awareness are high for employees with the highest educational qualifications because of their positive impact on developing the capabilities and skills of employees in this field, meaning that a high educational level reflects positively on strategic awareness, so it is necessary to Business organizations encourage employees to pursue their educational attainment and obtain the highest practical grades because this has an impact on their performance and this makes them more able to survive in the market, and this is consistent with a study (Al-Mohammadi & Al-Dulaimi, 2022), Additionally, I emphasize that the level of experience plays a significant role in the application of strategic awareness, as this field requires

employees with competence, experience, and practice. It necessitates the presence of employees with competence, experience, and practice for the organization to achieve its goal of practicing strategic awareness. Employees with experience in this field have a higher level of awareness than new employees, and they enjoy the environment that surrounds the organization. Additionally, the higher the administrative level, the more robust this awareness becomes. The employee possesses the ability to practice strategic awareness.

H2: There are statistically significant differences at ($\alpha \leq 0.05$) level for Strategic Awareness levels due to demographic.

3.3 RELATIONSHIP BETWEEN ORGANIZATIONAL AGILITY AND LEVELS DUE TO DEMOGRAPHIC IN HOSPITALS.

Many previous studies that dealt with the subject of organizational agility confirmed the existence of a relationship between the level of organizational agility and gender in business organizations, as male employees have the ability to withstand work pressure more than females and thus contribute more to making the organization more agile than other organizations. There is competition in the market, and the researcher attributes this to the capabilities that males possess that qualify them to accomplish tasks and activities and bear the resulting work pressure. Thus, they have an appropriate level of ability that they share with females in practicing organizational agility that enables the organization to adapt to the variables of the environment that surrounds it. This is consistent with a study (Menon & Suresh, 2020), It also showed that there is a relationship between the level of practicing organizational agility and age groups, meaning that different employees of all age groups have the ability to practice organizational agility more because of their awareness and experience on this subject, and this gives an indication of the organization's interest in its employees in all jobs, and the researcher attributes this is because employees of all age groups are working to develop their professional capabilities to possess the capabilities that enable the organization to coexist with constantly changing and renewable environmental conditions. This is consistent with the study by Arefnejad et.al, (2020), Also, since practicing this field of agility is linked to the educational level of employees, the higher the educational level of the employee, the greater his ability to practice organizational agility. Therefore, business organizations must encourage employees to pursue their educational attainment

because this has a positive impact on enhancing the organization's capabilities for agility. The researcher attributes this to the fact that half of the workers in hospitals hold a master's degree, which makes them have an appropriate level of agility, and this is consistent with the study (El Idrissi et.al, 2022), While I explained that the characteristic of the level of experience plays a major role in enhancing the agility of the organization, which enables it to adapt to changes in the environment, and this requires the presence of employees with competence, experience, and practice so that the organization can achieve the goal of making the organization agile. The researcher attributes this result to the fact that administrative employees, regardless of the years of experience they have an appropriate contribution to the agility of the organization, and this is consistent with the study (Nafei, 2016), The administrative level also has a role in raising the level of agility and agility levels. The researcher attributes this to the fact that administrative employees have a high level of agility, and this is an indication of the interest and awareness of the senior management level in the organization of the importance of agility because of its positive impact that gives the organization the ability to respond to external and internal events.

H3: There are statistically significant differences at ($\alpha \leq 0.05$) level for the organizational agility levels due to demographic.

4. METHODOLOGY

4.1 SAMPLING PROCEDURE

Staff members from Iraqi hospitals were chosen for this research using a convenience sample technique. The researcher constantly examined the responses received in the online form to check for validity of responses. The study population will consist of administrative managers in hospitals with the following job titles: assistant general manager, department head, assistant department head, unit official, numbering 237 administrative managers. The number was known through the Human Resources Department in hospitals, the number of hospitals operating is 13. The researcher will seek to collect a sample of 130 administrative directors with an average of 10 responses from each hospital. A Google form was used to reach out to research participants with a wide sample of questionnaires. In total, 139 responses were gathered, of which two were dropped as they were seen have the same consistent answer on all items in the survey; thereby, the dataset that was deemed for further analysis consisted of 137 responses.

4.2 RESEARCH DESIGN

This study has quantitative and exploratory cross-sectional descriptive characteristics. Data will be gathered by a survey questionnaire and analysed using SPSS. After information is gathered, formatted, and input into a computer.

4.3 RESEARCH VARIABLES

This study consists of a set of independent and dependent variables. The independent variable: is strategic awareness and its dimensions (Strategic Awareness of the Internal Environment, Strategic Awareness of the External Environment, Strategic Awareness of Strategic Goals). The dependent variable: the organizational agility in their dimensions (Sensing agility, decision-making agility, Acting Agility).

4.4 THE RESEARCH MODEL

The study model is shown figure 4.1. it contents one independent variable: is strategic awareness and one dependent variable: the organizational agility.

