

# The effect of organizational prowess on organizational agility, a study that was applied to a sample of employees of the Oil Marketing Company (SOMO)

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## Abstract

The research aims to test the influence and correlation relationship of organizational excellence with its dimensions (exploration and exploitation) as the independent variable of organizational agility with its dimensions (sensing, decision-making and practice (application)) as an approved variable, by adopting the descriptive and analytical approach, on a sample of employees of the Oil Marketing Company (SOMO) Of (94) individuals who represent the research community, by adopting the questionnaire as a main tool in data collection. All questionnaires were retrieved and are valid for statistical analysis after distributing them to the research sample. On the statistical side, the (SPSS 23) program was used, with appropriate statistical methods. Which were represented by (the arithmetic mean, standard deviation, correlation and regression, Fakronbach coefficient, Split-half for half segmentation, determination coefficient R<sup>2</sup>), and the most prominent conclusions that were reached were represented by the existence of a significant correlation relationship and a positive effect between (organizational prowess) With its dimensions and organizational agility in its dimensions except for the dimension of the adopted variable (sensing), and the awareness of the research sample of the research variables with their sub-dimensions and the great role of the skills of discovery, exploitation, application and decision-making In addition to the presence of professional commitment and awareness of the opportunities and threats surrounding the organization and the ability to exploit them optimally.

## Keywords

Organizational prowess, organizational agility.

**To cite this article:** Nsaif, A, K. Khalaf, B, M, and Dawood, A, Q (2021) the effect of organizational prowess on organizational agility, a study that was applied to a sample of employees of the Oil Marketing Company (SOMO). *Review of International Geographical Education (RIGEO)*, 10(7), 1236-1248. Doi: 10.48047/rigeo.11.07.116

**Submitted:** 10-10-2020 • **Revised:** 15-12-2020 • **Accepted:** 20-02-2021

## Introduction

In light of the great openness, the advanced technology, the intensity of competition, the complexity and environmental uncertainty, the scarcity of resources and the difficulty in obtaining them, and many other challenges that cast a shadow over the large and small organizations alike, organizations have become. From survival, growth and development, it has become imperative for it to deal with all these challenges with high intelligence and flexibility, especially in exploiting the material, human, financial or technological resources available to the organization, and achieving success in its performance. Organizational prowess has two dimensions of exploitation and exploration with availability information and required data, considering that data and information have become the main engine of work and one of the important aspects to face the challenge of continuous and renewed change, and have become a method of work for the organization that wants to grow and continue, and this is what organizational agility provides in its dimensions of sensing, decision-making and implementation. In order to achieve harmony and harmony between the external environment with its opportunities and threats, and the internal environment with the organization's policies and how it performs its business.

### First: The research methodology

1- The research problem: - Organizations live today in light of organizational, informational, administrative and great competition openness, as well as the frantic competition to obtain human and material resources to sustain the work of organizations and bring them to high global or local levels, at the same time the environment (internal and the external) in which organizations operate carries with it a lot of ambiguity, acceleration and complexity, so it has become imperative for organizations, with their various specializations and orientations, to be prepared for any change, emergency or risks, and in any way, by seizing the available opportunities and avoiding potential threats, to be an effective and successful element capable of achieving organizational goals, from this standpoint the researchers saw that organizational prowess in its two dimensions, exploration and exploitation is one of the important elements that constitute a fundamental turning point for building the organization and laying the building blocks for its success and making it able to move forward in light of great organizational competition and at the same time it makes them able to maintain its organizational structure and professional agility, so the variable organizational agility with its dimensions of sensing, decision-making and implementation was the other side of this study. From the above, the main question emerges: T) What is the impact of organizational prowess on the organizational agility of organizations to achieve what they have planned for the future? From this main question, the following sub-questions emerge:

1- How successful are organizations in drawing the mechanism for organizational prowess to build organizational agility?

2- What are the most important dimensions of the research variables prevailing in the researched organizations? Are there differences in the response of the research sample on these dimensions?

3- What are the obstacles that stand in front of organizations in achieving organizational prowess in a way that helps build organizational agility?

