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Strategic agility and its impact on employee decision-making at Samarra pharmaceutical company

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Abstract

The current study's objectives are to give a theoretical and conceptual foundation for the subjects of strategic agility and decision-making, as well as to measure the influence of the strategic agility dimensions on decision-making and to disclose the degree to which Samarra Pharmaceutical Company employees practise strategic agility. The descriptive analytic approach was used in the study because it was appropriate for the subject of the present investigation, which aims to Explain the phenomena being studied, examine the data, and discuss the relationships between its elements, the views that have been spoken about it, the procedures it involves, and the results it produces. The strategic agility questionnaire, which was used with the study sample of 104 Samarra Pharmaceutical Company personnel, served as the research instrument. The findings showed that Samarra Pharmaceutical Company workers' decision-making is significantly influenced by the strategic agility characteristics.

Keywords: Strategic agility, decision making, pharmaceutical companies

Introduction

Organizations develop appropriate strategies and plans, given that the complex changes that organizations face in their internal and external environment have made traditional strategic planning and traditional administrative policies unable to achieve the ambitions and hopes of organizations, as organizations have become in need of strategic management based on the highest administrative philosophy and unconventional strategies to confront the ongoing pressures, and enable the organization to adapt its capabilities. Environmental requirements and needs.

But doing so requires a shift in the mindset of each official inside the company, moving away from the traditional approaches and towards new approaches that are centred on taking chances and learning from the errors the company has made (Taama: 2023: 45) ^[11]. (Modifying organisational policies and aims with great accuracy and adaptability: meeting workplace demands, gaining a competitive edge, and allowing them to prosper in the labour market) (Motalo *et al.*, 2023: 789) ^[25] Because organisations may operate within the framework of strategic agility, which is regarded as a novel style of thinking that characterises an organization's strategic orientation, they must build performance and strategies to adapt to the world in which they live.

Strategic agility is a contemporary management style that enables organisations to quickly and flexibly make the best decisions regarding their performance, improving the organization's performance by enabling them to adapt to and face various environmental variables at a high rate (Official: 2022: 29). In order to have a flexible working environment that will enable them to achieve success and excellence while also giving them a great deal of autonomy and the capacity to make decisions with a high degree of independence and flexibility, organisations use a technique known as "strategic agility" (Eid: 2015: 34).

In light of this, the inquiry aims to reveal Samara Pharmaceuticals' strategic agility and how it affects employee decision-making.

Second: The research problem and the questions raised about it:

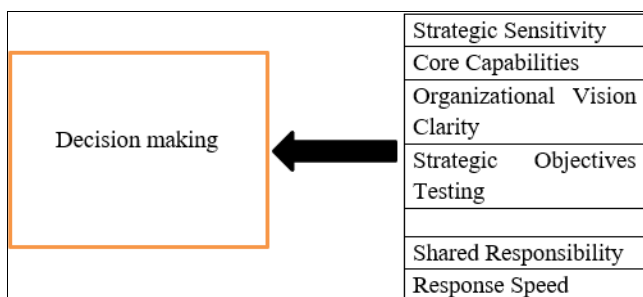
"What is the impact of strategic agility on employee decision-making in Samarra Pharmaceutical Company?" is the primary question that embodies the issue of the current study.

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Third: hypotheses

1. The following hypothesized associations result from a significant (0.05) link between Samara Pharmaceuticals workers' level of strategic flexibility and their involvement in decision-making:
 1. Strategic agility and Samara Pharmaceuticals workers' decision-making have a significant (0.05) relationship.
 2. Having fundamental organizational skills has a considerable (0.05) impact on how Samara Pharmaceuticals personnel make choices.
 3. Employee decision-making at Samara Pharmaceuticals is significantly impacted (0.05) by the organization's purpose clarity.
 4. The strategic objectives and the decision-making test used by Samara Pharmaceuticals workers are shown to be significantly correlated ($p < 0.05$).
 5. There is a substantial (0.05) correlation between Samara Pharmaceuticals workers' decision-making and their share of responsibility.
 6. There is a substantial (0.05) correlation between Samara Pharmaceuticals workers' decision-making and responsiveness.

