

Strategic Agility and its Impact on Strategic Recovery

By

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Abstract:

The current research highlights the relationship between strategic agility as an influential variable and strategic recovery as a responsive variable in a sample of hospitals. It aims to employ modern trends of employing strategic agility in achieving strategic recovery. The problem of the research revolves around a number of questions that try to reveal the theoretical philosophy and the intellectual indications of the variables involved in addition to identifying the level of importance of these two variables. In order to know the nature of the relationship (between the variables) and its impact on hospitals as well as to achieve the objectives of research, a single formulated main hypothesis was designed out of which three sub-hypotheses were emerged. The research was applied to a purposeful sample of 95 administrative leaders in the researched hospitals, while using SPSS for data processing with the help of statistical means of "percentage, arithmetic median, standard deviation, coefficient of correlation, and coefficient of regression". A number of conclusions were set based upon the results that the study reached which showed a relationship of significance between the strategic agility in general and strategic recovery, since the existence of strategic agility in hospitals proved to effectively affects and enhance the overall strategic recovery. The researchers recommended hospitals to be aware of the changes that are taking place in the Iraqi environment and to proactively put plans that include all possibilities and solutions to be implemented, providing the necessary supplies including knowledge-based fundamentals as well as essential material and human resources capable of monitoring, selecting and explaining the necessary information so that to know what the labor market requires in order to maintain their market positions compared to other competitive hospitals. The researchers also highlighted the importance of the researched hospitals having enough flexibility to redistribute the available resources over their activities so as to improve a rapid response, noting that strategic agility requires a level of coordination among administrative activities in order to achieve integration which in turn increases the possibility of achieving the sought-after goals and with high efficacy.

Keywords: Strategic Agility, Strategic Recovery, Ministry of Health.

Introduction:

Business organizations are facing up today with economic, political, social and technological challenges as they operate under conditions of uncertainties and instabilities along with the implications of globalization that have resulted in extensive competitions and increased technological development in addition to constant changes in customers tastes and expectations. All that have made of the organization's ability to quickly and effectively

respond to such successive changes in the work environment a main key to success. Within such environment the strategic agility has emerged as a new terminology and as one of the means used to handle changes and face up with dangers so that to direct organizations towards building an internal vision that enables them to obtain capabilities necessary for competition as well as an external vision that help them seize up opportunities brought about by changes.

(Oyedijo, 2012:229), emphasizes that strategic agility makes rapid fundamental shifts to gain the ability to innovate and focus on strategic aspects of predicting external variables in the surrounding environment, demonstrating rapid interaction with conditions and markets, and building a targeted strategy for rapid response. Therefore, organizations that use strategic agility represent those organizations that have the skill to navigate the changing business environment, while adopting modern, developed and organizational procedures through the strategic of agility that effectively affect response. (Nicholas,2012:2)

Due to the regulatory deterioration that business organizations are suffering, they are getting out of business as they stop providing services and products. Still, what they lack to know is the strategic recovery through which an organization is capable of improving its reality which is reviving and which is considered the permanence or wellness that constantly supplies the organization and makes it alive.

1.1 Problem of the Research:

The issue of strategic recovery of health organizations is considered one of the most complex issues hospitals have faced in recent years. therefore, the idea of strategic recovery is so essential in maintaining customers' loyalty and is getting increasingly important, especially with the continuous growth of the health sector globally and the increase number of challenges that health organizations are facing worldwide and the increase competitions among them amid the emergence of new technological issues like online booking systems.

All that has resulted in more competition among effective health organizations since the quality of the service provided is considered of high significance in hospitals. Therefore, any failure in terms of the services provided should be properly recovered so that to sustain a high level of customer satisfaction as well as to maintain a good image of that health organization. Accordingly, the problem of the research has been identified through a number of questions as follows:

1. How the study sample within the researched community understand the concepts of strategic agility and strategic recovery?
2. Do researched hospitals have a clear idea of enhancing strategic agility through strategic recovery?
3. Expanding the research and study of the concept of strategic recovery, helping the researched hospitals to not miss the opportunity of benefiting from them in their confrontation of the challenges surrounding them, which would qualify them to reach their essential objectives?
4. What are the recovery strategies that help the researched hospitals to replace their traditional services with integrated advanced services enhanced in performance and what are the right methods to plan the strategic recovery process?

5. What are the mechanisms of absorbing strategic recovery and how to apply them in the researched hospitals?

1.2 The Importance of the Research:

The importance of the research lies in two parts: first theoretically or philosophically which is represented in the significance of the researched variables as being contemporary trends in the field of business administration in general and in strategic management in particular, in addition to the researchers attempts to review a number of intellectual efforts to represent a philosophical correlation between the variables researched in the study.

The secondly aspect covers the field side as measures were set by the researchers depending on a number of previous studies after adapting them to suit the researched community. The significance of the research lies in the application of its hypothetical chart in an extremely important field across the country, which is the sector of hospitals, especially that they become a strategic power that is influencing many sectors in general and the lives of the workers in particular, in addition to its importance through the responsibility it has towards different classes of society. Its continuous growth and development in all aspects is a clear indication of its significance both locally and globally.

1.3 Objectives of the Research:

This research aims to diagnose and analyze the relationship between strategic agility along with its dimensions and strategic recovery and its dimensions, shedding light on strategic recovery as being the most effective in providing compensations that go beyond the expectations of customers. Thus, we find a number of objectives that the study seeks to achieve. They are as follows:

1. Studying and analyzing the options that could be adopted in the field of strategic recovery along with the policy of developing these options in facing challenges and problems.

2. Exploring and studying the factors that influence strategic agility and its relevant importance within the researched hospitals since they impact the effectiveness of strategic recovery.

3. Studying and analyzing the requirements and capabilities of the researched hospitals as well as the problems facing them in the field of strategic agility and the effect of that on strategic recovery.

4. Examining the impact of strategic agility in the researched hospitals on the strategic recovery in regard to customers satisfaction and their trust in those hospitals, by reaching a number of conclusions and recommendations that contribute to improving knowledge in relation to the variables involved in this study.

1.4 Hypotheses of the Research:

The Main Hypothesis:

1.4.1. “Strategic agility has an influence of significance on the strategic recovery in the researched sample of hospitals within Baghdad Rusafa’s health sector at a level of significance of ($\alpha > 0.05$)”

The First Sub-Hypothesis:

1.4.1.1. “Strategic sensitivity has an influence of significance on strategic recovery in the researched sample of hospitals within Baghdad Rusafa’s health sector at a level of significance of ($\alpha > 0.05$)”

The Second Sub-Hypothesis

1.4.1.2 “Collective commitment has an influence of significance on strategic recovery in the researched sample of hospitals within Baghdad Rusafa’s health sector at a level of significance of ($\alpha > 0.05$)”

The Third Sub-Hypothesis:

1.4.1.3 “Fluidity of resources has an influence of significance on strategic recovery in the researched sample of hospitals within Baghdad Rusafa’s health sector at a level of significance of ($\alpha > 0.05$)”

1.5 The Hypothetical Model of the Research:

The hypothetical chart presents an inclusive image about the idea of the study Figure (1), clarifying the nature of the relationships involved and the directions of the influence of their variables, since its design was a result of the intellectual flow of sound scientific literatures relevant to the main and secondary variables of the research.

