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The Impact of Strategic Agility Dimensions on Organizational Excellence in Jordanian Higher Education

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Abstract

This research aims to determine how strategic agility contributes to organizational excellence in universities across Jordan. The sample included university staff, either administrators or randomly chosen faculty members. A quantitative design was applied, and data were gathered via an online questionnaire created using Google Forms. Of the 572 distributed surveys, 492 were received, and 438 were valid for statistical analysis. Smart PLS was employed to conduct the analysis using Structural Equation Modeling (SEM). The findings revealed the following: strategic sensitivity positively influences organizational excellence; strategic response positively influences organizational excellence; resource fluidity positively influences organizational excellence; and technological capabilities also show a positive influence on organizational excellence. The key value of this work lies in clarifying how strategic agility supports excellence within Jordanian universities, addressing a gap in current literature where limited studies exist. The results create a basis for future comparative work and provide insight for administrators, academic staff, and other stakeholders.

Keywords: Strategic agility, Strategic sensitivity, Strategic response, Organizational excellence, Jordanian universities

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Introduction

Strategic agility reflects an organization's ability to move swiftly and efficiently, enabling it to manage unexpected circumstances. It also refers to an institution's capacity to renew itself, persist, and adjust continuously. This concept highlights an entity's aptitude for revising its strategic direction among core activities to enhance value [1]. As noted by Ghalenoei *et al.* [2], strategic agility equips organizations with adaptability, flexibility, and rapid responsiveness to change, while also supporting efforts to address market uncertainties.

Organizational excellence, on the other hand, encompasses the adoption and execution of strategies aimed at raising performance. It serves as a strategic pathway that helps an institution attain its objectives through competitive advantage and superior quality [3]. Many universities face challenges in adapting to a dynamic educational environment where institutions compete for sustainability and growth. Moreover, limited research has explored how strategic agility connects with organizational excellence. This study, therefore, offers value to multiple groups—for example, the Ministry of Higher Education and Scientific Research, which partners with academic institutions to develop evaluation criteria. It may also assist students in selecting universities, faculty engaged in academic development, administrative teams implementing standards and services, and researchers who intend to extend this line of inquiry.

Given these points, the present study is significant as it examines how strategic agility contributes to improving organizational excellence among universities in Jordan.

Research objectives

The principal aims of this study are:

1. To examine how the dimensions of strategic agility (strategic sensitivity, strategic response, resource fluidity, and technological capability) influence organizational excellence in Jordanian universities.
2. To address a gap in the literature arising from the limited prior work on the relationship between strategic agility and organizational excellence.
3. To encourage scholars to pursue further research on this subject.
4. To offer concise theoretical insights relevant to the study's topic.

Background

Organizational excellence

Excellence is viewed as a strategic approach that supports achieving organizational aims through superior quality and competitive positioning [3]. Tsiotras *et al.* [4] explained excellence as a process in which an organization evaluates its performance and identifies opportunities that strengthen its competitive stance and create stability in its environment.

Houshi and Taleghani [5] outlined key elements of organizational excellence, including a focus on customer needs and results, employee participation and development, innovation, leadership, process control, social responsibility, and creativity. Al-Dhaafri and Alosani [3] also noted that organizational excellence involves designing and executing strategies aligned with internal conditions and ensuring continuity of planning, supported by total quality management, organizational learning, and ongoing improvement.

Lasrado and Uzbeck [6] reported that organizational excellence boosts operational processes and helps institutions attain intended outcomes. Al-Dhaafri *et al.* [7, 8] further described organizational excellence as a long-term target used to attain recognition and awards and as a mechanism for enhancing and optimizing results.

Strategic agility

Strategic agility represents the capacity to rapidly assess emerging and complex security issues at the global scale and make swift, efficient decisions in response [9]. It also functions as a tool for securing a competitive advantage [10]. Ivory and Brooks [11] added that strategic agility contributes to managing tensions related to sustaining an organization over time.

Reed [12] noted that Roth introduced the concept of strategic agility in 1996, primarily within manufacturing. Reed's [12] review highlighted multiple related meanings. Roth (1996) described strategic agility as the ability to offer appropriate products at the right time, location, and cost. Long (2000) defined it as maintaining adequate flexibility to respond quickly to shifting circumstances and opportunities by emphasizing clear strategic intentions.

