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DYNAMIC DNA: THE THREE ELEMENTS OF ORGANIZATIONAL AGILITY - ENTREPRENEURIAL ORIENTATION, COMPETITIVE INTELLIGENCE, AND STRATEGIC FLEXIBILITY

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Abstract
The study examines the potential relationship between entrepreneurial orientation, competitive intelligence, strategic flexibility and organizational agility at Al-Fadhel Al-Kabeer Company, a company based in Misan province in southern Iraq. The research utilizes a census method with a sample of 100 respondents and employs Smart PLS (Partial Least Square) for data analysis. The findings reveal positive relationships between entrepreneurial orientation, competitive intelligence, and strategic flexibility, as well as between these variables and organizational agility. The study highlights the importance of fostering an entrepreneurial culture, enhancing competitive intelligence capabilities, emphasizing strategic flexibility, and cultivating organizational agility for achieving and maintaining a competitive edge in dynamic business environments. Future research should expand the sample, explore additional variables, and investigate these relationships in diverse settings to enrich the understanding of the factors influencing organizational agility.

Keywords: Entrepreneurial Orientation, Competitive Intelligence, Strategic Flexibility, Organizational Agility.

Introduction

The rapidly changing and competitive business environment requires companies to continuously adapt and innovate to maintain their competitive advantage. As a result, the concept of organizational agility, can be defined as the capacity to nimbly adapt and respond to dynamic environmental shifts with speed, flexibility, and precision, has gained significant importance (Sambamurthy et al., 2003; Teece et al., 2016; Arbussa et al., 2017). Dynamic capabilities theory posits that organizations must be attuned to opportunities and threats in order to develop effective strategies and make informed decisions (Teece et al., 1997; Harsch & Festing, 2020; Weaven et al., 2021). Consequently, organizations need to implement strategies that facilitate adaptation to changing conditions (Baškarada & Koronios, 2018).

Organizational agility, however, is not an isolated capability but is underpinned by a set of meta-capabilities. To successfully foster organizational agility, leaders must identify and influence these key factors. The present research advances the argument that organizational competitive intelligence, entrepreneurial orientation, and strategic organizational flexibility

constitute pivotal meta-capabilities that facilitate the attainment of organizational agility. The principal objective of this article is to investigate the interconnections between these three meta-capabilities and organizational agility by leveraging empirical evidence obtained from Al-Fadhel Al-Kabeer Company, a prominent Iraqi enterprise specializing in the provision and deployment of power substations. This company operates within a fiercely competitive landscape, both within the domestic market and on the international front.

Entrepreneurial orientation is recognized as a strategic approach that drives organizations towards achieving a competitive edge by fostering innovation, risk-taking, and proactive market entry (Mohsen, 2017). This orientation, according to Anderson et al. (2009), encompasses the organizational strategy formulation practices, managerial philosophies and approaches, and organizational behaviors that display entrepreneurial traits. Entrepreneurial orientation is widely recognized as a key determinant of business performance, especially for companies operating in a fast-paced competitive environment (Kraus et al., 2012; Rauch et al., 2009).

Simultaneously, competitive intelligence serves as a diligent surveillance mechanism, diligently surveying the surrounding business landscape to promptly and precisely ascertain advantageous prospects and potential hazards. Consequently, it bestows valuable discernment into rivals' strategic maneuvers, facilitating the assimilation of lessons from both their triumphs and missteps (McGonagle & Vella, 2002; Luu, 2014). Competitive intelligence entails the ethical and legal collection of data from public sources regarding competition, key competitors, and the business environment, which is then transformed into actionable intelligence through analysis (McGonagle & Vella, 2002). This process empowers managers to make evidence-based, rational decisions rather than relying solely on experience and intuition (Stefanikova et al., 2015). A McKinsey study (2008) revealed that the majority of executives across various industries and regions identified significant competitive moves by their rivals too late to respond effectively, highlighting the critical role of competitive intelligence in the contemporary business landscape.

This study posits that a strategic culture should be ingrained throughout the organization, enabling the full potential of competitive intelligence, entrepreneurial orientation, and strategic flexibility to be harnessed. Therefore, the study investigates the relationships among these variables and their impact on organizational agility. The electric power industry, as a fundamental sector impacting the national economy and people's livelihood, demands strategic flexibility and the development of organizational agility skills. The electric power industry in Iraq exhibits a high degree of dynamism and intense competition, primarily driven by the scarcity of electric power supply and the pressing necessity for the sector to expand and effectively address the nation's escalating electricity requirements. This context offers a suitable dataset for examining the concept of organizational agility. By leveraging competitive intelligence, entrepreneurial orientation, and strategic flexibility, firms can unlock their full potential and achieve success. As a result, this article explores the key role of organizational competitive intelligence, entrepreneurial orientation, and strategic organizational flexibility in enhancing organizational agility. The research question guiding this scholarly investigation is: To what extent do competitive intelligence, entrepreneurial orientation, and strategic flexibility affect organizational agility?

In summary, this paper aims to provide valuable insights into the relationships between competitive intelligence, entrepreneurial orientation, and strategic flexibility and their collective impact on organizational agility. By investigating these meta-capabilities in the context of the Iraqi electric power industry, the study seeks to contribute to the understanding of how organizations can effectively develop and maintain agility in a rapidly evolving and competitive business environment. The findings of this article can offer practical guidance for top-level managers in fostering an organizational culture that supports the development of agility, ultimately enabling companies to thrive in the face of change and uncertainty.

Literature Review:

Organizational Agility

In the ever-changing and complicated world of business, organizational agility (OA) has surfaced as a critical factor for achieving a competitive edge (Abraheem, 2023). The term "Organizational Agility" (OA) encompasses an entity's inherent ability to effectively and efficiently adjust and react to ever-changing environmental circumstances and challenges, demonstrating quickness, adaptability, and accuracy in the process. This notion has gained significant importance as organizations grapple with unexpected strategic challenges and opportunities, endeavoring to create value and satisfy the needs of discerning customers (Sambamurthy et al., 2003; Teece et al., 2016; Arbussa et al., 2017). As businesses regain momentum and pursue growth, managers are required to display agility and adaptability, akin to musicians reacting to variations in tempo and key (Abraheem, 2023).