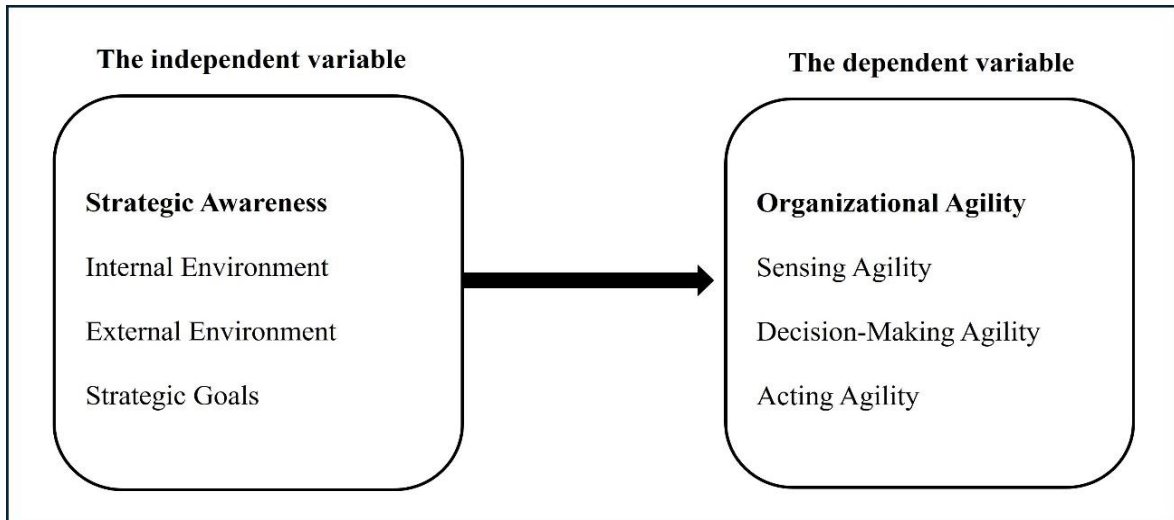


Figure 4.1: Research Model.

4.5 RESEARCH HYPOTHESES

- H1: There is significance and positive relationship between strategic awareness and organizational agility in hospitals.
- H2: There are statistically significant differences at ($\alpha \leq 0.05$) level for Strategic Awareness levels due to demographic.
- H3: There are statistically significant differences at ($\alpha \leq 0.05$) level for the Organizational Agility levels due to demographic.

4.6 MEASUREMENT INSTRUMENTS

This study used the descriptive quantitative analytical approach to gather data, with the questionnaire serving as the main source for primary data collection to evaluate the research hypotheses and accomplish the study's goals. Surveys provide the basis of the data gathering process. One of the two variables in the research is strategic awareness and its aspects, which comprise strategic awareness of the internal environment, strategic awareness of the external environment, and strategic awareness of strategic goals. With a single dependent variable, organizational agility together with its three dimensions—sensing, decision-making, and acting agility. Using prior research that was pertinent to the study's variables and their relationships, the researcher created a structured questionnaire with closed-ended questions to collect data. Here are the three parts that make up the form: First, there is the demographic information. Second, there are 13 questions that make up the Strategic Awareness sections,

the purpose of which is to assess the Strategic Awareness components in accordance with (AL-Badayneh, 2021). Section three focuses on organizational agility and its components; it consists of 15 items chosen for their adherence to the principles outlined by Nafei (2016).

The instrument used in this study was designed based on a Likert scale of 5-points (1: strongly disagree, 2: disagree, 3: neither agree nor disagree, 4: agree, and 5: strongly agree), this scale is one of commonly wide used in designing questionnaires in social sciences, according to this scale, five levels of agreement are provided of which the respondent can choose only one level to indicate the agreement by him/ her corresponding to the proposed item in the questionnaire. These five levels of agreement are assigned weights ranging between 1 to 5, these weights are used for coding data (Bougie & Sekaran, 2019).

4.6.1 Socio-Demographic Questions

In the first part of the survey, titled "Demographics" researcher asked participants basic personal information such as their gender, age, level of education, years of experience, and administrative level.

4.6.2 Strategic Awareness

According to (AL-Badayneh, 2021) there are (13) items included to represent The Strategic Awareness through the following dimensions: Strategic Awareness of the Internal Environment, Strategic Awareness of the External Environment, Strategic Awareness of Strategic Goals. It includes five items aimed at measuring strategic awareness of the internal environment, as well as four items aimed at measuring Strategic Awareness of the External Environment, and four items aimed at measuring Strategic Awareness of Strategic Goals, and the set of these items constitutes the independent variable for the study, as shown in the appendix to the study tool, the questionnaire (A).

4.6.3 Organizational Agility

As Nafei (2016) the student will study organizational agility through 15 items the following dimensions: Sensing agility, decision-making agility, Acting Agility. It includes three items aimed at measuring Sensing agility, as well as it includes five items aimed at measuring decision-making agility, and it includes seven items aimed at measuring Acting Agility, and

the set of these items constitutes the dependent variable for the study, as shown in the appendix to the study tool, the questionnaire (A).

4.7 DATA ANALYSES

To complete data analysis for this study, the statistical package for social sciences v27 was chosen, this package is widely used in social sciences analysis as it provides numerous tools and tests that assist researchers in analysing data and gathering required results that help in achieving the goals of the study. the statistical tools and tests that were used in current study are the reliability, correlation, Exploratory Factor Analysis [EFA], difference test, one sample t-test and ANOVA test analyses.



5. RESEARCH FINDINGS

5.1 RESPONDENT'S PROFILE

Results from the first step of the study, which involves the respondent profiles, are shown in Table 5.1. The study both genders were represented in the sample, however, male counts were greater than female counts, showing the necessity for more female empowerment in the administrative positions in surveyed Iraq hospitals. Male counted in the sample [n= 98, 71.5%], meanwhile, female counted [n= 39, 28.5%]. About age regarding age results of respondents, majority of the sample counting [n= 89, 65.0%] were at the age 36 – 40 years, and [n= 30, 21.9%] of the sample were at the age greater than 40 years, such findings show that most of surveyed respondents are in above of the middle age, this in fact is expected as occupying such administrative occupations certainly requires experience that recently graduated and young employees doesn't have. Younger age groups scored low counts and percentages as follows: the age 26 -30 years [n= 5; 3.6%] and the age 31 – 35 years [n= 13, 9.5%]. There are high education levels were reported by the sample respondents, about half of the sample counting [n= 64, 46.7%] were holder of master's, and [n= 71, 51.8%] were hold of bachelor and [n= 2, 1.5%] were holder of PhD, such high education levels are also expected for employees occupying administrative levels. For years of experience sufficient durations of experience were reported by surveyed respondents, again as mentioned before, this is expected for these employees as being in high administrative levels require adequate experience. Counts and percentages of experience ranges were as follows: 5 years of experience [n= 11, 8.0%], 10 years of experience [n= 29, 21.2%], 15 years of experience [n= 83, 60.6%] and 20 years of experience [n= 14, 10.2%]. And about administrative level all targeted occupations in administrative levels were represented in the sample showing diversity and suitability of surveyed sample for assessing the questionnaire. Counts and percentages of surveyed administrative level were: Assistant General Manager [n= 26, 19.0%], Department Head [n= 13, 9.5%], Assistant Department Head [n= 39, 28.5%] and Unit Officer [n= 59, 43.1%].

