

Research Article

The Effect of Strategic flexibility in achieving strategic success in the Jordanian Social Security Corporation

Rateb AL Majali ^{1,*}, 

¹ Mutah University , Jordan

ARTICLE INFO

Article History

Received 24 Dec 2023

Revised: 12 Feb 2024

Accepted 13 Mar 2024

Published 4 Apr 2024

Keywords

Strategic flexibility,

Social Security,

Capability agility,

competitive agility,

adaptation



ABSTRACT

This research aims to assess how strategic success dimensions (specifically, adaptation and growth) are influenced by the independent variable of strategic agility, which is examined through its dimensions, namely capability and competitive agility. The study population consisted of all Jordanian Social Security Corporation managers and totaled (330) respondents. The study was based on a questionnaire to collect the required information. The study's questions were addressed, and the hypotheses were validated using statistical analysis, specifically employing SPSS. The study reached a set of results, the most important of which is the impact of strategic agility by its dimensions on the strategic success of Social Security Corporation-. The study recommended that the Social Security Corporation should pay attention to Strategic flexibility because of its significant impact in achieving strategic success and endeavor to develop modern electronic means of communication to facilitate the opening of dialogue among workers through these channels, which are considered a means to strengthen organizational capabilities and help the Social Security Corporation in increasing its capacity, In addition, the Social Security Corporation should adopt strategic thinking through its various programs

1. INTRODUCTION

Strategic flexibility is a competitive advantage for organizations, enabling them to succeed in a dynamic and competitive environment characterized by constant change. In today's fast-paced era, organizations across sectors are no longer protected from the transformative effects of rapid developments. While many seek to maintain organizational leadership, many challenges arise due to the attendant circumstances. Against this backdrop, organizations often resort to strategic flexibility as a critical approach to proactively overcoming challenges. Strategic flexibility is referred to by some as "agility" and is seen as a proactive measure against potential changes. Empirical evidence suggests that implementing strategic flexibility helps circumvent many of the issues faced by organizations, making them a viable solution to challenges caused by evolving circumstances. Thus, this study aims to emphasize the importance of strategic flexibility in achieving strategic success in the context of the Jordanian Social Security Corporation[14].

The problem of the study is that each organization, company or institution seeks to achieve the goals it has set and to be able to use the available resources optimally and thus achieve success at the strategic level, and strategic flexibility is one of the concepts that have become more common among business organizations, as these organizations have adopted strategies that emphasized this concept and the need to apply it so that those organizations can achieve the goals for which they were established, so these organizations have included it in their strategic plans, and crystallize The problem of this study in answering the following main question: What is the impact of strategic flexibility on achieving strategic success in the Jordanian Social Security Corporation? [22].

The importance of the study lies in the increasing interest in the concept of strategic flexibility in many business organizations, as many studies and research dealt with this concept, so this study came to highlight the concept of strategic flexibility in its dimensions in general, and the extent to which this concept is applied in the Jordan Social Security Corporation in particular, and to clarify the role that this concept plays in achieving the strategic success of the Jordanian Social Security Corporation, and this study came to identify the most important challenges and critical problems that prevent or limit Applying strategic flexibility in organizations in general and the Jordan Social Security Corporation in particular[8].

*Corresponding author email: rateb@mutah.edu.jo

DOI: <https://doi.org/10.70470/SHIFRA/2024/005>

2. LITERATURE REVIEW AND PREVIOUS STUDIES

Strategic flexibility is one of the concepts that have gained wide spread among business experts, as organizations have adopted strategies that emphasize this concept and highlight the need to apply it to achieve their set goals, and many organizations have integrated it into their strategic plans, making it an integral part of their strategic planning, and many researchers have pointed to the importance of flexibility due to its importance in the business environment[14].