2- The importance of the research: The importance of the research stems from its presentation of a conceptual framework about both variables and their dimensions, as they are important concepts, which have an impact on the organization's present and organizational future, and the answer to the theoretical questions of the research, and the application of the ideas that the research variables carry. In field application, this study is one of the first studies that brought together the two variables within the framework of a non-profit organization, at the level of government organizations' work (to the best of the researchers' knowledge), highlighting their scientific and practical importance in this organization, especially as it deals with a segment wide, large and important to the Iraqi society, and knowing the extent of the success of the organizational prowess in discovering the available opportunities and exploiting them optimally in a way that supports the organization's ability to develop its work and continue to provide its services with high quality and efficiency in the shortest time and the least effort, by sensing the danger and threat and take the right decision at the perfect time.

3- Objectives of the study: - The study aims to verify the extent of a relationship between the

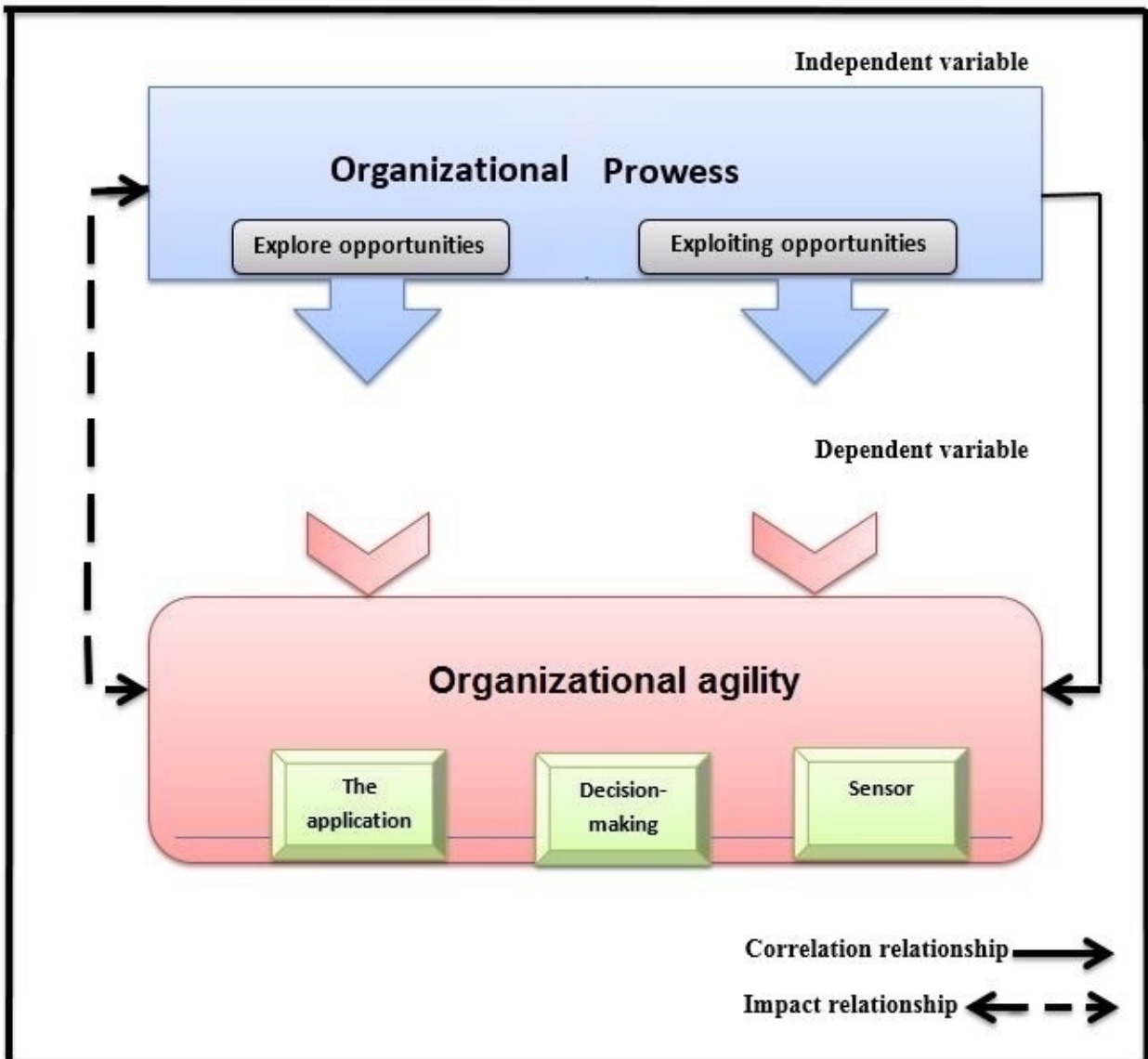
components (dimensions) of organizational excellence (exploitation and exploration) and the dimensions of organizational agility (sensing, decision-making and practice) from the viewpoint of the employees in the researched organization and whether there is a discrepancy between the two variables By their dimensions, and to identify the level of awareness of the researched sample of the dimensions of the two variables of the research, as well as to clarify the dimensions of organizational prowess in reaching organizational agility in the researched organization, and its ability to deal with the dynamic environment and to make the most of the available opportunities after sensing it and enhancing its capabilities in facing any challenge For its current and future status, explaining the effect between the dimensions of both variables, identifying the differences in the responses of the research sample, and providing useful recommendations and objective proposals, which will be reached on the practical side.