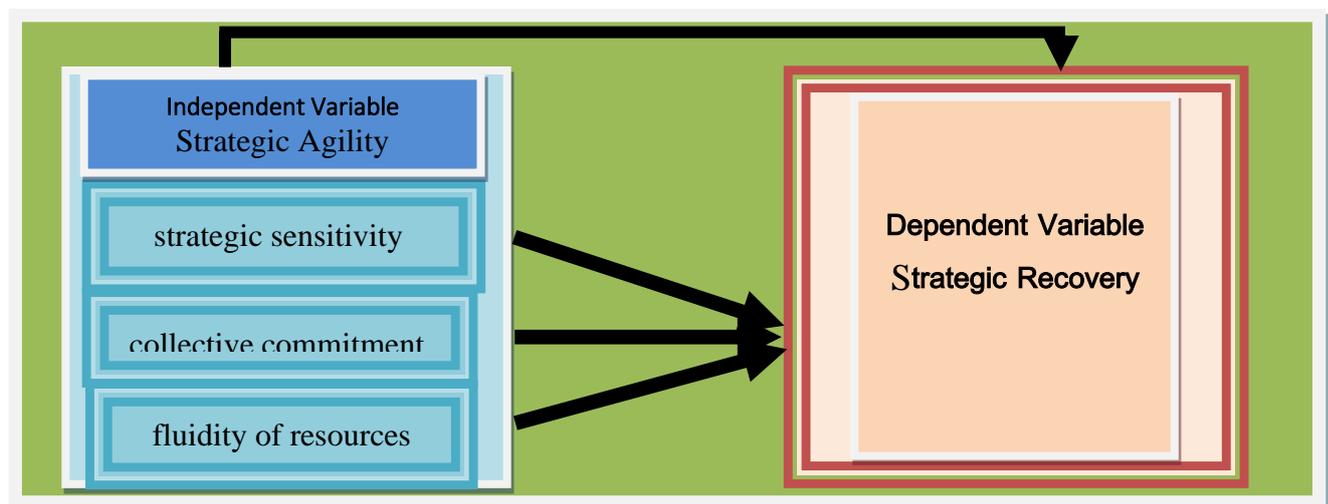


Figure (1) The hypothetical chart of the research as prepared by the researcher

2. The Theoretical Framework:

2.1 The Strategic Agility as a Concept:

The concept of strategic agility appeared for the first time in an investigative study conducted in the United States by Iacocca Institute in 1991. The study focused on the

production that is based on capacity and agility in order to meet the rapidly changing needs of the market (Iacocca Institute,1991). That is why the concept is not well defined yet with little being achieved about it in terms of identifying the indications and their mechanisms, relatively speaking. Thus, we find but a few literature sources on strategic agility that investigate issues like organizational business models and leadership and its interactions with strategic agility and the like (Nejatian et al.,2019:2)

Some studies adopt the terminology of strategic agility (Roth, 1996; Doz and Kosonen, 2008; Brannen and Doz, 2012). The concept was introduced by (Doz & Kosonen) to explain how to activate adaptive skills in organizations and how to adjust and adapt the strategic direction in business, as an indication of strategic ambitions in changing circumstances, as well as to generate not only new products and services, but also new business models and innovative ways to create value for the organization. (Vecchiato,2015:18). The concept of strategic agility aims at generating innovations that create entirely new markets by transforming customers from temporary ones to permanent (Denning, 2017:3), since building it is regarded a means used to manage unexpected risks faced by organizations as well as a means to deal with sudden changes, not to mention its role in ensuring the survival of organizations as well as their flourishing in a competitive environment by rapidly and effectively responding to changing markets (Ofoegbu & Akanbi, 2012: 154), in addition to being a response to the environmental conditions for the purpose of seizing market opportunities (Bui et al., 2020:3).

The concept of strategic agility not only refers to change, but it also emphasizes the idea of rapid and fruitful change. This corresponds to the official definition of agility as "the ability to move quickly and easily. (E Cunha et al.,2020:2) Generally speaking, agility represents the organization's ability to constantly adapt to an environment that is changing and uncertain, where competitive advantage is often temporary and strategic moves are frequently required. In fact, strategic agility becomes especially important in a work environment that is highly competitive (Junni et al.,2015:5). There is agreement on the importance of strategic agility in light of complex administrative challenges such as dynamic environment, globalization and the rate of accelerated innovations. Moreover, strategic agility, in addressing growing strategic imbalances and disruptions, requires the creation of new business models and categories rather than rearranging old products and categories (Weber & Tarba,2014:5). And due to the fierce competition against each other and the necessity to keep up with globalization and the rapid technological advancements, organizations have to continuously invent and keep developing themselves since innovation and creativity are the factors upon which any progress is based (Hamdan et al., 2020:1). Strategic agility reflects the extent to which the organization is capable of adaptation, in addition to its flexibility, creativity as well as its ability to foresee unexpected surprises both inside and outside its working environment, proactively responding to them in an effective and rapid manner so that threats or challenges are transformed into opportunities (Junni et al., 2015:596) through the process of reorganization, swiftly responding to changes while having the capability to make reforms while enjoying flexibility (Haider & Kayani, 2020:4). It also means the development and implementation of other actions and measures that control market risks and its uncertainties (Kale et al., 2019: 276). As a result of developments of the new millennium where organizations and the international economy have become linked to globalization, technology, innovation and diversity of products, it is expected that organizations that do not show agility would be prone to face strong and fierce competition while seeing their performance continue to decline. (Arokodare & Asikhia,2020:2) Strategic agility focuses on maximizing a range of future strategic tendencies

for the organization in order to enhance its competitive advantage, as well as identifying and exploring opportunities and investing in them to balance the market (Christofi et al.,2013:520)