Strategic agility also serves dual purposes: internally, it enables understanding of essential competencies, and externally, it supports awareness of environmental conditions [13]. Al-Nwaiqah [1] added that strategic agility involves moving swiftly and smoothly to cope with volatile and unpredictable changes.

Benefits of applying strategic agility

Strategic agility promotes positive organizational outcomes by improving responsiveness to change, enhancing adaptability, and enabling measures that reduce market uncertainty. It also allows organizations to realign culture with market shifts and develop offerings that match external demands [2].

According to Shin *et al.* [14], strategic agility enables an organization to reshape its systems and strategic direction. They also noted that it improves the ability to monitor changes in the environment and view them as opportunities for advancement. Kumkale [10] argued that effective use of strategic agility requires continuous scanning of internal and external environments, rapid use of information, and quick reactions to market dynamics.

Ghalenoei *et al.* [2] emphasized that strategic agility improves competitive practices, supports responses to environmental change, and enhances performance. Al-Mousawi [13] stated that strategic agility allows for fast and effective reactions to environmental fluctuations, helping build a strong competitive position. Lastly, Al-Nwaiqah [1] indicated that strategic agility is a foundational factor for organizational development, where growth strategies—such as mergers and acquisitions—support maintaining uniqueness.

Dimensions of strategic agility

This study adopts four components of strategic agility: strategic sensitivity, strategic response, resource fluidity, and technological capability.

Strategic Sensitivity

Bouzid and Beldjazia [15] defined strategic sensitivity as the ability to monitor risks and opportunities arising from the external environment. Morton *et al.* [16] stated that possessing strategic sensitivity produces outcomes such as clearer future direction and stronger motivational focus, which drive short-term internal advancement. Reed [12] noted that strategic sensitivity reflects alertness to external trends linked to internal participatory strategic processes.

Diete-Spiff and Nwuche [17] described strategic sensitivity as an organization's capacity to detect, interpret, understand, and track elements that trigger changes in its environment. Sajuyigbe *et al.* [18] reported that theoretical and empirical findings consistently show a strong association between strategic sensitivity and organizational competitiveness.

Strategic Response

A strategic response consists of the decisions and actions an organization undertakes to shape its plans when facing uncertain or challenging circumstances. Its goal is to support the achievement of objectives and profitability. It also represents specific adaptive measures designed to exploit environmental conditions that may otherwise threaten reputation, operational strength, or survival [19]. Rotich and Okello [20] added that responsiveness involves sensing change, reacting directly to it, modifying and initiating change, anticipating trends, and understanding new conditions.

Strategic response is essential for ensuring organizational viability, especially in unstable settings. As a dimension of strategic agility, it refers to the operational ability to address opportunities and threats promptly and precisely [21]. Arokodare and Falana [22] described strategic response as the ability to reallocate tasks and resources to confront external challenges. Flaih and Chalab [21] concluded that strategic response is expressed through the dynamic capabilities of organizations.

Resource fluidity

According to Rotich and Okello [20], resource fluidity encompasses an organization's internal potential to reshape its systems, swiftly redeploy assets, reinforce operationally linked business processes, and assign resources, managerial practices, techniques, and incentives that promote quicker collaboration. These capacities support the rapid development of enterprise models and the adjustment of activity systems. Morton *et al.* [16] likewise emphasized that resource fluidity represents internal capabilities that allow activity systems to be reorganized and resources to be allocated promptly.

In general, resource fluidity involves a set of mechanisms and leadership priorities that enhance the adaptability of organizational assets. Experiencing resource fluidity enables resources to detach from routine tasks and operational rules, allowing strategic shifts to occur [23]. Orojloo *et al.* [24] further noted that resource fluidity describes a firm's capacity to work jointly with customers and partners across its business network, ensuring ongoing and rapid reconfiguration of its competencies. This is aimed at generating innovative momentum along with relative ease.

Technological capability

Moori *et al.* [25] stated that technological capability plays a central role in improving productivity across many sectors, primarily by enabling firms to gain a competitive advantage. However, investing in technological capabilities does not automatically guarantee lower costs or higher productivity. The benefits of technological capability include reductions in material, labor, maintenance, and inventory costs, as well as increases in product diversity and quality, improved data accuracy, shortened cycle times, and timely coordination. Al-Mamary *et al.* [26] explained that technological capability is a critical resource and a distinctive competence that supports value creation and contributes substantially to competitive advantage by improving organizational performance.