Table 5.1: The Profile of The Respondents.

	N	Percentage%
Gender		
Male	98	71.5%
Female	39	28.5%
Age		
26 -30 years	5	3.6%
31 – 35 years	13	9.5%
36 – 40 years	89	65.0%
Greater than 40 years	30	21.9%
Education		
Bachelor	71	51.8%
Master's	64	46.7%
PhD	2	1.5%
Years of experience		
5 years	11	8.0%
10 years	29	21.2%
15 years	83	60.6%
20 years	14	10.2%
Administrative level		
Assistant General Manager	26	19.0%
Department Head	13	9.5%
Assistant Department Head	39	28.5%
Unit Officer	59	43.1%

5.2 RELIABILITY OF MEASUREMENT INSTRUMENTS

Reliability refers to the extent to which a measure is able to gives consistent results each time that is used in similar context, according to (Hair et al., 2019), statistical reliability can be examined through Cronbach alpha coefficients, threshold of [0.70] should be exceeded to proof reliability of a measure. Table (5.2) presents coefficients of Cronbach alpha for the instrument measures, all coefficients were > [0.70] scoring adequate levels, hereby, showing a sound of a good reliability for measurements in the instrument. Cronbach alpha coefficients were having values as follows:

- a. Strategic awareness overall [0.904]: Internal environment [0.879], External environment [0.843] and Strategic goals [0.867].
- b. Organizational agility overall [0.906]: Sensing [0.885], Decision-making [0.890] and Acting [0.912].

Table 5.2: Results of Cronbach Alpha Coefficients for The Instrument Measure's.

Measure	Items No.	Cronbach alpha
Strategic awareness overall	13	0.904
Internal environment	5	0.879
External environment	4	0.843
Strategic goals	4	0.867
Organizational agility overall	15	0.906
Sensing	3	0.885
Decision-making	5	0.890
Acting	7	0.912

5.3 FACTOR ANALYSES

To validate the underlying structure of the measures in the interment, using Exploratory Factor Analysis EFA was applied, this test allows for examining association between the components of each measure (Costello & Osborne, 2005). This test was applied using factor extraction: Principal Component Analysis through Promax rotation approach that assumes existed correlations between instrument factors, which is commonly used in social sciences designed models (Byrne, 2016).

By applying EFA on the instrument measures, underlying structure can be validated based on satisfying a set of criteria proposed by (Byrne, 2016), these criteria included the following:

- a. Bartlett's Test of Sphericity: a significant test having P value below threshold of [0.05] donates that dataset is suitable for extraction factors analysis.

- b. Kaiser-Mayer-Olkin [KMO]: examines the cumulative variance that the dataset explains, threshold of 60% should be exceeded to validate adequacy of dataset for structure analysis.
- c. Factor Loading [FL]: examines the association between the item and its proposed factor, the proposed cutoff for retaining the item in the factor is [0.50].

5.3.1 Strategic Awareness

Mentioned criterions were examined to verify the structure of measures that are used for the independent factors. Below Table (5.3) gives the results of EFA test for the measures of strategic awareness dimensions. Results were satisfying, all proposed criterions were maintained showing proof of the validity of the underlying structure of used measures. For strategic awareness dimensions. The results show an acceptable and high level of internal consistency (0.904), allowing for further analysis. moreover, retained factors scored a cumulative variance of 70.551%, showing a proof of factors adequacy, finally, the items of each retained factor were in line with expectations, each item loaded into its factor, cross loading issues were not seen, further, all items scored FL > [0.50], hereby, showing a support for the structure of each factor.

Table 5.3: The Results of Factor Reliability Analyses of Strategic Awareness.

Strategic Awareness		%Var: 70.551	Cronbach's Alpha: 0.904	Factor Loadings
11	Our hospital takes into account determining appropriate mechanisms to achieve its strategic goals.			.955
13	Our hospital understands that its growth and development is part of its strategic objectives.			.931
4	Our hospital is develop realistic strategies to deal with emergency situations.			.909
9	Our hospital understands the importance of taking into account legal, economic, and technological environmental factors when designing its strategies.			.876
2	The importance of non-financial resources in achieving its strategic goals.			.855
7	Our hospital has clear mechanisms for analysing the external environment.			.809
3	Our hospital is aware of its strengths and weaknesses.			.807
8	Our hospital seeks to use preconceived scenarios to adapt to its environmental conditions.			.782

Table 5.3: The Results of Factor Reliability Analyses of Strategic Awareness "Table Continued".

1	Our hospital has working to define a clear vision of the future business directions.	.745
5	Our hospital is of the ability to adapt to changes that occur.	.726
12	Our hospital directs its resources in a way that allows achieving its strategic objectives.	.700
6	Our hospital is aware of the opportunities and threats in conducting its business.	.680
10	Our hospital understands the importance of setting strategic objectives stemming from its accurate understanding of environmental factors.	.653

With a KMO of 84% and a substantial Barlett's Test score, the factor analysis findings are good, as shown in Table 5.4.

Table 5.4: KMO And Barlett's Test for Strategic Awareness.