The strategic agility that is based on exploration helps businesses to adapt and improve performance in a highly competitive environment, in addition to its aid in investing in adaptation and in improving performance in a highly dynamic environment (Ahammad et al.,2021:1).Strategic agility includes a range of activities that enable the organization to revolve quickly without losing momentum for the purpose of generating value in a turbulent and unpredictable environment. (Shams et al.,2021:2). Strategic agility becomes a vital factor for success and sustainability in the environment business and excellence, especially in terms of developing business process so that to achieve the competitive advantage. That is why organizations seek to deliver the best value to their customers more quickly than their competitors. (Al- Romeedy,2019:1). However, in order for organizations to achieve strategic agility, they need to be flexible, adaptable,purposeful and coherent in their efforts due to the diverse competition they face. (Doz,2020:1). The components of strategic agility differ from organization to other since each organization has its unique characteristics that differentiates it from others in terms of their objectives, structure and internal values, hence is their uniqueness (Debellis et al., 2020:2). A strategically agile organization can adapt its culture to market changes, taking advantage of external deviations, by offering a new product or service. (Ahammad et al.,2020:1). Organizations are also required to become a place where knowledge is made through their generation and disseminating of knowledge. (Vagnoni & Khoddami,2016:2). Similarly, they need to be aware of the circumstances and strategic changes surrounding them so that to be able to frame strategic alternatives, communicate about them and develop them (Brannen & Doz 2012:78)

Strategic agility is defined as the ability to develop strategic alternatives and make well-thought-out decisions that are based on sound foundation in timely manner (Shin,2015:7), noting that organizations are able to build agility through prediction, response or imagination so that to make decisions and carry out strategic works in proper timings both proactively or as a response to continuous trends in the work environment (Glaister et al., 2015:1). Nevertheless, strategic agility could also be achieved through procedures that involve different components, resources and efficacies relevant to the conditions and results that the organization is seriously trying to bring about (Lengnick-Hall & Beck,2016:18).

(D'Aven, 1994:25) describes strategic agility as being the flexibility and the quickness that grant organizations the ability to change businesses in their response to changes occurring in their markets and while facing significant risks (Idris & Al-Rubaie,2013:71). Strategic agility is likewise linked to the organization's ability to see directions, predicting the future as well as the ability to respond appropriately (Gerald et al., 2020:42). Strategic agility was also put as "choosing and adopting the right configuration at the right time" (Bustinza et al., 2018:113), thus providing the speed and accuracy needed as prerequisites for organizational transformation and development of new business models (Vaillant & Lafuente,2019:9). Furthermore, it is defined as the organization's ability to review its strategies or adaptively rearrange its capabilities when faced with the business environment dynamics. Additionally, it is known as the organization's mechanism for managing unexpected changes and risks (Vagnoni & Khoddami,2016).

(Shin et al., 2015) defines it as the organization's strategic intention to achieve flexible processes, driven by management's focus on improving its competitive time-based

advantage of responsiveness and adaptability to customer needs and requirements. (kurniawan,2020:5). In addition to detecting and responding to a competitive business environment with ease, speed and versatility (Mavengere,2013:8). It also involves tactful sensing and responding with ease, speed and versatility to the business environment. (Mavengere,2014:100).

(Doz & Kosonen, 2010:371) studied several organizations in the Information and Communications Technology (ICT) sectors and then demonstrated strategic agility as the senior management's "thoughtful and meaningful interaction" (Brueller,2014:41). Strategic agility reflects the organization's ability to consistently adjust its strategic orientation and develop innovative ways to generate value (Ivory & Brooks, 2018:348), since it enables organizations to make rapid changes while maintaining their momentum, which in turn allows them to participate in efforts of self-renewal and that of undergoing strategic change with no environmental changes taking place (Clauss et al 2019:). On their part (Ivory & Brooks, 2018:347)suggested three dimensions that organizations need as: "the organization strong awareness of initial trends, its ability to make bold and quick decisions, and to know how to rearrange business systems and redistribute resources" (Gurkov et al., 2017:12).

Accordingly, three dimensions have been established, with the first one represented by "strategic sensitivity" which is the organization's ability to understand and absorb its external as well as internal environment, understanding changes through openness, sensing, insight and the seize of opportunities quicker than its rivals (Elali 2021:2). The second dimension was represented by the "collective commitment" i.e. the ability of the supreme team and organizational leadership to jointly make bold strategic decisions and implement them quickly, without getting involved in "win-lose" policies, while continuously carrying out their activities with high vitality (Vecchiato,2015:18). The third dimension was the "fluidity of resources", which is known as the organization's ability to attract, rearrange and then distribute resources quickly, in addition to possessing the skills and expertise that ensure their survival, sustainability of growth and competitive advantage (Arbussa et al 2017:2). Strategic agility, therefore, depends on the leaders' response to such competing demands (Lewis et al., 2014:60).

2.2. The Strategic Recovery as a Concept

The business environment in which organizations exist along with their activities face many serious challenges that have led to weakness and stagnation in the services provided by organizations, particularly after the economic crisis that began in (2008), as many organizations started facing difficult circumstances that in some cases were direct threats to their survival. This has revived the interest in strategies of business transformation and business recovery as organizations seek to improve their performance in times of recession, putting themselves in the best position to benefit from economic recovery. (Schoenberg et al., 2013:2). In fact, the management that is based on skills is considered a significant factor in the process of change, recovery and economic growth according to (Popescu,2021:184). Since organizations have creative intelligence and employees capable of carrying out works that could lead to a recovery in the country's economy, strategic recovery is viewed as being reasonable. However, in order to achieve that those employees or workers need to undergo training and they also need to have discipline, not to mention their need for a very solid foundation in order for profits to be made (Popescu, 2021:186). Recovery strategies can, in fact, be classified under titles of maintaining financial stability. Countries, during the first stage of the crisis tried to achieve stability of markets by injecting cash into banks of high level of "weak" assets. The second stage and particularly after the outbreak of sovereign

debts crisis in some European countries, was marked the adaptation of new indicators with the goal of achieving stability and governance in macroeconomic conditions (Yurtsever,2011). The concept of strategic recovery is one of the strategic concepts used in practice rather than being used within the theoretical and philosophical framework. According to (Schumacher,2016:118) recovery is seen as the most appropriate way to deal with shortages in service delivery and the provision of cash compensation in the event of service failure, which is usually achieved by employing apology strategies, and by responding quickly if they fail to provide them. In order to achieve effective and lasting results, the recovery stage needs to include the development of flexibility (Olariu,2017:26). Moreover, recovery is referred to as being the action that an organization takes to confront the possibility of a failure in service (Dutta et al 2007:352) .

According to (Berry et al. 1990), whenever the customer has a problem, his or her confidence in the organization is shaken even slightly. therefore, organizations respond by answering the question of how they recover services that have a lasting impact on their customers. Three possible results were identified in this regard (Dutta et al., 2007:354): (1) The customer complains but they are still satisfied about the organization's response. (2) The customer complains and they are not satisfied about the organization's response. (3) The customer does not complain to the organization and remains unsatisfied.