Ahmad *et al.* [27] described technological capability as a concept involving physical systems and managerial systems connected to training, rewards, activities, skills, knowledge, and values that help generate specific benefits for an organization. Lestari and Ardianti [28] added that technological capability represents a firm's capacity to introduce new products, operate its facilities efficiently, manage technical functions, and develop new processes.

Overall, technological capability refers to a firm's ability to design new offerings, operate its infrastructure efficiently, perform technical tasks, and implement fresh procedures. Its primary goal is to influence processes and products. It is considered essential for strengthening a company's competitive position, especially in environments marked by intense competition. Ultimately, technological capability consists of accumulated expertise, an organizational foundation, knowledge, and experience, which equip an organization to obtain, develop, and use technology to secure a competitive advantage [28].

Literature Review

Studies related to the topic of this study

The researcher identified only one study that examined both the independent and dependent variables used in the present research. Abdelaziz [29] investigated how strategic agility influences organizational excellence, with organizational flexibility serving as a mediating factor, within Jordanian telecommunications firms. Strategic agility—measured through leadership unity, strategic sensitivity, and resource fluidity—was the independent variable, while organizational excellence represented the dependent variable, and organizational flexibility functioned as the mediator. The study showed that strategic agility significantly affects organizational excellence through the mediating role of organizational flexibility.

Studies related to strategic agility

The first relevant study was conducted by Al Halalmeh [30], aiming to determine the effect of strategic agility on employee performance in Jordanian commercial banks. The independent variable, strategic agility, included dimensions such as core capabilities, strategic goals, information technology selection, strategic sensitivity, clarity of vision, and shared responsibility. Employee performance served as the dependent variable. The results indicated that strategic agility influences employee performance.

A second study by Reed [12] explored how strategic agility relates to firm size, age, and performance in SMEs. Findings demonstrated that strategic agility tends to decline as firms become older rather than larger. Moreover, strategic agility and performance are linked when moderated by environmental turbulence. Higher turbulence leads to increased performance alongside greater strategic agility, whereas lower turbulence weakens this relationship.

The final study, conducted by Abuanzeh *et al.* [31], examined how strategic agility contributes to competitiveness through the mediating role of knowledge management in Jordanian higher education institutions. Strategic agility—with dimensions such as capability understanding, shared responsibilities, clarity of vision, and taking action—acted as the independent variable. Competitiveness was the dependent variable, and knowledge management was the mediator. The findings showed that strategic agility positively affects competitiveness and that knowledge management mediates the relationship between them.

Studies related to organizational excellence

To begin, the investigation by Al-Jedaiah and Albdareen [32] explored how strategic HRM contributes to organizational excellence within industrial firms operating in the Industrial City in Northern Jordan. In their framework, strategic HRM components were treated as the independent variable, while organizational excellence served as the outcome variable. Their results revealed that these HRM components influence the level of organizational excellence. Next, the research carried out by Al Halaseh and Al-Rawadyeh [33](assessed whether virtuous leadership affects organizational excellence among academic staff at Mutah University. Virtuous leadership acted as the independent factor, and organizational excellence functioned as the dependent one. Their findings confirmed a notable effect of virtuous leadership on organizational excellence.

A third contribution, presented by Hijjawi [34], evaluated how entrepreneurship impacts organizational excellence, with visionary leadership operating as an intermediary among managers in Jordan Commercial Bank. Entrepreneurship served as the independent variable, organizational excellence as the dependent variable, and visionary leadership as the mediating construct. The study documented a significant relationship between entrepreneurship and organizational excellence, and it also showed that visionary leadership partially mediates this link [35]. Finally, Mohammed and Abid Al-Zeid [36] examined the level of knowledge sharing in Iraqi institutions and how it supports organizational excellence. In this case, knowledge sharing represented the independent variable, whereas organizational excellence was the dependent variable. The central conclusion was that knowledge sharing plays a meaningful role in fostering organizational excellence.

