The Impact of Strategic Agility on Achieving Competitive Advantage – A Field Study on a Sample of Executives and Managers at Sonelgaz Branches in Mila.

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Summary: This study aims to examine the impact of strategic agility on achieving competitive advantage within the Sonelgaz Corporation. The dimensions of strategic agility identified in this study include: strategic sensitivity, responsiveness, collective commitment, and resource fluidity. The objective is to explore the role of these dimensions in fostering competitive advantage from the perspective of managers and executives at the Sonelgaz Agency in Mila. To achieve these objectives, a field study was conducted in which 40 questionnaires were distributed to a selected number of executives at the organization’s main centers. The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS), employing several statistical techniques such as Pearson correlation coefficient, arithmetic means, and the simple regression model.

The study revealed a statistically significant effect of the independent variable (dimensions of strategic agility) on the dependent variable (competitive advantage), with a strong positive correlation between the two variables, measured at 73.8%.

The study recommends the reinforcement of strategic agility practices across its four dimensions within the strategic business units of Sonelgaz to enhance overall competitive positioning.

Keywords: Strategic Agility; Dimensions of Strategic Agility; Competitive Advantage; Sonelgaz – MILA

Jel Classification Codes : D41 ; C42 ; M14 ; M31

I- Introduction :

Organizations are facing environmental conditions characterized by acceleration and continuous change due to rapid developments in the factors that shape their environment. These conditions necessitate the adoption of adaptive strategies to ensure the organization's continuity and success. Achieving sustainable success and superiority through the possession of specific resources and capabilities is of great importance, as these resources must be rare, difficult to replicate, irreplaceable, and should be integrated and harmonized. Therefore, organizations are compelled to seek means and methods that guarantee continuous value in a changing environment.

Organizational success is realized through the ability to survive, adapt, and respond quickly to changes in the fast-paced business environment, striving to achieve a sustainable advantage over competitors by meeting customers' needs and desires. This dynamic drives organizations to explore non-traditional strategies and managerial philosophies to confront new challenges and rapid developments. From this perspective, strategic agility emerges as an important option that contributes to strengthening the organization's ability to survive and grow, enhancing its adaptability to changes, and ensuring continued success.

Strategic agility is considered an approach aimed at improving organizations' ability to adapt to changes in the external environment, seize opportunities, and reduce risks. It strengthens the organization's ability to acquire the mobility and flexibility required to survive in a changing competitive environment, by improving core processes and responding rapidly to changes through environmental sensitivity, building new business models, and implementing innovations—thereby keeping pace with developments.

Moreover, competitive advantage has become a necessity in the business environment due to organizations' accelerated pursuit of excellence and acquisition of competitive features that distinguish them from their rivals, enabling them to enter new markets and earn customer loyalty. Strategic agility is directly related to competitive advantage through the organization's ability to adapt to rapid market changes and improve processes. This, in turn, enhances service quality and fulfills customer needs, which strengthens the organization's market position and provides it with the ability to compete effectively.

Research Problem

In light of rapid developments and ongoing changes in the business environment, organizations are increasingly facing major challenges to survive in a competitive setting and ensure their continuity in the market. This challenge requires the adoption of efficient and flexible strategies that can respond to swift transformations. Here arises the role of strategic agility in confronting the challenges and difficulties organizations face in order to achieve superiority and distinction. Accordingly, we raise the following research question:

To what extent do the dimensions of strategic agility influence the achievement of competitive advantage at Sonelgaz – Mila Branch?

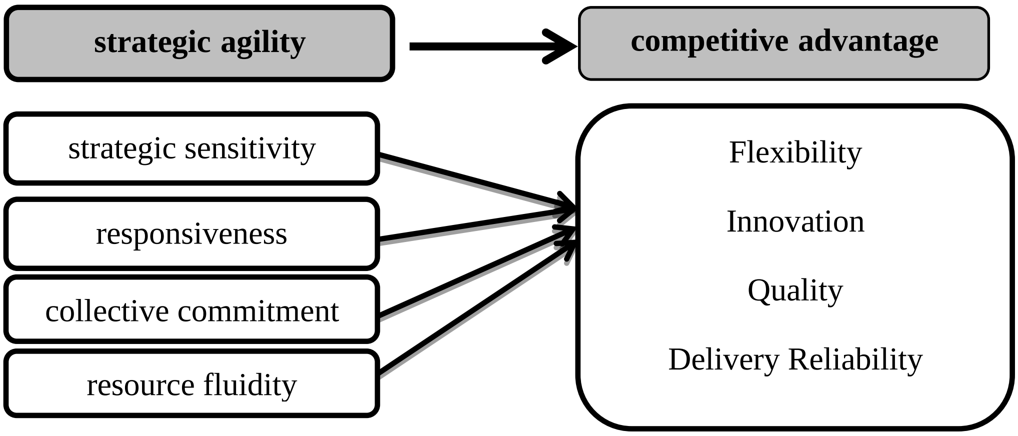
To address the different aspects of this problem, a set of sub-questions will be raised:

- What is meant by strategic agility and its dimensions?
- What is meant by competitive advantage and its dimensions?
- How can strategic agility achieve competitive advantage at Sonelgaz – Mila Branch?

