

**THE EFFECT OF LOGISTICAL MANAGEMENT ON THE STRATEGIC AGILITY IN AQABA SPECIAL ECONOMIC ZONE AUTHORITY**

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**ABSTRACT**

This study aimed to analyze the impact of logistical management on the strategic agility in the authority of Aqaba Special Economic Zone. To achieve the objectives of this study, a questionnaire was developed for the purpose of data collection and distributed to (150) employees.

They were chosen in a simple random sample method. The study reached a set of results; the most important of which are:

1. The logistic management and strategic agility from the point of view of workers in Aqaba Special Economic Zone came at a high degree.
2. The existence of the effect of the logistic management dimensions on the strategic agility, where it explains the rate of (54%) of the variance in the strategic agility.

The study recommends the necessity of working to enhance the dimensions of logistic management through raising the awareness of Aqaba Special Economic Zone to the importance of logistical management that human resources possess in order to achieve strategic agility standards.

**Key Words:** Logistical management, Strategic agility ,Aqaba Special Economic Zone Authority.

**1. INTRODUCTION**

The issue of logistical management has become one of the topics that began to attract the attention of organizations, especially in the current century after the success of the organizations that adopted its application, as it represents the diagnosis, identification and detection of defects and shortcomings in their performance in order to meet the rapidly changing environmental challenges and to develop solutions to problems and alternatives available for the continuous improvement of their growth, survival and competition with others continuously occur through the strategic agility .

The logistical management of organizations must receive the greatest amount of care and attention, in addition to focusing on developing mechanisms and integrated development plans to support them so that they can compete, keep abreast of the future developments as well as achieving the required level of flexibility in order to reach the required momentum. This will not be possible for us except through conducting a deep study, a scientific analysis, an effective method that deals with all modern methodologies, leading global applications, selects the best and most appropriate method to build the capabilities of our human resources carefully and credibly, and qualify them to achieve the maximum benefit from their energies positively and efficiently.

The strategic agility enables the organization to quickly and effectively respond to the fluctuations of the environment, which allows it to establish a superior competitive position that is of a dual importance for the organization required from two sides within the organization; one with the aim of understanding the basic competencies but the second is outside the organization to clearly know the surrounding environment (Al-Mousawi, 2018).

Brueller, Carmeli, & Drori (2014) points to the importance of strategic agility as a primary means of organizational growth, and the ways in which key growth mechanisms such as mergers and acquisitions that help in building this capacity remain elusive, henceforth this article highlights the differences between platform acquisitions. Acquisitions of these various forms can enhance strategic agility in distinctive ways over different time horizons. When properly managed, acquisitions can enhance the gradual build-up of the capabilities underlying strategic agility.

(Al-Badrani, 2015) believes that strategic agility is the ability of the organization to move quickly and easily to achieve a response to change unexpected situations. One of its characteristics is gaining flexibility and speed that give the organization the ability to change its business as a result of having the real ability to make decisions in a timely manner, and this requires various capabilities such as sensitivity Strategy, collective commitment and responsibility, and the flow and direction of all kinds of resources that are considered essential dimensions of strategic agility.

(Tabe, & Nematizadeh, S. 2017) considered strategic agility as a concept that consists of two components: response and knowledge management. They interpreted strategic agility as the organization's ability to discover environmental changes to business and respond quickly to them by discovering the opportunities and threats that exist in the business environment. Respond quickly by regrouping strategic resources and operations.

AmaDoz, & Kosonen. (2010) considered strategic agility as a means by which organizations transform and reinvent themselves, adapt, and survive and ultimately see strategic agility as the ability of the organization to continue to adjust and adapt its strategic directions in the basic business in order to create value for the enterprise. (Sampath, JM) (2015) considered that the strategic ability to adapt, to changes in business, in the same context, discover opportunities, threats and risks, and quickly launch new strategic initiatives over and over again.

(Teece, Peteraf, & Leih, 2016) referred to strategic agility as the "ability of the organization to redeploy Its resources are efficiently and effectively redirected to the value of creation and the value of protecting, and capturing high-return activities as required by internal and external circumstances.

And (Doz, & Kosonen, 2010) pointed to the importance of strategic agility through the role of the three main dimensions of the strategic agility framework presented in this study, which are strategic sensitivity, unity of leadership and liquidity of resources by strengthening the organization's ability to rethink and renew its business models and facilitate the resolution of the contradiction.

By developing these basic capabilities, and the importance of strategic agility as reading the expected and unexpected environmental events and responding more effectively in terms of speed and cost from competitors and seizing the opportunities that have become available due to this change through the proactive capabilities implemented as for the strategic dimensions of the accountability that this study came up with. It is strategic sensitivity, collective commitment and liquidity of resources.

The same study added that the importance of strategic agility is that it helps the organization to overcome the problems it faces, both in its internal and external environment, and also through

strategic agility, the stakeholders and multiple parties are satisfied and help them to prevail over the public interest and commitment to social responsibility and maintain strategic environment In the same context.

(Junni, et al, 2015) clarified the role of strategic agility as a component of the acquisition process (financial and administrative control of one company over another company's activity) by investigating its constituent elements and their effects on knowledge transfer in the context of acquisitions. We also studied the effect of knowledge transfer. For example, on acquisition performance it was found that resources tended to flow from companies with stronger resource bases to companies with weaker resources but when the buyer had a stronger knowledge base, the transfer of mutual knowledge decreased slightly, in contrast, the transfer of mutual knowledge increased slightly when the targeted companies have a stronger knowledge base and these results indicate that the acquisitions of weaker target companies increase the transfer of knowledge of the stronger acquiring companies at the expense of the transfer of mutual knowledge.

While Idris, & AL-Rubaie (2013) emphasized evidence of the importance of strategic agility, as they indicated that the organizations that witnessed success realized that the continuity and long-term sustainability of this success depends on strategic agility and the need for available opportunities as well as relying on strategic agility to form the basis for organizational success and sustainability is to enhance and reshape value through penetrating new markets, adopting new business models, and achieving innovation in comparison with competitors. These developments have become an urgent need for organizations operating in an environment characterized by rapid changes and intense competition in the markets and the ability to survive depends on excellence of competitors by strengthening the basic capabilities and competencies in order to become a leader in its field in terms of determining customer needs, desires and innovating new ways of doing business. These activities need companies to adopt organizational agility to be implemented.

(Al-Badrani, 2015) pointed out that it is necessary to determine the basic capabilities of the organization and to identify allies and counterpart organizations in order to reach solutions to the problems of its customers, as it gives the organization the character of intelligence, flexibility and openness to new events, which puts it in a state in which it is always ready to re-evaluate options.

If the key to the success of organizations in the rapidly changing environment is the strategic agility, which is the ability to provide support, and sometimes sudden change to take advantage of the opportunities available in the changing market, as the strategic agility enables the organization to achieve many goals accurately and quickly, such as starting to apply flexible and smart competitive moves.

Furthermore, the study of (Al-Batayneh, 2017) came to explain the importance of strategic lightness (strategic agility), as he stressed that organizations must have the ability to react quickly and better and anticipate things, speed and continuous improvement In change before competitors and for this it is necessary to follow the so-called agility.

The importance of agility according to the importance of the three strategic agility dimensions, which are:

1. Strategic sensitivity.
2. Strategic flexibility.
3. Speed of operation.

The importance of the study depends on clarifying the impact of strategic agility dimensions on the performance of Aqaba Special Economic Zone.

The importance of these dimensions came from addressing the performance deficiency problems facing Aqaba Special Economic Zone, which have an impact on its performance.

The study considers that organizational agility is of great importance to organizations, if their dimensions are taken into account and those dimensions are included in their own strategic plans, and accordingly, that importance can be summarized in the following points:

1. It is considered a reason for the success of organizations and their progress and increasing the organization's ability to extract private data in the organization's environment and analyze it, thus discovering and strengthening strengths and discovering weaknesses and eliminating them.
2. The organization helps in the rapid response to any emergency that occurs in the internal or external environment.
3. Assist the organization in the optimal utilization of organizational capabilities to serve the achievement of the strategic plan objectives.
4. It helps the organization to sustain the provision of competition service, its continuity and its development for the better.
5. Adoption of the concept of strategic agility by organizations is an evidence of the organization's success in keeping pace with modernity, as it is a modern strategic concept.

Logistics management strategies are linked to the strategic agility, since the logistics management contributes to raising the level of individual participation, developing the level of performance of organizations and improving the level of the employee's performance is one of the basic things that result from the application of the concept of logistical management in management, improving employee performance is a driving force and an important outcome. It stands behind logistical management programs and manpower agility which are essential inputs used by the employee in producing his activities and outputs in the work environment.