Research Design

Strategic sensitivity

In work conducted by Al-Nwaiqah [1], transformational leadership was investigated as a driver of strategic agility, with strategic sensitivity considered one of its core components. This study, which included employees from the Aqaba Special Economic Zone Authority, demonstrated that transformational leadership has an influence on strategic sensitivity.

Additionally, Bouzid and Beldjazia [15] analyzed how creative capabilities contribute to strategic agility, again incorporating strategic sensitivity into the analysis. Their research inside an Algerian Telecom organization showed that creative capabilities affect strategic sensitivity. Drawing from these studies and the researcher's focus, the present project seeks to evaluate how strategic sensitivity relates to organizational excellence. Therefore, the first main hypothesis is formulated as: H1: There is a positive role for strategic sensitivity in organizational excellence in Jordanian universities.

Strategic response

Another part of Al-Nwaiqah's [1] work on transformational leadership and strategic agility examined strategic response as one of the dimensions involved. His findings indicated that transformational leadership influences strategic response as well. Likewise, Bouzid and Beldjazia [15] incorporated strategic reaction as one of the aspects of creative capacities in their analysis

of strategic agility within an Algerian telecom company. The outcomes showed that creative capabilities have an effect on strategic response. Given the limited scholarly attention examining the strategic response–organizational excellence link, the present study aims to fill this gap. Accordingly, the second hypothesis states: H2: There is a positive role for strategic response in organizational excellence in Jordanian universities.

Resource fluidity

Uddin *et al.* [23] analyzed how cloud-based technological capabilities assist SMEs in integrating strategic agility by including resource fluidity in their model. The investigation, centered on Australian ICT SMEs, demonstrated that cloud technological capabilities shape how organizations react to environmental shifts through strategic agility. Motivated by these insights, the researcher proposes the following hypothesis:

H3: There is a positive role for resource fluidity in organizational excellence in Jordanian universities.

Technological capabilities

Research by Moori *et al.* [25] with Brazilian manufacturing organizations examined whether technologies and technological capabilities mediate the association between supply chain strategic orientation and chain performance. Their findings confirmed a mediating effect. Furthermore, Lestari and Ardianti [28] assessed the influence of technological capabilities on the performance of Indonesian SMEs. Their study demonstrated that technological capabilities exert both direct and indirect effects on performance. Since universities rely on various services to achieve organizational excellence and respond to student needs, the researcher finds it relevant to test this relationship in the academic sector. As a result, the fourth hypothesis is proposed: H4: There is a positive role for technological capabilities in organizational excellence in Jordanian universities.

Based on these hypotheses, the researcher formulated the model displayed in **Figure 1**, which shows how strategic agility and its dimensions interact with organizational excellence.