Strategic Success:

Strategic success is the essential feature of an organization's ability to consistently deliver services or products to its best, taking into account its continuous adaptation to competitors and continuous improvement of product quality and service levels. Achieving strategic success involves continuously developing products or services, in line with each period, and leveraging the innovations of competent individuals. Strategic success is a goal that organizations strive to achieve to overcome challenges and risks from all angles. It entails taking advantage of all available resources and capabilities to stay competitive with other companies and adapt to rapid changes in the business environment. He explained the concept of strategic success as the successful implementation of organizational strategy, which serves as a basic measure through growth, adaptation and continuity[15].

Sustained and comprehensive success encompasses internal and external factors within the organization. It includes having a broad-based perspective on intellectual capital, enhancing employee motivation, adding value to beneficiaries, and ensuring customer satisfaction. On the other hand, strategic success is the efficiency of an organization in formulating a clear and adaptable strategy, coupled with effective implementation and the creation of a motivational culture that fosters employee creativity. Ultimately, this leads to customer satisfaction, which is the primary goal of the organization. Many researchers have provided their views on the concept of strategic success:

- According to [2], strategic success is defined as the organization's capability to sustain its presence in the market, adapt to changes, and enhance its human capabilities for gradual growth.
- describes strategic success as the organization's ability to survive, adapt, and grow in alignment with its goals. This involves success in the formulation, execution, and monitoring of strategic planning[12].
- defines strategic success as the company's aptitude for creating value that satisfies its shareholders[21].

In summary, strategic success is the organization's ability to consistently deliver services or products at their best, considering its continuous adaptation to competitors. This requires constantly evolving products or services, aligned with each time, leveraging competent individuals' innovations.

The study conducted by [13] titled "The Impact of Strategic Agility on Enhancing Competitive Advantage: A Case Study of (Hamadi) Complex in the Boushar Governorate" aimed to uncover the nature of the relationship between strategic agility and competitive advantage in the studied institution. This was done through its three dimensions (capability agility, task agility, and strategic maneuvers) to understand the role and impact of strategic agility in achieving competitive advantage at the organizational level. [17] The study focused on the Hamadi Complex as the research community, and data were collected through a questionnaire distributed to all individuals in the community. The responses were analyzed using the SPSS program, and the key findings indicated a significant impact of strategic flexibility on the competitive advantage of the "Hamadi" institution. This impact was attributed to the organization's ability to accomplish various available tasks and sufficient skill diversity to meet the changing work environment demands. The organization also demonstrated the ability to learn new skills, contributing to its success continuously .Another study by Mohammad [16], titled "Cognitive Enrichment of Human Resources and its Role in Achieving Strategic Success: An Applied Study in the Ministry of Integrated Science and Technology with the Ministry of Higher Education," focused on two interacting and vital variables: cognitive enrichment and strategic success. The research involved data collection, classification, and analysis using statistical methods, including mean, standard deviation, correlation coefficient, and simple linear regression. The study's research community comprised the Ministry of Integrated Science and Technology and the Ministry of Higher Education in Iraq. The sample included 45 individuals, including academics, department heads, and administrators from the science and technology departments. The statistical analysis revealed a significant correlation between the cognitive enrichment of human resources and strategic success. The study emphasized the importance of implementing cognitive enrichment procedures, participating in information and communication networks, and training employees to develop their skills and capabilities for achieving a high level of strategic success. The results demonstrated a clear scientific and economic development through the positive outcomes of this relationship. The study recommended applying cognitive enrichment procedures, involvement in information and communication networks, and employee training to enhance skills, ultimately leading to high strategic success.

Study: [18]titled "Strategic Thinking and Organizational Success: Perceptions from Management Graduates and Students." This research aims to determine the impact of managers' strategic thinking on organizational success. The significance of this study lies in the fact that current institutions often struggle to respond to environmental changes. Therefore, strategic thinking among managers may be considered a fundamental force for improving the implementation of strategic plans in organizations. The results of this study revealed a significant and positive relationship between managers' strategic thinking

and organizational success. It can be concluded that an organization will achieve considerable success when the extent of strategic thinking among managers is high.