**The study Problem:** Because logistical management strategies are important in increasing workers' understanding of their role in achieving:

1. The organization's goals.
2. Developing self-efficacy.
3. Increasing the level of job satisfaction among workers.
4. Increasing the harmonization between the needs of institutions and the personal needs of their workers.
5. Increasing the productivity of the department.
6. Increasing the ability of these institutions to respond to external influences.
7. Achieving creativity and distinction.

In doing business, modern developments in various fields have imposed on contemporary organizations to respond, change and adapt with these developments to ensure their continuity and interaction with society and the environment, and all the influencing factors surrounding them. However, many organizations, including Aqaba Special Economic Zone, did not accommodate the change towards finding strategies for logistical management that work to achieve strategic agility, so they remained stagnant in themselves far from progress, success, and continuous accelerating change which makes it more necessary to implement empowerment strategies is an urgent and important requirement, especially for those organizations that seek to excel in performance and maintain their continuity in a changing

environment. As it faces renewed challenges that require senior management to adopt policies and strategies that adapt to these challenges to achieve the department's goals in a successful manner, and in view of the rapid and renewed change in the work environment, the top management must provide opportunities for renewal and modernization of work methods. Therefore, the study problem is represented by answering the following main question: **What is the impact of logistical management on the strategic agility in Aqaba Special Economic Zone?**

**Study questions:**

This study attempts to answer the following questions:

1. What is the level of workers' perceptions of logistical management in Aqaba Special Economic Zone?
2. What is the level of workers' perceptions of manpower agility in Aqaba Special Economic Zone?

**The importance of studying**

This study derives its importance from two theoretical and practical sides. From the theoretical side, the importance of the study becomes clear as it deals with logistics management and its importance in qualifying workers and enhancing their capabilities for work, achievement and developing their functional capabilities. Aqaba Special Economic Zone, which contributes to the improvement of the performance of this department in general.

This study derives its importance through the identification of the following:

1. As it is one of the few studies - as far as the researcher knows - that investigates the role of logistical management in the strategic agility in Aqaba Special Economic Zone.
2. As it deals with one of the organizational concepts; the logistical management, which is considered one of the important topics in modern management thought, being an important source of the organization's survival and durability, especially in organizations that seek to adopt a modern management strategy that is concerned with the strategic agility .
3. Also, this study can direct the attention of managers and decision-makers in Jordanian organizations to the importance of adopting the concept of logistical management in order to strengthen it as it helps in achieving strategic agility .
4. This study contributes to enriching the Arab library with a new topic that may gain the interest of researchers and practitioners, and is considered a starting point for other studies in logistical management strategy and manpower agility.

**Objectives of the study**

The study aims to identify the impact of logistical management on the strategic agility through organizational learning in Aqaba Special Economic Zone. The following sub-goals stem from this goal:

1. To know the level of perceptions of the respondents in Aqaba Special Economic Zone of the dimensions of logistics management (transport methods management, storage methods management, supply methods management, and decision methods management).
2. To recognize the level of perceptions of the respondents in Aqaba Special Economic Zone on the dimensions of manpower agility (ability to adapt to expected circumstances, creativity in problem solving, professional flexibility, and learning work skills and procedures).
3. To attempt to reach a set of results and recommendations that can be used by managers in Aqaba Special Economic Zone and taking them into consideration to pay attention to

logistical management strategies to improve the strategic agility in Aqaba Special Economic Zone.

### Study hypotheses

This study attempts to examine the following null hypotheses:

**The main hypothesis:** There is no significant statistically significant effect of the respondents' perceptions at a significance level ( $0.05 \geq \alpha$ ) of the dimensions of logistics management (transport methods management, storage methods management, supply methods management, and decision methods management) on the strategic agility (the ability to adapt to conditions Expectancy, creativity in problem solving, professional flexibility, and learning work skills and procedures) in Aqaba Special Economic Zone.

The following sub-hypotheses emerge from it:

**The first sub-hypothesis:** There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) for the dimensions of logistics management (transport methods management, storage methods management, supply methods management, decision methods management) on the ability to adapt to the expected conditions as a dimension of the power agility dimensions operating in Aqaba Special Economic Zone.

**The second sub-hypothesis:** There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) for the dimensions of logistics management (transport methods management, storage methods management, supply methods management, decision methods management) on creativity in solving problems as a dimension of manpower agility dimensions in Aqaba Special Economic Zone.

**The third sub-hypothesis:** There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) for the dimensions of logistics management (transport methods management, storage methods management, supply methods management, decision methods management) on occupational flexibility as a dimension of manpower agility in Aqaba region Special Economic Zone.

**The fourth sub-hypothesis:** There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) for the dimensions of logistics management (transport methods management, storage methods management, supply methods management, and decision methods management) on learning business skills and procedures as a dimension of manpower agility in Aqaba Special Economic Zone.

### Procedural definitions

**Independent changer: logistics management:** it is a part of the supply chain that plans, applies, and monitors the flow and flow of goods, services and information from the product or source of service to the end consumer in an effective way to ensure that the following customers' requirements are met:

- a. Transportation methods management: It is the movement of goods and products transported effectively to enhance the added value in the activities of the logistics services, which plays an important role in transferring resources to useful products for the final consumer.
- B. Storage methods management: keeping things until they are needed or in other words is the process of preserving assets for a period of time and preserving them in their condition, or exposing them to natural conditions in which a required change occurs, and providing these assets as needed in the specified stage.

C. Supply Methods Management: It is the process by which goods and services are obtained. It is also known as the activity responsible for providing materials conforming to specifications in the right place, at the right time, in the right quantity and at the right price.

Dr.. Managing decision methods: the ability to create roadmaps based on an information system that allow investigation, obtaining and processing the correct information, in order to employ the resulting intellectual material in making effective and correct decisions, and formulating plans, policies and strategies.

**The dependent variable: the strategic agility :** is the ability to face changes in the business environment by designing a strategic system with high flexibility for the company in order to quickly respond to it and to changes and not be exposed to risks.

1. The ability to adapt to the expected conditions: gaining experience and knowledge through the exchange of information among the members of the organization for the successful experiences that the organization has achieved in the past, which must be achieved in the future. Also, benefit from the experiences of other successful organizations, competing organizations and get acquainted with the best management practices in them, and transfer them to all workers in the organization to benefit from it in the field of practical application.
2. Creativity in problem-solving: it means the ability to arrive at the elements that make up the complex things, or it is the competence in analyzing the elements of things and understanding the relationships between these elements, and the creation of new ones that depart from the circle of the familiarity and take different forms depending on the topic under consideration and on envelope.
3. Learning work skills and procedures: It indicates the employees' keenness to perform their duties and responsibilities without difficulty, and their acceptance of any additional responsibilities for the work required of them, taking into account their proportionality with their performance abilities.
4. Professional flexibility: the organization's ability to change or respond to risks with little returns in time, effort, cost or performance.

### Previous studies

Many Arab and foreign studies have been conducted that have to do with logistical management and the grace of the workforce. These topics have been addressed from different approaches, and the results of the desk survey of literature and previous studies indicated that there are no studies to the best of the researcher's knowledge looking directly at the impact of logistics management on the strategic agility in Aqaba Special Economic Zone, this study tried to employ what was mentioned in previous studies as much as possible, and among these studies the following:

#### A. Arab Studies:

The study (Abdel-Aal, 2019) One of the most important objectives of this study is to identify the foundations and basic requirements of information technology and the determinants of strategic agility in Egyptian universities in general and Sohag University in particular.

The study population is represented by the faculty members at Sohag University. As for the study sample, it is a simple random sample representing the original complex. The use of the Lava Crown Bach test to measure the stability of the tool. The data were analyzed using the (Spss) program. The most important results of this study of information systems technology have a great role in achieving strategic agility in Egyptian universities by contributing to an effective role in supporting the agility of decision-making and increasing the effectiveness and efficiency of the university.

The most important recommendations that were recorded in this study are the necessity of developing a comprehensive strategy at the university level for information technology to achieve strategic agility and develop patterns of interaction and inter-relationships between university colleges, departments and administrative units on one hand, and between them and the related organizations and administrative bodies on the other hand.

As for the study (Al-Mousawi, 2018), which aimed to identify the level of the company's interest in strategic agility and its dimensions as well as to diagnose the level of availability of dimensions of marketing prowess (exploring opportunities, exploiting opportunities, marketing flexibility) in the researched company, and showing the extent of the impact of strategic agility on marketing prowess as for the study population represented by the sponsor company; for these issues, a random sample was chosen represented by the director, assistant director, and department directors for the purposes of answering the research questions.