4- Research hypotheses: Based on the research problem, the following hypotheses were formulated:

A- The first hypothesis: There is a significant correlation relationship between organizational prowess and organizational agility with its dimensions.

B - The second hypothesis: There is a significant influence relationship between organizational prowess and organizational agility in its dimensions.

5- The hypothetical scheme: The hypothetical scheme of the research shows the correlation and influence relationships between its variables, and the hypothetical scheme of the research was formulated depending on the variables of the independent variable (organizational prowess and its sub-dimensions) and the dependent variable (organizational agility and its sub-dimensions), and as shown In Figure (1)



6- Research boundaries: The research included the following spatial and temporal boundaries:  
 A- Spatial boundaries: A sample of SOMO Oil Company's 94 employees, male and female, with various academic qualifications and titles, as shown in Table (1).  
 B- Temporal limits: They were represented by the period in which the study was conducted, in addition to the period of distribution of the questionnaire to the research sample and the period of retrieval, which ranged from 7/1/2020 to 1/8/2020. The research sample obtained different characteristics, whether in terms of personal or professional characteristics (gender, age group, educational attainment, job title, years of work in the position) and as shown in Table (1).

**Table (1)**  
 Characteristics of the research sample

Percentage	the number	Category distribution	Variables	Seq
78.7%	74	Male	Sex	1
21.3%	20	female		
100%	94		Total	
0%	0	Junior high	Qualification	
2.1%	2	Diploma or less		2
71.3%	67	Bachelor		
2.1%	2	Higher Diploma		
24.5%	23	M.A.		
0%	0	PhD		
100%	94		Total	
12.8%	12	30 years or less	Age group	3
30.9%	29	31 -40		
43.6%	41	41-50		
12.8%	12	More than 50 years old		
100%	94		Total	
100%	94	Officer	Career Title	
100%	94		Total	
12.8%	12	Less than 5 years	Years in the position	5
40.4%	38	5 - 10		
24.5%	23	11 - 15		
22.3%	21	More than 15 years		
100%	94		Total	

**Search terms: The search included two variables:**

1- The independent variable (organizational prowess): the ability of organizations to exploit current activities and explore new activities at the same time and in a balanced manner between exploitation and exploration with the reconciliation between the organization's resources and the environment and its conditions, and its dimensions are as follows:

A- Expansion (Exploitation of Opportunities): Designing services in a way that achieves customer satisfaction, improving current skills, knowledge and capabilities, and working at maximum capacity to achieve the desired efficiency.

B- Exploration: In the organization's ability to move quickly towards new opportunities and prepare to adapt to the volatile environment.

2- The dependent variable (organizational agility): the ability of the organization to respond quickly and efficiently to any changes in the work environment (especially the expected changes) through arranging and organizing the organization's assets, adapting to new conditions and providing service at the appropriate time and place, and its dimensions are as follows:

A- Sensing: Refers to the organization's ability to work actively to collect accurate and workable information and data, to process and interpret them, analyze their effects to benefit from them, and to anticipate opportunities and threats in the environment surrounding the organization.