Research Model

In order to grasp the details and requirements of the research, and based on the research problem and its hypotheses, and to achieve the study's objectives, the conceptual framework of the study was developed in the form of variables. Figure (01) illustrates that the **independent variable** is represented by *strategic agility*, while the **dependent variable** is represented by *competitive advantage* with its four dimensions. Figure (01) demonstrates this relationship.

Figure (01): Research Model



The Source: (Weber, Y., & Tarba, S. Y. 2014)(Doz, Y., & Kosonen, M, 2008)

Research Hypotheses

Main-Hypothesis:

There is a statistically significant positive effect of the dimensions of strategic agility on achieving competitive advantage at Sonelgaz at a significance level of $\alpha \leq 0.05$.

This main hypothesis branches into the following sub-hypotheses:

Sub-hypothesis 1: There is a statistically significant positive effect of the dimension of strategic sensitivity on achieving competitive advantage at Sonelgaz at a significance level of $\alpha \leq 0.05$.

Sub-hypothesis 2: There is a statistically significant positive effect of the dimension of response speed on achieving competitive advantage at Sonelgaz at a significance level of $\alpha \leq 0.05$.

Sub-hypothesis 3: There is a statistically significant effect of the dimension of collective commitment on achieving competitive advantage at Sonelgaz at a significance level of $\alpha \leq 0.05$.

Sub-hypothesis 4: There is a statistically significant positive effect of the dimension of resource fluidity on achieving competitive advantage at Sonelgaz at a significance level of $\alpha \leq 0.05$.

Research Objectives

The current study aims to explore the role of strategic agility in achieving competitive advantage at Sonelgaz. From this main objective, the following sub-objectives are derived:

- ✓ To define strategic agility as one of the emerging concepts in the field of business management;
- ✓ To define competitive advantage and identify its dimensions;
- ✓ To clarify the theoretical relationship between strategic agility and competitive advantage;
- ✓ To determine the extent to which strategic agility influences the achievement of competitive advantage at Sonelgaz.

Research Boundaries

- ✓ **Spatial Boundaries:** The study was conducted at Sonelgaz agencies in Mila.
- ✓ **Temporal Boundaries:** The field study was carried out during the period from February to June 2025.
- ✓ **Human Boundaries:** The study was applied to a sample of executives in the main centers of Sonelgaz – agencies affiliated with Mila Province.

I.1.The Concept of Strategic Agility

I.1.1. Definition

The literature indicates that **Roth (1996)** was among the first researcher to define strategic agility, although in a manufacturing context, where she observed that *"leading manufacturing companies must produce the right products, in the right place, at the right time, and at the right price."* The term "strategic agility" was formally introduced to the public for the first time in 1991 by the Iacocca Institute at Lehigh University in a report entitled *“21st Century Manufacturing Enterprise Strategy: An Industry-Led View.”*

However, at the beginning of the 21st century, non-industrial firms began adopting the concept of organizational and corporate agility as a new research field (Nejatian et al., 2019; Shin et al., 2015).

It is noted that strategic agility has been built upon earlier concepts in management theory, where similarities exist among these notions (Overby et al., 2006). Katayama and Bennett (1999) suggested that in order for an organization to respond effectively to a turbulent environment, achieve efficiency in resource utilization, and improve performance, it is essential to consider integrated and mutually supportive concepts, such as: strategic responsiveness, organizational adaptability, absorptive capacity, organizational ambidexterity, organizational agility, and market orientation.

The most significant definitions of strategic agility, presented in chronological order, are summarized in the following table:

Table (01): Selected Definitions of Strategic Agility

Researcher & Year	**Definition**
Goldman et al. (1995)	A comprehensive approach to addressing business challenges associated with exploiting continuously evolving and permanently fragmented global markets, by providing customized products and services to distinguished customers.
Roth (1996)	The ability of an enterprise to produce the right goods at the right time, in the right place, and at the right price.
Dove and Palmer (2004)	The ability of an enterprise to manage and apply knowledge effectively in a turbulent and constantly changing business environment.
Sambamurthy et al. (2003)	The capability to identify innovative opportunities and seize these market opportunities by rapidly and unexpectedly mobilizing resources, information, and relationships.
Overby et al. (2006)	The ability of organizations to sense environmental changes and respond to them quickly.
Setia et al. (2008)	The ability of organizations to identify market opportunities to achieve competitive advantage, and to exploit their resources, expertise, and relationships to seize these opportunities and adapt to unexpected changes in the business environment.
Tallon and Pinsonneault (2011)	The ability to recognize opportunities and threats quickly, easily, and skillfully.
Brueller et al. (2014)	The ability to make strategic decisions quickly, flexibly, and with high accuracy.
Kale et al. (2019)	The ability of a company to assess itself and its strategy in light of changes occurring in the business environment.
Clauss et al. (2020)	The ability to maintain competitiveness by focusing on company objectives while simultaneously responding to unexpected fluctuations in the business climate.
Vrontis et al. (2022)	Generally understood as the organization’s ability to routinely adapt to unforeseen and changing conditions, as highlighted by Doz and Kosonen (2008).

The Source: Compiled by the researcher based on the references listed in the table.