To test the validity of its hypotheses, two ready-made statistical programs (Sppss v.22) and (Amos v.22) were used. The most important statistical results of this study came were as follow:

1. The researched company's interest in the marketing prowess variable is greater than its level of strategic agility.
2. Strategic agility has a positive role in enhancing its marketing prowess by exploring and exploiting opportunities.
3. As for the most important recommendations:
  - A. the company should increase its level of interest in strategic agility because of its importance in achieving its future directions.
  - B. Setting strategic goals that are divided in phases and specific in time periods so that they can be followed up and the extent of its achievement.
  - C. Acting on time and the need for the company to pay attention to the core capabilities.

The study (Karume, 2018) came to reveal the nature of the relationship between strategic lightness and competitive advantage in the institution under study through its three dimensions:

1. lightness of capabilities.
2. lightness of tasks.
3. Strategic maneuvers.

Trying to know the role and effect of strategic lightness in achieving competitive advantage at the level of this institution, either. The study population was represented by the Hammadi complex, and the study sample was taken by directing a questionnaire to all members of the community. The responses of the respondents were analyzed with the help of the (Sass) program. The most important results came that there is a significant effect of strategic lightness on the competitive advantage in the Hammadi Foundation because the institution can accomplish a wide range of available jobs and the institution possesses enough skill diversity to meet the requirements of the changing work environment and possesses sufficient educational capabilities that qualify them at the level of their work to learn new skills.

In another study prepared by each of (Radi and Al-Mousawi, 2018), the most significant objectives of this study were to identify the most important organizational learning mechanisms adopted by private banks in the central Euphrates governorates to gain



external knowledge and to identify the degree of strategic agility in private banks in the central Euphrates governorates. The study is represented by senior leaderships in the private banks of the central Euphrates governorates. 150 questionnaire's copy were distributed to the research sample members represented by a bank director, deputy bank director and head of the department. The researcher used a set of statistical methods, perhaps the most prominent of which is the:

1. arithmetic mean.2. standard deviation.3. linear correlation coefficient. 4. Pearson and the simple and multiple regression coefficient.

The most important results came that There is a clear interest on the part of the researched banks in establishing mechanisms to define knowledge by searching for the trends and behaviors of their customers at all stages of the service provided, and that the banks of the research sample use sophisticated organizational learning mechanisms that work to create a specific type of adaptation to the organizational structure of the bank in order to meet the needs of the offers that are made. Its presentation and the lack of strategic sensitivity of the researched banks towards external variables relate to customers, competitors and technology.

The most important recommendations were that the researched banks should conduct more market research to identify the needs and desires of current and future customers in order to avoid making mistakes. The necessity for the researched banks to use mechanisms and methods to motivate workers to participate in presenting good ideas that work on to serve customers in the first place and to serve the bank in the second place.

As for the study (Mazhar and Yasser, 2017), this study aimed to identify the reality of the strategic agility in which the Directorate works, and to clarify the reality of the performance presented by it, and to identify weaknesses as well as working to address them by developing methods and mechanisms that guarantee this and clarify the nature of the relationship between strategic agility dimensions and the dimensions of sustainable institutional performance.

As for the study population represented by the Karbala Governorate Electricity Distribution Directorate, the research sample consisted of the engineering leadership staff of this directorate, and the Alpha Crow Nbach scale was used to ensure the validity of the research tool. The study showed that the company possesses a reasonable level of strategic dialogue, as well as its high organizational capacity that helps it in performing its work. The strategic agility in the Karbala Electricity Distribution Directorate contributes to improving the directorate's use of its material and human resources and better utilizing them and contribute to in the future, in achieving victory over its competitors, the most important recommendations are the need to pay attention to strategic agility and the extent of its impact J, sustainable institutional performance, and the need for an organizational culture that contributes to the growth of the concept of strategic agility and the attention to the combined dimensions of strategic agility.

In a study conducted by (Haniyeh, 2016) titled The Extent of Practicing Strategic Agility and its Relationship to Excellence in Institutional Performance in the Food Industry Sector in the Gaza Strip. The study aimed to identify the extent of practicing strategic agility and its relationship to the institutional performance excellence in the food industries sector in the Gaza Strip. Strategic agility represented in (strategic sensitivity, clarity of vision, core capabilities, choice of strategic goals, shared responsibility, speed of response), and the

institutional performance dimensions were used (leadership, human resources, customer satisfaction, "from the company's point of view", employee satisfaction, Product quality, process quality), and the researcher used the descriptive and analytical approach, and the researcher used the comprehensive inventory method in conducting the field study where the study population was confined to food industries companies registered as a member in the Federation of Food Industries in the Gaza Strip, which reached (76) companies. (104) questionnaire's copy were distributed to (55) companies, due to the refusal of (4) companies to fill in the questionnaire and the presence of (8) closed companies that are not working. The study concluded that the level of practicing strategic agility and excellence in institutional performance in food industry companies was strong for both variables, and there was a strong positive relationship between the practice of strategic agility and the excellence in institutional performance in the food industries sector in the Gaza Strip.

(Radwan, 2015) study. The main objective of this study is to try to link between the determinants of strategic agility and institutional excellence in the Egyptian telecommunications sector. As for the study population, it is represented by workers at different administrative levels in the telecommunications companies in Egypt. As for the sample of the study, it was represented by selecting (264) workers at different administrative levels. The data were analyzed through the statistical package (Spss-v21) using Crownbach Alpha for internal consistency. The most important results were the presence of a positive significant effect between the degree of availability of the determinants of strategic agility and the distinction of leaders in one hand, and the presence of a positive significant effect between the degree of availability of the determinants of strategic agility and the distinction of subordinates on the other hand. The recommendations are that:

1. The basic capabilities of the company, which include its knowledge and skills, must be strengthened in order to achieve institutional excellence and create value for the customer.
2. To make the organizational context more flexible, by relying on flexible organizational structures, as strategic agility requires a more dynamic organizational environment instead of hierarchical organizational structures.

(Al-Abdi, 2012) conducted a study entitled "Organizational Agility: A Strategic Approach to the Process of Enhancing Employee Enrichment (an experimental study of a sample of the industrial sector companies in the Ministry of Industry and Minerals) which aimed at identifying the types of organizational agility (sensor agility, decision-making agility, and agility in practice). In the organizations operating in the industrial sector such as the research sample, and in light of the changing and dynamic work environment, there is a need for agile (agile) organizations that have a role in the process of enhancing employees' functional absorption through its dimensions (cognitive absorption, emotional absorption, physical absorption) and thus knowledge absorption. The impact of organizational agility in the process of enhancing employee engagement in the companies, the research sample. The study data were collected from (100) employees in (5) companies affiliated with the Ministry of Industry and Minerals, and international standards were used to measure organizational agility and job absorption through a questionnaire form to collect and analyze data. The study concluded that the study sample agreed that organizational agility directly affects the dimensions of job turnover and enhances the process of year-rounding. Laxative in Research Sample Companies.

The study of (Abdel Aziz and Al-Barai, 2011) which entitled with (A Proposed Model for Marketing Logistics Activities to Support the Competitive Advantage). This study, which was applied to Egyptian dairy companies, aimed to shed the light on the concept of logistics and the relationship of logistics and marketing in building competitive advantage, it proposed an integrated model that links the different elements for competitive advantage and marketing logistics activities.

It also aimed to know the extent to which logistical capabilities are linked to maximizing the value provided to customers. The results of the study indicated that the most important logistics activities marketing according to their impact on the competitive advantages are:

1. Customer service.
2. Packaging.
3. Physical distribution.

Also that the most important elements of competitive advantage according to its effect on logistical activities are:

1. Speed of response.
2. Timing of response.

The most important elements of competitive advantage that affect the growth of the market share of dairy companies according to their entry into the model are:

1. Speed of response.
2. Quality of delivery.
3. Timing of response.

The study showed that there is a moderate correlation between most elements of logistical capabilities and maximizing the value provided.

The Study of (Ghoneim and Khashaba, 2011) which is entitled with:

(The impact of supply chain management practices on the level of product quality). This study aims to identify the extent of application of the dimensions of supply chain management practices in the textile sector. It also aims to know the extent of the impact of these dimensions on the level of quality of products for this sector. The study was applied to public enterprise sector companies for spinning and weaving that are located in the central delta region.

The study population is represented in the managers of the applicable companies, and with regard to the size of the sample, its strength reached (278) individuals. The researcher used a survey list prepared for the purpose of collecting data on the study variables that represent the dimensions of supply chain management practices and the level of product quality. The researcher also used both the ratio stability method and the path analysis method to analyze the field study data. The study reached several conclusions represented in the respondents' positive attitudes towards agreeing to the extent of applying the dimensions of supply chain management practices as independent variables on the level of product quality as a dependent variable.