Organizational agility functions as a powerful strategic orientation technique, directing the choice of the most favorable strategic alternatives. Agility is inherently connected to human performance, organizational processes, and technologies. Doz and Kosonen (2014) contended that OA is particularly vital when an organization's growth parallels market growth over time. The researchers systematically identified and classified three distinct dimensions that contribute to the concept of organizational agility. These dimensions are as follows:

1. Strategic sensitivity involves fostering and sustaining connections with diverse individuals and entities to ensure access to information, intelligence, and innovation.
2. Leadership unity, or often known as collective commitment, requires teams to feel devoted, responsible, and answerable for their collective decisions.
3. Resource fluidity refers to the seamless and efficient reallocation of resources in response to changing circumstances.

These dimensions are interconnected, contributing to the ongoing calibration and recalibration of a company's strategic trajectory in an effort to devise inventive approaches to value creation while maintaining flexibility without sacrificing efficiency (Ferraris et al., 2022).

In Mavengere's (2014) work, the three dimensions mentioned were restructured to encompass strategic sensitivity, which is understood as the ability to recognize, generate, evaluate, and disseminate knowledge in order to leverage environmental opportunities and threats. Strategic response pertains to an organization's capacity to efficiently reorganize its resources to promptly address or proactively tackle emerging demands. Collective capabilities, on the other hand, refer to the inherent ability of a business organization to effectively harness the synergistic potential of its strategic resources (Mavengere, 2014).

Entrepreneurial Orientation

Entrepreneurial orientation (EO) has emerged as a core concept in the domains of strategic management and organizational studies, gaining considerable attention in recent years. EO is acknowledged as a strategy that drives organizations towards achieving a competitive advantage through the promotion of innovation, risk-taking, and proactive entry into new markets (Mohsen, 2017). This strategic orientation, as identified by Anderson et al. (2009), comprises three key elements: organizational strategy formulation, managerial philosophies and approaches, and firm behaviors that exemplify entrepreneurial characteristics.

A strong correlation has been observed between EO and an organization's capacity to make decisions that bolster innovation and the generation of new and creative ideas, consequently paving the way for new business opportunities (Revilla et al., 2014). In this context, EO pertains to the managerial processes, methodologies, and decision-making styles of organizations that demonstrate entrepreneurial inclinations (Lumpkin & Dess, 1996). Marei and Hassan (2017) point out that EO encompasses the ability of an organization or individual to devise innovative methods and ways of conducting existing businesses or creating new businesses capable of delivering a competitive advantage while considering the potential risks that may arise during implementation.

Furthermore, Garcia-Villaverde et al. (2018) and Zhai et al. (2018) argue that EO involves a business organization's willingness and ability to innovate and display initiative in marketing products and participating in risky ventures. As the strategy-making process that characterizes a firm's inclination towards entrepreneurship, EO is generally acknowledged as a crucial determinant of firm performance, particularly for enterprises operating in fast-paced and competitive environments (Kraus et al., 2012; Rauch et al., 2009).

Competitive Intelligence

In recent decades, competitive intelligence (CI) has gained significant prominence as an essential scientific discipline in the global business domain. The rise of competition and market globalization has called for the amalgamation and evolution of existing theories to offer a comprehensive understanding of achieving a competitive edge (McGonagle & Vella, 2002). CI is characterized as the ethical and legal exploitation of public sources to gather data on competition, competitors, and the market environment, which is subsequently transformed into intelligence through analysis (McGonagle & Vella, 2002).

The primary purpose of CI is to provide valuable competition-related information that enables organizations to effectively identify and concentrate on their competitors' key strengths and weaknesses (Luu, 2014). In doing so, CI allows managers to make evidence-based, rational decisions rather than depending solely on experience and intuition (Stefanikova et al., 2015). A McKinsey study (2008) revealed that the majority of decision-makers across regions and industries identified significant competitive moves by their rivals too late to respond effectively, underlining the importance and role of CI in the contemporary external business environment.

The growing use of technology, such as customer feedback data collection software (Shaitura et al., 2018) and business analytics (Ashrafi et al., 2019), has fostered the expansion of CI. As a result, organizations are better equipped to accurately analyze their business environment,

effectively retain the findings, and provide decision-makers with pertinent information when necessary.

Competitive intelligence is seen as both a process and a product, converting raw competition-related information into actionable intelligence to enlighten decision-makers and enhance the quality of their strategic decisions (Kahaner, 1997). Researchers have adopted two distinct approaches to CI: one that perceives it as a product that uncovers competitors' weaknesses and another that views it as a systematic process that entails the collection, analysis, and facilitation of data exchange within an organization (Talaoui & Rabetino, 2017; Ghaffari et al., 2013). In this context, the researcher supports the dynamic approach that considers CI as a process. Consequently, the real concept of competitive intelligence (CI) epitomizes the foundational tenet of market orientation, highlighting the significance of proactive engagement with customers and competitors. As such, CI assumes a crucial role within the realm of strategic marketing within organizations. (Mariadoss et al., 2014).