Conversely, organizational success will significantly reduce when managers undermine or lack strategic thinking. Therefore, managers should recognize the importance of strategic thinking and try to empower it among themselves. At the same time, promoting collaborative work morale, synergy, cooperation, insight, creativity, project organization, and healthy competition among employees is recommended. In a study [4] titled "Employees' Empowerment and its Role in Achieving Strategic Success: A Practical Study on Jordanian Insurance Companies," the research aimed to identify the role of employee empowerment in achieving strategic success. The study involved 20 Jordanian insurance companies listed on the Amman Stock Exchange, with a sample of 306 employees. The findings indicated a strong relationship between employee empowerment and strategic success. Specifically, delegation of authority, participation, and the work environment were identified as dimensions of employee empowerment that positively impact strategic success. Based on these results, the study recommended that organizations adopt an employee empowerment approach to achieve strategic success. Ensuring the success of the empowerment process involves creating a supportive work environment that includes training, information exchange, open communication, and encouraging employees to contribute their creative ideas for organizational development. Additionally, the study recommended delegating sufficient authority to employees and engaging them effectively in decision-making processes and goal-setting. [10]

In a study by [5] titled "A Systematic Analysis of Strategic Planning Key Success Factors and its Required Professional Skills - Case Study of Abu Dhabi Police GHQ," the research aimed to provide a systematic analysis of critical success factors and professional skills required for strategic planning and execution in the public sector, focusing on Abu Dhabi Police GHQ. The study had three main objectives: identifying the crucial success factors in professional skills needed for strategic execution, studying the relationship between professional skills and successful strategy execution, and examining the impact of professionalism, skills, and strategic planning on organizational performance. The study addressed three critical questions: What are the required professional skills that impact strategic planning in Abu Dhabi Police GHQ? What are the crucial success factors needed for successful strategy execution in Abu Dhabi Police GHQ? To what extent do strategy, planning, professional skills, and strategic planning impact the performance of Abu Dhabi Police GHQ?

A study by [15] titled "Leveraging Social Networks for Strategic Success" aimed to clarify unpredictable organizational environments and increased competition that pressure leaders in all industries to manage change better. Social network analysis provides valuable insights, allowing leaders to visualize informal corporate communication networks. Analyzing social networks can help organizations continuously assess the effectiveness of their change strategies. The study emphasized the need for organizations to develop a clear competitive plan characterized by sufficient agility to function in today's flexible environment. It also highlighted that managers should have a perceptive view of the requirements enabling this agility. One key implication is that managers should seek regular feedback on the impact and adoption of strategy throughout the organization. [1] Organizations should use social network analysis to guide competent managers toward better decision-making.

Referencing previous studies, this study is the only one measuring strategic agility with strategic success. It is also the first study to apply these variables to the Jordanian Social Security Institution.

3. METHODOLOGY

This study adopted a descriptive-analytical research methodology. Initially, a desk review was conducted on published literature related to the research topic, encompassing both Arabic and foreign sources. The study also utilized previous research relevant to the topic, observing the results reached in those studies. The second phase involved a field survey of the study sample individuals using a questionnaire specifically developed for this purpose.

Study model:

Figure 1 illustrates the study model, depicting the relationship between the independent variable, strategic agility, and the dependent variable, strategic success.