The Study of (Mahmoud, 2011) which is entitled with:

(The use of information technology to improve the logistical performance of service organizations), this study aimed to know the effect of using modern technology applications on improving the logistical performance of organizations, as the study was applied to the customs sector in the Egyptian city of Port Said, where the researcher reached the applications of modern technology which have had the greatest impact on improving

the logistics performance of the Customs Department and developing customs systems procedures in terms of speed of implementation of transactions and fewer errors in various customs operations. The study also showed that the application of technology systems leads to the development of a good relationship with customers and a better understanding of their requirements, and also leads to develop sales channels.

The study of (Al-Awadi, 2012) which is entitled with (The impact of logistics management on facilitating the flow between production and consumption areas):

This study aimed to identify the most flexible practices of logistical management on the extent of flexibility and speed of the flow of goods from the time they leave the factories through the different channels until they reach the consumer. Finally, as the study showed that following the functions of logistical management from a practical point of view leads to a reduction in the time required for goods to reach the final consumer, in addition to that the study shed light on the importance of studying logistics management as a modern field that provides the market with appropriate rare human elements to manage the various logistical process.

#### **B. Foreign Studies:**

In a study conducted by Nejatian et al. (2019) entitled: "Paving the path toward strategic agility". A methodological perspective and an empirical investigation.

This research aims to propose and test a methodology for determining the main strategic agility indicators by identifying priorities and establishing relationships between them. This study was applied to the Iranian Bill Rosaneh company specialized in dairy products. As for the sample of the study, it was represented by a group of seven experts in that company, and statistical methods were used to analyze the data.

The most important results of this study are: To prove the ability of the proposed methodology, which was applied to a dairy company operating in a competitive environment, where the application can address deficiencies in previous agility methodologies; the methodology which helped the company is committed to allocating resources to the correct strategic agility indicators, and practitioners can benefit from the methodology to determine the correct agility indicators for their organization and allocate organizational resources to improve these indicators.

The methodology includes selecting indicators that contribute to the strategic agility of the institution, although they seem unrelated, and research contributes to enriching administrative literature related to strategic and organizational agility by proposing a methodology that takes into account each of the relationships between indicators of agility.

In a study of (et al, 2018, Vaillant) entitled: "The increased international propensity of serial entrepreneurs demonstrating ambidextrous strategic agility" "A precursor to international marketing agility" The aim of this study is to analyze the strategic agility in the entrepreneurial projects of business owners who have higher levels of inclination to export. The most important results of this study indicate that the distinctive features are also related to agility in international marketing, speed and critical accuracy with increasing exports and expansion in the export market resulting from the response of the opportunity.

The inflating of entrepreneurial ventures through the subtlety of their internal adaptability to practical agility we found that entrepreneurs also demonstrate agility in their operations and have high levels of export tendency, compared to the group of business owners outside this ambidextrous group (first-time business owners without practical agility) either.

The most important implications: The results of this study indicate that the features that distinguish international business are also related to the marketing agility, speed and critical accuracy of increasing levels of export propensity and expansion in the export market resulting from the response of the opportunity. Entrepreneurial entrepreneurs were found to amplify them by the accuracy of internal adaptive capabilities with lightness Movement Practicality This study contributes by exploring further the influence of different sources of agility. It focuses on the internationalization of entrepreneurial projects and demonstrates the link between entrepreneurs exposed to export market expansion, international marketing and agility.

Denning, 2017 conducted a study entitled: - "Strategic Agility: using Agile teams to explore opportunities for market-creating innovation."

This study aims to analyze and understand how strategic agility teams can use strategic management tools and processes to discover emerging market innovations such as design, methodology, and approach. The researcher has studied strategy, leadership theory, and strategic agility capabilities at the enterprise level, which is a combination of agility mentality and its processes with the theory of Strategic Management to produce continuous innovation and market creation, the results are that strategic concepts can be adopted for a strategy such as Kim &Mauborgne's blue ocean, Job to be done by Clayton Christensen and Kart Carlson's book (Play SRI) and the need for an approach that shows the benefits and costs of competition through the agility teams that seek innovations that create value for new customers, the most important practical implications:

Defining a clearly defined job leads to the initiation of an innovative scheme that does not resemble the traditional marketing concept of "needs" due to the high degree of specificity required to accurately define the problem that the potential solution will address and using management concepts. Strategy, Agility teams can redefine how needs are met and also in this business value for clients is discovered from offering something or doing something that the company or industry is not currently offering.

And Vagnoni&Khoddami (2016) conducted a study entitled:"Designing competitiveness activity model through the strategic agility approach in a turbulent environment".

This study aims to present and test a model that shows how strategic agility based on dynamism and capabilities such as information technology (IT) competencies can create a competitive ability for the organization, the study community is represented by information technology companies in Italy where this study was designed based on a quantitative approach.The data was collected and distributed through closed questionnaires that were distributed to a sample of 233 companies, the response rate was 26 per cent which is equivalent to 60 questionnaires collected.

The data were analyzed on the basis of the dynamics of preparation and through the application of SPSS-AMOS. A path analysis was performed to conduct the first evaluation of the theoretical model. The most important findings of this study are that the dimensions of strategic agility are the capabilities related to improving the competitiveness of any activity. Moreover, increasing the strategic agility in the three dimensions (customer, operational and partnership) depends on the ability to improve the other dynamic capabilities of the organization, including So IT efficiency, methodological insight and strategic insight. Finally, strategic agility is the only variable able to capitalize on the firm's competitive activity.

(Alon, et al, 2016) study which is entitled with: -

"Strategic agility explanations for managing franchising expansion during economic cycles"

This research aims to clarify how companies that have obtained franchisees in managing expansion can obtain new concessions despite the economic fluctuations and their effects on the company by transferring their resources. As for the most important results of this study, the model reveals a curved U-shaped relationship between the site ( That is, the economic cycles) and the expansion of franchising, this study contributes to the competitive literature by showing how franchising companies that respond to changing local conditions and based on the ability of liquidity of resources in the theory of strategic movement, this article provides a comprehensive explanation of why and when companies are franchising under dynamic conditions of economic fluctuations in Location (USA). Although we agree that scarcity of resources and agency theories provide partial explanations for corporate excellence, we claim that Strategic Agility Theory adds an important building block to the interpretation of franchising. We found the U-shaped effect of the local environment on the opening of new franchise units and the explanation for this relationship. The U-shape corresponds to the strategic agility argument, thus reinforcing current interpretations based on resource scarcity and agency theories. Research on franchising indicates that accurate repetition and standardization may enhance the competitiveness of the company, and that franchising companies are able to achieve liquidity of resources, which is one of the keys to the descriptive capabilities of strategic velocity. This study can inform the company executives about the need to develop the ability to switch or combine Business models and in our case, two rather rigid business models (growth so that franchising is replaced and growth across company-owned units) or used jointly to maintain flexibility, and in fact, the flexibility of franchisees to adjust the proportion of their franchise units is one of the keys to achieve strategic agility. In other words, the business model should not hinder a firm's pursuit of resource liquidity, and the inability to substitute or combine solid business models is one of the major risks that leads to business failure in the current economic environment.

The study of (Arbussa, et al, 2016)) which is entitled with: -

"Strategic agility-driven business model renewal:

The case of an SME."This study aims to achieve two objectives: linking strategic agility and innovative business models, and exploring how the capabilities underlying strategic agility fit into the context of small and medium-sized companies. The results of this study came in partial agreement with the current strategic framework for SMEs and two proposed descriptive capabilities (Unit Leadership and liquidity of resources) appear inherent in SMEs because they easily apply in this context, although they need to be reduced in size one meta capacity (strategic sensitivity) less natural and therefore more important for SMEs. An additional descriptive capacity (the trick) also arises from. It is important for small and medium businesses to be able to overcome some of the limitations caused by their size.

Lacap study (2014) which is entitled with:

The Case of Hotels in Pampanga, "Competitiveness and Sustainability in the Hotel Industry": The Case of a Hotel in Pampanga",It aimed to explore the level of competitiveness and durability of the hotel industry, in addition to analyzing the factors affecting the development of the hotel industry. The study was conducted in the Philippines, and it used

the analytical method. The results of the study showed that despite the Philippines's interest in the future of the hotel sector, there are problems and challenges that directly and indirectly affect the hotel industry, represented by the weak competitiveness. Ensuring the continuous performance of hotels and improving the quality of their services is closely linked to the development of competitiveness.

The study of (Iyria, 2013) which is entitled with: (Role of Talent Management on Organization Performance in Companies Listed in Nabob Security Exchange).