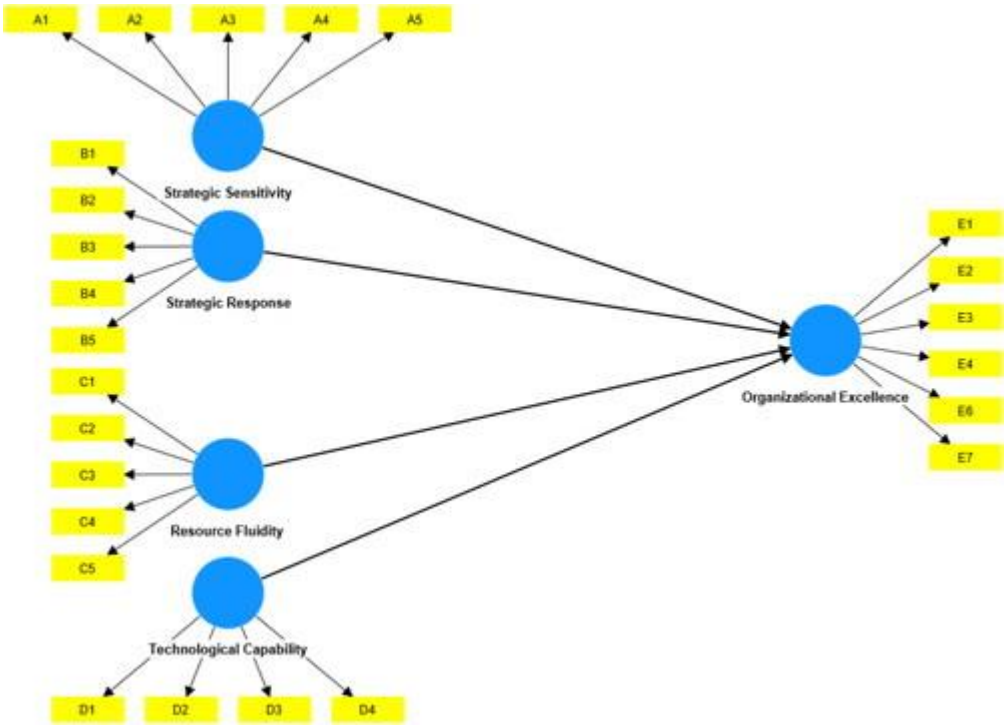

Figure 1. The model of the research

Research Methods

Data collection process and sample

This study seeks to examine how strategic agility contributes to organizational excellence in Jordanian universities. Participants were selected from among university personnel—administrative staff and academic faculty—through random sampling. Ethical clearance was secured from the Ethics Committee at Al-Ahliyya Amman University, under approval number AAU-BUS-2023-May-ETHICS-503. All individuals involved gave verbal informed consent prior to participating. Consent procedures ensured that participants fully understood the aims and steps of the research and that their involvement was voluntary. Verbal agreement was used because it aligns with local cultural expectations in Jordan, where written forms may be perceived with suspicion and reduce willingness to participate. A conversational approach to obtaining oral consent also

minimizes the pressure that sometimes accompanies formal documentation, thereby supporting participants' comfort and autonomy.

A quantitative methodology was employed. To test both the research framework and its hypotheses, data were gathered through an online questionnaire administered via Google Forms; distribution occurred using random sampling techniques.

The survey included items measured on a 5-point Likert scale along with demographic questions to describe respondents' backgrounds. According to Structural Equation Modeling (SEM) guidelines, "a sample should be no fewer than five times the number of variables when performing SEM" [37]. Based on this rule, the study required a minimum sample of ≥ 135, calculated as 5 × 27 (45 questions). The collected data slightly exceed this threshold, and the SEM model showed stable convergence.

Additionally, because the researcher had access to population data from the Accreditation and Quality Assurance Commission for Higher Education Institutions, the total number of employees in Jordanian universities was identified as 30508. Using standard statistical formulas, the resulting representative sample size was 380. Accordingly, 572 questionnaires were distributed, 492 were retrieved, and 438 were valid for analysis.

Table 1 summarizes the demographic characteristics of the respondents. It shows that 74.9% of the sample were male. In terms of education, 54.3% held a bachelor's degree, 24.2% a master's degree, and 7.8% a higher diploma. Regarding age, the largest group was between 35 and 40 years (36.5%), followed by those aged 40–45 years (27.9%), while the smallest group was respondents aged above 50 years (6.8%). For work experience, 40.9% had 5–10 years of experience, 30.6% had 10–15 years, 13.2% had fewer than 5 years, and 15.3% had more than 15 years. These numbers suggest a sample with a balanced range of experience and academic training. Furthermore, 69.1% of participants were in administrative roles, whereas 30.9% were faculty members.

Table 1. Summary of participants' demographics

Variable	Category	Frequency	Number
Gender	Male	74.9	328
	Female	25.1	110
	All	**100**	**438**
Academic level	High school	2.1	9
	Diploma	5.0	22
	Bachelor	54.3	238
	Higher Diploma	7.8	34
	Masters	24.2	106
	PhD	6.6	29
	All	**100**	**438**
Age	< 35	9.6	42
	35–39	36.5	160
	40–44	27.9	122
	45–49	19.2	84
	≥ 50	6.8	3
	All	**100**	**438**
Experience	< 5	13.2	58
	5–9	40.9	197
	10–14	30.6	134
	≥ 15	15.3	67
	All	**100**	**438**
Job title	Management team	69.1	303
	Faculty member	30.9	135
	All	**100**	**438**

The measurement tools used in this study are outlined in **Table 2**. All survey items were adapted from established and previously validated instruments, consistent with the recommendations of Van and Rose [38], ensuring both reliability and validity of the constructs.