The concept of strategic recovery has therefore become closely related to the crises that the Organization faces as well as the actions it takes to restore its former status and maintain its reputation and market share (Leow,2015:67). Thus, understanding the market sector becomes a decisive issue to business use for organizations as it is one of the key factors involved in their strategic recovery plans (Putra,2021:15). Strategic recovery is always less concerned with learning as the goal is not necessarily linked to enhancing practices and procedures through a feedback-based learning process. This is due to the fact that the viewpoint behind strategic recovery stresses that some failures could be random, which is a possibility that may most likely be upon considering investments in new, sophisticated and uncertain industries (Egger,2010:1). Recovery strategies affect the position of customers in cases of direct damage (major i.e. permanent customers) and indirect damage (for contemporary customers). Therefore, it must be investigated as how recovery strategies are designed so that to urge positive responses and reduce negative ones between direct and indirect damage. (Casidy & Shin,2015:5). It is possible to verify recovery strategies, executing task-shifting rules so they are in harmony with the behavior of the workers (Colombo et al., 2012:276). Likewise, organizations have the ability to develop their strategic recovery systems so that to achieve outstanding performance through gradual improvements on dimensions (Fan. 2016:3). Several studies have shown the results associated with recovery strategies, (Maxham, 2001; McCollough et al.,2000; Smith et al., 1999). The focus of relevant researches on failure and recovery in the field of services that involve human interaction, has provided a number of ideas about the nature of cases of service failure and the effectiveness of specific recovery strategies (Forbes et al., 2005:281). The focus has been on the transition from a failed to a more successful path, which is referred to as "strategic recovery." Thus, strategic recovery is closer to strategic innovation in that it involves "recovering or replacing the attributes of an organization that has the potential to have a significant impact on its long-term prospects" (Agarwal & Helfat,2009:282).

(Steven et al.2017:57) noted that it is the defense plan adopted by the organization where it admits the problems it is facing, taking quick actions to handle them in order to strengthen its relationship with all beneficiaries of its products. (Stefan et al., 2009:253)

showed that strategic recovery is a set of actions through which the organization aims to solve problems, as well as to change and maintain the negative attitudes of unsatisfied customers. (Becker, 2000:527), on the other hand, defined it as actions designed and implemented to change the negative perceptions of unsatisfied customers so that to satisfy them. It was also described by (Kanousi, 2005:58) as being the organization's set of actions taken to address problems affecting its reputation from the point of view of customers, and therefore compensating them for the negative effects they may have had when dealing with their products. (Michel et al., 2009:253), while (Azab,2017:58) put it as the actions taken by logistics providers to manage customer complaints related to service failure.

Through the foregoing, strategic recovery could be defined, as a procedural definition for the purposes of this study, as processes and practices that provide information for the maintenance and improvement of infrastructure in order to bring about recovery that enables business organizations to be stable in terms of the vital services that they provide in order to maintain their market shares and to enhance their competitive advantages within the boundaries of the sector of their interests, as well as when they face challenges that impede the business. The importance of strategic recovery has been emphasized times and times again (Andrejić & Kilibarda,2017), and both (Migacz & Petrick, 2018) have stressed that with the habits of customers changing as they are no longer accepting low-quality services or failures within the competitive environment of services provided, it becomes mandatory that service providers set emergency plans in case of failures that aim at satisfying customers, noting that the failure to provide service and the failure to recover would push costumers to change the service providers they deal with (Gülfem Gidener & Ali Deveci,2020:37).

Thus, the greater the disruption of the service, the more the dissatisfaction about it, and at the same time, the more difficult it is to satisfy customers with recovery strategies (Hur & Jang,2016:6). Therefore,the sooner the planners of strategic recovery deal with those failures in short periods of time, the earlier they become capable of identifying the underlying causes of those failure, preventing their reoccurrences in the future, which in turn will help maintaining the quality of service provided (Özaydin,2016:486). Organizations also have significant information on recovery strategies, behavior patterns, and response to the ever-changing situation (Perlman & Benton:2012:6). Therefore, it is possible to set the goals ofstrategic recovery (Josh,2017:306) as follows:

1. Identifying the basic frameworks for cases and the mechanism through which the current situation is assessed.
2. It involves the transparent exchange of information and statistics regarding revenues among different parts of the organization.
3. Strategic recovery helps reduce complaints by seeking to know and resolve differences between employees and the organization.
4. Setting the overall recovery plan with all its associated complementary sub-plans.
5. It helps precisely set time frames to review and present recovery plans to ensure successful implementation of those plans.
- 6 .Improving the quality of services provided to customers to ensure their satisfaction.

It's useful to explore ways in which recovery strategies could be employed (Lipp & Helfrich,2016:640), noting that recovery strategies identify the actions to be taken by service providers in order to respond to defects or failures. The most common and employed dimensions include **apology**, which is considered the baseline and will be presented in all recovery strategies. Then comes **compensation** as the organization tries to make gains, in the form of recovery, to compensate for the loss of the customer. Finally, there is **assistance** that represents a range of actions taken by the organization to identify its problems, which affect customer attitudes, handling them as soon as they arise (Karande,2007:187). Accordingly, organizations need to employ the dimensions of appropriate recovery strategies in order to keep their customers while reducing the chances of losing them to the competition at the same time. Consequently, it is vital for the organization to have its own recovery strategies that include actions that aim to solve the problems of their customers, eliminating negative attitudes of the unsatisfied customers and at the same time building a long-term relationship between customers and the organization (Wahab and Norizan,2012:99).

Some studies that are based on recovery strategies focus on two main dimensions: economic recovery and social recovery, with money compensation and discounts on future purchase being examples on the economic recovery. Regardless of whether failures cause economic losses or psychological suffering, economic recovery provides direct and quantifiable compensation. Social recovery, on the other hand, includes providing explanations and apologies that can relieve customers and compensate for their psychological suffering (Zhou et al.,2014:2481).

3. Methodology

3.1 Community and Sample of Research

The community of the research comprised all those working in hospitals of Baghdad's Rusafa Health Department of the Iraqi Ministry of Health. The objective of the questionnaire was to measure the extent to which they understand strategic agility, hence the quickness of response, recovery and compensation. The questionnaire was distributed over a proportional class representative of the research community of those working in hospitals of the Baghdad's Rusafa Health Department in the mentioned ministry.

Based on that, the research sample was picked up as being made of those individuals who were more capable of providing information relevant to the study in comparison to those working in lower administration. A (110) questionnaire copies were handed over to ensure the greatest sample possible, out of which (103) copies were retrieved, which makes (93.6%) of the entire number of copies distributed, while cancelling (8) copies as being invalid. Thus, the final number of valid questionnaire copies that could be analyzed were (95), which in turn made (86.4%) of all the copies distributed originally. Table (1) shows the distribution of the study sample in the light of different variables.