Kaiser-Meyer-Olkin measure of sampling adequacy	0.840
Barlett's Test of Sphericity	
Chi-square	1249.647
Sig	0.000
df.	78

5.3.2 Organizational Agility

Mentioned criterions were examined to verify the structure of measures that are used for the dependent factors. Below Table (5.5) gives the results of EFA test for the measures of organizational agility dimensions, moreover, retained factors scored a cumulative variance of 70.988%, showing a proof of factors adequacy. The results show an acceptable and high level of internal consistency (0.906), allowing for further analysis. Finally, the items of each retained factor were in line with expectations, each item loaded into its factor, cross loading issues were not seen, further, all items scored $FL > [0.50]$, hereby, showing a support for the structure of each factor.

Table 5.5: The Results of Factor Reliability Analyses of Organizational Agility.

Organizational Agility		%Var: 70.988	Cronbach's Alpha: 0.906	Factor Loadings
3	The Hospital has been slow to detect changes in technology.			.913
5	The Hospital detects the opportunities and threats to changes in the patients, competitors, and technology in time.			.895
1	The Hospital has been slow in terms of detecting changes that occur in the patient preferences for services.			.890
2	The Hospital has been slow to detect changes that occur in the movements of competitors.			.877
10	The Hospital can re-adjust operations carried out in a timely manner.			.876
13	The Hospital can change prices quickly in the proper time.			.861
9	The Hospital can reconfigure its resources in the proper time.			.845
7	The Hospital implements a plan of action in order to respond to the strategic movements of competitors without delay.			.839
4	The Hospital analyses important events concerning the patients, competitors, and technology without any delay.			.830
15	The Hospital can solve patients' needs and complaints without Delay.			.829
12	The Hospital can introduce new services in the proper time.			.808
8	The Hospital is implementing an action plan on how to use the new technology without delay.			.775
6	The Hospital carries out a specific action plan in order to meet patient needs without any delay.			.734
11	The Hospital can use new technology in the proper time.			.730
14	The Hospital can change strategic things in the proper time.			.728

Factor analysis yielded good findings 84%, KMO, and a substantial Barlett's Test score, as shown in Table 5.6.

Table 5.6: KMO and Barlett's Test for Organizational Agility.

Kaiser-Meyer-Olkin measure of sampling adequacy	0.844
Barlett's Test of Sphericity	
Chi-square	1432.434
Sig	0.000

Table 5.6: KMO and Barlett's Test for Organizational Agility "Table Continued".

df.	105
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5.4 MEAN VALUES AND CORRELATION ANALYSIS

5.4.1 Mean Values

The gathered results in Table (5.7) demonstrated that surveyed administrative employees perceive that their hospitals practice strategic awareness to high level, this result was based on the total mean value that scored (Mean= 3.93). All dimensions of practicing strategic awareness were in high levels of agreement, highest recorded mean value was [Mean= 4.02] for the dimension strategic goals, and also high recorded mean value was [Mean= 3.96] for the dimension External environment, and the least mean value was [Mean= 3.82] for the dimension Internal environment. As well as the surveyed administrative employees perceive that their hospitals enjoy overall moderate level of organizational agility, as this variable has a mean value of [Mean= 3.61]. Regarding the levels of agreement toward each dimension of organizational agility, both Acting and Decision-making recorded mean values within the high level of agreement scoring respectively [Mean= 3.95] and [Mean= 3.80]. and moderate level of organizational agility in term of Sensing recorded mean value was [Mean= 3.09].

Table 5.7: Mean Values of Strategic Awareness and Its Dimensions, and Organizational Agility and Its Dimensions.

Concept	Mean values
Strategic awareness overall	3.93
Internal environment	3.82
External environment	3.96
Strategic goals	4.02
Organizational agility overall	3.61
Sensing	3.09
Decision-making	3.80
Acting	3.95

5.4.2 Correlation Analysis

This research used correlation analysis to determine the link between the studied variables. One way to quantify the degree of connection between two variables is via a correlation study. One more thing you can do with a correlation study is look at the direction and intensity of the link between the variables. Results from the current study's correlation analysis are shown in Table 5.8.

Table 5.8: Correlation Analysis for Strategic Awareness and Its Dimensions, and Organizational Agility and Its Dimensions.

		Strategic awareness	Internal environment	External environment	Strategic goals	Organizational agility	Sensing	Decision-making	Acting
Strategic awareness	Pearson Correlation	1	.803**	.840**	.826**	.769**	.617**	.715**	.547**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	137	137	137	137	137	137	137	137
Internal environment	Pearson Correlation	.803**	1	.524**	.454**	.661**	.561**	.509**	.524**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	137	137	137	137	137	137	137	137
External environment	Pearson Correlation	.840**	.524**	1	.572**	.668**	.520**	.686**	.438**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	137	137	137	137	137	137	137	137
Strategic goals	Pearson Correlation	.826**	.454**	.572**	1	.573**	.446**	.576**	.389**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000

Table 5.8: Correlation Analysis for Strategic Awareness and Its Dimensions, and Organizational Agility and Its Dimensions "Table Continued".

	N	137	137	137	137	137	137	137	137
Organizational agility	Pearson Correlation	.769**	.661**	.668**	.573**	1	.888**	.817**	.673**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	137	137	137	137	137	137	137	137
Sensing	Pearson Correlation	.617**	.561**	.520**	.446**	.888**	1	.581**	.355**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	137	137	137	137	137	137	137	137
Decision-making	Pearson Correlation	.715**	.509**	.686**	.576**	.817**	.581**	1	.464**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	137	137	137	137	137	137	137	137
Acting	Pearson Correlation	.547**	.524**	.438**	.389**	.673**	.355**	.464**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	137	137	137	137	137	137	137	137

** . Correlation is significant at the 0.01 level (2-tailed).

Gathered Pearson correlations presented in Table (5.8) reported significant positive correlations between strategic awareness and organizational agility, results were as follows:

- a. Strategic awareness overall: in viewing Strategic awareness as an overall variable, significant positive correlation was scored with Organizational agility as an overall variable [$r = 0.769^{**}$], also at the levels of organizational agility dimensions, as scored a positive correlation with Sensing [$r = 0.617^{**}$], and a positive correlation with Decision-making [$r = 0.715^{**}$] and with Acting [$r = 0.547^{**}$]. Hence, strategic awareness as an overall variable was seen significantly correlating with organizational agility overall and with its dimensions.