Table 2. Construct reliability and validity

Variable	Question	Factor loading	Cronbach alpha	CR	EVA
Strategic sensitivity (SS)	SS1	0.936	0.936	0.952	0.801
	SS2	0.799			
	SS3	0.940			
	SS4	0.970			
	SS5	0.816			
Strategic response (SR)	SR1	0.786	0.882	0.910	0.670

	SR2	0.814			
	SR3	0.846			
	SR4	0.818			
	SR5	0.827			
Resource fluidity (RF)	RF1	0.853	0.882	0.912	0.676
	RF2	0.791			
	RF3	0.892			
	RF4	0.791			
	RF5	0.780			
Technological capabilities (TC)	TC1	0.878	0.888	0.922	0.750
	TC2	0.971			
	TC3	0.861			
	TC4	0.738			
Organizational excellence (OE)	OE1	0.774	0.867	0.901	0.603
	OE2	0.859			
	OE3	0.789			
	OE4	0.750			
	OE6	0.702			
	OE7	0.776			

Responses were captured using a 5-point Likert format, where 5 indicated "strongly agree" and 1 indicated "strongly disagree." **Table 2** presents the indicators used to judge the adequacy of the measurement model and its constructs, such as Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). The Cronbach's alpha outcomes confirm that every construct satisfies the standards for internal consistency: most scales exceed the 0.70 benchmark (indicating strong reliability), while a small number surpass the 0.60 threshold (acceptable reliability), consistent with the guidance by Ringle *et al.* [39] and Hair *et al.* [40]. Construct reliability was also assessed via factor loadings, applying the typical criterion of loadings > 0.70. Almost all loading values met this level, except for TC4 and OE5, which fell below 0.70.

To confirm the validity of the constructs, the study assessed convergent validity (AVE), reliability (CR), discriminant validity, and improvements to the structural model. As part of refining the measurement model, associations between second-order constructs were reconfigured through repeated adjustments, following recommendations by Hair *et al.* [40] and Santoso *et al.* [41].

The AVE and CR evaluations were derived from the finalized measurement model. AVE values above 0.50 reflect sufficient convergent validity [37]. If AVE does not reach 0.50, a CR value greater than 0.80 is still considered adequate [41]. All constructs demonstrated CR values above 0.80, confirming acceptable construct validity. **Table 2** outlines both AVE and CR results. Discriminant validity was also achieved: the square root of each construct's AVE exceeded the corresponding inter-construct correlations, meeting criteria set by Al-Adwan *et al.* [42] and Hair *et al.* [37]. These outcomes are shown in **Table 3**.

Table 3. Discriminant validity: Fornell–Larcker criterion.

	OE	RF	SR	SS	TC
OE	**0.776**				
RF	0.661	**0.822**			
SR	0.727	0.542	**0.819**		
SS	0.740	0.455	0.648	**0.895**	
TC	0.652	0.628	0.525	0.446	**0.866**

Diagonal entries represent the square roots of AVE; off-diagonal figures show correlations among the constructs. Since each diagonal value is higher than the associated correlations, the constructs are empirically distinct.

Overall, the measurement model demonstrates strong reliability and validity, indicating that the constructs are adequately differentiated. This ensures that any reported effects can be attributed to the correct latent variables.

Analysis

SmartPLS 4 was used for SEM procedures, while descriptive statistics were run in SPSS. The study referred to multiple methodological references covering statistical fundamentals [43] and SEM techniques [37, 44]. SEM provides a robust framework for evaluating complex variable relationships, enabling analysis of direct and indirect pathways within conceptual models [45-47]. The hierarchical reflective–reflective model was refined according to the detailed steps in Hair *et al.* [37] using SmartPLS 4. After all adjustments, the final model adequately fit the dataset and was ready for interpretation.

Results

Table 4 displays the finalized structural model. Fit indices satisfied all recommended thresholds: the RMSEA was 0.039 [48], the Chi-Square/df value was 3.98 [39], and the NFI reached 0.9130 [37]. As each indicator surpassed benchmark values, the model was considered both valid and appropriate for this research context. These fit results also justify using and disseminating the model's findings within the target academic community. Hypothesis-testing outcomes, produced from the structural model assessment, are summarized in **Table 5** and depicted in **Figure 2**.