Table (1) distribution of the study sample

| Gender | Number | Percentage | Academic level | Number | Percentage |
|--------|--------|------------|-----------------|--------|------------|
| Male | 69 | % 72.6 | Bachelor degree | 85 | % 89.4 |
| Female | 26 | % 27.4 | High Diploma | 3 | % 3.2 |

| | | | | | |
|----------------|-----------|---------------|--------------------|-----------|---------------|
| Total | 95 | %100 | Master degree | 3 | % 3.2 |
| | | | Ph.D. degree | 4 | % 4.2 |
| | | | Total | 95 | %100 |
| Age | Number | percentage | Years in service | Number | percentage |
| 30 and younger | 19 | % 20 | 5 years or less | 11 | % 11.6 |
| 31- 40 | 31 | % 32.6 | 6-10 years | 18 | % 18.9 |
| 41-50 | 38 | % 40 | 11-15 years | 45 | % 47.4 |
| 50 and older | 7 | % 7.4 | More than 16 years | 21 | % 22.1 |
| Total | 95 | %100 | total | 95 | %100 |

3.2 The Tool of the Research

The study questionnaire was consisted of two main parts: the first one dealt with the strategic agility dimensions, where (Mavengere,2013, Oventhal,2016) scale was adopted to prepare the relevant phrases. The strategic agility was measured according to the three dimensions of (strategic sensitivity, collective commitment and fluidity of resources) and that through (14) phrases distributed over the mentioned dimensions. The second main part dealt with the strategic recovery dimensions, where (David Drewery,2013,Jung,2015) scale was adopted in order to prepare the relevant phrases. The strategic recovery was measured according to the three dimensions of (apology, compensation and assistance ((i.e. the neutralization of problems) and that by means of (12) phrases distributed over the relevant dimensions.

3.3. Validity and Consistency of the Research Tool:

In order to verify the validity of the search tool phenomenon, the research tool, its objectives and hypotheses were presented before members of faculty specialized in business administration to ensure that each paragraph was relevant to the dimension to which it belonged, as well as the degree of clarity of each paragraph, the integrity of its language formulation, and its appropriateness to achieve the goal for which it was set. All the arbitrators' observations have been taken into account where amendments to the questionnaire and its phrases were made.

To verify the consistency of the search tool, it was distributed to a sample from outside the search sample. The verification sample was made up of (25) staff members of the Baghdad's Rusafa Health Service hospitals. The coefficient of the internal consistency was calculated using the Cronbach's Alpha and it was found that the overall coefficient of consistency was (0.921), with all values confirming that the research tool was acceptable in terms of the internal consistence and therefore the results of the study could be circulated to the research community.

4. Results of Analysis

4.1 Descriptive Analysis of the Research Data:

4.1.1. Dimensions of Strategic Agility

Table (2) clearly shows the increase in the strategic agility level in hospitals, with an arithmetic median of (3.60) and a standard deviation of (0.566), which is indicative of the interest of those hospitals in the strategic agility. Moreover, the table highlights the availability of all dimensions of strategic agility. The dimension was the “fluidity of resources” ranked first in terms of the highest dimensions available as it came with an arithmetic median of (3.80) and a standard deviation of (0.549), followed by the “strategic sensitivity” that ranked second with an arithmetic median of (3.59) and a standard deviation of (0.694). Finally came the dimension of “collective commitment” that ranked third with an arithmetic median of (3.47) and a standard deviation of (0.657). We notice how close to each other the arithmetic medians of the strategic agility dimensions, which in turn indicates the interest of hospitals in providing the all the dimensions without favoring one over the others.

Table (2) Dimensions of Strategic Agility

| Phrases | Arithmetic Mean | Standard Deviation | Order |
|---|-----------------|--------------------|----------|
| strategic sensitivity | 3.59 | 0.694 | 2 |
| collective commitment | 3.47 | 0.657 | 3 |
| fluidity of resources | 3.80 | 0.549 | 1 |
| Overall arithmetic mean for the Strategic Agility | 3.60 | 0.566 | |

4.1.2. Dimensions of Strategic Recovery

Table (3) shows that hospital staff are clearly and significantly practicing strategic recovery, with an arithmetic median of (3.84) and a standard deviation of (0.502). As for the strategic recovery dimensions, the first one was the dimension of “compensation” as it ranked first with an arithmetic median of (4.00) and a standard deviation of (0.558), followed by the dimension of “assistance – the neutralization of problems” with an arithmetic median of (3.77) and a standard deviation of (0.631). Finally came the “apology” dimension with an arithmetic median of (3.76) and a

Table (3) Dimensions of Strategic Recovery standard deviation of (0.633).

| Phrases | Arithmetic Mean | Standard Deviation | Order |
|--|-----------------|--------------------|----------|
| apology | 3.76 | 0.633 | 3 |
| compensation | 4.00 | 0.558 | 1 |
| assistance | 3.77 | 0.631 | 2 |
| Overall Arithmetic Mean for the Strategic Recovery | 3.84 | 0.502 | |

4.2 Results of Coefficient of Correlation

Table (4) shows the value of coefficients of correlation between strategic agility and strategic recovery. It also shows a direct relationship of significance between the independent and the dependent variables, as results show a strong direct relationship of significance between strategic agility and strategic recovery for those working in the referred to hospitals, with the coefficient of correlation being (0.736).

Table (4) the Relationship between Strategic Agility and Strategic Recovery

| Relationship | Value of Coefficient of | Sig | Degree of Correlation |
|--------------|-------------------------|-----|-----------------------|
| | | | |

| | Correlation | | |
|--|----------------|--------------|--------------------------|
| The relationship between strategic sensitivity and the Strategic Agility | 0.621** | 0.000 | High Significance |
| The relationship between the collective commitment and the Strategic Agility | 0.675** | 0.000 | High Significance |
| The relationship between the fluidity of resources and the Strategic Agility | 0.662** | 0.000 | High Significance |
| The relationship between the Strategic Agility and Strategic Agility | 0.736** | 0.000 | High Significance |

Concerning the relationship between the dimensions of strategic agility and strategic recovery, the results shown in the table highlighted the existence of a direct relationship of significance between the three dimensions of strategic agility and the strategic recovery, with the relationship between collective commitment and strategic recovery being the strongest one, with a coefficient of correlation of (0.675), which is the highest one, followed by the relationship between the fluidity of recourses and strategic recovery that had a coefficient of correlation of (0.662), which also a strong correlation. Then came the relationship between the strategic sensitivity and strategic recovery with a coefficient of correlation of (0.621).

4.3. Testing Hypotheses of the Research

The Main Hypothesis

4.3.1. “Strategic agility has an influence of significance over strategic recovery within the sample of hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)”.