Strategic Flexibility

Strategic flexibility (SF) is an important aspect of organizational adaptability in the face of ambiguities, uncertainties, complexities, and ongoing changes in the business environment, encompassing both reengineering and restructuring efforts and processes (Hamokhalil & Alshikh, 2019; Hoeft, 2022). This ability to adapt to new situations is achieved through fostering diversity within the corporate environment and employing flexible strategic directions (Zhou & Wu, 2010; Lindren & Bandhoold, 2016, Hess & Flatten, 2019). A key component of strategic flexibility is a business organization's capacity to appropriately and swiftly respond to environmental opportunities and changes (Brinckmann et al., 2019), while simultaneously absorbing and adapting to shifts in internal and external contexts (Xiu et al. 2017, Shalender & Yadav, 2019). Sushil (2014) defines strategic flexibility as a range and combination of proactive and reactive strategic moves for change that leverages an organization's core values, culture, competence, brand, and strategic positioning to ensure continuity. The need and importance of strategic flexibility can be seen in the following aspect:

1. Strategic organizational flexibility plays a crucial role in maintaining and enhancing the operational efficiency and overall effectiveness of organizations when it comes to adapting to environmental changes. It serves as a mechanism for reinforcing control over various activities within the organization and overcoming stagnation, particularly in the context of producing contemporary technical products within an environment characterized by uncertainties (Khuntia et al., 2014).
2. It plays a pivotal role in fostering an enhanced comprehension and discernment of customer requirements, subsequently facilitating a responsive approach to the ever-changing demands of the market within a competitive context. This is achieved through the efficacious utilization of communication strategies (Supeno et al., 2015).
3. According to Kamasak et al. (2016), strategic flexibility plays a crucial role in enabling organizations to effectively leverage their existing resources in the pursuit of objectives, all the while remaining adaptable to the dynamic and swiftly evolving environmental conditions.
4. Strategic flexibility serves as a catalyst for fostering sustainable long-term growth through the effective utilization of emerging resources, adept adaptation to secure competitive

advantages, and proficiently overcoming obstacles associated with the acquisition of novel knowledge and skills, as well as the pursuit of ongoing innovation (Zahra et al., 2008).

5. According to Hitt et al. (1998), this approach enables the ongoing enhancement of strategic processes and organizational structures, internal communication systems, and culture, as well as the effective allocation of organizational assets, resources, and strategies.
6. It enables organizations to reinvent their models and business strategies in accordance with evolving environmental conditions that affect their growth and survival (Kazozcu, 2011).
7. Lastly, strategic flexibility contributes to increasing organizational profits, enhancing process and product quality, improving working conditions, optimizing productivity, and enhancing the level of overall organizational innovation (Touhi, 2019).

Relationships and Hypotheses Development:

Over the past few years, the relationship between Entrepreneurial Orientation (EO) and strategic flexibility (SF) has gained significant attention in academic research (Arif, 2019; Supriadi et al., 2020; Chen & Zhang, 2021; Rofiaty et al., 2022; Budiati et al., 2022). In the scholarly pursuit conducted by Arif (2019), the exploration delved into the intricate and nuanced interplay of entrepreneurial orientation (EO) and its specific dimensions, namely creativity, risk-taking, and seizing opportunities, in the context of attaining strategic flexibility (SF) within the pharmaceutical industry. By scrutinizing the domains of market dynamics, production operations, and human resource management, the research shed light on the multifaceted manifestations of EO, uncovering not only the veracity of a positive association but also the discernible divergences in the relative significance of EO dimensions, which exerted influential effects on the attainment of SF.

In order to delve deeper into the effects of entrepreneurial orientation (EO) and strategic flexibility (SF), several hypotheses have been proposed in the literature. For instance, Chen and Zhang (2021) found that SF partially mediates the positive relationship between EO and organizational excellence, suggesting that EO significantly influences product innovation by enhancing coordination flexibility. Similarly, Supriadi et al. (2020) discovered that SF mediates the effect of EO on firm performance, indicating the importance of a flexible strategic approach for entrepreneurial firms.

Recent empirical research has undertaken an examination of the synergistic impact arising from the combination of entrepreneurial orientation (EO) and strategic flexibility (SF) on the dimensions of adaptive innovation and firm performance (Rofiaty et al., 2022), as well as on the aspect of new product development (Budiati et al., 2022). These notable empirical findings provide valuable additions to the expanding corpus of scholarly literature that accentuates the intricate relationship between EO and SF, elucidating their collective sway on the attainment of organizational success. Consequently, in order to further investigate the ramifications ensuing from the convergence of EO and SF, we can posit the ensuing hypothesis:

H1: Entrepreneurial orientation has a positive effect on strategic flexibility

The synthesis and intricate relationship between the two variables, competitive intelligence and strategic organizational flexibility, has been the subject of numerous academic investigations, with many researchers finding a noteworthy connection between the two. A comprehensive examination of the literature reveals that heightened competitive intelligence

awareness plays a pivotal role in fostering strategic flexibility, ultimately paving the way for a sustainable competitive advantage (Hossain et al., 2021). Delving deeper into this fascinating relationship and interplay, Nazar and Seidali Route (2017) discovered that competitive intelligence has a robust and positive link with strategic organizational flexibility.

In this dynamic business landscape, the integration of business intelligence and corporate strategic management emerges as a critical enabler for informed decision-making, adaptability to environmental fluctuations, and the procurement of competitive advantages (Alnoukari et al., 2016; Alnoukari & Hanano, 2017). However, it is crucial to recognize that the magnitude of strategic organizational flexibility's importance is contingent upon the competitive intensity of a particular industry. Strategic flexibility wields a more significant impact on performance in industries characterized by heightened competition.

According to Nadkarni and Nareyanan (2007) as well as Santos-Vijande et al. (2012), contemporary academic research has provided valuable insights into the favorable outcomes associated with strategic flexibility when implementing cost leadership and differentiation strategies. These findings ultimately contribute to improved business performance. Companies that possess a distinct competitive advantage often exhibit strategic flexibility, as it furnishes a plethora of capabilities that may give rise to novel opportunities. Moreover, the unique manifestations of strategic flexibility in ever-changing and diverse environments render imitation by competitors a Herculean task (Brozovic, 2018).

The link between competitive intelligence and strategic flexibility appears evident, as an upswing in competitive intelligence enhances a company's ability to adeptly respond to opportunities and threats. Research has demonstrated that all forms of competitive intelligence are interconnected, with market intelligence exerting the most substantial influence on strategic flexibility. Thus, competitive intelligence is widely recognized as a significant determinant influencing strategic flexibility within organizational contexts. In light of this recognition, the formulation of the following hypothesis emerges as a logical consequence:

H2: Competitive intelligence exerts a positive impact on strategic flexibility.