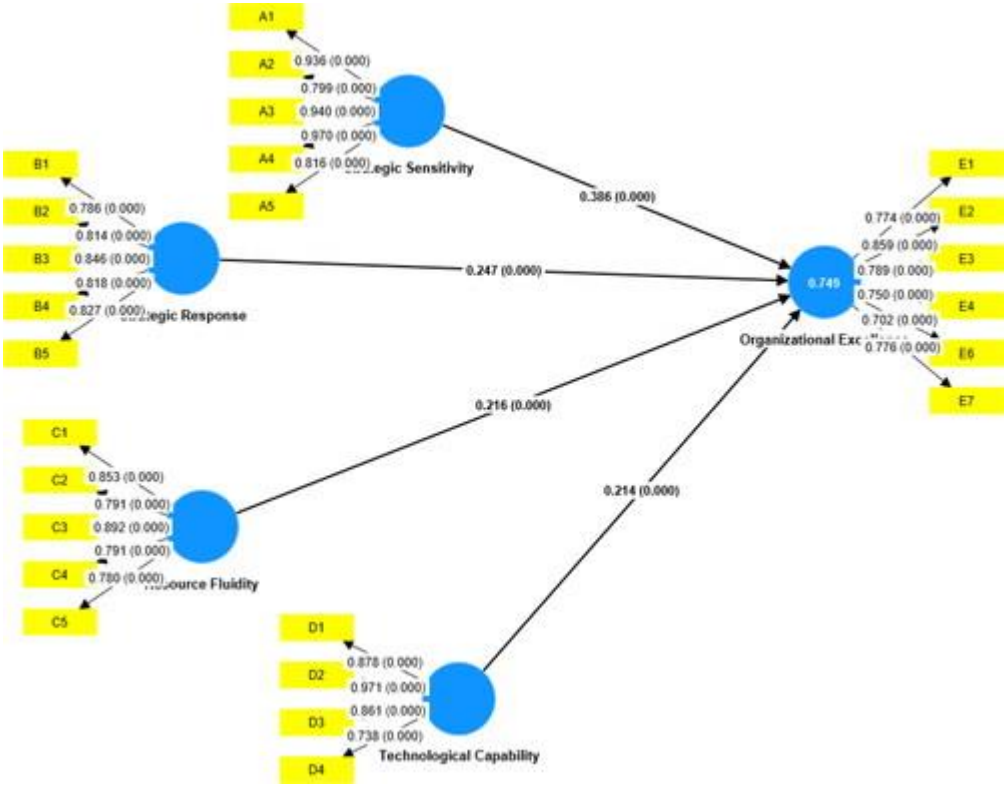

Figure 2. Statistical findings

Table 4. Fit model

Indicator	*df*	Chi-square		SRMR	NFI
Value Recommended	**---------**	**----------**	**< 5**	**< 0.08**	**> 0.9**
Value of Model	**1132**	**4504.077**	**3.98**	**0.039**	**0.946**

Table 5. Results

Hypotheses	Path Coefficients (β)	T statistics	Decision	P-value (P < 0.05)	R^2
SS ···➢ OE	0.386	11.321	H1:Accepted	0.000	0.749
SR ···➢ OE	0.247	6.957	H2:Accepted	0.000	
RF ···➢ OE	0.216	6.537	H3:Rejected	0.000	
TC ···➢ OE	0.214	5.824	H4:Accepted	0.000	

H1: *"Strategic sensitivity contributes positively to organizational excellence in Jordanian universities."*
This proposition is confirmed by the statistics (T-statistics = 11.321; P < 0.05; = 0.000; path coefficient β = 0.386). In practical terms, stronger levels of strategic sensitivity are associated with higher organizational excellence across Jordanian universities. The coefficient value (0.386) further shows that, among all examined dimensions, strategic sensitivity exerts the strongest effect on organizational excellence.
H2: *"Strategic response has a positive role in shaping organizational excellence in Jordanian universities."*
The results validate this hypothesis (T-statistics = 6.957; P < 0.05; = 0.000; β = 0.247). This implies that improvements in strategic response are linked with improvements in organizational excellence. The coefficient (0.247) indicates that strategic response ranks second in influence among the selected dimensions.
H3: *"Resource fluidity positively affects organizational excellence in Jordanian universities."*

The findings support this statement (T-statistics = 6.537; P < 0.05; = 0.000; β = 0.216). Thus, enhancing resource fluidity corresponds with higher organizational excellence. The coefficient (0.216) positions resource fluidity as the third most impactful dimension in this analysis.