- b. Internal environment: in viewing Internal environment as a dimension of Strategic awareness variable, significant positive correlation was scored with Organizational agility as an overall variable [$r= 0.661^{**}$], also at the levels of organizational agility dimensions, as scored a positive correlation with Sensing [$r= 0.561^{**}$], and a positive correlation with Decision-making [$r= 0.509^{**}$] and with Acting [$r= 0.524^{**}$]. Hence, Internal environment as a dimension of Strategic variable was seen significantly correlating with organizational agility overall and with its dimensions.
- c. External environment: in viewing External environment as a dimension of Strategic awareness variable, significant positive correlation was scored with Organizational agility as an overall variable [$r= 0.668^{**}$], also at the levels of organizational agility dimensions, as scored a positive correlation with Sensing [$r= 0.520^{**}$], and a positive correlation with Decision-making [$r= 0.686^{**}$] and with Acting [$r= 0.438^{**}$]. Hence, External environment as a dimension of Strategic variable was seen significantly correlating with organizational agility overall and with its dimensions.
- d. Strategic goals: in viewing Strategic goals as a dimension of Strategic awareness variable, significant positive correlation was scored with Organizational agility as an overall variable [$r= 0.573^{**}$], also at the levels of organizational agility dimensions, as scored a positive correlation with Sensing [$r= 0.446^{**}$], and a positive correlation with Decision-making [$r= 0.576^{**}$] and with Acting [$r= 0.389^{**}$]. Hence, Strategic goals as a dimension of Strategic variable was seen significantly correlating with organizational agility overall and with its dimensions.

Based on the findings of Pearson correlations, proposed first hypothesis is supported.

5.5 INDEPENDENT SAMPLE T-TEST ANALYSIS RESULTS

Second and third hypotheses concerns for examining significant differences in levels of respondent's assessments of levels of practicing strategic awareness and levels of organizational agility in surveyed hospitals in Iraq due to respondents personal and job occupations, testing these hypotheses was using the Independent Samples T-test was applied to test for differences according to gender.

Table 5.9: Independent Samples T-Test Results – Gender.

Variable	Subset	N	Mean	Std.	T value	P value
Gender						
Strategic awareness	Male	98	3.90	0.49	-1.181	0.240
	Female	39	4.01	0.51		
Organizational agility	Male	98	3.57	0.58	-1.274	0.204
	Female	39	3.71	0.59		

Following results in Table (5.9), following findings were found non-significant differences according to gender were found in levels of Strategic awareness and levels of Organizational agility, these results lead to non-support of both H2 and H3 for differences according to gender.

5.6 ANOVA ANALYSIS RESULTS

An analysis of variance (ANOVA) was conducted to see whether there is a correlation between organizational agility and demographic variables such as age, education level, years of experience, and administrative level. Tables 5.10 and 5.11 show the findings of the analysis of variance (ANOVA) tests that were used to assess the effects of age on organizational agility and strategic awareness, respectively. There are four age categories for the participants: those between 26 and 30 years old, those between 31 and 35 years old, those between 36 and 40 years old, and those more than 40 years old.

Table 5.10: ANOVA Test Results – Strategic Awareness and Age.

Age groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
26 -30 years	3.84	.32	1.344	0.263	.645	.588
31 – 35 years	4.01	.45				
36 – 40 years	3.90	.53				
Greater than 40 years	4.03	.41				
Group differences						
Age groups	Mean differences		Std. Error		Sig.	

Table 5.10: ANOVA Test Results – Strategic Awareness and Age "Table Continued".

26 - 30 years	31 - 35 years	-.16897	.26088	.936
	35 - 40 years	-.05888	.22785	.995
	Greater than 40 years	-.18500	.23947	.897
31 - 35 years	26 - 30 years	.16897	.26088	.936
	35 - 40 years	.11010	.14720	.905
	Greater than 40 years	-.01603	.16461	1.000
35 - 40 years	26 - 30 years	.05888	.22785	.995
	31 - 35 years	-.11010	.14720	.905
	Greater than 40 years	-.12612	.10466	.694
Greater than 40 years	26 - 30 years	.18500	.23947	.897
	31 - 35 years	.01603	.16461	1.000
	35 - 40 years	.12612	.10466	.694

The ANOVA test results in table 5.10 reported no significant differences as the test scored ($F=0.645$, $P>0.05$), entailing that differences in levels of strategic awareness according to age of respondents were non-significant. For differences between the groups, post-hoc comparisons were conducted using the post-test Scheffe, neither of multiple comparisons were significant.

Table 5.11: ANOVA Test Results – Organisational Agility and Age.

Age groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
26 -30 years	3.68	.30	3.453	0.018	1.924	.129
31 – 35 years	3.86	.50				
36 – 40 years	3.53	.63				
Greater than 40 years	3.74	.44				
Group differences						
Age groups		Mean differences		Std. Error	Sig.	
26 - 30 years	31 - 35 years	-.18545		.30405	.946	
	35 - 40 years	.14610		.26555	.959	

Table 5.11: ANOVA Test Results – Organisational Agility and Age "Table Continued".