"The role of talent management on organizational performance in companies listed on the Nebobi Stock Exchange in Kenya", aimed at investigating the role of talent management and its impact on organizational performance in Companies listed on the Nairobi Stock Exchange. The study was conducted in Kenya, and the analytical approach was used, as the results of the study showed that talent management has a great importance and an important role in improving organizational performance in companies, and talent management depends heavily on the recruitment strategy based on placing the right person in the right place, in order to integrate the talents of employees with general performance in companies, whether governmental or private sector companies. Talent management is keen on retaining talented employees and developing their capabilities. The results of the study concluded that more research is necessary to identify the true and actual impacts of talent management in companies.

study of (2001) Gregory, et al) which is entitled with "Enterprise logistics" and supply chain structure.

This study aimed to explore the development and concept of logistics projects and shed light on the capabilities of the organization in terms of logistical integration and its supply chain. This study was applied to organizations with membership in the World Trade Organization in North Carolina State, and it was found that logistics practices are capable of achieving higher levels of organizational performance. The results indicate that the logistics project is an essential tool for coordinating supply chain operations that are geographically dispersed around the world.

The study of ((2001) Anderson & Jerman), which is entitled with: The "influences of logistics management on quality" service, the study focused on the importance of administrative logistics services in the European "MALCOLM" company. The aim of the study was to present the relationship between service quality and logistics management and the factors affecting customer service. The study found that when applying certain standards based on operational performance saving time and effort in logistics management functions; the company ultimately reaches quality, added value and customer satisfaction for the services it provides as a final result.

The study of ((2003), Vladimir & Maria) which is entitled with: Logistics and transportation management. This study, which was applied to Flextronics companies based in Singapore, aimed to reduce costs and expenditures related to inventory in order to gain a competitive advantage. The outcome of the study indicated: Coordinating supply chain members is important to reduce costs and gain a competitive advantage, as well as integrate all Flextronics affiliates in Singapore and the US into a single supply chain.

The Study of ((2005). Yang et al) which is entitled with: "The role of transportation on the logistics chain. Logistics, its various applications and relationships between logistics services The results indicated that logistical systems have a large space in the activities of

the community in addition to that transport occupies the most important position in logistical systems and has the ability to improve performance.

Croom& Johnston (2005) study which is entitled with: Enhancing “internal customer service through procurement” This study dealt with business issues and commercial developments and their impact on customer service with a focus on the procurement supply chain. The study focused on the dynamics of the internal business system, considering that the supply process is The basis for customers, especially the internal customer, and the study highlighted the importance of increasing the contribution of the company's customers in the field development processes, and the results of this study, which was conducted on 97 organizations, focused on confirming that the main issue for the success of the supply process is customer satisfaction, as it is considered an important determinant of the company's strategies and costs in Light competition between supply companies.

Dyb&Loison (2005) study which is entitled with: (Impact of procurement on service quality), the study aimed to identify the effects of the different procurement processes in various French shipping companies and their ability to compete and provide standards for measuring service quality. The tool used in this study was in the questionnaire. Distribution of a total of 250 questionnaires, of which 200 were analyzed. The study concluded that the sourcing process is an important element of economic competition and providing an unrestricted market in addition to that supply is the core of the commercial process and improving its operations leads to improving the service provided and retaining customers for a longer term.

### **What distinguishes this study**

The previous presentation shows that despite the increasing interest in logistical management, the concept of logistical management in the strategic agility still faces many challenges, whether in the theoretical or practical field, and that its use in the field of strategic management is considered recent; studies related to this area are still few. The review of previous studies helped to look at the concept of logistical management and its dimensions, the factors that have a positive or negative impact on it, and its impact on the strategic agility , so this study came to fill the deficiency in this area, and this is what distinguishes the study from others.

## **2. STUDY METHODOLOGY**

The descriptive and analytical approach was followed in order to suit it for the purposes of the study, in terms of the descriptive approach, the study relied on the literature and references that dealt with the subject of the study, and a tool was prepared commensurate with the purposes of the study to measure logistical management and its impact on achieving organizational competencies an applied study in Aqaba Special Economic Zone.

### **Study population:**

The study population is represented by the total number of workers in the Aqaba Special Economic Zone, which is (1160) employees, according to official statistics issued on (4/15/2020), (Aqaba Special Economic Zone, 2020).

### **The study sample:**

A simple intentional sample was taken representing (20%) of all employees in the Human Resources Department in Aqaba Special Economic Zone. (232) questionnaires were distributed to the study sample, from which (166) questionnaires were retrieved, but (16) questionnaires were excluded. Its validity for analysis, and accordingly, (150)



questionnaires were subjected to the analysis, constituting (64.7%) of the study sample, and (12.93%) of the study population, which is an acceptable percentage for the purposes of scientific research.

The first topic: the characteristics of the study sample

It appears from Table No. (1) with regard to the age variable, as the age group (41-50 years) occupied the highest percentage by (40%), followed by the age group (31-40 years) with a percentage (22.7%) of the study sample. A logical result, the age group (45 years and over) came in third place with a rate of (20.7%), while the percentage of respondents within the age group (51 years and over) came in at (16.7%).

As for the variable of academic qualification of the study sample, it was found that (73.3%) of those with a bachelor's degree, compared to (12.7%) of holders of intermediate and high school diplomas, and this is an indication of the high percentage of those with a first university degree among the workers in the department.

As for the variable of the job level of the study sample, it was found that (61.3%) are in the position of an employee, followed by a department head (22%), and assistant manager came in last at a rate (16.7%).

It was also found that (43.3%) of the respondents whose experience ranges from the category (11-15 years), followed by the respondents whom their period of service is (16 years or more) with a percentage of (26%) of the study sample, and came in the third place of the respondents those whom the period of their experience falls between (6-10 years) at a rate of (19.3%), and finally the category of the (5 years or less) experience came at a rate of (11.3%).

**Table No. (1) Distribution of the study sample individuals according to personal variables**

variable	Category	Number	Percentage
Age	30 years or less	25	16.7%
	31-40 years old	34	22.7%
	41-50 years old	60	40.0%
	51 years and over	31	20.7%
Qualification	High school or less	6	4.0%
	Intermediate diploma	19	12.7%
	Bachelor	110	73.3%
	Postgraduate	15	10.0%
Career Level	Director	-	-

	Assistant Director	25	16.7%
	Head of the Department	33	22.0%
	Officer	92	61.3%
	5 years or less	17	11.3%
	6-10 years	29	19.3%
	11-15 years old	65	43.3%
	16 years and over	39	26.0%

### Study tool

The questionnaire for the study was developed on the theoretical framework basis and previous studies on the topic. The questionnaire consisted of three parts: Appendix No. (A)

The first part: It includes information expressing the characteristics of the study sample, according to the demographic variables (age, academic qualification, experience, and job level).

The second part: the independent study variable, the logistics management, and this part was also developed depending on (Al-Dawood, Lawand, 2016).

The third part: the dependent study variable (strategic agility), this part was further developed based on a study (Haniyeh, 2016).

**Table No. (2) Study variables and numbers of paragraphs it measures.**

<b>The field</b>	<b>The sequence of paragraphs</b>
<b>Logistics management</b>	1-20
Transportation methods management	1-5
Managing storage methods	6-10
Supply Methods Management	11-15
Managing decision methods	16-20
<b>strategic agility</b>	21-40
Adaptability	21-25
Creativity in solving problems	26-30
Professional flexibility	31-35

Learn business skills and procedures	36-40
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**Tool validation**

The questionnaire was presented to (4) arbitrators from the specialized professors of management at Aqaba University of Technology, to verify the suitability of the paragraphs of the questionnaire. In addition, the questionnaire was presented to a test sample of (25) employees from outside the study sample, for the purpose of measuring the reliability of the respondents of the questionnaire and expressing their desire to interact with its paragraphs, which confirmed the validity of the tool.

**Stability of measures in the pilot sample:**

The reliability of the measures in the pilot sample was confirmed by the method of reliability (reliability) by distributing them to an exploratory sample consisting of (25) respondents from outside the study sample. Shown in Table (3) as follows:

**Table (3) The value of the reliability coefficient for the internal consistency of the instrument as a whole and each dimension of the study**

The field	Reliability coefficient
<b>Logistics management</b>	-
Transportation methods management	0.90
Managing storage methods	0.87
Supply Methods Management	0.89
Managing decision methods	0.82
<b>strategic agility</b>	-
Adaptability	0.84
Creativity in solving problems	0.86
Professional flexibility	0.86
Learn business skills and procedures	0.85

**Statistical treatment**

To answer the study's questions and test the validity of its hypotheses, descriptive statistical methods (frequencies, percentages, arithmetic means, and standard deviations) and analytical (variance amplification factor test, permissible variance, multiple regression analysis, and multiple regression analysis) were used, using the statistical package (SPSS.16). ). The following is a presentation of the statistical methods that will be used:

1. Descriptive Statistic Measures to describe the characteristics of the study sample, depending on the frequencies and percentages, to describe the characteristics of the study sample,

arithmetic averages, and standard deviations to know the perceptions of workers in Aqaba Special Economic Zone towards logistical management and strategic agility .