Within the field of business management, two essential concepts that hold significant relevance are entrepreneurial orientation (EO) and organizational agility (OA). EO embodies a company's predisposition towards fostering innovation, proactively engaging in actions, and embracing risk-taking (Tahmasebifard et al., 2017; Khristianto et al., 2020). Conversely, OA denotes a firm's capacity to rapidly, effectively, and efficiently adapt to changes within the market or its external business environment that can affect its operations (Tahmasebifard et al., 2017; Khristianto et al., 2020; Kohtamäki et al., 2020). Existing research, according to Kohtamäki et al. (2020), posits a positive correlation between EO and agility, suggesting that EO can bolster a firm's agility. Moreover, studies indicate that the association between EO and agility may be moderated by factors such as information technology and corporate culture (Khristianto et al., 2020; Rofiaty et al., 2022). In essence, both EO and OA are vital for firms to maintain their competitive edge and thrive in today's dynamic business landscape. Accordingly, the investigation of the ramifications brought about by EO and OA necessitates the formulation of the ensuing hypothesis:

H3: Entrepreneurial orientation exerts a positive influence on organizational agility.

In today's competitive business landscape, both competitive intelligence (CI) and organizational agility (OA) have emerged as essential elements for securing a strong competitive position. Competitive Intelligence (CI) is a discipline that places significant emphasis on the ethical and legal acquisition of data from publicly available sources. The primary objective of CI is to gather pertinent information regarding competition, competitors, and prevailing market conditions. This collected information undergoes a rigorous analysis process, thereby enabling its conversion into actionable intelligence (McGonagle & Vella, 2002). Conversely, OA denotes a business organization's ability to skillfully adapt and respond to dynamic environmental changes and challenges with speed, flexibility, and accuracy (Abraheem, 2023). This suggests that, CI serves as a critical facilitator of OA by providing organizations with timely and precise information about competitors and the market, enabling managers to make well-informed strategic decisions and choices, and modify their business strategies accordingly. In an increasingly complex and dynamic business context, the combination of CI and OA provides organizations with the necessary tools to achieve a competitive advantage and effectively navigate future challenges and opportunities.

Numerous studies (Assari et al., 2015; Teimouri & Eizadpanah, 2015; Babazadeh & Jafari, 2019; Bisson & Boukef, 2021; Saeed & Zahra, 2021) have provided evidence of a positive and significant relationship between competitive intelligence and organizational agility. For instance, Saeed and Zahra (2021) discovered that employee empowerment was positively associated with competitive advantage, organizational agility, and organizational strategic intelligence. A recent scholarly investigation conducted by Bisson and Boukef (2021) explored the correlation existing between digital transformation intelligence (DTI) and strategic organizational agility. The findings from this study indicated a discernible association between different levels of DTI practices and the degree of organizational agility observed within the context under examination. Furthermore, Babazadeh and Jafari (2019) examined the key role of organizational agility and found it to serve as a mediator in the relationship between organizational intelligence capabilities and competitive performance. Teimouri and Eizadpanah (2015) identified a positive relationship between decision-makers' cultural intelligence and organizational agility. Lastly, Assari et al. (2015) discovered a significant positive relationship between organizational strategic intelligence and organizational agility among staff members at Isfahan University. Drawing from the aforementioned empirical evidence, it is possible to put forth the ensuing hypothesis with the aim of delving deeper into the interplay between Competitive Intelligence (CI) and Organizational Agility (OA):

H4: Competitive intelligence exerts a positive and significant influence on the degree of organizational agility.

According to the dynamic capabilities theory, organizations must be sensitive to opportunities and threats in order to develop and configure plans and strategic decisions (Teece et al., 1997; Harsch & Festing, 2020; Weaven et al., 2021). Consequently, organizations must employ strategies that enable adaptation to changing conditions (Baškarada & Koronios, 2018). In this context, strategic flexibility (SF) and organizational agility (OA) emerge as related but distinct concepts that address a company's ability to adapt to environmental changes.

Strategic flexibility pertains to a corporate's capacity to modify its strategy in response to environmental changes (Dublin & Onuoha, 2020; Arsawan et al., 2022; Yousuf et al., 2022),

while strategic organizational agility refers to a company's ability to react swiftly and effectively to such changes (Heydari et al., 2020; Saha, 2021; Yousuf et al., 2022). Although interconnected, these concepts are not synonymous, as strategic flexibility concentrates on a company's overall strategy, whereas organizational agility emphasizes the company's ability to execute that strategy with speed and efficacy.

The interplay between strategic flexibility and organizational agility has been investigated in various settings. Arsawan et al. (2022) discovered that social capital and collaborative knowledge creation significantly influenced innovation and organizational agility, yet strategic flexibility did not function as a moderating variable. In contrast, Tallon and Pinsonneault (2011) conducted a study that yielded noteworthy findings concerning the relationship between IT-business strategic alignment and organizational agility. Their research revealed a substantial and positive association between these two constructs. Specifically, they found that IT infrastructure flexibility played a crucial role in shaping organizational agility, exerting a primary effect that was both positive and significant. Furthermore, the research conducted by Bani Na'm and Amirnejad (2016, as referenced in Habibzade et al., 2021) exemplifies that the possession of strategic flexibility yields a constructive and noteworthy impact on the agility of organizations. Building upon these empirical insights, it is appropriate to propose the following hypothesis for the purpose of investigating the interplay between these two variables:

H5: Strategic flexibility exerts a positive and noteworthy influence on organizational agility.

Research Methods:

This research study adopts a causal-explanatory research design to deepen our understanding of the correlation between entrepreneurial orientation and competitive intelligence in relation to organizational agility. The mediating variable in this investigation is strategic flexibility. The population of interest consists of all employees at Al-Fadhel Al-Kabeer Company, situated in Misan Province in southern Iraq, totaling 100 individuals. A census technique was utilized, allowing the entire population to participate as a sample in the study. Consequently, all 100 employees were administered a questionnaire; however, only 96 were returned.