	Greater than 40 years	-.06487	.27910	.997
	26 - 30 years	.18545	.30405	.946
	35 - 40 years	.33154	.17155	.296
	Greater than 40 years	.12058	.19185	.941
35 - 40 years	26 - 30 years	-.14610	.26555	.959
	31 - 35 years	-.33154	.17155	.296
	Greater than 40 years	-.21096	.12198	.396
Greater than 40 years	26 - 30 years	.06487	.27910	.997
	31 - 35 years	-.12058	.19185	.941
	35 - 40 years	.21096	.12198	.396

The ANOVA test results in table 5.11 reported no significant differences as the test scored ($F=1.924$, $P>0.05$), entailing that differences in levels of organizational agility according to age of respondents were non-significant. For differences between the groups, post-hoc comparisons were conducted using the posttest Scheffe, neither of multiple comparisons were significant.

ANOVA test analysis results were conducted to compare the effect of education on strategic awareness, and organisational agility as shown in Table 5.12, and Table 5.13 respectively. The education of participants is divided into three groups (Group 1: Bachelor, Group 2: Master's and Group 3: PhD).

Table 5.12: ANOVA Test Results – Strategic Awareness and Education.

Education groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
Bachelor	3.91	.50	1.431	0.243	.217	.805
Master's	3.96	.49				
PhD	4.03	.05				
Group differences						
Education groups		Mean differences		Std. Error	Sig.	
Bachelor	Master's	-.05100		.08561	.838	

Table 5.12: ANOVA Test Results – Strategic Awareness and Education "Table Continued".

	PhD	-.12418	.35611	.941
	Bachelor	.05100	.08561	.838
	PhD	-.07318	.35665	.979
PhD	Bachelor	.12418	.35611	.941
	Master's	.07318	.35665	.979

The ANOVA test results in table 5.12 reported no significant differences as the test scored ($F=0.217$, $P>0.05$), entailing that differences in levels of strategic awareness according to education of respondents were non-significant. For differences between the groups, post-hoc comparisons were conducted using the posttest Scheffe, neither of multiple comparisons were significant.

Table 5.13: ANOVA Test Results – Organisational Agility and Education.

Education groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
Bachelor	3.59	.54	1.422	0.245	.252	.777
Master's	3.64	.64				
PhD	3.80	.28				
Group differences						
Education groups		Mean differences	Std. Error	Sig.		
Bachelor	Master's	-.05447	.10116	.865		
	PhD	-.21970	.42079	.873		
Master's	Bachelor	.05447	.10116	.865		
	PhD	-.16523	.42142	.926		
PhD	Bachelor	.21970	.42079	.873		
	Master's	.16523	.42142	.926		

The ANOVA test results in table 5.13 reported no significant differences as the test scored ($F=0.252$, $P>0.05$), entailing that differences in levels of organizational agility according to education of respondents were non-significant. For differences between the groups, post-hoc

comparisons were conducted using the posttest Scheffe, neither of multiple comparisons were significant.

ANOVA test analysis results were conducted to compare the effect of years of experience on strategic awareness, and organisational agility as shown in Table 5.14, and Table 5.15 respectively. Years of experience of participants is divided into four groups (Group 1: 5 years, Group 2: 10 years, Group 3: 15 years and Group 4: 20 years).

Table 5.14: ANOVA Test Results – Strategic Awareness and Years of Experience.

Years of experience groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
5 years	3.79	.41	2.668	0.050	2.298	.080
10 years	4.14	.32				
15 years	3.88	.55				
20 years	3.95	.42				
Group differences						
Years of experience groups		Mean differences		Std. Error	Sig.	
5 years	10 years	-.34321		.17241	.270	
	15 years	-.08870		.15623	.956	
	20 years	-.15639		.19617	.888	
10 years	5 years	.34321		.17241	.270	
	15 years	.25451		.10503	.123	
	20 years	.18682		.15845	.708	
15 years	5 years	.08870		.15623	.956	
	10 years	-.25451		.10503	.123	
	20 years	-.06769		.14067	.972	
20 years	5 years	.15639		.19617	.888	
	10 years	-.18682		.15845	.708	
	15 years	.06769		.14067	.972	

The ANOVA test results in table 5.14 reported no significant differences as the test scored ($F= 2.298$, $P>0.05$), entailing that differences in levels of strategic awareness according to years of experience of respondents were non-significant. For differences between the groups, post-hoc comparisons were conducted using the posttest Scheffe, neither of multiple comparisons were significant.

Table 5.15: ANOVA Test Results – Organisational Agility and Years of Experience.

Years of experience groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
5 years	3.66	.44	4.786	0.003	2.715	.047
10 years	3.84	.40				
15 years	3.51	.65				
20 years	3.75	.47				
Group differences						
Years of experience groups		Mean differences		Std. Error	Sig.	
5 years	10 years	-.18061		.20287	.375	
	15 years	.14930		.18383	.418	
	20 years	-.09452		.23083	.683	
10 years	5 years	.18061		.20287	.375	
	15 years	.32991		.12358	.009	
	20 years	.08610		.18645	.645	
15 years	5 years	-.14930		.18383	.418	
	10 years	-.32991		.12358	.009	
	20 years	-.24381		.16553	.143	
20 years	5 years	.09452		.23083	.683	
	10 years	-.08610		.18645	.645	
	15 years	.24381		.16553	.143	

The ANOVA test results in table 5.15 reported significant differences as the test scored ($F= 2.715$, $P<0.05$), entailing that differences in levels of organizational agility according to years of experience of respondents were significant. For differences between the groups,

post-hoc comparisons were conducted using the posttest LSD-Fisher as the post-test Scheffe test was unable to identify differences as its sensitive only for large differences, multiple comparisons reported that source of significant differences were between the experience of 10 years and 15 years, and those who have 10 years of experience reported higher levels of agreement in relation to organizational agility.

ANOVA test analysis results were conducted to compare the effect of administrative level on strategic awareness, and organisational agility as shown in Table 5.16, and Table 5.17 respectively. The administrative level of participants is divided into four groups (Group 1: Assistant General Manager, Group 2: Department Head, Group 3: Assistant Department Head and Group 4: Unit Officer).