- The Variance Inflation Factory test and the Tolerance test were used to ensure that there is no high correlation (Multicollinearity) between the independent variables, and the Skewness coefficient test to ensure that the data follow a normal distribution ( Normal Distributions). And the four conditions in the regression were confirmed (moderate distribution, zero mean, constant variance, independence of errors). Multiple Regression Analysis) to test the entry of independent variables into the dependent variable prediction equation.

**View results**

**Answer the study questions:**

**The answer to the first question: What are the perceptions of workers in Aqaba Special Economic Zone of the dimensions of logistical management?**

**Table No. (4) Arithmetic means and standard deviations of workers' perceptions in Aqaba Special Economic Zone towards logistical management**

Paragraph Sequence	Dimension	Mean	Standard deviation	Sort	Level by mean
1-5	Transportation methods management	3.58	0.59	2	High
6-10	Managing storage methods	3.63	0.58	1	High
11-15	Supply Methods Management	3.47	0.63	4	medium
16-20	Managing decision methods	3.57	0.60	3	High
1-20	Logistics management	3.58	0.56	-	medium

Table No. (4) indicates that the total arithmetic average (logistical management) falls within the high case of (3.58), indicating that the respondents 'perceptions have positive ratios towards this basic variable, as the dimension of (storage methods management) gained the first importance with an average of an arithmetic of (3.63), followed by the dimension (management of decision methods) with an arithmetic mean of (3.57), (transportation methods management) with an arithmetic mean (3.58), and finally the dimension (supply methods management) with an arithmetic mean of (3.47).

**The answer to the second question: What are the perceptions of workers in Aqaba Special Economic Zone of the dimensions of the strategic agility (adaptability, creativity in problem solving, professional flexibility, learning work skills and procedures)?**

**Table No. (5) Arithmetic averages and standard deviations of the perceptions of workers in Aqaba Special Economic Zone towards the strategic agility .**

Paragraph Sequence	Dimension	Mean	Standard deviation	Sort	Level by mean
21-25	Adaptability	3.54	0.60	4	High
26-30	Creativity in solving problems	3.63	0.58	2	High
31-35	Professional flexibility	3.65	0.56	1	High
36-40	Learn business skills and procedures	3.56	0.64	3	High
21-40	average	3.60	0.55	-	High

Table No. (5) shows that the averages of the respondents' perceptions of the dimensions of the strategic agility in Aqaba Special Economic Zone came to a high degree. Occupational flexibility ranked first, with an arithmetic average of (3.65), followed by the dimension of creativity in problem solving, with an arithmetic average of (3.63), and the dimension of learning work skills and its procedures came in third place, with an arithmetic average of (3.56), while came in fourth place; the last dimension is the ability to adapt with a mean of (3.54).

**Test hypotheses of the study**

**Results**

Before applying the regression analysis to test the hypotheses, some tests were performed in order to ensure that the data fit the assumptions of the regression analysis, as follows: Regarding the assumption that there is no high correlation between the dimensions of the independent variable "Multicollinearity", the researcher conducted the "Variance Inflation Factor" - VIF, and the tolerance test for each variable, and Table (14) indicates that if the variance amplification factor (VIF) for the variable exceeds (10) and the permissible variance value is less than (0.05) then it can be said that this is the variable which has a high correlation with other independent variables and thus will lead to a problem in regression analysis. This rule has been relied on to test the "multicollinearity" correlation between the independent variables. As Table No. (6) indicates, which contains the independent variables and the value of the variance amplification coefficient (VIF) The tolerance for each variable, we note that the value of (VIF) for all variables was less than (10) and ranges from (5.102-2.789). We also note that the value of the permissible variance for all variables was greater than (0.05) and ranges between (0.287 - 0.395) And for this, It can be said that there is no real problem regarding the existence of a high correlation between the independent variables.

**Table No. (6) Test of Tolerance, VIF and Skewness**

Dimensions of the independent variable	Tolerance	VIF	Skewness

Transportation methods management	0.395	3.119	0.211
Managing storage methods	0.374	3.491	0.209
Supply Methods Management	0.287	5.102	0.129
Managing decision methods	0.381	2.789	0.347

In order to investigate the assumption of a normal distribution of the data, it has been based on calculating the value of the skewness coefficient of the variables, and as Table No. (6) indicates, the value of the skew coefficient for all the variables of the study was less than (1) and therefore it can be said that there is no problem. Reality related to the normal distribution of the study data, and the validity of the model will be verified for each hypothesis separately.

**Table No. (7) Results of the analysis of variance to ensure the validity of the model to test the hypotheses of the study**

The source dependent variable	Source	R <sup>2</sup>	the sum of squares	the mean of squares	F value	significance ( F )
The strategic agility	Regression	0.54	376.088	75.218	128.965*	0.000
	Error		320.198	0.583		
Adaptability	Regression	0.443	382.105	76.421	87.279*	0.000
	Error		480.646	0.875		
Creativity in solving problems	Regression	0.424	374.281	74.856	80.815*	0.000
	Error		508.519	0.926		
Professional flexibility	Regression	0.437	391.265	78.253	85.217*	0.000
	Error		504.135	0.918		
Learn business skills and procedures	Regression	0.411	372.382	74.476	76.503*	0.000
	Error		534.453	0.974		

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

Table No. (7) shows the validity of the model for testing the hypotheses of the study, and in view of the high value of (F) computed over its tabular value on the level of significance ( $\alpha \leq 0.05$ ), as the logistics management explains (54%) of the variance in the total dependent variable (strategic agility. It also explains (44.3%) of the variance in the dimension (ability to adapt), and also explains the dimensions of logistics management (42.4%) of the variance in the dimension (creativity in problem solving), and explains the dimensions of logistics management (43.7%) of the variance in The dimension of (occupational flexibility), and also (41.1%) of the variation in

the dimension of (learning work skills and procedures), and all of this confirms the role and effect of the logistics management in explaining the dimensions of the strategic agility. Accordingly, we can test the hypotheses of the study.

**The first main hypothesis: There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for logistical management (the transportation methods management dimension, the storage methods management dimension, the supply methods management dimension, the decision methods management) on the strategic agility in Aqaba Special Economic Zone. (Adaptability, creativity in problem solving, professional flexibility, learning work skills and procedures).**

**Table No. (8) Results of multiple regression analysis to test the effect of logistical management in its various dimensions on strategic agility .**

logistic management	B	standard error	Beta	Value(t)	significance (t)
Transportation methods management	0.296	0.065	0.148	4.552*	0.000
Managing storage methods	0.268	0.100	0.232	2.667*	0.008
Supply Methods Management	0.271	0.085	0.249	3.190*	0.002
Managing decision methods	0.450	0.102	0.391	4.423*	0.000

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

It is evident from the statistical results presented in Table No. (8), and from the follow-up of (t) test values that the following sub-dimensions related (the transportation methods management dimension, the storage methods management dimension, the supply methods management dimension, the decision methods management) have an impact on the strategic agility, where the calculated values of (t) amounted to (4.552, 2.667, 3.910, and 4.423) respectively, which are significant values at the level of significance ( $\alpha \leq 0.05$ ). The values of (Beta) were (0.148, 0.232, 0.249, 0.391). (0.065, 0.100, 0.085, 0.102) and (B) values (0.296, 0.286, 0.271, 0.450). From the above, the following requires: Rejecting the null hypothesis which states that there is no significant statistical effect of the variables of logistics management (the transportation methods dimension, the storage methods management dimension, the supply methods management dimension, the decision methods management) on the strategic agility.

**Table (9) Results of "Stepwise Multiple Regression" analysis to predict strategic agility through logistical management as independent variables**

The order of the independent elements entering the equation	Predicting the value of R <sup>2</sup>	Value (t)	significance (t)
Transportation Methods Management	0.483	6.794*	0.000

Managing Decision Methods	0.522	5.340*	0.000
Supply Methods Management	0.533	3.673*	0.000
Managing Storage Methods	0.537	2.963*	0.000

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

When performing a Stepwise Multiple Regression analysis to determine the most logistical management (the transportation method management dimension, the storage method management dimension, the supply methods management dimension, and the decision methods management) has an impact on the strategic agility, as shown in Table (9), which shows the order of The entry of independent variables into the regression equation, the transport methods management explains an amount (48.3%) of the variance in the dependent variable, and the income of the decision methods management variable, which is explained with the transport methods management (52.2%) of the variance in the dependent variable, and the third income is the supply methods management variable. He explained with the previous two variables (53.3%) of the variance in the dependent variable, and finally entered the variable of storage methods, where he explained with the previous variables an amount (53.7%) of the variance in labor force fitness as a dependent variable.