Among the definitions provided by Arab researchers, we mention the following:

- ✓ Strategic agility is “the ability to exploit opportunities that competitors are slow to seize” (Wael Mohamad & Methaq Taher, 2013, p.71).
- ✓ It has also been defined as “the ability to dynamically reshape the organization and its strategy in a changing business environment, achieved through continuous anticipation and adaptation to stakeholder needs and trends without abandoning the organization’s vision” (Ben Hanash & Al-Zahrani, 2021, p.105).
- ✓ Another definition states that it is “the ability to face changes in the business environment by designing a highly flexible strategic system to respond quickly to those changes and avoid risks” (Seto & Drbal, 2022, p.254).

From these definitions, strategic agility can be summarized as the speed of adaptation to rapid environmental changes, supported by the establishment of a flexible strategic system that enables organizations to exploit opportunities and continuously strengthen their core capabilities.

I.1.2. The Importance of Strategic Agility

The importance of strategic agility in economic organizations can be summarized, based on Dabit (2022, p.28) and Ghazi Hamed Al-Yahya & Barchid Abdelkader (2020, p.208), in the following points:

- ✓ **Exploiting market opportunities:** Strategic agility enables organizations to seize opportunities within a turbulent market environment—not as a substitute for strategic planning, but as a flexible approach that enhances immediate adaptability.
- ✓ **Integration between thinking and execution:** It emphasizes effective integration between strategy formulation and implementation, ensuring harmony between vision and practical action.
- ✓ **Anchoring vision and strategic thinking:** It strengthens the importance of having a clear vision and continuous strategic thinking as a means to guide operations toward long-term objectives.
- ✓ **Controlling and adapting to changes:** It enables organizations to adapt to sudden shifts in the business environment, thereby enhancing their ability to survive and grow.
- ✓ **Achieving competitive advantage:** It contributes to enhancing organizational flexibility, accelerating performance, and improving effectiveness compared to competitors.
- ✓ **Future responsiveness and immediate adjustment:** It allows anticipation of future conditions and the rapid adjustment of resources and actions according to environmental requirements.
- ✓ **Enhancing competitiveness through collaboration:** It supports teamwork aimed at raising competitiveness at the individual and group levels.
- ✓ **Building strategic relationships:** It contributes to establishing long-term relationships with stakeholders, strengthening responsiveness to their needs.
- ✓ **Maximizing human capital and information flow:** It improves individual effectiveness and leverages knowledge in decision-making.
- ✓ **Efficient exploitation of opportunities:** It supports optimal use of market opportunities, enhancing rapid responsiveness.
- ✓ **Managing risks and unexpected changes:** It serves as an effective tool for dealing with uncertainty and managing complex challenges.
- ✓ **Excellence and competitive superiority:** It is a strategic means of achieving distinction and competitive superiority over rivals.
- ✓ **Seizing opportunities in unstable environments:** It is employed to capture suitable opportunities and benefit from market disruptions.
- ✓ **Supporting innovation and creativity:** It fosters higher levels of creative performance through flexibility in responding to external environmental changes.

I.1.3. Dimensions of Strategic Agility

Doz and Kosonen (2008, 2010) conceptualized strategic agility from an internal organizational perspective, as an interaction between three dimensions: **strategic sensitivity, leadership unity, and resource fluidity.** Weber and Tarba (2014) endorsed this view, expanding “leadership unity” to include collective commitment.

In Arab literature, however, business management researchers differed in identifying the dimensions of strategic agility. For example:

- ✓ Ahmed Ali Al-Faqih (2020) identified them as strategic sensitivity, vision clarity, core capabilities, shared responsibility, response speed, and selection of strategic objectives.
- ✓ Bourbia (2021) identified them as strategic sensitivity, collective commitment, and resource fluidity.
- ✓ Zaghmar & Dabboush (2022) identified them as strategic sensitivity, shared responsibility and collective commitment, core and technological capabilities, resource fluidity, vision clarity, and response speed.

In this study, we will rely on the following dimensions:

a. Strategic Sensitivity

Strategic sensitivity refers to the organization’s ability to engage in foresight and advanced sensing of a wide range of environmental information, through maintaining an effective and diverse network of relationships with relevant individuals and institutions (Helmi & Allamsi, 2021, p.330). This ability manifests in quickly identifying and seizing opportunities before competitors, serving as one of the fundamental bases for achieving strategic agility.

It is reinforced by combining an outward-looking strategy with high levels of internal participation, enhancing organizational focus, and fostering open, rich, and intensive internal dialogue (Bourbia, 2021, p.442).

Strategic sensitivity rests on three main pillars (Ahmed, 2020, p.180):

Open Strategy Processes:

- ✓ Strategic collaboration with multiple stakeholders, including partners, suppliers, and customers.
- ✓ Transfer and exchange of practical experience within the organization, enhancing organizational interaction and knowledge accumulation.

Strategic Vigilance:

- ✓ Vision flexibility: the ability to adjust and adapt the strategic vision.
- ✓ Paradoxical goals: managing diverse goals that may appear contradictory but are essential in a dynamic environment.
- ✓ Futures openness: readiness to deal with multiple future scenarios.