Table 5.16: ANOVA Test Results – Strategic Awareness and Administrative Level.

Administrative level groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
Assistant General Manager	3.97	.52	0.506	0.679	.206	.892
Department Head	3.93	.57				
Assistant Department Head	3.89	.51				
Unit Officer	3.95	.47				
Group differences						
Administrative level groups		Mean differences		Std. Error	Sig.	
Assistant General Manager	Department Head	.04423		.16923	.995	
	Assistant Department Head	.08868		.12613	.920	
	Unit Officer	.02202		.11727	.998	
Department Head	Assistant General Manager	-.04423		.16923	.995	
	Assistant Department Head	.04444		.15955	.994	
	Unit Officer	-.02221		.15264	.999	
Assistant Department Head	Assistant General Manager	-.08868		.12613	.920	
	Department Head	-.04444		.15955	.994	
	Unit Officer	-.06665		.10281	.936	

Table 5.16: ANOVA Test Results – Strategic Awareness and Administrative Level "Table Continued".

	Assistant General Manager	-.02202	.11727	.998
	Department Head	.02221	.15264	.999
	Assistant Department Head	.06665	.10281	.936

The ANOVA test results in table 5.16 reported no significant differences as the test scored ($F = 0.206$, $P > 0.05$), entailing that differences in levels of strategic awareness according to administrative level of respondents were non-significant. For differences between the groups, post-hoc comparisons were conducted using the post-test Scheffe, neither of multiple comparisons were significant.

Table 5.17: ANOVA Test Results – Organisational Agility and Administrative Level.

Administrative level groups	Mean	Std. deviation	Lavern's statistic	Sig.	F	Sig.
Assistant General Manager	3.63	.59	1.060	0.368	.592	.621
Department Head	3.42	.69				
Assistant Department Head	3.60	.51				
Unit Officer	3.66	.61				
Group differences						
Administrative level groups		Mean differences		Std. Error	Sig.	
Assistant General Manager	Department Head	.21294	.19915	.767		
	Assistant Department Head	.03386	.14844	.997		
	Unit Officer	-.02291	.13801	.999		
Department Head	Assistant General Manager	-.21294	.19915	.767		
	Assistant Department Head	-.17908	.18776	.823		
	Unit Officer	-.23585	.17963	.633		
Assistant Department Head	Assistant General Manager	-.03386	.14844	.997		

Table 5.17: ANOVA Test Results – Organisational Agility and Administrative Level "Table Continued".

	Department Head	.17908	.18776	.823
	Unit Officer	-.05677	.12100	.974
Unit Officer	Assistant General Manager	.02291	.13801	.999
	Department Head	.23585	.17963	.633
	Assistant Department Head	.05677	.12100	.974

The ANOVA test results in table 5.17 reported no significant differences as the test scored ($F = 0.592$, $P > 0.05$), entailing that differences in levels of organisational agility according to administrative level of respondents were non-significant. For differences between the groups, post-hoc comparisons were conducted using the post-test Scheffe, neither of multiple comparisons were significant.

6. DISCUSSION

The study sought to demonstrate the impact of strategic awareness on organizational agility in hospitals. This study was conducted in Iraq and in one of the important institutions that provides health care services to a large segment of citizens. It is known that this study is one of the first studies to be applied in Iraq according to the researcher's knowledge, as it has not the researcher finds a study that linked strategic awareness and organizational agility in the Iraqi environment. The study used three dimensions to measure strategic awareness and also adopted three dimensions to measure organizational agility, as interest in applying strategic awareness contributes to providing the organization's management with accurate information about the environment that surrounds it, and thus this information enables it to build workable strategic plans, Also, applying organizational agility enables the organization to adapt to events and changes occurring in the external environment. Thus, strategic awareness has a positive effect on enhancing the agility of the organization, as it would be useful to conduct more future research to ensure reliability in particular, the current study helps fill the literature gap in research areas.

The results of the current study also indicate that there is a significant positive effect of strategic awareness on organizational agility, and that strategic awareness is significantly related to organizational agility and its dimensions.

The results also showed that the internal environment, as a dimension of the strategic awareness variable, has a positive, significant correlation with organizational agility, as well as on the levels of the dimensions of organizational agility. The results showed that there is a positive correlation for the internal environment with sensing, decision-making, and also with acting agility.

The results also showed that the external environment, as a dimension of the strategic awareness variable, has a positive, significant association with organizational agility. The results also showed that there is a positive association of the external environment with sensing, decision-making, and also with acting agility, as the external environment, as one of the dimensions of strategic awareness, is significantly related to organizational agility and its dimensions.

The results also showed that the Strategic goals, as a dimension of the strategic awareness variable, has a positive, significant association with organizational agility. The results also showed that there is a positive association of the Strategic goals with sensing, decision-making, and also with acting agility, as the Strategic goals, as one of the dimensions of strategic awareness, is significantly related to organizational agility, and its dimensions.

6.1 MANAGERIAL IMPLICATIONS

Senior management in organizations must provide adequate support and facilitation for the application of strategic awareness, as this support helps in collecting information related to the internal and external environment, which is useful in achieving the organization's goals. The current study provides many scientific evidence that confirms the importance of strategic awareness in the process and development. In fact, no attention has been paid to studying strategic awareness and organizational agility in one study, as the current study provides important results whose usefulness is reflected in developing the strategic aspect in Iraqi organizations, and by taking into account the administrative and strategic impacts of our study, the agility aspect must be carefully studied, The study also indicates that the health services environment is concerned with strategic awareness and interacts positively with all dynamic interactions with the conditions of the work environment, since organizations are a socio-economic system that needs continuous renewal in order to be able to continue and develop in the competitive market.