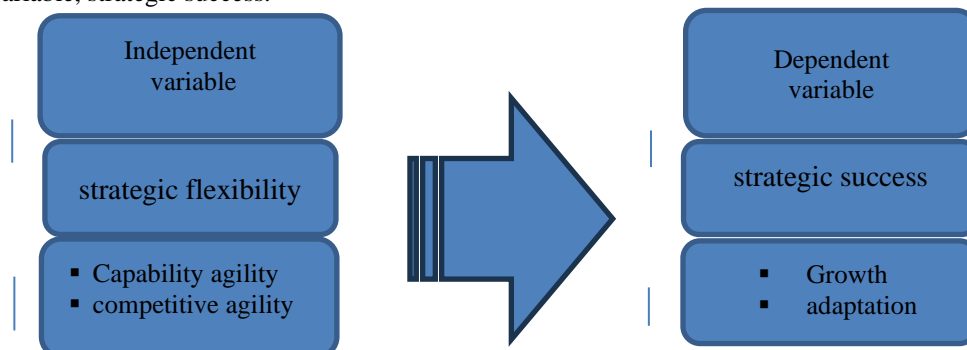


Fig 1: Study Model

Study Sample:

This study included all the managers in the Social Security Institution. A comprehensive desk review was conducted on the published literature in Arabi and foreign languages related to the study's topic. The study also utilized previous research related to the subject, observed the results obtained, and conducted a field survey of the study sample using a questionnaire developed for this purpose.

Population of the study:

The population of the study consists of all managers in the Social Security Institution, including the following job titles: General Manager, Assistant General Manager, Department Manager, Directorate Manager, and Department Head. The total number of managers in the General Social Security Institution in the Hashemite Kingdom of Jordan is 330 as of October 1, 2024, according to information obtained from the Human Resources Department of this institution. The researcher distributed 330 questionnaires to the study population, from which 310 questionnaires were retrieved, representing a retrieval rate of 94%. Ten questionnaires were excluded due to their unsuitability for statistical analysis. Therefore, the number of questionnaires subjected to analysis was 300, constituting 90% of the total study population.

Study Instrument Validity:

To validate the form and content of the study instrument, the preliminary questionnaire was presented to a group of six referees from various Jordanian universities. They were asked to comment on the format and question appropriateness and suggest any questions they believed should be included. Based on the referees' feedback, some modifications were made to improve the clarity of the questionnaire.

Study Instrument Reliability:

Confirmatory factor analysis was used to test the validity of the instrument. The standard loading for most questionnaire items exceeded the suggested minimum (0.70), providing strong evidence of the validity of the questions measuring each variable. The Average Variance Extracted (AVE) was calculated for the variables. The reliability level is acceptable if the AVE value equals or exceeds 0.5. The calculated AVE ranged from 0.55 to 0.75, indicating an acceptable level of reliability (see Table I).

TABLE I. MEASUREMENT MODEL (LOADINGS)

variable		Average Extracted (AVE)	Variance Compound Reliability (CR)	Cronbach's Alpha
strategic flexibility	Capability agility	0.75	0.78	0.86
	Competitive agility	0.71	0.75	0.084
strategic success	the growth	0.55	0.93	0.79
	Adaptation	0.61	0.82	0.88

The Composite Reliability (CR) coefficients were calculated for the study variables, and the values for all variables (Table I) exceeded the suggested minimum threshold of 0.70. The lowest value for the Composite Reliability coefficient was 0.75, indicating good stability for the study instrument. Additionally, Cronbach's Alpha coefficients for all variables were above 0.70, signifying high reliability.

Standardized Criteria for the Study:

Low Importance	Moderate Importance	High Importance
1- Less than 2.33	2.33-3.66	3.67 and above

4. RESULTS AND DISCUSSION

The following presents the results of the statistical descriptive analysis of the data, representing the mean values, standard deviations, and relative significance for all study dimensions and the items constituting each dimension. First: What is the level of respondents' perceptions of the availability of Strategic flexibility dimensions in the Social Security Institution? To answer this question, the mean values and standard deviations for the respondents' attitudes towards the items of Strategic flexibility were extracted, as perceived by managers in the General Social Security Institution in the Hashemite Kingdom of Jordan, as illustrated in Table II.