Primary data for this study were gathered from questionnaires, supplemented by interviews with the company's employees. Secondary data were obtained through the company's archives, literature reviews, and additional sources such as books, journals, and magazines related to entrepreneurial orientation, competitive intelligence, strategic flexibility, and organizational agility.

Data analysis was conducted using the Partial Least Square (PLS) structural equation modeling approach. In line with previous research by Sanchez (2013), the analysis involved several steps, including testing the inner model (structural models), which specifies the relationships between latent variables, and the outer model (measurement models), which outlines the relationships between latent variables and their indicators or manifestations. The path model utilized in Partial Least Squares (PLS) analysis encompasses three distinct sets of relationships. Firstly, there are the inner models which elucidate the connections between latent variables. Secondly, the outer models establish the associations between latent variables

and their corresponding indicators or manifestations. Finally, the weight relations are employed to calculate scores for the latent variables (Sanchez, 2013).

The author opted to employ variant-based structural equation modeling using Smart PLS, in accordance with the recommendation put forth by Hair et al. (2014). This analytical approach offers the advantage of being suitable for investigations with a relatively small sample size, ranging from 30 to 100 cases, while also accommodating complex models that involve up to 1000 indicators. The variables and indicators employed in this study are presented in Table 1.

Table 1: Research Variables and Indicators

Variables	Indicators	Scale	Source
Entrepreneurial Orientation	• Innovativeness (EO1) • Risk-taking (EO2) • Proactiveness (EO3)	Likert (1-5)	Miller (1983)
Competitive Intelligence	• Market Intelligence (CI1) • Competitor Intelligence (CI2) • Technological Intelligence (CI3) • Strategic and Social Intelligence (CI4)	Likert (1-5)	Deschamps and Nayak (1995) Rouach and Santi (2001)
Strategic Flexibility	• Market Flexibility (SF1) • Production Flexibility (SF2) • Competitive Flexibility (SF3)	Likert (1-5)	Abbott and Banerji (2003)
Organizational Agility	• Strategic Sensitivity (OA1) • Leadership Unity (OA2) • Resource Fluidity (OA3)	Likert (1-5)	Doz and Kosonen (2014)

Descriptive Variable Analysis:

According to the data presented in Table 2, one can deduce that the variable with the lowest mean value across all variables is associated with the strategic flexibility indicator, specifically competitive flexibility, which has a value of 3.43. Conversely, the highest mean value is observed in the competitive intelligence variable, specifically within the technological intelligence indicator, registering a value of 4.39.

Table 2: Descriptive Analysis Results

Indicators	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
EO1	0	0	6	6.25	9	9.37	54	56.25	27	28.12	4.06
EO2	0	0	8	8.33	12	12.50	51	53.12	25	26.04	3.97
EO3	0	0	5	5.21	7	7.29	62	64.58	22	22.92	4.05
CI1	0	0	7	7.29	14	14.58	47	48.96	28	29.17	4.00
CI2	0	0	9	9.37	7	7.29	69	71.87	11	11.46	3.85

CI3	1	1.04	4	4.17	7	7.29	28	29.17	56	58.33	4.39
CI4	1	1.04	2	2.08	10	10.42	63	65.62	20	20.83	4.03
SF1	0	0	5	5.21	12	12.50	40	41.17	39	40.62	4.18
SF2	0	0	8	8.33	3	3.12	72	75.00	13	13.54	3.94
SF3	2	2.08	12	12.50	34	35.42	39	40.62	9	9.37	3.43
OA1	0	0	4	4.17	16	16.67	38	39.58	38	39.58	4.14
OA2	3	3.12	10	10.42	26	27.08	45	46.87	12	12.50	3.55
OA3	0	0	6	6.25	7	7.29	54	56.25	29	30.21	4.10

Validity Convergent

Table 3 demonstrates that all the indicators presented meet the criteria for data validity, with values exceeding 0.5, signifying that the data is both adequate and worthy of retention. The indicators are organized in descending order, based on their loading factor values, to clearly display the hierarchy of data validity.

The competitive flexibility indicator exhibits the highest value at 0.943, suggesting that the respondents perceive this aspect favorably. In contrast, the strategic sensitivity indicator, with a value of 0.722, occupies the lowest position in the hierarchy. Nevertheless, the latter is still considered feasible and satisfactory for the purpose of analysis, as it exceeds the required threshold for data validity.

Table 3: Value of Loading Factor Indicator

Variables	Loading Factors	Status
SF3	0.943	Valid
CI1	0.938	Valid
EO2	0.936	Valid
SF2	0.924	Valid
EO3	0.901	Valid
CI2	0.882	Valid
EO1	0.861	Valid
SF1	0.849	Valid
CI4	0.827	Valid
OA3	0.799	Valid
OA2	0.797	Valid
CI3	0.753	Valid
OA1	0.722	Valid

The findings derived from the composite reliability assessment conducted on the indicators of entrepreneurial orientation (EO = 0.927), competitive intelligence (CI = 0.914), strategic flexibility (SF = 0.932), and organizational agility (OA = 0.817) provide substantial evidence of their robust reliability. This suggests that in the event of repeating the measurements on the same subject, it is highly probable that the obtained outcomes would demonstrate considerable consistency. Table 4 presents the findings of the validity and reliability tests for these indicators.

Table 4: Validity and Reliability Test

Variables	T-Statistic	Status	Composite Reliability
EO1	22.341	Valid	0.927
EO2	15.548	Valid	
EO3	13.225	Valid	
CI1	17.024	Valid	0.914
CI2	13.683	Valid	
CI3	60.244	Valid	
CI4	71.751	Valid	
SF1	12.352	Valid	0.932
SF2	61.477	Valid	
SF3	5.493	Valid	
OA1	31.447	Valid	0.817
OA2	16.674	Valid	
OA3	10.108	Valid	

Furthermore, the table below demonstrates that the AVE values for all constructs surpass the suggested 0.5 benchmark. Based on this finding, it can be inferred that the measurement model for each group displays suitable convergent validity.