6.2 SUGGESTIONS FOR FUTURE RESEARCH

In the future, the study model can be applied in other countries and also in service, industrial and commercial sectors such as the banking sector, insurance companies, pharmaceutical manufacturing companies, and the supply and logistics sector. Therefore, future research can be conducted by conducting more comprehensive examinations of different work environments to explore the specifications and nature of the workplace to provide a comprehensive clarification, Studies must also include larger samples of (137) participants, which the current study used to increase the reliability of the results for further generalization in the future. It is also recommended to use other methods in collecting primary data, such as interviews, and also expand the scope of the study to include a number of sectors and compare its results. The researcher had an opportunity to explore the nature of the

relationship between strategic awareness and organizational agility and use mediating and moderating variables such as ethical leadership, innovative behaviour, organizational reputation, organizational support, and also senior management support, as the researcher believes that these variables are appropriate for use as mediating or moderating variables in the model of the current study. The researcher also made the following recommendations: The study recommends for surveyed hospitals in Iraq to continue their strategic efforts to practice strategic awareness into higher levels, due to the vital role of strategic awareness in assessing the organization in achieving its both short- and long-term objectives. The study proposes that surveyed hospitals in Iraq should exert more efforts to achieve higher levels of agility for specific regarding Sensing. This study recommends for organizations appropriate focus in practicing strategic awareness to promote organizational agility. Future studies are recommended to provide more studies that investigate the subsequently results of promoting organizational agility, Work to investigate the factors that contribute to supporting organizational agility in the context of service organizations and various business organizations, and work to expand the model that was tested in the current study to test other variables that could play a role in hospital organizational agility.

6.3 LIMITATIONS

The study has certain limitations, represented in the fact that the size of the research sample was small, as the researcher identified hospitals operating in Salah al-Din Governorate as a research community. Therefore, the researcher must expand the sample size by including in the study hospitals that provide their services in other governorates, such as the capital of Baghdad, and thus the sample is more diverse and comprehensive. Which should be used to study the proposed model in future research to obtain clarifications about the validity and accuracy of the results. In addition, this study was conducted in the environment of service institutions in Iraq, and thus the scope of the study is limited to one country and society (Iraq), and this limits the possibility of generalizing the results because the culture of the institutions in Iraq, institutions differ from institutions in other countries to further verify the validity of the results, as there is a need for experimental evidence in other cultural environments that confirmed the existence of an impact and a positive role for positive awareness, the current study only targeted administrators in hospitals that consist of the following job titles: assistant general manager, department head, assistant department head,

unit official, and further studies could focus on employees from different professional groups.



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APPENDIX A

THE IMPACT OF STRATEGIC AWARENESS ON ENHANCING ORGANIZATIONAL AGILITY IN HOSPITALS IN IRAQ

a) Gender: ☐ Male ☐ Female

b) Age:

☐ 26 – 30 years

☐ 31 – 35 years

☐ 36- 40 years

☐ Greater than 40 years.

c) Education:

☐ Bachelor

☐ Master's

☐ PhD

d) Years of experience:

☐ 5 years

☐ 10 years

☐ 15 years

☐ 20 years

e) Administrative level:

☐ Assistant General Manager

☐ Department Head

☐ Assistant Department Head

☐ Unit Officer

A.1 STRATEGIC AWARENESS

The student will study Strategic Awareness through the following dimensions (Strategic Awareness of the Internal Environment, Strategic Awareness of the External Environment, Strategic Awareness of Strategic Goals).

No.	Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
A	Strategic Awareness of the Internal Environment					
1	Our hospital has working to define a clear vision of the future business directions.					
2	The importance of non-financial resources in achieving its strategic goals.					
3	Our hospital is aware of its strengths and weaknesses.					
4	Our hospital is developing realistic strategies to deal with emergency situations.					
5	Our hospital is of the ability to adapt to changes that occur.					
B	Strategic Awareness of the External Environment					
6	Our hospital is aware of the opportunities and threats in conducting its business.					
7	Our hospital has clear mechanisms for analysing the external environment.					
8	Our hospital seeks to use preconceived scenarios to adapt to its environmental conditions.					
9	Our hospital understands the importance of taking into account legal, economic, and technological environmental factors when designing its strategies.					
C	Strategic Awareness of Strategic Goals					
10	Our hospital understands the importance of setting strategic objectives stemming from its accurate understanding of environmental factors.					
11	Our hospital takes into account determining appropriate mechanisms to achieve its strategic goals.					

12	Our hospital directs its resources in a way that allows achieving its strategic objectives.					
13	Our hospital understands that its growth and development is part of its strategic objectives.					

A.2 ORGANIZATIONAL AGILITY

The student will study organizational agility through the following dimensions: (Sensing agility, decision-making agility, Acting Agility).

No.	Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
A	Sensing agility					
1	The Hospital has been slow in terms of detecting changes that occur in the patient preferences for services.					
2	The Hospital has been slow to detect changes that occur in the movements of competitors.					
3	The Hospital has been slow to detect changes in technology.					
B	decision-making agility					
4	The Hospital analyses important events concerning the patients, competitors, and technology without any delay.					
5	The Hospital detects the opportunities and threats to changes in the patients, competitors, and technology in time.					
6	The Hospital carries out a specific action plan in order to meet patient needs without any delay.					
7	The Hospital implements a plan of action in order to respond to the strategic movements of competitors without delay.					
8	The Hospital is implementing an action plan on how to use the new technology without delay.					

C	Acting Agility					
9	The Hospital can reconfigure its resources in the proper time.					
10	The Hospital can re-adjust operations carried out in a timely manner.					
11	The Hospital can use new technology in the proper time.					
12	The Hospital can introduce new services in the proper time.					
13	The Hospital can change prices quickly in the proper time.					
14	The Hospital can change strategic things in the proper time.					
15	The Hospital can solve patients' needs and complaints without Delay.					