TABLE II. MEAN VALUES AND STANDARD DEVIATIONS OF RESPONDENTS' PERCEPTIONS ON THE STRATEGIC FLEXIBILITY VARIABLE AND ITS DIMENSIONS

Domain	Mean	Standard Deviation	Rank	Level in Terms of Mean
Capability agility	4.15	4.15	3	High
Competitive agility	3.77	3.77	1	High

Table (II) shows that the overall mean for the strategic agility dimension is high, with a total mean of 3.98 and a standard deviation of 1.14. The calculated means ranged between 3.77 and 4.15 on the five-point Likert scale. This indicates that the perceptions of managers in the studied Social Security institution are high from the participants' perspective. The Capability Agility dimension ranked first with a mean of 4.15 and a standard deviation of 1.23. On the other hand, the

Competitive Agility dimension ranked last among the items of this dimension, with a mean of 3.77 and a standard deviation of 1.03.

Testing the Study Hypotheses:

Skewness values were calculated to verify the assumption of normal distribution for the data. Considering that data follows a normal distribution if the skewness value is less than (1), Table III illustrates that there is no significant issue related to the normal distribution of the study data".

TABLE III. TESTING THE INFLATION FACTOR, ALLOWED VARIANCE, AND SKEWNESS COEFFICIENT

Paragraphs	Tolerance	Variance inflation factor (VIF)	Skewness
Capability agility	0.130	2.97	0.567
Competitive agility	0.618	3.20	0.417
Growth	0.419	1.93	0.499
adaptation	0.623	1.87	0.587

The validity of the model to test the study hypotheses was confirmed, and Table (III) illustrates that:

TABLE IIII. RESULTS OF THE ANALYSIS OF VARIANCE TO CONFIRM THE VALIDITY OF THE MODEL FOR TESTING THE STUDY HYPOTHESES

Independent variable	Dependent variable	Degrees of freedom	Coefficient of determination (R ²)	Calculated F value	Statistical significance level
Strategic flexibility	strategic success	(347,3)	0.344	*60.41	0.000
	Growth	(347,3)	*56.11	0.327	0.000
	adaptation	(347,3)	*94.99	0.452	0.000

*Statistically significant at the level ($\alpha \leq 0.05$).

The table also illustrates the validity of the model for testing the study hypotheses. Given the high calculated value of (F) compared to its tabulated value at a significance level of $\alpha \leq 0.05$, the dimensions of Strategic flexibility explain (34.4%) of the variance in the dimension of (strategic success) in the Social Security Institution in the Hashemite Kingdom of Jordan. It explains (32.7%) of the variance in the dimension of (growth), and the dimensions of strategic agility explain (45.2%) of the variance in the dimension of (adaptation).

Primary Hypothesis: There is no statistically significant effect at the level ($\alpha \leq 0.05$) for Strategic flexibility and its dimensions (capabilities agility and competitive agility) on strategic success and its dimensions (adaptation, growth) among managers in the General Social Security Institution, as shown in Table V.

TABLE V. RESULTS OF MULTIPLE REGRESSION ANALYSIS TO TEST THE EFFECT OF STRATEGIC AGILITY DIMENSIONS ON STRATEGIC SUCCESS

Strategic flexibility	B	Standard error	Beta	Calculated t value	significance Level
Capability agility	0.080	0.024	0.148	*3.357	0.001
competitive agility	0.281	0.059	0.329	*4.761	0.000

* Statistically significant at the level ($\alpha \leq 0.05$).

The statistical results in Table V indicate, by examining the t-test values, that the sub-variables related to strategic flexibility dimensions (capabilities agility, competitive agility) impact strategic success. The calculated t-values are as follows: capabilities agility ($t=3.357$) and competitive agility ($t=4.761$), and they are statistically significant at the level ($\alpha \leq 0.05$). Consequently, the null hypothesis is rejected, which assumes that there is no statistically significant effect at the level ($\alpha \leq 0.05$) for Strategic flexibility and its dimensions (capabilities agility and competitive agility) on strategic success and its dimensions (adaptation, growth) among managers in the Social Security Institution. The alternative hypothesis is accepted, indicating the impact of strategic agility on strategic success.