Fourth: Research model



Fifth: The terms

The capacity to adapt to changes in the business environment by creating a highly flexible strategy structure for the organization that allows it to react swiftly to these changes and avoid risks is known as strategic agility. Al-Abdi (2014)^[12], p. 56

The researcher defines strategic agility procedurally as a set of procedures and operations taken by food industry companies to adapt to the changes surrounding them and crystallize a vision in order to respond quickly to these changes.

Previous studies

Al-Yahya and Abdul-Qader's study from 2022 The purpose of this research was to determine how King Khalid University staff members' crisis management skills and strategic agility relate to one another. An electronic questionnaire with 52 paragraphs was sent to 207 King Khalid University workers and associates in order to accomplish the study's goals using a descriptive analytical technique. Since the study's significance threshold was less than 5% across all four axes, the most relevant finding was that there was a statistically significant moral influence on the dependent variable (crisis management). The four components of strategic agility practices were included to the regression equation in the following order: organization, people, planning, and technology. The study also offered a number of recommendations, the most significant of which

is that King Khalid University should embrace strategic agility practices at the planning and organizational levels in order to face change swiftly and successfully rather than relying solely on reaction.

Chapter Two / Theoretical Framework

Introduction

The practice of altering a company's strategic direction in reaction to changing external conditions in order to maintain competitiveness, increase market share, and meet consumer expectations is known as strategic agility. An organization that can consistently use its strengths and expand its capabilities to provide the right service at the right time, in a way that meets client needs, is said to be agile. Redesigning the approach in a changing environment based on predicting and detecting potential outcomes is a dynamic process.

Organizations must possess strategic agility to overcome the challenges they face because, whether internal or external, direct or indirect, the surrounding circumstances have a significant impact on the decisions they make. These decisions may be made to address a problem or make a new change in life.

This chapter includes two topics that came in succession:

- Section One: Strategic Agility.
- Section Two: Decision Making.

Section One / Strategic Agility

First: Definition of Strategic Agility

During a US government-sponsored conference at Lehigh University in the 1990s, a specialised team of executives from many disciplines performed research that led to the development of the idea of strategic agility. At the time, it was determined that managers needed to understand their workplace in a manner that would help them deal with a variety of challenges and strive to maximise the potential of all human resources by fostering an innovative and creative spirit (Al-Yasiri and Jassim: 2022: 6)^[23].

Since then, a lot of researchers and people interested in different areas like psychology, politics, and management have been paying close attention to the idea of strategic agility. They see it as an administrative technique that helps organizations find a way to achieve success and excellence in the workplace by allowing them to confront the sustainability of their business (Al-Qars: 2023: 333)^[18].

According to Al-Yahya *et al.* (2022: 45)^[1], it is also referred to as the competitive capacity to cope with environmental changes by ongoing discovery and assessment of the organization's strategy to react to conditions rapidly and creatively.

Second: The importance of strategic agility

Several aspects highlight the significance of strategic agility, such as: Alsharah: 2020^[32]: 31.

It gives the company a competitive edge in terms of flexibility and speed and efficiency. It also enables the company to anticipate future circumstances and swiftly adjust resources, processes, and procedures as necessary.

Cooperation is key to boosting competition.

Building enduring connections with the stakeholders the organization works with and satisfying their needs in the process.

Gaining from the influence of people's labour and the dissemination of knowledge.

The capacity to effectively take advantage of market

opportunities.

Because it allows for the management of unforeseen changes and hazards, strategic agility is crucial to an organization's ability to survive.

Increasing the organization's competitiveness helps it stand out from the competition and exceed them.

A way to take advantage of favorable circumstances and profit from a world in turmoil.

Because of the quick reaction to environmental changes, it helps to improve the performance of creative and inventive work.