High-Quality Internal Dialogue:

- ✓ Conceptual enrichment realism: formulating realistic visions based on critical and informed analysis.
- ✓ Cognitive diversity: engaging different perspectives and knowledge backgrounds within the organization.

b. Response Speed

Response speed is a core dimension of strategic agility, referring to an organization's ability to act rapidly and effectively in response to environmental changes, and to exploit opportunities arising from those changes through proactive or reactive scenarios that strengthen readiness (Zaghmar & Dabboush, 2022, p.88).

This speed represents a renewed source of competitiveness, as superiority in many sectors now depends on the organization's ability to respond instantly to environmental dynamics. It requires high organizational flexibility through delegation of decision-making to lower operational levels, reliance on dynamic, multidisciplinary teams, and effective internal coordination among units and departments. This ensures integrated and timely responses, enhances the execution of activities in line with defined objectives, and strengthens the organization's ability to achieve strategic outcomes in a dynamic business environment.

c. Collective Commitment

Collective commitment refers to a high level of alignment and coherence in decision-making within the organization, whereby decisions are made collaboratively among top management members, ensuring that efforts are directed toward shared success rather than individual interests or personal agendas (Taha Abdullah & Aboud Omeir, 2019, p.307).

This commitment focuses on strategically important organizational issues, rather than minor sub-unit concerns, and is reinforced by unified incentive mechanisms based on clear, fair, and transparent objectives. However, activating collective commitment in practice faces structural and behavioral challenges, summarized in three main aspects:

- ✓ The need for rapid decision-making in dynamic environments often conflicts with high uncertainty and interdependence of organizational activities.
- ✓ Strategic shifts toward ecosystems and new business models require skills and capabilities that some traditional executives may lack.
- ✓ Building an effective interactive culture within the leadership team requires reshaping traditional dynamics between the CEO and top management to mobilize energies toward achieving shared goals.

d. Resource Fluidity

Resource fluidity refers to the organization's ability to mobilize and reallocate its financial and material resources flexibly and efficiently, enabling it to exploit external opportunities and respond swiftly to dynamic changes. This ability is vital in effectively restructuring resources to achieve strategic adaptation and maintain performance continuity amid rapid changes (Abu Ziadeh & Moussa Zein, 2021, p.8).

If an organization is not structured in a way that supports agility—through managerial systems, governance mechanisms, and resource availability—its ability to act strategically will diminish, leading to slow environmental responses and exposure to risks threatening its survival. In this sense, resource fluidity is regarded as a necessary and effective condition for maximizing the positive impact of both strategic sensitivity and collective commitment. Without it, these dimensions lose their effectiveness in supporting strategic agility and achieving competitive advantage (Zaghmar & Dabboush, 2022, p.88).

I. 2. Competitive Advantage:

Competitive advantage represents an organization's ability to grasp the fundamental bases of competition through analyzing its current rules and anticipating future directions. This enables the firm to achieve success by developing innovative models of competitive advantage, especially as traditional models lose their effectiveness due to their widespread use and repetition among competitors (Baali, 2019, p. 213).

Competitive advantage is also defined as the domains in which the firm demonstrates outstanding performance stemming from its unique competitiveness, through possessing characteristics and capabilities superior to those of competitors. This is manifested in its ability to develop new products or expand into new markets, thereby creating perceived value for customers—value that is recognized and appreciated by customers in their purchasing decisions (Baali et al., 2019, p. 349). This implies the firm's ability to transform acquired competitive advantages into sustained superiority.

Another definition views competitive advantage as the firm's ability to confront competitive forces in the markets, which may otherwise negatively impact its market share at the local or global level. Competitiveness, in this sense, serves as a means through which the firm achieves a distinguished competitive position within the business environment (Belghribi & Ghrab, 2021, p. 66).

From these definitions, it can be concluded that competitive advantage is the organization's ability to achieve superior and sustainable performance by offering unique value to customers that is difficult for competitors to imitate. This is achieved through leveraging its resources and capabilities in a way that enables adaptation to market changes and excellence in facing competition.

I. 2. 1. Dimensions of Competitive Advantage

Scholars in business management have identified various dimensions of competitive advantage. For instance, Bouaïssa and Ben Sahnoun (2019) specify: cost, flexibility, innovation, quality, and delivery. Similarly, Hirèche and Ben Aouda (2021) identify: cost, flexibility, innovation, quality, and delivery. Meanwhile, Al-Naimee and Al-Afandi (2017) suggest: cost, quality, innovation, core capabilities, customer retention, and corporate reputation. Amini and Rahmani (2023) emphasize: flexibility, innovation, quality, delivery reliability, and cost leadership.

In line with the nature of the studied sector, this paper adopts the following dimensions:

a. Flexibility

Organizational flexibility refers to the firm's ability to provide a wide range of products and services, and it indicates the extent to which the organization can swiftly shift from offering existing products and services to new ones (Almaoui & Touiti, 2016, p. 268). It has also been defined as the firm's ability to meet the needs of the target market by delivering multiple levels of products and services, relying on its ability to keep up with technological developments and design offerings aligned with customer expectations (Salah M. Diab, 2014, p. 140).