B- Decision-making: Gathering and structuring the required information from its various sources and evaluating it for the purpose of interpreting and analyzing its effects as quickly as possible. This analysis and interpretation accompanies identifying opportunities and threats, redirecting resources and developing plans for confrontation.

C - Practice (implementation): - The organization's ability to modify operations, reconfigure resources, restructure relationships, and define the organization's procedures and competitive policies by introducing new and high-quality products to address environmental change.

### **Measuring the validity and reliability of the questionnaire.**

Internal stability: This method depends on the extent of consistency of the respondent's answers from one paragraph to another, as all the questionnaires in the research sample, numbering (94), were used as a questionnaire, and the alpha-Cronbach coefficient was calculated for the two research variables and their dimensions, as the test result showed that the result of the coefficient Stability (Alpha-Cronbach) of the research questionnaire has reached (0.72), which is an excellent percentage with a high degree of reliance on the results of the questionnaire in this research and the subsequent future research being greater than (0.60).

According to the results that have emerged about verifying the validity and reliability of the questionnaire for its independent and dependent variable (with their sub-dimensions), the research results can be relied upon, trusted and relied upon in future research studies.

### **Statistical methods and means.**

The researchers relied on a number of statistical means and methods (such as the arithmetic mean, standard deviation, variance, values of the Spearman correlation coefficient, regression and effect analysis, and the marginal propensity coefficient,  $R^2$ ), and other statistical means. The main research tool was (the questionnaire) that was distributed to a sample Search and its (94) employees.

### **Second: Previous studies**

Through the sources, research and studies that the researchers viewed that dealt with the variables of the research, they found two studies close to the current study, and these two studies examined organizational prowess and strategic agility, and we will explain the most important things that came with them as follows:

1- ([Adler and Heckscher 2011](#)) (organizational prowess as an entry point to reach strategic agility, a field study in a sample of mobile telecommunications companies in Iraq)

This study dealt with organizational prowess as an entrance through which to reach strategic agility, and a class in three mobile phone companies in Iraq on a sample of (93) individuals distributed over several administrative levels (managers of departments, divisions, units, and members of the board of directors) , And relied on the questionnaire as a main tool in collecting data and personal interviews with the sample, and sought to test the hypotheses of correlation and influence relationships for the research variables, using a number of statistical methods such as the (Runs) test and (Kruskal-Wells), and the study reached a number of conclusions Including the presence of a moral variation in each of the dimensions of organizational prowess and strategic agility, and this indicates that all the variables are characterized by complete randomness and complete independence from the rest of the study variables and the presence of high moral effects towards organizational prowess in strategic agility.

2- The study of ([Almahamid 2013](#)) (the mediating role of strategic agility in strengthening the

relationship between absorptive energy and organizational prowess is an exploratory study behind a sample of company managers for mobile communications in Iraq)

The study aimed to analyze the mediating role of strategic agility in enhancing the relationship between the absorptive energy of knowledge and achieving organizational prowess by applying it to a sample of the branches of mobile telecommunications companies in Iraq, to six telecommunications companies in Iraq, by relying on the questionnaire as a main tool in collecting data related to research variables on a sample It consisted of (169) managers from the managers of telecommunications companies and heads of their departments and divisions, as well as commissioned managers. The correlation coefficient (Pearson) was used to measure the correlation relationship between the variables and the confirmatory factor analysis, and (R<sup>2</sup>) was used to explain the amount of the effect of the independent variables on the dependent variable. One of the most important conclusions reached by the study is that strategic agility has a mediating role that enhances the relationship between the absorptive energy of knowledge in achieving organizational excellence and has an effective and moral influence on it through the superior capabilities of the strategic agility of the organizations that helped them in sustaining their competitiveness and surpassing their competitors as a result of the presence of a strong and significant effect of the independent variable. The absorbing power of knowledge in the organizational prowess of organizations.