Third: Dimensions of strategic agility

The foundation of agile organizations' success and differentiation is their strategic agility, which can only be attained by the presence of factors that allow them to develop mechanisms that greatly aid in taking an idea from its inception to its practical implementation, ultimately resulting in the accomplishment of agile organizations' objectives. The following are the dimensions of strategic agility:

A clear vision is the course that the university should take going forward, depending on its capacity to manage its internal environment and its aptitude for learning about what is going on in the outside world (Mansour: 2022: 165)^[20]. As a result, one of the fundamentals that agile organisations adhere to is having a clear vision. (Kharofa and Aboudi, 2018: 245)^[14].

The experiences, talents, information, methods, and resources required to do job activities are referred to as core capabilities (Mansour: 2022: 15)^[20].

According to Abu Al-Wafa *et al.* (2019: 150)^[3], they are exemplified by: The agile organisation that aims for success and continuity considers all of its internal capabilities and is eager to recognise its strengths and limitations.

- Speed of response: the capacity to adjust to all surrounding variables in agile organisations in a way that contributes to exploiting various opportunities efficiently and effectively and is also regarded as one of the sources of competitive advantage that separate organisations from one another (Moussa and Al-Rumaihi: 2022: 490)^[22]. - Shared responsibility: the involvement of all employees within the organisation in carrying out work tasks in an effort to achieve the organization's goals (Al-Rumaidi *et al.* 2022: 35)^[7]. Through their combined efforts and high cooperation, organisational decisions are made that achieve positive results that the agile organisation aspires to reach.

Fourth: Strategic Agility Requirements

- It refers to the aspects that must be available to implement strategic agility and increase its competitiveness in the organization, as it is divided into four basic requirements (Uğurlu & Öztosun:2018:290)
- Technological capability, which is the organization's ability to quickly change old technologies to keep both product and process technologies up to date.
- **Collaborative innovation:** This speaks to the organization's capacity to reorganize in order to satisfy demands from both within and outside the company.
- **Internal compatibility:** It is a strategic solution between the organization's departments or employees on how to act quickly and in coordination with each other. In light of the above, it can be said that the requirements of strategic agility (technological

capability, collaborative innovation, organizational learning, and internal compatibility) help the organization's continuity and growth without stumbling, as they achieve the organization's ability to change when required and ensure success in it.

Second axis/ Decision making

First: Definition of decision making

Linguistic definition:

A decision is defined in the language as someone who decided the matter, settled and established, and the opinion or judgment was established, i.e. it was approved by someone who has the power to approve it (Ibn Manzur: 2004: 764)^[2].

Technical definition:

selecting the most suitable option from the range of options by weighing them as potential approaches to a problem and selecting the best option to address the issue (Al-Mahdi *et al.*: 2018: 170)^[21].

Second: Chapter Three: Research procedures, results and proposals

First: The Methodology

The descriptive analytical method, which aims to describe the phenomenon under investigation, analyse its data and the relationships between its components, as well as the opinions expressed about it, its processes, and its effects, was used in the paper because it was deemed appropriate for the current research topic.

Second: Research Sample

Samarra Pharmaceutical Company personnel are represented by the research community members, and there are 104 of them. They were given the questionnaire, and 104 of them returned it, yielding a 100% return rate.

Third: Setting up the paper instrument

Two sources of information were gathered

Primary sources: The primary instrument used to gather the data was a questionnaire that was created with assistance from earlier research.

Research and reading on different websites, magazines, articles, reports, and follow-up studies that addressed the topic of the study are examples of secondary sources. These include pertinent Arabic and international literature and references.

There were three primary components of the questionnaire: The first component contains the respondents' personal information, including their age, years of experience, educational background, and work title.

The second segment, which covers strategic agility, has 26 paragraphs spread over 6 sections:

- There are six paragraphs in the first section, which is strategic sensitivity.
- There are four paragraphs in the second section, which is clarity of vision.
- The third section, "Core capabilities," is made up of four paragraphs.
- The fourth category, which is made up of four paragraphs, is choosing strategic goals.
- The fifth category, which has four paragraphs, is shared responsibility.
- Response speed is the sixth section, and it has four paragraphs.