Thus, flexibility reflects the firm's ability to withstand pressures and adapt effectively to environmental challenges and changes in a way that ensures continuity and the achievement of competitive excellence.

b. Innovation

Innovation is one of the fundamental pillars of building sustainable competitive capabilities. It is defined as the process of generating novel and appropriate ideas used to solve specific problems or to reconstruct existing cognitive patterns in unique and creative ways (Al-Naimee & Al-Afandi, 2017, p. 204). Organizational innovation represents the firm's ability to introduce new products or services that provide greater value, surpassing competitors in terms of speed and quality. Entrepreneurially oriented organizations place great importance on research and development activities, as the primary source of creative ideas and the development of offerings aligned with customer aspirations and market requirements. This orientation enhances organizational flexibility and responsiveness, thereby strengthening the competitive position in a dynamic business environment (Bouaïssa & Ben Sahnoun, 2019, p. 107).

c. Quality

Quality is a core concept in contemporary management thought. It has been defined as the degree of conformity between product attributes and customer needs and preferences, enabling organizations to design effective quality strategies translated into precise product specifications, accompanied by usage guidelines and measurements of customer satisfaction (Hirèche & Ben Aouda, 2021, p. 94).

Thus, organizations seeking to maintain their competitive position in global markets must produce high-quality goods and services without increasing costs, through adopting innovative methods to improve product quality without imposing additional burdens. Quality is one of the most prominent areas of strategic excellence, as it enhances product value from the customer's perspective and improves operational efficiency, which in turn reduces production-related costs (Yahiaoui & Boualaq, 2021, p. 339).

Accordingly, quality constitutes a key pillar for building a sustainable competitive advantage and reinforcing the organization's position in a dynamic business environment.

d. Delivery Reliability

Delivery speed has become a vital indicator in today's business environment, as competition among firms has increasingly focused on time, in line with customers' growing awareness of the importance of timeliness (Bouaïssa & Ben Sahnoun, 2019, p. 1007). The importance of speed is not limited to delivery, but extends across all stages of the production process—from decision-making to the transfer of materials and information within operations, and ultimately to meeting customer requirements in the shortest possible time.

This capability translates into the organization's commitment to delivering products or services on schedule, and even striving to provide them earlier than expected, reflecting a high level of operational efficiency. Furthermore, rapid responsiveness to market changes is a crucial factor in achieving strategic objectives and enhancing the organization's adaptability and competitiveness in a changing environment.

II– Methods and Materials:

II .1. Study Population and Sample

The study population in this research consists of all employees working at the main centers of Sonelgaz across its various agencies in Mila Province, including managers, executives, department heads, division heads, and their deputies, as they are the most knowledgeable about the company's strategies and the subject of the study. The total number of employees amounts to 40, and therefore, a comprehensive survey method was adopted.

To ensure the adequacy of the sample size, reference was made to the guidelines provided by Sekaran Uma (2003, p. 94), which suggest:

- ✓ A sample size of **30–500 units** is suitable for most research studies;
- ✓ The number of units in each stratum in stratified sampling should not be less than **30 units**;
- ✓ It is preferable that the sample size be at least **ten times the number of variables** in the study;
- ✓ A sample size of **10–20 units** may be acceptable in experimental studies where a high level of control and justification is provided by the researcher.

II .2. Reliability of the Research Instrument

To verify the validity and reliability of the research instrument, Cronbach's Alpha coefficient was calculated. Cronbach (Cronbach, 1951) derived a general formula to estimate the reliability of various types of tests and scales.

This method produces a coefficient of internal consistency for the structure of the test, also known as the homogeneity coefficient, as follows:

$$RTT= \left(\frac{N}{N-1}\right) \quad \left(1-\frac{\sum sdi2}{sdi2}\right)$$

Table (02): Cronbach's Alpha Reliability for the Study Dimensions

Code	Dimension	No. of Items	Cronbach's Alpha
X	Dimension 1: Strategic Agility	17	0.886
X1	1. Strategic Sensitivity	05	0.787
X2	2. Response Speed	05	0.852
X3	3. Collective Commitment	03	0.656
X4	4. Resource Fluidity	04	0.748
Y	Dimension 2: Competitive Advantage	16	0.942
Total	**All Dimensions Combined**	**33**	**0.948**

The Source: Prepared by the researcher based on SPSS outputs.

The above results indicate good and acceptable reliability for studies of this type. The overall Cronbach's Alpha value for respondents' answers reached **94.8%**, which is well above the minimum acceptable threshold of **60%**, confirming the consistency of the items comprising each study dimension.

II .3. Test of Normal Distribution

It is necessary to ensure that the study population follows a normal distribution in order to make the analyses and interpretations more reliable. Once this is confirmed, we proceed to test the validity of the hypotheses and discuss the results obtained.