Results shown in table (5) show & Figure (2) - according to the opinions of the study sample – that strategic agility has an influence of significance over the strategic recovery within the hospitals of the aforementioned ministry, with a coefficient of correlation (R) of (0.736) and at a level of significance of ($\alpha > 0.05$). The coefficient of determination (R^2) was (0.541), which means that the independent variable (strategic agility) explains (54.1%) of the changes occurring to the dependent variable of (strategic recovery).

Moreover, the results of the analysis showed that the adjusted coefficient of determination (Adjusted R^2) reached (0.536), which reflects the level of interest in the strategic agility after eliminating the standard error values resulted from strategic recovery.

Table (5) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the Strategic Agility on the Strategic Recovery

| dependent | Model | ANOVA | Coefficients |
|-----------|-------|-------|--------------|
|-----------|-------|-------|--------------|

| variable | Summary | | | | Level of Significance Sig* | Size of Effect β for Strategic Agility | Calculated T | Level of Significance Sig* |
|--------------------|---------------|--|--|---------------|----------------------------|--|--------------|----------------------------|
| Strategic Recovery | Correlation R | Coefficient of Determination (R ²) | Adjusted Coefficient of Determination (Adjusted R ²) | Calculated F | 1 | 0.736 | 10.530 | 0.000 |
| | 0.736 | 0.541 | 0.536 | 110.876 | 94 | | | |
| | | | | Regression | 95 | | | |
| | | | | The remaining | | | | |
| | | | | Total | | | | |

* The influence is statistically significant at the level of $\square\square\square\square(0.05)$

The results of the analysis of coefficients of regression also showed that the effect size value (β) was (0.736) for strategic agility, meaning that a change in strategic agility by one unit would lead to a change in the strategic recovery value by (0.736). The value of coefficient of variance (F) confirmed a function of significance of (110.876) which is a function at a level of significance of (0.000), noting that the level of significance was estimated at (0.000) which is less than (0.05). accordingly, a relationship of significance exists between strategic agility and strategic recovery.

Thus, the main hypothesis of the research which states that “Strategic agility has an influence of significance over strategic recovery within the sample of hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)” is accepted because the level of significance did not exceed (0.05) which is the level of significance adopted in this research. Also, according to the results of the simple regression analysis of the strategic recovery in relation to the strategic agility, it becomes clear the existence of a variance in relative importance in terms of effect size of the influence of strategic agility on strategic recovery.

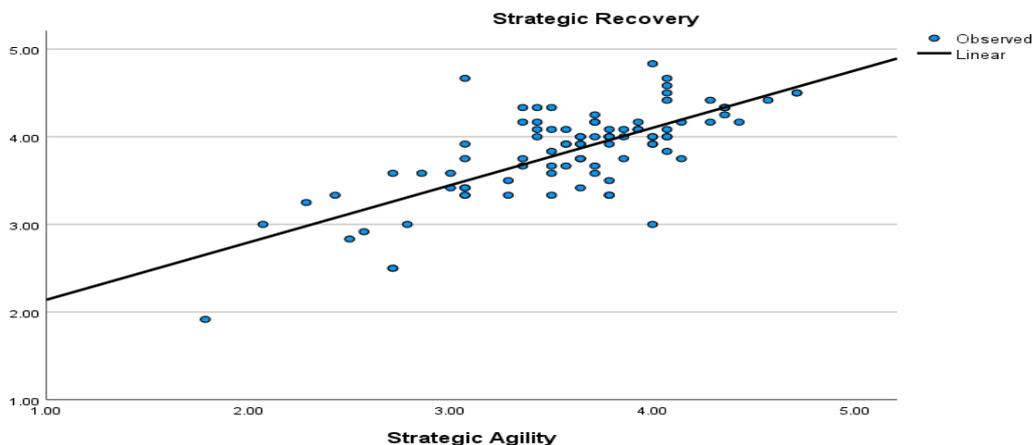


Figure (2)

First Sub-Hypothesis

4.3.1.1. “Strategic sensitivity has an influence of significance on strategic recovery within the sample of the research in hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)”

The results shown in table (6) & Figure (3), which are based on the opinions of the study sample, indicates the existence of an influence of significance for the strategic sensitivity on strategic recovery, with a coefficient of correlation (R) of (0.621) and at a level of significance of ($\alpha > 0.05$). The results also showed a coefficient of determination (R^2) of (0.385), which means that the independent variable of (strategic sensitivity) explains (38.5%) of the changes occurring to the dependent variable of (strategic recovery). Likewise, the results of analysis showed that the adjusted coefficient of determination (Adjusted R^2) was (0.379), which reflects the pure interest in the strategic sensitivity after eliminating the standard error values upon achieving the strategic recovery.

Table (6) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the strategic sensitivity on the Strategic Recovery

| dependen t variable | Model Summary | | | ANOVA | | | Coefficients | | | |
|------------------------|---------------|--|---------------------------------------|---------------|-----------------------|-----------------------------|--|--------------|-----------------------------|--------------|
| | Correlation R | Coefficient of Determination (R^2) | Adjusted Coefficient of Determination | Calculated F | Degrees of Freedom DF | Level of Significance Sig.* | Size of Effect β for Strategic Agility | Calculated T | Level of Significance Sig.* | |
| Strategic Recovery | 0.621 | 0.385 | 0.379 | 58.942 | Regression | 1 | strategic sensitivity | 0.621 | 7.677 | 0.000 |
| | | | | | The remaining | 9 | | | | |
| | | | | | | 4 | | | | |
| | | | | | Total | 9 | | | | |
| | | | | | | | | | | |

* The influence is statistically significant at the level of $\square\square\square\square\square$ **0.05**)

Furthermore, the results of analyzing the coefficient of regression showed that the effect size value (β) for the strategic sensitivity came at (0.621), which means that a change in the strategic sensitivity by one unit would lead to a change in the strategic recovery by (0.621). The value of the coefficient of variance (F) confirmed its existing that reached (58.942), which is a function at the level of significance of (0.000), noting that the level of significance was estimated to be (0.000) which is less than (0.05). accordingly there is a relationship of significance between strategic sensitivity and strategic recovery.

Accordingly, the first sub-hypothesis that states “Strategic sensitivity has an influence of significance on strategic recovery within the sample of the research in hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)” is accepted. Moreover, the results of the strategic recovery’s simple regression analysis in relation to the strategic sensitivity reveal a variance in relative importance of the strategic sensitivity on strategic recovery.