**The first sub-hypothesis: There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) of logistical management in its dimensions (transport methods management dimension, storage methods management dimension, supply methods management dimension, and decision methods management) on the ability to adapt as a dimension of its strategic agility in Aqaba Special Economic Zone.**

**Table No. (10) Results of multiple regression analysis to test the impact of logistics management in its various dimensions on resilience.**

logistic management	B	standard error	Beta	Value(t)	Significance (t)
Transportation Methods Management	0.397	0.080	0.178	4.958*	0.000
Managing Storage Methods	0.272	0.123	0.212	2.213*	0.027
Supply Methods Management	0.237	0.104	0.196	2.280*	0.023
Managing Decision Methods	0.599	0.125	0.468	4.802*	0.000

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

It is evident from the statistical results presented in Table (10), and from the follow-up of (t) test values that the following sub-dimensions related (the transportation methods management dimension, the storage methods management dimension, the supply methods management dimension, and the decision methods management) have an impact on adaptability, Where the calculated values of (t) amounted to (4.958, 2.213, 2.280, and 4.802, respectively), which are significant values at the level of significance ( $\alpha \leq 0.05$ ). The values of (Beta) were (0.178, 0.196,



0.468) and the standard error (0.080). And from the above, the following requires: Rejecting the null hypothesis which states that there is no statistically significant effect for the variables of logistics management (the transport methods management dimension, and the management dimension Warehousing methods, the procurement method management dimension, and decision methods management) in resilience.

**Table (11) Results of "Stepwise Multiple Regression" analysis to predict resilience through logistical management as independent variables**

The order of the independent elements entering the equation	Predicting the value of R <sup>2</sup>	Value(t)	significance (t)
Transportation Methods Management	0.379	6.189*	0.000
Managing Decision Methods	0.408	5.802*	0.000
Managing Storage Methods	0.426	3.834*	0.000
Supply Methods Management	0.429	3.280*	0.005

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

And when performing a stepwise multiple regression analysis to determine the most influential logistical management in adaptive capacity, as it is evident from Table (11), which shows the order of entry of the independent variables into the regression equation, the transport methods management explains an amount (37.9%) of the variance in the dependent variable, and the decision methods management variable entered as it explains with the management of transport methods (40.8%) of the variance in the dependent variable, and the third entered is the storage methods management variable, where he explained with the previous two variables (42.6%) of the variance in the dependent variable, and finally entered the variable management methods Supply, where he explained with the previous variables an amount (42.9%) of the variance in the ability to adapt as a dependent variable.

**The second sub-hypothesis: There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) of logistical management in its dimensions (transport methods management dimension, storage methods management dimension, supply methods management dimension, decision methods management) on creativity in problem solving as a dimension of strategic agility in Aqaba Special Economic Zone.**

**Table No. (12) Results of multiple regression analysis to test the effect of logistics management in its various dimensions on creativity in problem solving.**

logistic management	B	standard error	Beta	Value(t)	Significance (t)
Transportation methods management	0.413	0.082	0.183	5.010*	0.000
Managing storage methods	0.254	0.127	0.196	2.011*	0.045

Supply Methods Management	0.276	0.107	0.226	2.583*	0.010
Managing decision methods	0.539	0.128	0.416	4.197*	0.000

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

It is evident from the statistical results presented in Table (12), and from the follow-up of the (t) test values that the following sub-dimensions related to (the transportation methods management dimension, the storage methods management dimension, the supply methods management dimension, and the decision methods management) have an impact on creativity in the solution of the problems, as the calculated (t) values reached (5.010, 2.011, 2.583, and 4.197) respectively, which are significant values at the level of significance ( $\alpha \leq 0.05$ ). The values of (Beta) were (0.183, 0.196, 0.226, 0.416). Standard (0.082, 0.127, 0.107, 0.128) and (B) values (0.413, 0.24, 0.276, 0.539). From the above, it requires the following: Rejecting the null hypothesis, which states that there is no statistically significant effect of the variables of logistics management (Dimensions of management methods, The transportation, Warehousing management dimension, Supply method management dimension, and Decision method management) in creativity in problem solving.

**Table (13) Results of "Stepwise Multiple Regression" analysis to predict creativity in problem solving through logistical management as independent variables**

The order of the independent elements entering the equation	Predicting the value of R <sup>2</sup>	Value(t)	significance (t)
Transportation methods management	0.356	5.986*	0.000
Managing decision methods	0.410	4.986*	0.000
Supply Methods Management	0.416	3.152*	0.000
Managing storage methods	0.424	2.659*	0.012

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

And when performing a stepwise multiple regression analysis to determine the most influential logistical management in creativity in solving problems, as it is evident from Table (13), which shows the order in which the independent variables entered the regression equation, the transport methods variable explains an amount of (35.6%) of The variance in the dependent variable, and the decision methods management variable entered as it explains with the transportation methods management (41%) of the variance in the dependent variable, the third input the supply methods management variable, where it was explained with the previous two variables (41.6%) of the variance in the dependent variable. Finally the management variable entered Storage methods where he explained with the previous variables (42.4%) the variance in creativity in problem solving as a dependent variable.

**The third sub-hypothesis: There is no statistically significant effect at the level of significance ( $0.05 \geq \alpha$ ) of logistical management in its dimensions (transport methods management dimension, storage methods management dimension, supply methods**

**management dimension, and decision methods management) on professional flexibility as a dimension of strategic agility In Aqaba Special Economic Zone.**

**Table No. (14) Results of multiple regression analysis to test the impact of logistics management in its various dimensions on occupational flexibility.**

logistic management	B	standard error	Beta	Value(t)	Significance (t)
Transportation Methods Management	0.449	0.082	0.197	5.476*	0.000
Managing Storage Methods	0.281	0.126	0.215	2.228*	0.026
Supply Methods Management	0.285	0.106	0.232	2.681*	0.008
Managing Decision Methods	0.592	0.128	0.454	4.635*	0.000

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

It is evident from the statistical results presented in Table No. (14), and from the follow-up of the (t) test values, that the following sub-variables (the transportation methods management dimension, the storage methods management dimension, the supply methods management dimension, and the decision methods management) have an impact on professional flexibility, Where the calculated (t) values reached (5.476, 2.228, 2.681, and 4.635) respectively, which are significant values at the level of significance ( $\alpha \leq 0.05$ ). The values of (Beta) were (0.197, 0.215, 0.232, 0.454). 0.082, 0.126, 0.106, 0.128) and (B) values (0.449, 0.281, 0.285, 0.592). From the above, it requires the following: Rejecting the null hypothesis which states that there is no statistically significant effect of the variables of logistics management (The transport methods management dimension, The warehousing management dimension, The supply method management dimension, and The decision method management dimension) in occupational flexibility.

**Table (15) Results of "Stepwise Multiple Regression" analysis to predict occupational flexibility through logistical management as independent variables**

The order of the independent elements entering the equation	Predicting the value of R <sup>2</sup>	Value(t)	significance (t)
Transportation Methods Management	0.357	6.269*	0.000
Managing Decision Methods	0.420	5.273*	0.000
Supply Methods Management	0.432	3.083*	0.000
Managing Storage Methods	0.437	2.761*	0.010

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

When performing a Stepwise Multiple Regression analysis to determine the most logistical management (the transportation method management dimension, the storage method management

dimension, the supply methods management dimension, and the decision methods management) has an impact on professional flexibility, as it is evident from Table (15), which shows the order of entry. The independent variables in the regression equation, the transport methods management variable explains an amount (35.7%) of the variance in the dependent variable, and the income of the decision methods management variable, which is explained with the transport methods management (42%) of the variance in the dependent variable, and the third income is the supply methods management variable. He explained with the previous variables (43.2%) of the variance in the dependent variable, and finally entered the variable of storage methods management, where he explained with the previous variables an amount (43.7%) of the variance in occupational flexibility as a dependent variable.