Table 5: Average Variance Extracted (AVE)

Variables	(AVE)
EO	O.810
CI	O.727
SF	O.821
OA	0.598

The suggested threshold for Cronbach's Alpha is greater than 0.6, and as demonstrated in Table 6, all constructs exhibit a Cronbach's Alpha value exceeding this criterion.

Table 6: Cronbach's Alpha

Variables	Cronbach's Alpha
EO	0.779
CI	0.857
SF	0.806
OA	0.814

In reference to Table 7, the coefficient of determination (R-squared) for strategic flexibility is observed to be 0.785. This indicates that approximately 78.5% of the observed variance in strategic flexibility can be elucidated by the two independent variables, namely entrepreneurial orientation and competitive intelligence. The remaining 21.5% of the variance is attributed to factors beyond the scope of the current regression model.

Similarly, the statistical analysis reveals that organizational agility exhibits a substantial R-squared value of 0.773, indicating a high degree of explanatory power. This finding underscores the significance of the independent variables, namely entrepreneurial orientation, competitive intelligence, and strategic flexibility, which collectively account for approximately 77.3% of the observed variability in organizational agility. However, it is worth noting that the remaining 22.7% of the variance is attributed to extraneous factors that fall beyond the purview of the regression model utilized in this study.

Table 7: Coefficient of Determination

Variables	R-Square
SF	0.785
OA	0.773

Hypothesis Testing

Hypothesis 1: Entrepreneurial Orientation and Strategic Flexibility:

The PLS findings showed a t-statistic value of 4.699, exceeding the t- critical of 1.985 (tcount > ttable), and an estimated coefficient (β) of 0.563. These findings suggest a positive and significant association between entrepreneurial orientation and strategic flexibility. Consequently, it can be inferred that elevated degrees of entrepreneurial orientation contribute to an amplified state of strategic flexibility within the operations of Al-Fadhel Al-Kabeer Company, thus providing empirical validation for the first hypothesis.

Hypothesis 2: Competitive Intelligence and Strategic Flexibility:

The PLS analysis demonstrated a t-statistic value of 2.212, surpassing the t- critical of 1.985 (tcount > ttable), and an estimated coefficient (β) of 0.251. This indicates that competitive intelligence has a significant and positive association with strategic organizational flexibility. As such, the effective implementation of competitive intelligence positively impacts the strategic flexibility of Al-Fadhel Al-Kabeer Company, supporting the second hypothesis.

Hypothesis 3: Entrepreneurial Orientation and Organizational Agility:

The PLS findings produced a t-statistic value of 3.139, which is greater than the critical t-value of 1.985 (tcount > ttable), and an estimated coefficient (β) of 0.377. The aforementioned findings suggest a noteworthy and favorable impact of entrepreneurial orientation on organizational agility. Therefore, heightened levels of entrepreneurial orientation correspond to improved organizational agility for Al-Fadhel Al-Kabeer Company, validating the third hypothesis.

Hypothesis 4: Competitive Intelligence and Organizational Agility:

The PLS analysis revealed a t-statistic value of 2.012, exceeding the t- critical of 1.985 (tcount > ttable), and an estimated coefficient (β) of 0.226. This indicates that competitive intelligence

has a significant and positive association with organizational agility. Consequently, the proficient application of competitive intelligence enhances the organizational agility of Al-Fadhel Al-Kabeer Company, confirming the fourth hypothesis.

Hypothesis 5: Strategic Flexibility and Organizational Agility:

The PLS results demonstrated a t-statistic value of 2.384, surpassing the t- critical of 1.985 (tcount > ttable), and an estimated coefficient (β) of 0.372. This indicates a significant positive association between strategic flexibility and organizational agility. As such, increased strategic flexibility leads to improved organizational agility for Al-Fadhel Al-Kabeer Company, supporting the fifth hypothesis.

Table 8 provides a comprehensive depiction of the coefficient parameter values and their corresponding T-statistics.

Table 8: Coefficient Parameter and T-Statistic Value

Variables	Original Sample Estimate	Mean of Subsamples	Standard Deviation	T-Statistic
EO-SF	0.563	0.576	0.113	4.699
CI-SF	0.251	0.252	0.102	2.212
EO-OA	0.377	0.467	0.118	3.139
CI-OA	0.226	0.215	0.100	2.012
SF-OA	0.372	0.326	0.132	2.384

Path Analysis

Within the domain of hypothesis testing, figure 1 illustrates the results of a Partial Least Squares (PLS) analysis, presenting significant and noteworthy revelations pertaining to the intricate interconnections among entrepreneurial orientation, strategic flexibility, competitive intelligence, and organizational agility.

The relationship between entrepreneurial orientation and strategic flexibility is measured by a T-Statistic of 4.699, indicating that a one-unit increase in entrepreneurial orientation is associated with a 4.699-point rise in strategic flexibility. As a result, a doubling of entrepreneurial orientation would lead to an impressive 469.9% growth in strategic flexibility. Similarly, the connection between competitive intelligence and strategic flexibility is signified by a T-Statistic of 2.212, denoting a substantial positive correlation. A one-unit increment in competitive intelligence competency results in a 2.212-point enhancement in a firm's strategic flexibility, whereas a 100% increase in competitive intelligence efforts corresponds to a 221.2% expansion in strategic organizational flexibility.

Furthermore, the association between entrepreneurial orientation and organizational agility is exemplified by a T-Statistic of 3.139, suggestive of a potent positive correlation. A one-unit rise in entrepreneurial orientation competency enhances a company's organizational agility by 3.139 points, and a 100% increase in entrepreneurial orientation efforts culminates in a 313.9% upsurge in organizational agility. The linkage between competitive intelligence and organizational agility is articulated by a T-Statistic of 2.012, inferring that a one-unit

augmentation in competitive intelligence is related to a 2.012-point increment in organizational agility. Consequently, a twofold enhancement in competitive intelligence levels would bring about a 201.2% growth in organizational agility.