### Third: The theoretical framework

This aspect deals with the conceptual and intellectual framework of the two research variables represented in this study by familiarizing the researchers with the organizational sources represented in books, research, articles, magazines and other other sources, which they dealt with and highlighted them through research, study and analysis, to cover the theoretical side in terms of concept, importance and sub-dimensions of both organizational prowess Organizational agility and the following agencies:

### Organizational prowess

A- The concept of organizational prowess: - Both (Tempelaar 2010), who are considered the first to present the theory of organizational prowess, indicated that the complexity and speed of change that has become facing organizations have necessitated with them the existence of organizational prowess for organizations (O'Reilly Iii and Tushman 2011) and organizational prowess like the rest of the organizational issues has been defined by several definitions, some of which the researchers will review through the following table:

**Table (2)**

Definitions of organizational prowess

The definition	Researcher's name and year	seq
Linking exploration and exploitation of opportunities for the tasks of everyone, individuals, teams, and sub-units	(Adler and Heckscher 2011)	1
As the ability of the organization to adapt to the business environment of Through integration and optimal use of exploration and exploitation processes simultaneously, taking into account the variables And environmental conditions	(Popadić, Černe et al. 2015)	2
The organization's ability to invest the competencies and resources available to it And exploring new competencies and resources, that is, finding a balance between exploration and exploitation, in order to reach superior performance	(Dess, Eisner et al. 2011)	3
That structural prowess that focuses on organizational design and contextual ingenuity represented in creating the appropriate environment to enhance the	(Bodika 2014)	4

behavior of workers towards organizational prowess and cognitive acuity represented by organizational activities and focus on exploratory and exploitative performance.

The advantage by which organizations can take advantage of current rivalries, explore new and available opportunities at the same time, evaluate competencies, control them, and continuously improve (Alabadi, Abd Alsachit et al. 2018) 5

**Source:** Prepared by the researchers based on the organizational literature

B- The importance of organizational prowess: This issue has become of great importance to organizations, and its importance lies through its relentless pursuit, continuous work and permanent activities to explore and anticipate the future and exploit opportunities in a manner that achieves the best performance and provides the best service, and strengthens the capacity of organizations To diversify its skills by combining current opportunities and future visions in light of the dynamic, changing complex environment, thus the emergence of the need to develop and expand capacity and accelerate it to shift towards new opportunities, enhance organizational change and broaden the range of work methods(Bodika 2014), as well. Regarding achieving high financial performance for organizations as it drives these organizations to work continuously and continuously until achieving competitive advantage and customer satisfaction and providing innovative products, thus achieving high growth and developing capabilities to acquire knowledge (Tempelaar 2010). It has a great ability to reduce external threats and acquire essential capabilities, which gives it an important strategic dimension and clarifies an important aspect of the organization as an educated organization,

C- Dimensions of organizational prowess: Researchers disagreed about the dimensions of organizational prowess, despite their agreement on two basic dimensions of it, namely the dimensions of exploitation and exploration(March 1991) which were devised through the intellectual concept of organizational prowess, which he refers to in Most of its definitions are to achieve a balance between exploitation and exploration, and not to favor one over the other (Dess, Eisner et al. 2011) The two researchers will deal with these two dimensions that are most agreed between researchers and in a manner consistent with the problem, goals and importance of the research and the researched organization, as follows:

1- Exploration (creating new opportunities): It refers to learning gained through coordinated processes and differences, and planned experiences(Raisch and Birkinshaw 2008) Exploration or exploration is the organization's ability to quickly move towards new opportunities and prepare to adapt to a volatile environment. The discovery of new opportunities requires a new identifier that differs from the current knowledge of the organization and is characterized by research, flexibility and difference, and in return for that, organizations must have the ability to invest opportunities and manage high performance through the resources that they possess and form suitability and harmony with technology and that Carrying out a culture of accepting the challenge that may result from the process of seizing opportunities (Pai 2007) and for the success of the exploration process, two basic requirements must be met, the first of which is the mobilization of efforts and necessary resources in order to obtain new opportunities and this includes determining the future requirements of those dealing with the organization and Predicting cases of change (Dess, Eisner et al. 2011), and the second is determining the ability of the organization to search for and acquire external resources, and this requires creativity to meet needs, innovation and interest in new knowledge and skills. ), exploratory prowess is a radical ingenuity that includes knowledge for research, experimentation, creativity and change through the development of new resources and untapped potentials, the discovery of new fields of work, interest in the external environment and its challenges(Zabiegalski 2015).