**The fourth sub-hypothesis: There is no statistically significant effect at the level of significance (0.05  $0.0\alpha$ ) of logistical management in its dimensions (transport methods management dimension, storage methods management dimension, supply methods management dimension, decision methods management) in learning business skills and procedures as a dimension of strategic agility in Aqaba Special Economic Zone.**

**Table No. (16) Results of multiple regression analysis to test the effect of logistics management in its various dimensions on learning business skills and procedures.**

logistic management	B	standard error	Beta	Value(t)	Significance (t)
Transportation methods management	0.397	0.084	0.173	4.702*	0.000
Managing storage methods	0.274	0.130	0.208	2.115*	0.035
Supply Methods Management	0.304	0.110	0.245	2.769*	0.006
Managing decision methods	0.503	0.132	0.383	3.825*	0.000

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

It is evident from the statistical results presented in Table No. (16), and from the follow-up of the (t) test values, that the following sub-dimensions related (the transportation methods management dimension, the storage methods management dimension, the supply methods management dimension, and the decision methods management) have an impact on learning business skills And his procedures, where the calculated values of (t) amounted to (4.702, 2.115, and 2.769) respectively, which are significant values at the level of significance ( $\alpha \leq 0.05$ ). The values of (Beta) reached (0.173, 0.208, 0.245, 0.383), and the standard error ( 0.084, 0.130, 0.110, 0.132) and (B) values (0.397, 0.274, 0.304, 0.503, 0.342). From the above, this requires the following: Rejecting the null hypothesis, which states that there is no statistically significant effect for the variables of logistics management (Dimensions of management methods, The transportation, The warehousing management dimension, The supply method management dimension, and The decision methods management dimension) in learning business skills and procedures.

**Table (17) Results of "Stepwise Multiple Regression" analysis to predict learning of business skills and procedures through logistical management as independent variables**

The order of the independent elements entering the equation	Predicting the value of R <sup>2</sup>	Value(t)	significance (t)
Transportation methods management	0.384	5.892*	0.000
Managing decision methods	0.374	4.298*	0.000
Supply Methods Management	0.402	3.269*	0.000
Managing storage methods	0.411	2.743*	0.013

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

When performing a Stepwise Multiple Regression analysis to determine the importance of the most logistical management (The transportation methods management dimension, The storage methods management dimension, The supply methods management dimension, and the Decision methods management) have an impact on learning business skills and procedures, as shown in Table (17) which The order of entry of the independent variables into the regression equation shows, the transport methods variable explains the amount (38.4%) of the variance in the dependent variable, and the income of the decision methods management variable, which is explained with the transportation methods management (37.4%) of the variance in the dependent variable, and the third income variable Management of supply methods, where he explained with the previous two variables (40.2%) of the variance in the dependent variable, and finally entered the variable of storage methods management, where he explained with the previous variables an amount (41.1%) of the variance in learning work skills and its procedures as a dependent variable.

### 3. RESULTS

1. The results indicated that the total arithmetic average (logistical management) falls within the high case of (3.55), indicating that the respondents' perceptions have positive ratios towards this basic variable, as the dimension (Storage Methods Management) acquired the first importance with an arithmetic mean of (3.63), Followed by the dimension (Decision Methods Management) with an arithmetic mean of (3.57), (Transportation Methods Management) with an arithmetic mean (3.51), and finally the dimension (Supply Methods Management) with an arithmetic mean of (3.48).

2. The results indicated that the averages of the respondents' perceptions of the dimensions of the strategic agility in Aqaba Special Economic Zone came to a high degree. The overall average of the respondents' perceptions of the dimensions of the strategic agility in Aqaba Special Economic Zone was (3.60) and a standard deviation (0.55). The dimension of occupational flexibility was occupied. The first place, with an arithmetic average of (3.65), followed by the dimension of creativity in solving problems, with an average of (3.63), and the dimension of learning work skills and procedures came in third place, with an average of (3.56), while it came in the fourth and last place in the dimension Adaptability with a mean of (3.54).

3. The results indicated that logistical management explains (54%) of the variance in the total dependent variable (strategic agility), and also (44.3%) of the variance in the dimension (adaptability), and also explains the dimensions of logistics management (42.4%) From the

variance in the dimension of (creativity in problem solving), and the logistical management dimensions explained (43.7%) of the variance in the dimension (occupational flexibility), and also (41.1%) from the variance in the dimension (learning work skills and procedures), all of which confirms the role and impact of Logistics management in explaining the dimensions of organizational competencies.

4. The results indicated that the following sub-dimensions related (The Transportation Methods Management Dimension, The Storage Methods Management Dimension, The Supply Methods Management Dimension, The Decision Methods Management) have an impact on the strategic agility, and that the transport methods management explains an amount (48.3%) of the variance in the variable. The dependent variable, and the decision methods management variable entered, as it explains with the management of transport methods (52.2%) of the variance in the dependent variable, and the third entered the supply methods management variable, which explained with the previous two variables (53.3%) of the variance in the dependent variable, and finally entered the storage methods management variable, where Explain with the previous variables an amount (53.7%) of the variance in strategic agility as a dependent variable.

5. The results indicated that the following sub-dimensions related (The Transportation Methods Management Dimension, The Storage Methods Management Dimension, The Supply Methods Management Dimension, The Decision Methods Management) have an impact on the ability to adapt, and that the transport methods management explains an amount (37.9%) of the variance in the variable. The dependent variable, and the decision methods management variable entered, where it explains with the management of transport methods (40.8%) of the variance in the dependent variable, and the third entered the storage methods management variable, where it was explained with the previous two variables (42.6%) of the variance in the dependent variable, and finally the supply methods management variable entered. Explain with the previous variables an amount (42.9%) of the variance in the ability to adapt as a dependent variable.

6. The results indicated that the following sub-dimensions related (The Transportation Methods Management Dimension, The Storage Methods Management Dimension, The Supply Methods Management Dimension, The Decision Methods Management) have an impact on creativity in solving problems, and that the transport methods management variable explains an amount (35.6%) of the variance in The dependent variable, and the decision methods management variable entered as it explains with the management of transport methods (41%) of the variance in the dependent variable, and the third entered the supply methods management variable, which explained with the previous two variables (41.6%) of the variance in the dependent variable, and finally entered the storage methods management variable Where he explained with the previous variables (42.4%) the variance in creativity in problem solving as a dependent variable.

7. The results indicated that the following sub-variables related (The Transportation Methods Management Dimension, The Storage Methods Management Dimension, The Supply Methods Management Dimension, The Decision Methods Management) have an impact on professional flexibility and that the transport methods management variable explains an amount (35.7%) of the variance in the variable The dependent variable, and the decision methods management variable entered as it is explained with the management of transport methods (42%) of the variance in the dependent variable, and the third entered the supply methods management variable, which was explained with the previous variables (43.2%) of the variance in the dependent variable, and finally the storage methods management variable entered. Explain with the previous variables an amount (43.7%) of the variance in occupational flexibility as a dependent variable.

8. The results indicated that the following sub-dimensions related (The Transportation Methods Management Dimension, The Storage Methods Management Dimension, The Supply Methods Management Dimension, The Decision Methods Management Dimension) have an impact on learning business skills and its procedures, and that the transport methods management variable explains an amount of (38.4%) of the variance In the dependent variable, the decision methods management variable entered, as it explains with the Transportation Methods Department (37.4%) of the variance in the dependent variable, the third input the supply methods management variable, which explains with the previous two variables (40.2%) of the variance in the dependent variable. Finally entered the management methods variable Storage, where he explained with the previous variables an amount (41.1%) of the variance in learning work skills and procedures as a dependent variable.

#### 4. RECOMMENDATIONS

Based on previous results and statistical analysis, the study recommends the following:

A. The results indicated that the logistical management was high, and accordingly, Aqaba Special Economic Zone should develop the awareness of administrative leaders of the need to adopt the change management approach as an entry point to develop their departments by holding seminars and scientific lectures to introduce the concept of change and raise awareness of its importance, through:

1. Changing some of the regulations and instructions that concentrate power in the hands of higher management to give the lower levels an opportunity to participate in administrative and executive decisions.

2. Activating teamwork by creating formal and informal work teams in the administration.

3. Work to provide the necessary support for the change programs adopted by the department

B. The results indicated that the strategic agility was high. Therefore, Aqaba Special Economic Zone should enhance the dimensions of the strategic agility to keep it high through the following mechanisms:

1. Encouraging employees to adhere to presenting new ideas.

2. Providing the information that workers need to solve work problems.

3. Giving material and moral incentives to those with new ideas.

C. Emphasis on spreading the culture of organizational learning and adopting the vision of the learning organization by creating an organizational climate within Aqaba Special Economic Zone for the importance of organized learning and developing procedures and plans in order to improve the strategic agility .

D.. The need to enhance and develop the dynamics of learning within Aqaba Special Economic Zone in order to enhance the logistical management by assisting workers in developing their capabilities and themselves and their continuous training on how to learn

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