When conducting Stepwise Multiple Regression analysis to determine the significance of each independent variable individually in contributing to the mathematical model representing strategic flexibility dimensions (capabilities agility, competitive agility) in strategic success among managers in the Social Security Institution, Table (IV) illustrates the results.

TABLE IV. RESULTS OF STEPWISE MULTIPLE REGRESSION ANALYSIS TO PREDICT THE EFFECT OF STRATEGIC FLEXIBILITY DIMENSIONS ON STRATEGIC SUCCESS

Independent dimension	Coefficient of determination (R ²)	Calculated t value	significance Level
Capability agility	0.294	*4.761	0.000
competitive agility	0.338	*3.357	0.001

*Statistically significant at the level ($\alpha \leq 0.05$).

The data presented in Table IV indicates that the dimension of capabilities agility explains (29.4%) of the variance in the dependent variable, while the competitive agility variable, along with the previous variables, explains (33.8%) of the variance in strategic success as a dependent variable.

5. CONCLUSION AND RECOMMENDATIONS

The study has yielded noteworthy findings that merit attention from the management of the Social Security Institution in the Hashemite Kingdom of Jordan, summarized as follows: The results indicate a high overall average of managers' perceptions regarding strategic flexibility within the Social Security Institution. Among the dimensions, capabilities agility ranked highest, while competitive agility ranked lowest. This outcome aligns with [19]study, which suggested a prevalent application of strategic flexibility. It is also consistent with [11]findings of a high level of strategic success and [17]discovery of a substantial level of Strategic flexibility. The study reveals a high overall average of managers' perceptions within the Social Security Institution concerning the strategic success, with the adaptation dimension ranking first. This signifies that respondents in the institution recognize the importance of strategic success in its various sizes. This finding resonates with [6]study, which identified a high level of strategic success. In light of these findings, the following recommendations are proposed: Emphasize the significance of Strategic flexibility due to its substantial impact on achieving strategic success. Prioritize investments in infrastructure and technology, allocate necessary resources to implement Strategic flexibility, and establish effective communication networks within the Social Security Institution. These measures are crucial for realizing the institution's strategic success. Adopt a strategy within the Social Security Institution that empowers employees, recognizing their pivotal role in enhancing strategic flexibility.

Funding

This research was conducted independently without the aid of any external funding bodies, public or private grants, or institutional sponsorships. All expenditures were borne by the authors.

Conflicts of Interest

The authors declare no potential conflicts of interest.

Acknowledgment

The authors are thankful to their institutions for offering unwavering support, both in terms of resources and encouragement, during this research project.