2- Expansion (exploitation of opportunities): It refers to efficiency, control, and reduction of disparity(O'Reilly Iii and Tushman 2011), as it refers to learning gained through scientific research, experimental improvement, innovation and reuse of existing procedures and the use of knowledge without any Additional learning (Wulf, Stubner et al. 2012) in addition to continuing to benefit from what organizations actually possess, step by step and gradually(Bot and Renaud 2012)(Bot & Renaud, 2012: 28), as it focuses on activities that lead to increased efficiency and this behavior requires focus on Operations and reducing costs and quality to improve performance(Wulf, Stubner et al. 2012) (Wulf, etal, 2010: 2), as it expresses the learning gained by

researching, refining experiences and reusing current work methods(Bodika 2014) (2008: 389), Birkinshaw & Raisch), and successful exploitation requires several conditions. It needs an efficient and effective process to increase the scope of use of the current assets in the organization and expand them (Hsu, Lien et al. 2013)(Hsu, & others): 59 (2013: 59). The optimization of opportunities leads to increased creativity and the continuous evaluation of opportunities that fall outside the strategy of organizations to identify them in preparation for their exploitation and Learn about other future opportunities available because it t Increase the organization's resources if they are identified and exploited as required, and the essence of exploitation is to achieve near positive returns, increase assets, reduce red tape, reduce costs and increase control. Proficiency in exploitation is a cumulative skill and enhances performance

## Organizational agility

### A The concept of organizational agility

The research indicated that the first official use of the term agility was in the early 1990s by the (American IUKAA) institute, as this institute indicated, through a report submitted by its researchers, that organizations that want to remain among the competing organizations must have organizational agility and the first model for this concept was about agility in manufacturing to deal with changes in customer requirements and changes that occur in the markets by linking flexibility in production with techniques and total quality management (O'Reilly Iii and Tushman 2011). With regard to its definition, we will review in the following table the most important definitions that I dealt with.

**Table (3)**

Definitions of organizational agility

the definition	Researcher's name and year	seq
The ability of the organization and its ability to excel by adapting to the changes surrounding it and making use of what is available to it from the various resources that keep it in line with those changes	(Taródy 2016)	1
The ability to carry out work based on awareness and knowledge by seizing opportunities in the complex and turbulent surrounding environment and using them effectively as well as the ability to adapt to changes due to the efficiency and innovation the organization possesses	(Chamanifard, Nikpour et al. 2015)	2
Rapid response to situations of uncertainty and uncertainty in the environment surrounding the organization, overcoming situations of threat or obstacles, and seizing available opportunities.	(Alhadid 2016)	3
Organizational adaptability, interaction and organizational flexibility, and the proactive side, for organizations to sense environmental changes and respond to them easily, through reshaping the group of resources, business processes and strategies.	(Chamanifard, Nikpour et al. 2015)	4

**Source:** Prepared by researchers, based on organizational literature

### B- The importance of organizational agility:

Its importance is reflected in the possibility of making organizations able to anticipate and confront threats and risks, identify and seize opportunities, achieve accuracy and speed in decision-making as well as adopt efficiency and effectiveness in the performance of work, which in turn leads to improving the operations and what the organization offers. On the one hand, and achieving customer satisfaction on the other hand, this is done through what the organizational agility adopts to empower the employee and open the door to participation in front of him (Atkinson and Moffat 2005). Organizational agility also enables organizations to The successful



implementation of many required and sequential tasks due to the information it provides about the risks and opportunities embodied in the external and internal environment and the activities performed by the organizations, and this leads to new innovations (Alhadid 2016).

C- Dimensions of organizational agility: - Most of the writings have agreed on three main dimensions of organizational agility, represented by (sensing, decision-making, practice or implementation), and according to the nature of the study, its problem and its objectives, researchers have dealt with these dimensions:

1-Sensing (response): It is defined as capabilities that are easily and creatively formed through reconfiguring them or the ability to identify changes and try to adapt to them quickly and efficiently (356). It also refers to the ability that organizations have to discover, observe and interpret the organizational opportunities available to them by identifying the supporting capabilities of the organization and providing data and information, and the sensing ability focuses on the ability of organizations to capture, interpret and analyze signals of change, and this It does not mean sensing and feeling the current changes only, but rather anticipating and predicting future changes and their challenges (Popadić, Černe et al. 2015) as it is defined as the organizational ability to examine and monitor events and changes represented by changes in preferences of customers, the movement of competitors and new technology and In Time (Park 2011).