Finally, the association between strategic flexibility and organizational agility is characterized by a T-Statistic of 2.384, signifying a robust positive correlation. A one-unit increase in strategic flexibility levels boosts a company's organizational agility by 2.384 points, and a 100% rise in strategic flexibility efforts results in a 238.4% growth in organizational agility.

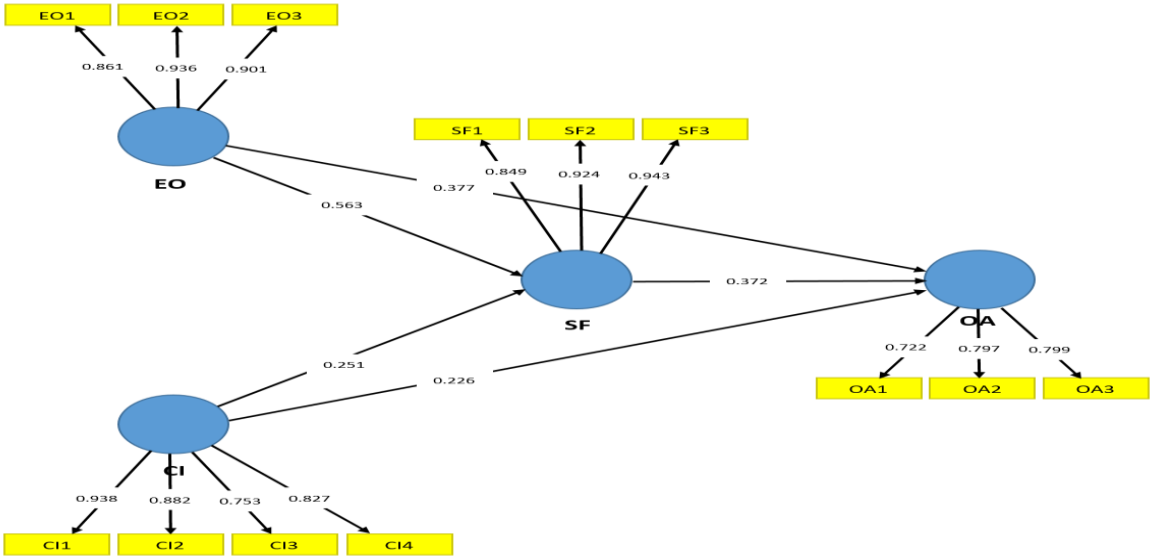

Figure 1: Smart PLS Result

Discussion

In the exploration of the interplay between entrepreneurial orientation (EO) as independent variable and strategic flexibility (SF), empirical findings from Al-Fadhel Al-Kabeer Company reveal a positive correlation between these constructs. Employees within the organization highlight the importance of EO in enhancing SF, acknowledging that firms with high degrees of innovativeness are predisposed to nurturing SF due to their unceasing pursuit of novel approaches for adapting to market fluctuations and maintaining their competitive edge. Furthermore, proactive organizations, distinguished by their ability to efficiently react to changes in the business landscape, tend to exhibit elevated levels of SF. Additionally, firms that embrace risk-taking are inclined to explore new opportunities and adapt their strategies in response to evolving market conditions. Consequently, the integration of EO exerts a considerable positive influence on the SF of Al-Fadhel Al-Kabeer Company. This study's outcomes align with previous research (Arif, 2019; Supriadi et al., 2020; Chen & Zhang, 2021; Rofiaty et al., 2022; Budiati et al., 2022), emphasizing the synthesis of EO and SF as a means of fostering organizational resilience and enhancing the enterprise's competitive capabilities.

The correlation between competitive organizational intelligence (CI) and strategic organizational flexibility (SF) reveals a profound connection, underscoring the fact that competitive intelligence exerts a positive and substantial influence on the attainment of strategic organizational flexibility, as illustrated through real-world scenarios in the study. Participants demonstrate robust competitive intelligence, encompassing comprehensive industry knowledge and market intelligence in data collection, analysis, and the utilization of

information. They comprehend the role of competitor intelligence in shaping business strategies and the necessity of acquiring timely, valid, useful, and relevant information about competitors. They also acknowledge the significance of technological intelligence as a strategic and tactical resource for competitive advantage and recognize the importance of strategic and social intelligence—such as new regulations, financial and tax news, economic developments, and political situations—in their company's existence, competitiveness, and performance. This positively affects the strategic flexibility of the company, enabling it to remain competitive and proactively respond and adapt to a changing environment. The study's results concur with prior research, such as Nazar and Route (2017) and Hossain et al. (2021), which identified a robust, positive connection between competitive intelligence and strategic organizational flexibility.

The impact of entrepreneurial orientation (EO) variables on organizational agility (OA) suggests a positive relationship, as evidenced by real-world conditions at the research site. Employees support, facilitate, and promote their colleagues' innovativeness, contributing to the company's proactiveness in fostering competitiveness and enhancing organizational agility. The findings of this study align with previous scholarly research conducted by Tahmasebifard et al. (2017), Kohtamäki et al. (2020), Khristianto et al. (2020), and Rofiaty et al. (2022). These studies have consistently demonstrated that entrepreneurial orientation (EO) exhibits a significant and positive relationship with organizational agility (OA). This suggests that EO plays a vital role in enhancing a firm's ability to adapt and respond effectively to dynamic market conditions. Furthermore, it emphasizes the importance of both EO and OA for companies in maintaining their competitive advantage and achieving sustained success within the contemporary business landscape.

The influence of competitive intelligence (CI) on organizational agility (OA) exhibits a positive effect, as illustrated by real-world scenarios in the study. This is evident when considering all aspects, such as market intelligence, competitor intelligence, technological intelligence, and strategic and social intelligence, which collectively contribute to enhanced organizational agility. For example, market intelligence plays a critical role in bolstering organizational agility by providing the necessary insights for informed decision-making, anticipating market trends, identifying new opportunities, improving customer responsiveness, streamlining operations, managing risks, and promoting innovation. Similarly, technological intelligence can significantly impact organizational agility by enabling better decision-making, optimizing processes, fostering collaboration, automating routine tasks, encouraging continuous learning and innovation and facilitating scalability and flexibility. Thus, high competitive intelligence can contribute to the improvement of a company's agility. The study's results resonate with previous research by scholars such as Assari et al. (2015), Babazadeh & Jafari (2019), Bisson & Boukef (2021), Saeed & Zahra (2021), and Teimouri & Eizadpanah (2015), who provided evidence of a positive relationship between competitive intelligence and organizational agility.