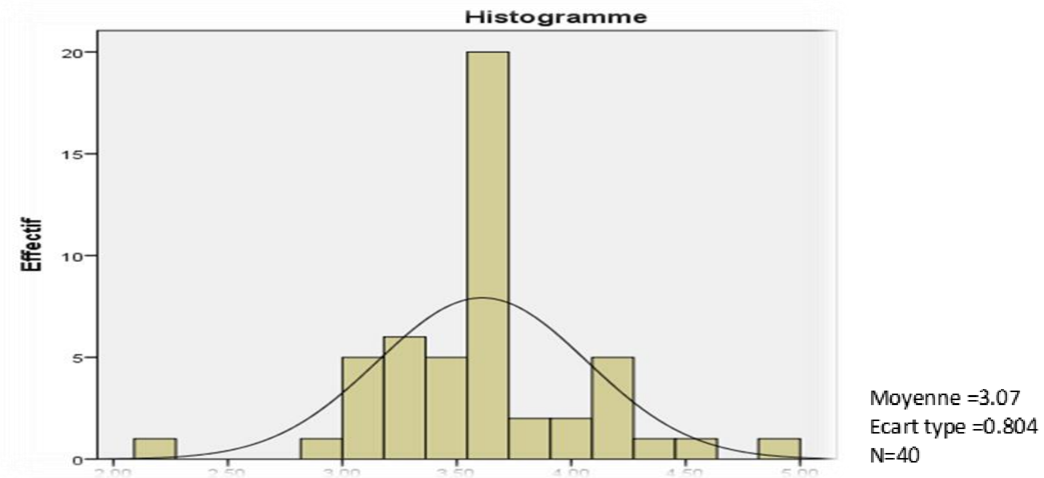
To verify whether the data follow a normal distribution, the Kolmogorov-Smirnov test was applied. The null hypothesis states that *"the sample drawn from the population does not follow a normal distribution"*, while the alternative hypothesis states that *"the sample drawn from the population follows a normal distribution."* If the (sig) value is less than or equal to the significance level (α), the data are considered normally distributed.

Table (03): Normality Test (Kolmogorov–Smirnov Test)

Dependent Variable	Kolmogorov–Smirnov Test	Significance Level
Competitive Advantage	1.080	0.05

The Source: Prepared by the researcher based on SPSS outputs.

From the table above, it is observed that the Kolmogorov–Smirnov test value reached **1.080**, which is greater than the adopted significance level (0.05). Accordingly, the data follow a normal distribution. This result is also supported by the shape of the normal distribution curve and the linear distribution of data along a straight line. Therefore, the data can be considered normally distributed, which allows for the application of various statistical methods.



Source: output SPSS

III- Results and discussion :

III.1. Results of Testing the Main Hypothesis

There is a statistically significant positive effect of the dimensions of strategic agility on achieving competitive advantage in Sonelgaz at the significance level $\alpha \leq 0.05$.
To ensure the validity of the model in testing this hypothesis, the results of the regression variance analysis were employed. Table (03) illustrates this:

Table (04): Results of ANOVA for Regression to Test the Main Hypothesis

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Squares	Calculated F-value	Significance Level
Regression	14.025	1	14.025	45.433	0.000
Error	11.731	38	0.309		
Total	25.756	39			

The Source: Prepared by the researcher based on SPSS outputs.

The above table shows the stability of the model's validity for testing the main hypothesis, where the calculated F-value (45.435) exceeds its tabular value with a probability value of 0.000, which is lower than the adopted significance level ($\alpha \leq 0.05$). This confirms the model's suitability for testing the main hypothesis.
In order to determine the relationship between the independent variable (strategic agility) and the dependent variable (competitive advantage) using simple regression analysis, the main results were summarized in the following table:

Table (05): Results of Regression Analysis of the Effect of Strategic Agility on Achieving Competitive Advantage

Independent Variable	Regression Coefficient (B)	Calculated t-value	Significance Level (Sig)	Calculated F-value	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Sig. Level
Strategic Agility	0.964	6.740	0.000	45.433	0.738	0.545	0.000

The Source: Prepared by the researcher based on SPSS outputs.

The results in Table (04) indicate a statistically significant relationship between strategic agility and competitive advantage in the sample under study at the significance level $\alpha \leq 0.05$. This is confirmed by the calculated F-value (45.435), which exceeds the tabular value, and the calculated t-value (6.740) with a probability level of 0.000, which is lower than $\alpha = 0.05$.
The correlation coefficient (R) reached 0.738, indicating a strong positive correlation between strategic agility and competitive advantage. The coefficient of determination ($R^2 = 0.545$) suggests that 54.5% of the variance in competitive advantage is explained by changes in strategic agility, while the remaining percentage is attributed to other variables not considered in this study.

The regression equation can thus be expressed as:

$$\mathbf{Y = 0.964X + 0.143}$$

According to this equation, a one-unit increase in strategic agility results in a corresponding positive change of 0.964 in Y (competitive advantage). Based on these findings, the null hypothesis stating that *"There is no statistically significant positive effect of the dimensions of strategic agility on achieving competitive advantage in Sonelgaz at the significance level $\alpha \leq 0.05$"* is rejected. The alternative hypothesis is therefore accepted, which states: *"There is a statistically significant positive effect of the dimensions of strategic agility on achieving competitive advantage in Sonelgaz at the significance level $\alpha \leq 0.05$."*

III.2. Testing the Sub-Hypotheses and Interpretation of Results

Sub-Hypothesis 1:

There is a statistically significant positive effect of strategic sensitivity on achieving competitive advantage in Sonelgaz at the significance level $\alpha \leq 0.05$.