2- Decision-making: Decision-making is of great importance in designing and defining the agility of the organization as it represents the ability of the organization to generate information and interpret it in the manner required by the process of taking it in light of the dynamic and changing environment . The content of making decisions in light of organizational agility is to obtain the maximum available opportunities and to weaken or reduce the threats and potential challenges to the growth and development of the organization (Houghton, El Sawy et al. 2008) and the importance of taking decisions in light of this concept lies in its ability to complete tasks And activities required to be efficiently and in the shortest possible time

3- Practice (application): refers to a group of activities through which organizational resources are regrouped and work modified on the basis of business principles resulting from the decision-making task, in order to address the changes that occur in the environment surrounding the organization (Eisenhardt and Martin 2000) and through practice the restructuring of relationships on the basis of work plans and the provision of a new service or product at the appropriate time (Park 2011) and the practice includes innovation and encouragement of ideas and converting them into practical tangible reality such as the use of methods and methods Innovative or providing distinct services or products and creating new opportunities to gain competitive advantages, making them always in the forefront (Almahamid 2013).

#### Fourth: the practical aspect

This aspect examines the main research variables and its sub-dimensions practically by using a set of statistical tools and methods that are compatible with the nature of the research and its variables and sub-dimensions, with the aim of accepting or rejecting the hypotheses and addressing the research problem and determining the relationship between its variables and its sub-dimensions, and any of these variables affect or are related to other dimensions and variables).

**Table (4)**

The arithmetic mean and standard deviation

standard deviation	Arithmetic mean	Variables and dimensions	Seq
0.675	3.781	Organizational prowess	First
0.753	4.005	Exploration	•
0.867	3.558	Exploitation	•
0.759	3.987	Organizational agility	Secondly
0.754	4.172	Sensor	•
0.912	4.034	Make decision	•
0.742	3.755	Practice (application)	•

Table (4) the values of the Cyberman correlation coefficient of the significance of the relationship

between the independent variable, organizational prowess and its dimensions with organizational prowess) and its sub-dimensions on an arithmetic mean higher than (3) and available around the mean, and a standard deviation higher than (0.5), with a slight difference in The degrees, as well as the case for the dependent variable (organizational agility) and its sub-dimensions, as it obtained an arithmetic mean higher than (3) and is available around the mean, and a standard deviation higher than (0.5), which indicates the availability of both variables in the study sample.

Table (5) the values of the Cyberman correlation coefficient of the significance of the relationship between the independent variable (organizational prowess) with its dimensions, with the axis of the dependent variable (organizational agility) in its dimensions

Practice (application)	Make decision	Sensor	Organizational agility	Dependent Variable Independent variable
0.585**	0.351**	0.103	0.552**	Organizational prowess
0.00	0.00	0.32	0.00	
D moral	D moral	Not significant	D moral	
0.579**	0.275**	0.040-	0.462**	Exploration
0.01	0.00	0.70	0.00	
D moral	D moral	Not significant	D moral	
0.320**	0.261*	0.193	0.383**	Exploitation
0.00	0.01	0.06	0.00	
D moral	D moral	Not significant	D moral	

It appears from Table (5) that the independent variable (organizational prowess) has a positive and significant correlation relationship, statistically significant overall and at the level of dimensions with the dependent variable (organizational loyalty), except for the sensing dimension of the dependent variable (organizational agility), which means proficiency. Organizational enhances agility in organizations through their ability to explore opportunities and exploit them by making quick decisions and practice among the research sample, and confirm their functional commitment towards their work, and decisions made by their organization, and that they are able to explore the opportunities available to them and exploit them optimally, Especially when their organizations allow them to apply their skills and ideas and practice while performing their work and this is what was shown by the significance of the dimension (practice or application) of the dependent variable organizational agility, thus making the organization a distinct organization and able to provide the best service and performance, but after sensing no sign was shown Moral with the independent variable organizational prowess and its dimensions, and this makes the organization weak by sensing the danger or threats that it may face either immediately or in the future although it is able to exploit it only It will optimize itself as the statistical aspect of this dimension has shown, but it remains unable to sense it or predict it except when the opportunities are close to it.