- A five-response questionnaire was used to create the paper tool, and the degrees on the five-point scale were as follows:
- 5 degrees for strongly agreeing - 4 degrees of agreement - Three degrees are neutral. - Two degrees of disagreement Disagree strongly = 1 degree

The following formula was used to determine the research tool's validity and reliability:

The questionnaire's internal consistency validity

The degree to which each questionnaire paragraph is consistent with the area to which it pertains is known as internal consistency validity. The correlation coefficients between each questionnaire field's paragraph and the field's overall score were used to determine the questionnaire's internal consistency. This was carried out on the forty people who made up the survey sample.

Table 1: shows the correlation coefficient between the field's overall score and each paragraph in the "Strategic Sensitivity" section.

probability value	Pearson's Correlation Coefficient	Paragraph	S. No.
*0.000	5.94	The management of the organisation is eager to include staff members in strategic planning.	1
*0.000	8.48	The management of the business has a clear idea of what it wants to do in the future.	2
*0.000	6.42	The management of the organisation consistently works to focus its efforts and resources.	3
*0.000	6.05	The management of the organisation is always engaged in the continuous improvement process.	4
*0.000	7.66	The management of the business is free to redistribute and reap the benefits of resources.	5
*0.000	6.02	The management of the organisation avoids errors by learning from past experiences.	6

*The correlation coefficient between each paragraph of the "Strategic Sensitivity" field and the field's overall score is displayed in the preceding table. It indicates that the correlation coefficients are significant at the 0.05 level of significance, indicating that the field is deemed valid for the purposes for which it was intended.

Table 2: Correlation coefficient between each paragraph of the "Clarity of Vision" field and the field's overall score

probability value	Pearson's Correlation Coefficient	Paragraph	S. No.
*0.000	5.49	The company has clear goals that guide it in making decisions	1
*0.000	8.32	The company's vision and general goals are translated realistically	2
*0.000	8.69	The company's goal and principles are well understood by the staff, and all of its divisions and units work together harmoniously.	3
*0.000	8.27	The company's goal and principles are well understood by the staff, and all of its divisions and units work together harmoniously.	4

•At the (0.05) level, the correlation is significant.

The degree of relationship between each component of the "Visual Clarity" domain and the domain's total score is shown in the above table; at the significance level (0.05), the association is deemed significant, demonstrating the domain's efficacy in measuring its objectives.

Table 3: Indicates the connection between each component of the intrinsic abilities section and the overall rating.

probability value	The correlation coefficient of Pearson's	Paragraph	S. No.
*0.000	7.69	The company has sufficient knowledge of the skills and experiences that distinguish it	1
*0.000	8.28	The business sets aside the funds required to enhance each of its manufacturing procedures.	2
*0.000	7.50	The company has the necessary skills to complete the work and meet the needs	3
*0.000	7.67	The company has a good reputation and fame among customers	4

•At the 0.05 level, the association is statistically significant.

The correlation coefficient between each paragraph of the "core capabilities" field and the field's overall score is displayed in the preceding table. It demonstrates that the correlation coefficients are significant at the significance level (0.05), indicating that the field is deemed legitimate for the purposes for which it was intended.

Table 4: Displays the correlation coefficient between the field's overall score and each paragraph in the strategic objective's selection field.

probability value	Pearson's Correlation Coefficient	Paragraph	S. No.
*0.000	7.99	The business categorizes its clientele and provides them with relevant merchandise.	1
*0.000	6.99	The business may provide clients value because of its unique qualities.	2
*0.000	7.72	The company identifies the competencies and processes necessary for future development.	3
*0.000	8.38	The company has the ability to identify procedures that develop products.	4

*The connection is statistically significant at the 0.05 level.

The above table shows the correlation coefficient between each paragraph in the "Choosing Strategic Objectives" area and the field's total score. The field is considered genuine for the purposes for which it was designed since it shows that the correlation coefficients are significant at the significance level (0.05).