Table (06): Results of Regression Analysis of the Effect of Strategic Sensitivity on Achieving Competitive Advantage

Independent Variable	Regression Coefficient (B)	Calculated t-value	Significance Level (Sig)	Calculated F-value	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Sig. Level
Strategic Sensitivity	0.687	4.973	0.000	24.729	0.628	0.394	0.000

The Source: Prepared by the researcher based on SPSS outputs.

The results in Table (05) show a statistically significant relationship between strategic sensitivity and competitive advantage at $\alpha \leq 0.05$. This is evidenced by the calculated F-value (24.729), which exceeds the tabular value, and the calculated t-value (4.973) with a probability level of $0.000 < 0.05$.

The correlation coefficient ($R = 0.628$) indicates a strong positive correlation, while the coefficient of determination ($R^2 = 0.394$) reveals that 39.4% of the variance in competitive advantage is explained by strategic sensitivity.

The regression equation is as follows:

$$\mathbf{Y = 0.687X + 0.729}$$

Thus, a one-unit increase in strategic sensitivity leads to a 0.687-unit increase in competitive advantage. Based on this, the null hypothesis is rejected and the alternative hypothesis is accepted.

Sub-Hypothesis 2:

There is no statistically significant positive effect of responsiveness on achieving competitive advantage in Sonelgaz at the significance level $\alpha \leq 0.05$.

Table (07): Results of Regression Analysis of the Effect of Responsiveness on Achieving Competitive Advantage

Independent Variable	Regression Coefficient (B)	Calculated t-value	Significance Level (Sig)	Calculated F-value	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Sig. Level
Responsiveness	0.125	0.723	0.469	0.536	0.118	0.014	0.469

The Source: Prepared by the researcher based on SPSS outputs.

The results in Table (06) show that the relationship between responsiveness and competitive advantage is not statistically significant at $\alpha \leq 0.05$. This is supported by the calculated F-value (0.536) and t-value (0.723), both insignificant at $p = 0.469 > 0.05$.

The correlation coefficient ($R = 0.118$) indicates a weak positive correlation, while the coefficient of determination ($R^2 = 0.014$) shows that only 1.4% of the variance in competitive advantage is explained by responsiveness.

The regression equation is:

$$\mathbf{Y = 0.125X + 2.642}$$

Thus, a one-unit change in responsiveness leads to only a 0.125-unit increase in competitive advantage. Hence, the null hypothesis is accepted, and the alternative hypothesis is rejected, confirming that responsiveness alone is insufficient unless accompanied by efficiency and effectiveness.

Sub-Hypothesis 3:

There is a statistically significant positive effect of collective commitment on achieving competitive advantage in Sonelgaz at the significance level $\alpha \leq 0.05$.

Table (08): Results of Regression Analysis of the Effect of Collective Commitment on Achieving Competitive Advantage

Independent Variable	Regression Coefficient (B)	Calculated t-value	Significance Level (Sig)	Calculated F-value	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Sig. Level
Collective Commitment	0.668	4.816	0.000	23.192	0.616	0.379	0.000

The Source: Prepared by the researcher based on SPSS outputs.

The results indicate a statistically significant relationship between collective commitment and competitive advantage at $\alpha \leq 0.05$. This is supported by the calculated F-value (23.192) and t-value (4.816), both significant at p = 0.000.
The correlation coefficient (R = 0.616) denotes a moderately strong positive correlation, while the coefficient of determination ($R^2 = 0.379$) shows that 37.9% of the variance in competitive advantage is explained by collective commitment.

The regression equation is:

$$\mathbf{Y = 0.668X + 0.824}$$

Hence, a one-unit increase in collective commitment results in a 0.668-unit improvement in competitive advantage. Based on this, the null hypothesis is rejected and the alternative hypothesis is accepted.

Sub-Hypothesis 4:

There is a statistically significant positive effect of resource fluidity on achieving competitive advantage in Sonelgaz at the significance level $\alpha \leq 0.05$.

Table (08): Results of Regression Analysis of the Effect of Resource Fluidity on Achieving Competitive Advantage

Independent Variable	Regression Coefficient (B)	Calculated t-value	Significance Level (Sig)	Calculated F-value	Correlation Coefficient (R)	Coefficient of Determination (R^2)	Sig. Level
Resource Fluidity	0.840	14.396	0.000	207.236	0.919	0.845	0.000

The Source: Prepared by the researcher based on SPSS outputs.

The results in Table (08) show a strong statistically significant relationship between resource fluidity and competitive advantage at $\alpha \leq 0.05$. This is confirmed by the calculated F-value (207.236) and t-value (14.396), both highly significant at p = 0.000.
The correlation coefficient (R = 0.919) reflects a very strong positive correlation, while the coefficient of determination ($R^2 = 0.845$) indicates that 84.5% of the variance in competitive advantage is explained by resource fluidity.