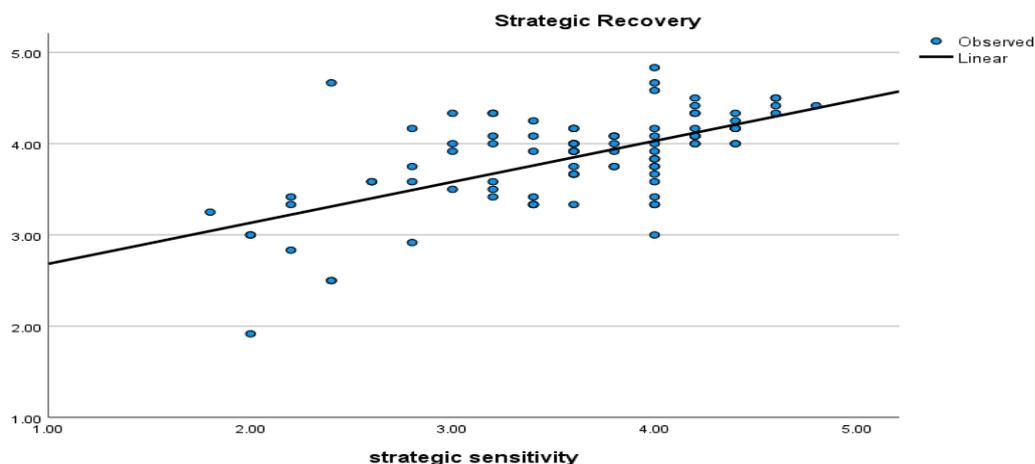


Figure (3)

The Second Sub-Hypothesis

4.3.1.2 “Collective commitment has an influence of significance on strategic recovery within the sample of the research in hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)”.

The results shown in table (7) & Figure (4) which are based on the opinions of the study sample indicate that the collective commitment has an influence of significance on strategic recovery, with a coefficient of correlation (R) of (0.675) at a level of significance of ($\alpha > 0.05$). The coefficient of determination (R^2) came at (0.455) which means that the independent variable of (collective commitment) explains (45.5%) of the changes occurring to the dependent variable of the (strategic recovery). Likewise, the results of analysis showed that the adjusted coefficient of determination (Adjusted R^2) came at (0.450), which reflects the pure interest in the collective commitment after eliminating the standard error values resulted from achieving the strategic recovery.

Furthermore, the analysis of the coefficients of regression showed that the effect size value (β) for the collective commitment came at (0.675), which means that a change in the collective commitment by one unit would lead to a change in the strategic recovery by (0.675).

The value of the coefficient of variance (F) confirmed its significance that reached (78.630), which is a function at a level of significance of (0.000), noting that the level of significance was estimated to be (0.000) which is less than (0.05), which in turn confirmed that existence of a relationship of significance between collective commitment and strategic recovery within the aforementioned hospitals.

Accordingly, the second sub-hypothesis that states “Collective commitment has an influence of significance on strategic recovery within the sample of the research in hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)” is accepted. Likewise, the analysis results of the strategic recovery’s simple regression on the collective commitment showed a variance in relative importance in terms of the effect size of the collective commitment on strategic recovery.

Table (7) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the collective commitment on the Strategic Recovery

| dependent variable | Model Summary | | | ANOVA | | Coefficients | | | |
|--------------------|---------------|--|--|-----------------------|----------------------------|--|-----------------------|----------------------------|-------------|
| | Correlation R | Coefficient of Determination (R ²) | Adjusted Coefficient of Determination (Adjusted) | Degrees of Freedom DF | Level of Significance Sig* | Size of Effect β for Strategic Agility | Calculated T | Level of Significance Sig* | |
| Strategic Recovery | 0.675 | 0.455 | 78.630 | Regression | 1 | 0.000 | collective commitment | 8.86 | 0.00 |
| | | | | The remaining | 9 | | | | |
| | | | | | 4 | | | | |
| | | | | Total | 5 | | | | |

* The influence is statistically significant at the level of $\alpha < 0.05$

Furthermore, the analysis of the coefficients of regression showed that the effect size value (β) for the collective commitment came at (0.675), which means that a change in the collective commitment by one unit would lead to a change in the strategic recovery by (0.675).

The value of the coefficient of variance (F) confirmed its significance that reached (78.630), which is a function at a level of significance of (0.000), noting that the level of significance was estimated to be (0.000) which is less than (0.05), which in turn confirmed that existence of a relationship of significance between collective commitment and strategic recovery within the aforementioned hospitals.

Accordingly, the second sub-hypothesis that states “Collective commitment has an influence of significance on strategic recovery within the sample of the research in hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)” is accepted. Likewise, the analysis results of the strategic recovery’s simple regression on the collective commitment showed a variance in relative importance in terms of the effect size of the collective commitment on strategic recovery.

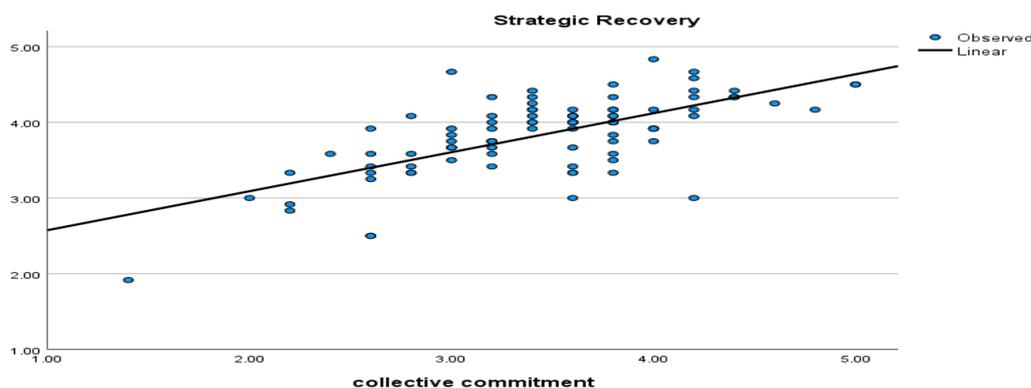


Figure (4)

The Third Sub-Hypothesis

4.3.1.3 “fluidity of resources has an influence of significance on strategic recovery within the sample of the research in hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)”

The results shown in table (8) & Figure (5), which are based on the opinions of the study sample, indicate that the fluidity of resources has an influence of significance on strategic recovery in the aforementioned hospitals, with a coefficient of correlation (R) of (0.662) at a level of significance of ($\alpha > 0.05$). The coefficient of determination (R^2) came at (0.439) which means that the independent variable of (fluidity of resources) explains (43.9%) of the changes occurring to the dependent variable of the (strategic recovery). Likewise, the results of analysis showed that the adjusted coefficient of determination (Adjusted R^2) came at (0.433), which reflects the pure interest in the fluidity of resources after eliminating the standard error values resulted from achieving the strategic recovery.