H4: *"Technological capabilities contribute positively to organizational excellence in Jordanian universities."*

This hypothesis is also verified (T-statistics = 5.824; P < 0.05; = 0.000; β = 0.214). Increased technological capability correlates with improved organizational excellence. The value (0.214) shows that this dimension holds the smallest effect among those examined.

Together, these four dimensions account for 74.9% of the variance in organizational excellence within Jordanian universities—a notably high proportion, signifying that these factors collectively play a substantial role.

Discussion and Key Findings

• Strategic sensitivity shows a positive association with organizational excellence (R = 0.386).

This may be because organizational excellence reflects ongoing efforts to build internal systems that engage employees in delivering high-quality services. Strategic sensitivity enhances the institution's ability to recognize emerging risks and opportunities. The outcome aligns with Abdelaziz (2023), who reported a similar influence of strategic sensitivity on organizational excellence.

• Strategic response positively contributes to organizational excellence (R = 0.247).

This could be attributed to the way organizational excellence depends on coordinated actions that equip employees to meet service expectations. Strategic response reflects timely decisions that help the university achieve its objectives. Although prior research has not directly tested this specific relationship, related studies highlight the positive effects of strategic planning, strategic thinking, and strategic flexibility on organizational performance [49-51].

• Resource fluidity exhibits a positive effect on organizational excellence (R = 0.216).

Organizational excellence involves meeting customer needs by empowering employees, and resource fluidity allows institutions to use and redeploy resources efficiently to capture new opportunities. Research on this specific link is limited, yet previous studies show resource fluidity positively affects organizational performance [52] and contributes to organizational excellence.

• Technological capabilities demonstrate a positive role in organizational excellence (R = 0.214).

This may be due to the contribution of technology in enhancing service quality and enabling competitive advantage. Advanced technological capabilities equip universities to operate more effectively and respond rapidly to market demands. While no prior studies appear to directly examine this relationship, literature supports the broader positive influence of technological capability on organizational outcomes [53].

Implications for Theory and Practice

The primary scholarly value of this work lies in demonstrating how strategic agility contributes to organizational excellence within Jordanian universities. By addressing a noticeable gap in prior research, this study offers a foundation for comparison and refinement in future investigations.

The findings have practical relevance for several groups. University management teams—responsible for formulating goals and guiding employee performance—can use these insights to strengthen productivity and competitive positioning. Likewise, faculty members, who provide academic support and instruction, may apply the results to enhance service quality and student satisfaction.

Limitations and Suggestions for Future Studies

This research faced four key limitations: scarce prior literature on the topic, challenges in survey development, constraints in including the entire study population, and a relatively short data collection timeframe. Although the study delivers meaningful observations about the influence of strategic agility on excellence within Jordanian universities, the conclusions may not fully generalize beyond this national context. Jordanian institutions operate under distinct cultural, structural, and regulatory conditions. Consequently, the findings may not seamlessly apply to universities in other countries where organizational climates, administrative systems, and broader environments differ.

For this reason, replicating the study across varied countries and academic settings would be valuable in confirming whether the same relationships hold and in strengthening the broader conceptual link between strategic agility and organizational excellence.

The researcher recommends conducting similar investigations in other sectors and geographical regions. Additionally, universities should work toward enhancing operational efficiency for sustained continuity, streamline decision-making under uncertainty, and place greater emphasis on employee involvement.

Conclusion

This study aimed to assess how the dimensions of strategic agility—strategic sensitivity, strategic response, resource fluidity, and technological capability—shape organizational excellence in Jordanian universities. Participants included university employees, both administrative staff and randomly selected faculty members. A quantitative method was applied, using an online survey administered through Google Forms. Out of 572 distributed questionnaires, 492 were returned, and 438 were deemed suitable for analysis. Data were examined using SmartPLS and Structural Equation Modeling (SEM).

The results demonstrated that each dimension of strategic agility has a positive effect on organizational excellence: strategic sensitivity, strategic response, resource fluidity, and technological capabilities all contributed meaningfully. As emphasized earlier, these insights hold practical value for university leaders and academic staff alike.

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