Table 5: The correlation coefficient between each joint responsibility domain paragraph and the domain's overall score

probability value	Pearson's Correlation Coefficient	Paragraph	S. No.
*0.000	8.62	Employees are expected by the organisation to see errors as chances for growth and development.	1
*0.000	8.58	The company provides easy access to information that is of interest to both customers and employees	2
*0.000	8.62	The company encourages employees to adopt the principle of responsibility and participation and that everyone is responsible for the final results of the work	3
*0.000	8.04	The company fully maintains its customers by participating in planning and implementing projects	4

*The correlation is statistically significant at the level of 0.05.

The correlation coefficient between each paragraph of the "joint responsibility" domain and the domain's overall score is displayed in the preceding table. It demonstrates that the

correlation coefficients are significant at the significance level (0.05), indicating that the domain is deemed legitimate for the purposes for which it was intended.

Table 6: Displays the correlation coefficient between each reaction speed domain paragraph and the domain's overall score.

Probability value	Pearson's Correlation Coefficient	Paragraph	S. No.
*0.000	7.59	The company constantly discusses its future directions with employees	1
*0.000	5.27	Employees actively participate in discussing the company's strategies	2
*0.000	8.99	The business modifies its tactics to accommodate shifting conditions and the external environment.	3
*0.000	9.32	It is ensured that employees in the company are aware of the company's strategy and objectives	4

*The correlation coefficient between each paragraph of the "response speed" field and the field's overall score is displayed in the preceding table. This indicates that the correlation coefficients are significant at the 0.05 level of significance, meaning that the field is deemed valid for the purpose for which it was created. Determining structural validity reveals that all correlation coefficients in all questionnaire fields are statistically significant at the 0.05 level of significance, mean.

Table 7: Correlation coefficient between the overall questionnaire score and the scores in each individual questionnaire field

Probability value	Pearson's Correlation Coefficient	Domain
*0.000	8.59	Strategic Sensitivity
	8.65	Clarity of Vision
*0.000	7.58	Core Capabilities
*0.000	7.18	Selection of Strategic Objectives
*0.000	8.57	Shared Responsibility
*0.000	7.45	Response Speed

*When calculating the questionnaire's stability, the correlation is statistically significant at the 0.05 level.

The Cronbach's alpha coefficient was used to confirm the questionnaire's stability, and the findings are shown in the table below:

Table 8: Cronbach's alpha coefficient to assess the questionnaire's stability

Probability value	Pearson's Correlation Coefficient	Domain
0.747	6	Sensitivity to Strategy
0.766	4	Seeing Clearly
0.783	4	Core Capabilities
0.771	4	Selection of Strategic Objectives
0.866	4	Shared Responsibility
0.810	4	Response Speed

Fourth: The results and discussion

Analysis of the first hypothesis "Strategic Sensitivity "

Table 9: The arithmetic mean for each paragraph of the strategic sensitivity field

Order	Probability values	Test value	Arithmetic mean	Paragraph	S. No.
6	*0.000	2.39	64.71	The management of the organisation is eager to include staff members in strategic planning.	1
5	*0.000	10.11	775.38	The management of the business has a clear idea of what it wants to do in the future.	2
3	*0.000	17.49	81.15	The management of the organisation consistently works to focus its efforts and resources.	3
1	*0.000	19.49	83.08	The company's management is constantly interested in the process of continuous improvement	4
4	*0.000	10.79	76.83	The company's management has the flexibility to redistribute and benefit from resources	5
2	*0.000	17.63	82.60	The company's management learns from its previous experiences and avoids mistakes	6
	*0.000	17.52	77.29	All of the field's paragraphs combined	

At the (0.05) level, the correlation is significant.

The aforementioned table shows the relationship between the various components of the Visual Clarity section and the section's overall score; the coefficient of correlation is significant at the significance level (0.05), indicating that the section is thought to have a significant relationship with the subject.

Table 10: Displays the correlation coefficients between the overall score and the paragraphs in the Intrinsic Skills section.