The regression equation is:

$$\mathbf{Y = 0.840X + 0.601}$$

This implies that a one-unit increase in resource fluidity leads to a 0.840-unit increase in competitive advantage. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

IV- Conclusion:

This research paper concludes that organizations endowed with strategic agility are better positioned to rapidly adapt their strategies in response to environmental changes, thereby achieving a strong competitive advantage. Strategic agility fosters adaptability, enabling agile organizations to continuously innovate, enhance their products, and meet evolving market demands. This agility translates into improved responsiveness to customer needs, stronger customer loyalty, and increased market share. By embedding a culture of innovation and encouraging continuous improvement, agile firms can achieve tangible outcomes in sustaining competitive superiority.

The survey results further demonstrated that the dimensions of strategic agility—namely, strategic sensitivity, responsiveness, collective commitment, and resource fluidity—exert statistically significant effects (at $\alpha \leq 0.05$) on achieving competitive advantage at Sonelgaz branches in Mila. The analysis revealed a strong positive correlation (R = 0.738) between the independent variable (strategic agility) and the dependent variable (competitive advantage). This finding underscores the crucial role of applying strategic agility dimensions in enhancing the competitiveness of Sonelgaz.

- ✓ **Resource fluidity** ranked first in terms of its impact on competitive advantage, with a correlation coefficient of 91.9%. This suggests that the ability of the organization to transform its resources into liquidity significantly enhances its capacity to meet financial obligations and achieve competitive strength.
- ✓ **Strategic sensitivity** and **collective commitment** ranked second and third, with correlation coefficients of 62.8% and 61.6%, respectively. This indicates that teamwork in problem-solving and leveraging opportunities, as well as the ability to anticipate technological and environmental changes, play a decisive role in boosting competitive advantage.
- ✓ **Responsiveness** ranked last, with a relatively weak correlation coefficient of 11.8%. This outcome suggests that responsiveness to customer needs and environmental changes alone is insufficient to secure competitive advantage in the absence of other dimensions, particularly resource fluidity.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

- ✓ **Reinforce the practice of strategic agility** by ensuring the integration of all its dimensions across strategic business units.
- ✓ **Implement the dimensions of strategic agility** consistently across all functional and operational aspects of the organization.
- ✓ **Expand funding sources** at Sonelgaz to enhance the feasibility of applying strategic agility dimensions, particularly resource fluidity.
- ✓ **Provide training programs for managers** to strengthen their competencies in both strategic agility and competitive performance, thereby improving organizational outcomes.
- ✓ **Capitalize on emerging opportunities** arising from shifts in the local and national business environment to foster sustainable competitive advantage.
- ✓ **Develop a comprehensive IT strategy** at the organizational level to support agility, innovation, and responsiveness.

- Appendices:

Questionnaire

Independent variable: strategic agility

strategic sensitivity

1. Sonelgaz uses technological vigilance in organizing its resources.
2. Sonelgaz pays attention to rapid and unexpected environmental changes.
3. Sonelgaz has the ability to develop an agile strategic plan to face all challenges.
4. Sonelgaz is keen on using modern technology in its operations.
5. Sonelgaz makes continuous efforts to mobilize its energy, strengthen its efforts, and enhance its capabilities.

responsiveness

6. Sonelgaz analyzes environmental opportunities and threats and adapts quickly to them.
7. Sonelgaz has a pre-established plan to deal with potential emergencies.
8. Sonelgaz involves its working teams in developing its strategic plan to ensure a full understanding of its details.
9. Sonelgaz adapts its strategy to align with changing circumstances and surrounding conditions.
10. Sonelgaz sets clear plans to deal with threats and challenges.

Collective Commitment

11. Sonelgaz promotes coordination and integration among its different business units.
12. The company welcomes suggestions from work teams to exchange ideas on improving the quality of services provided.
13. Sonelgaz allows customers to quickly and easily access the information they need about its services.

Resource Fluidity

14. Sonelgaz appoints officials flexibly and promptly at the appropriate time.
15. The company rotates and transfers employees among its departments with a high degree of flexibility to respond to environmental changes.
16. Sonelgaz has multiple channels for obtaining material and human resources in various locations when needed.
17. Sonelgaz continuously resolves customer problems related to product distribution without delay.

dependent variable: competitive advantage

Flexibility

1. Sonelgaz responds rapidly to customer needs and expectations.
2. Sonelgaz actively adapts to technological developments in its environment.
3. Sonelgaz demonstrates the capability to anticipate market trends in advance.
4. Sonelgaz possesses sufficient skills to adapt to emerging developments.

Innovation

5. Sonelgaz employees demonstrate a strong ability to generate innovative ideas.
6. The management of Sonelgaz encourages the proposal of new solutions to existing problems.
7. Sonelgaz supports creative ideas and initiatives aimed at improving and developing work processes.
8. Sonelgaz strives to reward creative and innovative employees.

Quality

9. Sonelgaz is committed to providing high-quality services to its customers.
10. Sonelgaz adopts a clear and well-defined strategy for quality management.
11. The company utilizes advanced tools and methods to enhance the quality of its products and services.
12. Sonelgaz promotes research and development (R&D) activities to improve the quality of its offerings.

Delivery Reliability

13. Sonelgaz demonstrates accuracy and reliability in meeting service delivery schedules.
14. Sonelgaz is committed to providing services within the specified deadlines.
15. The company aims to ensure customer satisfaction by delivering services in the shortest possible time.
16. Sonelgaz introduces new services with greater speed and efficiency.

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