The influence of strategic flexibility (SF) variables on organizational agility (OA) demonstrates a positive impact, as manifested through real-world conditions at the research site. Employees of Al-Fadhel Al-Kabeer Company perceive the enhancement of strategic flexibility as crucial for improving the organization's agility. For instance, market flexibility

often fosters a culture of innovation and adaptability. Organizations that embrace change and continually strive for improvement are better positioned to anticipate and react to market shifts, rendering them more agile and better equipped to navigate the uncertainties and complexities of the business environment. Similarly, a company with flexible production processes can swiftly adapt to changes in customer preferences, new technologies, and competitive pressures, allowing the organization to stay ahead of market trends and maintain a robust competitive position. Moreover, organizations that prioritize competitive flexibility are more likely to cultivate a culture of innovation and continuous improvement, motivating employees to generate new ideas, experiment, and learn from failures, ultimately leading to superior products and services and increased organizational agility. As a result, the implementation of effective strategic flexibility holds the potential to exert a positive influence on organizational agility. Enterprises that possess a robust strategic flexibility framework possess the capability to explore a multitude of alternative courses of action before deciding on the most appropriate response to external shifts within the business environment. The present study's results are consistent with prior research conducted by Tallon and Pinsonneault (2011) as well as Bani Na'm and Amirnejad (2016, as cited in Habibzade et al., 2021). These earlier investigations elucidated that the constituents of strategic flexibility exerted a substantial and favorable influence on strategic organizational agility.

Conclusion

This study aimed to systematically investigate the various factors that contribute to the organizational agility of Al-Fadhel Al-Kabeer Company in Misan Province, southern Iraq. A questionnaire was distributed to participants, and the collected data was analyzed using the "Partial Least Squares" (PLS) method. The findings led to several conclusions:

1. The organizational agility of Al-Fadhel Al-Kabeer Company can be enhanced through entrepreneurial orientation, competitive intelligence, and strategic flexibility.
2. A positive relationship was observed between entrepreneurial orientation and strategic organizational flexibility, suggesting that the effective implementation of entrepreneurial orientation can bolster the strategic organizational flexibility of the company.
3. A positive association was found between "competitive intelligence" and strategic organizational flexibility, indicating that higher levels of competitive intelligence correspond to increased strategic flexibility.
4. The findings of the study indicate a significant and positive correlation between entrepreneurial orientation and strategic organizational agility, thereby implying that the enhancement of entrepreneurial orientation within a company can potentially foster improvements in its overall organizational agility.
5. A positive association was found between competitive intelligence and organizational agility, indicating that higher levels of competitive intelligence can lead to better organizational agility.
6. The present study reveals that strategic flexibility has a positive and noteworthy relationship with organizational agility, suggesting that higher levels of strategic flexibility can improve the company's organizational agility.

Practical Implications

The findings of this research carry notable pragmatic ramifications for managers and decision-makers within entities such as Al-Fadhel Al-Kabeer Company. A comprehensive comprehension of the interconnections among entrepreneurial orientation (EO), competitive intelligence (CI), strategic organizational flexibility (SF), and strategic organizational agility (OA) can provide valuable insights for formulating and executing strategies that effectively exploit these synergistic associations, thereby augmenting overall business performance.

1. Developing an entrepreneurial culture: Organizations should foster a culture that encourages innovation, risk-taking, and proactiveness. By actively promoting these entrepreneurial values, firms can strengthen strategic flexibility and organizational agility, which are crucial for maintaining a competitive edge in today's dynamic business environment. Management can facilitate this by providing resources, incentives, and support for idea generation and experimentation and by creating an environment where employees feel empowered to take risks and embrace change.
2. Enhancing competitive intelligence capabilities: Organizations should invest in developing robust competitive intelligence competencies to gather, analyze, and utilize market, competitor, technological, and strategic and social intelligence effectively. This can enable organizations to better anticipate and respond to changes in their external environment, thereby improving and strengthening strategic flexibility and organizational agility. Training programs, tools, and systems that facilitate intelligence gathering and analysis should be implemented, and cross-functional teams should be established to ensure that intelligence is effectively shared and utilized throughout the organization.
3. Emphasizing strategic flexibility: Managers should prioritize the development of strategic flexibility in their organizations by focusing on market, production, and competitive flexibility. This involves continuously monitoring the external environment, maintaining a proactive approach to change, and investing in the infrastructure and processes necessary to adapt quickly to new opportunities and challenges. By doing so, organizations can become more agile and better positioned to respond to uncertainties and complexities in the business landscape.
4. Cultivating organizational agility: To enhance organizational agility, managers should focus on strategic sensitivity, leadership unity, and resource fluidity. This involves promoting a culture of continuous learning and improvement, fostering collaboration and communication across teams and departments, and ensuring that resources can be rapidly allocated and reallocated to support new initiatives and opportunities. By developing these capabilities, organizations can become more nimble and better equipped to navigate the challenges and opportunities presented by today's dynamic external business environment.

Suggestions

While the present research has provided valuable insights, it is not without limitations. The following recommendations are proposed for future research:

1. Expand the sample of respondents to include participants from other regions with different characteristics. This will enable the identification of variations and comparisons,

thereby enriching the understanding of the relationships among the variables and the mechanisms through which they interact in diverse settings.

2. Consider modifying the studied variables or adding new indicators related to the enhancement of organizational agility. This would provide a more comprehensive perspective on the factors influencing organizational agility, especially for Iraqi organizations, and broaden the scope of knowledge in the field of business management.

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