Probability value	Test value	Paragraph Arithmetic mean Test results Value of probability Rank	The paragraph the arithmetic mean Test results Value of probability Rankly value Rank	Paragraph	S. No.
1	*0.000	15.91	78.94	The company has clear goals that guide it in making decisions	1
3	*0.000	12.02	76.70	The company's vision and general goals are translated realistically	2
4	*0.000	8.01	74.13	Employees have clarity about the company's vision and values	3
2	*0.000	11.87	77.88	There is total synergy and harmony between the company's sections and divisions	4
	*0.000	14.54	76.82	All the paragraphs of the field combined	

From the chart above, you can deduce the following:

The highest-ranking paragraph in this field is (1) "The company has specific goals that direct its decisions", where the relative average is (78.94%) and the probability is (*0.000), which means that the sample members strongly agree with the paragraph.

The average probability of paragraph (3) "Employees are aware of the company's mission and values" is 74.13%, and the relative value is *0.000, which is the lowest of this field. This demonstrates that the sample members concur with the paragraph. This field is considered significant statistically at the level of significance (0.05), which means that the average response to this field is different from the average agreement on the paragraphs in this field, which indicates a

significant degree of consistency among the sample members on the pages in this field. Overall, the average relative to the field as a whole is (76.82%) and the probability of the field is (*0.000).

The null hypothesis, which is the third hypothesis, is that there is no association between "Core Competence" and performance.

Table 11: The arithmetic average for every Core Capabilities field paragraph

Rank	Probability value	Test value	Arithmetic mean	Paragraph	S. No.
4	*0.000	16.09	80.87	The company has sufficient knowledge of the skills and expertise that distinguish it	1
3	*0.000	20.00	81.83	The business sets aside the funds required to enhance each of its manufacturing procedures.	2
2	*0.000	21.53	82.60	The company has the necessary skills to complete the work and meet the needs	3
1	*0.000	23.32	85.29	The company has a good reputation and fame among customers	4
	*0.000	26.89	82.64	All the paragraphs of the field together	

From the chart above, it's apparent that:

The most prominent paragraph in this field is paragraph (4): "The company is renowned for its good reputation and recognized by customers and society as a whole." The average relative to this paragraph is 85.29%, and the probability is *0.000. This demonstrates that the sample members concur with the paragraph, which is attributed to the bias of food industry executives who believe that their corporation is superior to other corporations. Paragraph (1): "The company has a sufficient grasp on the abilities and experiences that distinguish it" is the lowest paragraph in this field. The relative average is 80.87%, and the

probability is (*0.000), which indicates that the sample members greatly agree with the subject of this paragraph. This field is considered significant statistically at the level of significance (0.05) because the average response to it is different than the average agreement on the paragraphs, which shows that the members of the sample have a high degree of agreement on the aspects of this field. Overall, the average relative to the core capability field's total probability is (82.64%) and the value is (*0.000).

3-The evaluation of the fourth hypothesis " strategic goal selection"

Table 12: For each section of the strategic goal's selection field, the average number and percentage of this field.

Rank	value Rank	Test value	Arithmetic mean	Paragraph	S. No.
4	*0.000	78.85	78.85	The company divides its customers into various categories and offers them appropriate products.	1
3	*0.000	17.24	80.38	The company has the distinctive capabilities that enable it to add value to customers.	2
1	*0.000	18.35	81.35	The company identifies the competencies and processes necessary for future development.	3
2	*0.000	16.80	80.87	The firm has the capacity to find techniques that generate goods.	4
	*0.000	19.16	80.30	All of the field's paragraphs combined	

The chart below illustrates the following:

The degree to which the sample members concur with all of the paragraphs in this field is similar, as they all have a strong reputation, and the highest degree of agreement is located in paragraph (3) "The company defines the necessary processes and capabilities for the development process. The future, which had a relative frequency of (81.35%). This outcome demonstrates that companies have

a great interest in understanding the abilities and skills they possess that will help them to develop, which implies that companies in the food industry are always attempting to improve their business and products. The lowest degree of agreement is paragraph (1): "The company categorizes customers into different groups and attempts to provide each with a relevant product", with a proportional average of (78.85%). Generally, it is possible to state that the average

relative to the field "Strategic goal selection" is (80.30%), with a probability of (*0.000). As a result, this field is considered to have a significant statistical importance at the level of significance (0.05). This indicates that the average response level and average agreement level in this field are

fundamentally different, which means that the sentences in this field are predominantly agreed upon by the sample participants.