References

- [1] A. Nayef, on behalf of Faisal, "The strategic capabilities of knowledge makers and their role in achieving the requirements of strategic success: an exploratory study of the opinions of a sample of workers at Zain Telecom in Baghdad," *Journal of Administration and Economics*, vol. 37, no. 99, pp. 67–101, 2014.
- [2] K. Abu Bakr and M. Ali, "The relationship between the process of human resources training and the quality of hotel service and their impact on strategic success: an exploratory study of the opinions of a sample of workers in five-star hotels in the city of Erbil," *Journal of Administration and Economics*, vol. 9, no. 19, 2017.
- [3] S. Abu Radi, *Strategic Agility and Its Impact on the Operations Competitive Capabilities in Jordanian Private Hospitals*, Unpublished Master's Thesis, Middle East University, Jordan, 2013.
- [4] A. Abuzaid, "Employees' empowerment and its role in achieving strategic success: A practical study on Jordanian insurance companies," *Jordan Journal of Business Administration*, vol. 14, no. 4, pp. 641–664, 2018.
- [5] A. Al Darmaki, "A systematic analysis of strategic planning key success factors and its required professional skills - Case study of Abu Dhabi Police GHQ," *International Journal of Sales, Retailing & Marketing*, vol. 5, no. 4, pp. 92–102, 2016.
- [6] K. Al-Hawajer, "The mediating role of business intelligence capabilities between organizational leadership and strategic success in Jordanian public universities," *The Jordanian Journal of Business Administration*, vol. 14, no. 3, pp. 375–394, 2018.
- [7] M. Al-Masry and S. Walid, "A proposed strategy to improve the level of fitness in secondary schools in the Gaza governorate," *Journal of Educational Sciences, Faculty of Education*, vol. 40, no. 2, 2016.
- [8] K. Al-Musawi, "Strategic agility and its role in achieving marketing excellence: An analytical study of the views of a sample of managers at Al-Kafeel Company," *Journal of Arts, University of Kufa*, vol. 15, no. 35, pp. 439–466, 2018.
- [9] T. Al-Musawi and J. Radi, "The effect of organizational learning mechanisms on promoting strategic fitness," *Al-Muthanna Journal of Administrative and Economic Sciences*, vol. 9, no. 1, pp. 69–88, 2019.
- [10] I. Al-Sanea, *The effect of the determinants of strategic agility on organizational effectiveness*, Unpublished Master's Thesis, Middle East University, Jordan, 2013.
- [11] I. Al-Tamimi and S. Al-Khushali, "The impact of the elements of the strategic alliance in achieving strategic success: an empirical study in commercial banks operating in Jordan," *Jordanian Journal of Business Administration*, vol. 11, no. 3, 2015.
- [12] S. Al-Thibawi, "The role of continuous improvement in achieving strategic success: an analytical study of the views of a sample of government hospital managers in Najaf," *Journal of the Islamic University College*, no. 40, pp. 471–489, 2016.
- [13] S. Chromie, "The effect of strategic lightness on enhancing competitive advantage: a case study of 'Hammadi' complex in the wilayat of Bechar," *Al Bashaer Economic Magazine*, vol. 4, no. 1, pp. 104–122, 2018.

- [14] S. Denning, "The next frontier for Agile: strategic management," Emerald Publishing Limited, vol. 45, no. 2, pp. 12–18, 2017.
- [15] E. Eisenberg, Z. Johnson, and W. Pieterse, "Leveraging social networks for strategic success," *International Journal of Business Communication*, vol. 52, no. 1, pp. 7–23, 2015.
- [16] S. Mohammad, "Knowledge interlocking of human resources and its role in achieving strategic success: An applied study in the Ministry of Science and Technology integrated with the Ministry of Higher Education," *Journal of Administration and Economics*, no. 114, 2018.
- [17] A. Mezher and Y. Yasser, "The effect of strategic agility on sustainable institutional performance: A case study at the Holy Electricity Distribution Directorate of Karbala Governorate," *Al-Qadisiyah University Journal, College of Administration and Economics, Department of Business Administration*, 2017.
- [18] Y. Salamzadeh, V. Bidaki, and T. Vahidi, "Strategic thinking and organizational success: perceptions from management graduates and students," *Global Business and Management Research: An International Journal*, vol. 10, no. 4, pp. 39–53, 2018.
- [19] E. Vagnoni and S. Khoddami, "Designing competitiveness activity model through the strategic agility approach in a turbulent environment," Emerald Group Publishing Limited, vol. 18, no. 6, pp. 625–648, 2016.
- [20] Y. Vaillant and E. Lafuente, "The increased international propensity of serial entrepreneurs demonstrating ambidextrous strategic agility: A precursor to international marketing agility," *Financial support from the Spanish Ministry of Economy*, 2018.
- [21] D. Waldron, "Transnationality: An index of strategic success?" *Journal of International Business Strategy*, vol. 8, no. 2, pp. 152–163, 2008.
- [22] Y. Weber and S. Tarba, "Strategic agility: A state of the art introduction to the special section on strategic agility," Emerald Group Publishing Limited, 2014.