**Table (6)**

Regression and influence analysis of the variable Organizational Prowess and its dimensions in the variable Organizational Agility and its dimensions

indication	Moral Sig	Values F computed	The value of the marginal slope coefficient b	The value of the marginal slope coefficient a	Determination coefficient R <sup>2</sup>	The independent variable and its dimensions Y	Dependent variable And his dimensions X
D.	0.00	40.248	0.520	2.020	0.304	Organizational prowess	Organizational agility
D.	0.00	24.927	0.339	2.628	0.213	Exploration	
D.	0.00	15.834	0.271	3.023	0.147	Exploitation	
Not d	0.32	0.981	0.095	3.815	0.011	Organizational prowess	Sensor
Not d	0.70	0.149	0.029-	4.289	0.002	Exploration	
Not d	0.06	3.554	0.133	3.698	0.037	Exploitation	
D.	0.00	12.916	0.525	2.048	0.123	Organizational prowess	Make decision
D.	0.00	7.541	0.321	2.748	0.076	Exploration	
D.	0.01	6.749	0.294	2.990	0.068	Exploitation	
D.	0.00	47.870	0.940	0.198	0.342	Organizational prowess	Practice (application)
D.	0.00	46.445	0.726	0.848	0.335	Exploration	
D.	0.00	10.508	0.386	2.382	0.103	Exploitation	

Table (6) showed the existence of a statistically significant effect of the independent variable (organizational prowess) as a whole and at the level of

dimensions of the dependent variable, except for the sensing dimension that did not show a significant effect on the independent variable and its dimension, and according to the statistical aspect, we see that the independent variable has a clear effect and Express on deepening organizational agility and commitment to the research sample and confirming their commitment to work in their organization in a way that makes them participate in the decision-making processes and the practice of discovering opportunities, taking advantage of them and exploiting them for the benefit of the organization in a way that leads to their prosperity and the prosperity of their work, despite the weak effect of sensing However, the research sample showed that it is committed at the same time to performing the tasks and duties required of it and in what serves the organization and strengthens its position between other organizations and the competition.

## **Fifth: Conclusions, recommendations and proposals**

### **A conclusions**

In light of what the practical side has shown, we conclude the following:

- 1- There is a statistically significant correlation relationship between the independent variable (organizational prowess) in its dimensions with the dependent variable (organizational agility) in its dimensions, in the research sample, except for the sensing dimension of the dependent variable.
- 2- The existence of a significant effect relationship of the independent variable (organizational prowess) with its dimensions, on the dependent variable (organizational agility) with its dimensions, except for the sensing dimension of the dependent variable.
- 3- The research sample showed the ability to perform the predictive roles of opportunities and prepare for them by observing the external environment and exploring its implications and the opportunities it holds for the organization to benefit from, and that they have the ability to apply and present innovative ideas that increase the organization's strength and achieve its goals.
- 4- The research sample has the ability to make the appropriate decision and face challenges, and to build bridges of communication, understanding, homogeneity of opinions and harmony.
- 5- The research sample has an emotional commitment towards their organization through adopting the concepts of organizational prowess and organizational agility and their sub-dimensions and bearing them from secondary concepts that serve the interest of their organization.
- 6- The research sample's awareness of the dimensions of both variables, especially organizational prowess in their two dimensions, as well as their interest in the concept of agility and its dimensions.

### **B- Recommendations**

In light of the results of the study, the following is recommended:

- 1- Establishing scientific and organizational forums and giving lectures that clarify the two variables of research to introduce them to more workers in organizations, department managers and people, especially the variable of organizational agility.
- 2- Paying more attention to developing the skills of workers on the concepts of the research variables and their sub-dimensions, especially after sensing as it is an important dimension in the dynamic changing environment because of its great importance for knowing the threat, avoiding it, discovering opportunities and exploiting them.
- 3- Constant keenness to provide an administrative and organizational information network on decision-making processes, how to implement successful decisions at work, and the ability of these decisions to achieve the desired goals, and thus the success of work and the worker.
- 4- Actively seeking to involve those involved in the decision-making process, or at least acquaintance with the processes of making them, or the possibility of expressing an opinion at least on the alternatives available to the problem at hand.
- 5- Encouraging and supporting creative ideas and innovation in proposing them, and expressing opinions that are in the interest of work.

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