Table (8) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the fluidity of resources on the Strategic Recovery

| | Model Summary | | | ANOVA | | Coefficients | | |
|--------------------|---------------|--|---|-----------------------|-----------------------------|--|--------------|-----------------------------|
| | Correlation R | Coefficient of Determination (R^2) | Adjusted Coefficient of Determination (Adjusted R^2) | Degrees of Freedom DF | Level of Significance Sig.* | Size of Effect β for Strategic Agility | Calculated T | Level of Significance Sig.* |
| dependent variable | | | | | | | | |
| Strategic Recovery | 0.662 | 0.439 | 0.433 | Regression | 1 | fluidity | 0.66 | 8.57 |
| | | | | The remaining | 9 | of resource | 2 | 3 |
| | | | | Total | 9 | s | | 0 |
| | | | | | 5 | | | |

* The influence is statistically significant at the level of $\square\square\square\square\square$ **0.05**

Furthermore, the analysis of the coefficients of regression showed that the effect size value (β) for the fluidity of resources at (0.662), which means that a change in the fluidity of resources by one unit would lead to a change in the strategic recovery by (0.662). The value of the coefficient of variance (F) confirmed the significance of this variance that reached (73.490), which is a function at a level of significance of (0.000), noting that the level of significance was estimated to be (0.000) which is less than (0.05), which in turn confirmed that existence of a relationship of significance between fluidity of resources and strategic recovery within the aforementioned hospitals.

Therefore, the second sub-hypothesis that states “fluidity of resources has an influence of significance on strategic recovery within the sample of the research in hospitals of Baghdad’s Rusafa Health Office at a level of significance of ($\alpha > 0.05$)” is accepted. The analysis results of the strategic recovery’s simple regression on the fluidity of resources showed a variance in the relative importance in terms of the effect size of the fluidity of resources on strategic recovery.

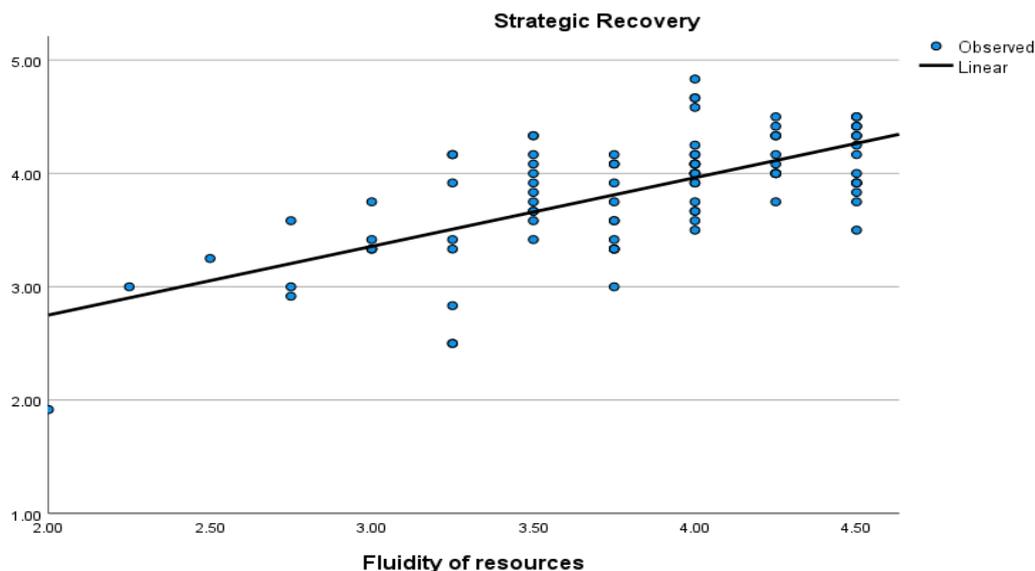


Figure (5)

First: Conclusions:

1. The results showed a significant increase in the interest in strategic agility which was clear through its adoption by the referred to hospitals in their work, as they work to monitor the external environment to predict what will happen proactively, while employing the dimensions of strategic agility to support and improve their sustainable competitive advantages due to the importance of their role in achieving the main objectives and strategies they seek.

2. The results revealed the existence of a correlation of significance between strategic agility and strategic recovery, as it was found that the presence of agility enhances strategic recovery, since agility supports and encourages the human competencies needed by the organization to grow in light of the continuing and unexpected changes in the work environment, deducing what is needed to achieve distinctiveness in the field of work of the organization.

3. The results revealed the existence of a correlation of significance between dimensions of strategic agility and strategic recovery, since dimensions of (collective commitment and fluidity of resources) achieved the highest degree of correlation to strategic recovery as was shown by the results of the study, which in turn indicates that the organization had the ability to adapt its strategies in a way that enable it to face all changing circumstances while being able to tune its recourses with the required objectives based on the strategic requirements of the labor market so that to serve its customers, adding an outstanding value to them, thus contributing to its strategic recovery.

4. Strategic agility effectively influence the strategic recovery of organizations, indicating that the more attention is paid to strategic agility, the greater the opportunity for

organizations to operate proactively and then recover strategically in order to be strategically agile in the ever-changing labor market.

Second: The Recommendations

1. Researched hospitals should strengthen their ability to detect changes in the opportunities and threats in the surrounding environment so that to be able to respond quickly by rearranging resources and operations by relying on the elements of response and knowledge management. Thus, an executive aspect has been added to the strategic aspect of the concept of strategic agility, as this will improve the activities to be implemented by reducing the incidence of problems to upgrade the researched hospitals sample.

2. Strategic sensitivity requires clarity of perception, as well as a transparent flow of information between employees and organizations in their daily operations. It also requires a strong awareness of the strategic developments with much attention to be paid to it, and an increased awareness of external dynamic changes by senior managers, in addition to identifying their need for new business models so that to be to able to renew and transform in a timely manner.

3. Researched hospitals have to seek a reduction in the time required to restructure internal resources by responding quickly to strategic changes, since resources are often rare in high-competition environments, and they could also be slow to adapt and get shortly outdated due to the rapid changes of the labor environmental. Accordingly, all possibilities must be taken into account by the organization's management so as to make internal resources more liquid and adaptable to the competitive environment of the organization.

4. keenness to coordinate between senior managements of the hospitals and their departments in order to keep up with the sudden changes of the environment and to prepare to invest all available possibilities and enhance their role to accept and enroot the culture of change while maintaining the smoothness of work under all circumstances and events.

5. Research hospitals are required to quickly rearrange activity systems and redistribute their resources. They can build strategic agility by separating strategy from structure to ensure rapid deployment of resources, and preparing the staff in a way that enables effective implementation of strategic objectives, in addition to allocating resources for standard operations and activities including incentives necessary for the continuation of cooperation.

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