4-Examining the fifth hypothesis: the shared responsibility field

Table 13: The relative and arithmetic means for every shared responsibility paragraph

order	Probability value	Test value	Arithmetic mean	Paragraph	S. No.
1	*0.000	13.12	79.33	Employees are expected by the organisation to see errors as chances for growth and development.	1
3	*0.000	11.31	77.67	The organisation gives quick access to information that is of interest to consumers and workers alike	2
2	*0.000	11.51	78.46	The company encourages employees to adopt the principle of responsibility and participation and that everyone is responsible for the final results of the work	3
4	*0.000	9.23	75.83	By taking part in the design and execution of initiatives, the business keeps all of its clients.	4
	*0.000	13.36	77.801	All of the field's paragraphs combined	

The following is shown in the above chart:

All of the paragraphs in this section have high levels of agreement among the sample members because they are all strong. The paragraph (1) "The company requests that employees consider mistakes as an opportunity to learn and improve" has the highest level of agreement, with a relative mean of 79.33% and a probability of *0.000. This indicates that the sample members strongly agree with this paragraph, while they acknowledge that paragraph (4) "The company is fully committed to customers and participates in the planning and execution of projects" has the lowest level of agreement. This assertion is supported by the sample members. Overall, it can be concluded that the field of

shared responsibility has a relative average of 77.80% and a probability of *0.000. As a result, this field is deemed to have significant statistical importance at the 0.05 level of significance, meaning that: The average response to this field is different. In essence, the sample's members' strong agreement with the items related to this field is reflected in the average degree of agreement. This suggests that the company's management cares about the endeavor's eventual success and want to encourage everyone's involvement in the decision-making process.

5-Analysis of the sixth hypothesis: the field of response speed.

Table 14: The reaction speed paragraphs' arithmetic and relative means for each paragraph

order	Probability value	Test value	Arithmetic mean	Paragraph	S. No.
2	*0.000	8.39	73.46	The company constantly discusses with employees its future directions	1
1	*0.000	15.41	79.33	Employees actively participate in discussing the company's strategies	2
3		4.19	67.40	The business modifies its tactics to accommodate shifting conditions and the external environment.	3
4	*0.000	3.46	67.31	It is ensured that employees in the company are aware of the company's strategy and objectives	4
	*0.000	8.42	71.88	All the paragraphs of the field together	

The above table makes the following evident:

With a relative arithmetic mean of 79.33% and a probability value of *0.000, paragraph (2)—which states that the company adapts its strategy to suit changing circumstances and the surrounding environment—had the highest approval in this field. This indicates that the sample members strongly approve of this paragraph. "The company constantly discusses with employees its future directions" (paragraph 4) received the lowest approval in this category. The relative arithmetic mean for this paragraph was 67.31 percent, and the probability value was equal to 0.000. This indicates that the sample members' approval of this paragraph is average.

Fifth: Recommendations

The following suggestions were made using the study's theoretical framework and the findings of the statistical analysis of the data:

- It is imperative that businesses, particularly pharmaceutical companies, focus on attaining a high

- degree of commitment to strategic agility and that their staff members comprehend the connection between strategic agility and decision-making.
- Creating strategic agility techniques for businesses to help them become more strategic.
- Developing strategies for strategic agility to assist companies in becoming more strategic
- Pharmaceutical companies should be confident that strategic agility will achieve effective decision-making.

Sixth: Suggestions

- Conduct a study on job satisfaction and its relationship to employee responsibility.
- Conduct a study on patterns Administrative leadership and its effectiveness in decision-making.
- The influence of strategic agility on employee work performance.
- The influence of organizational conflict on decision-making in non-governmental enterprises.

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