

# **The Effect of Organizational Agility on Organizational Performance**

## **(An Empirical Study on the General Authority for Investment and Free Zones (GAFI))**

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### **ABSTRACT**

*Rapid changes that are happening in the market oblige any organization to be agile for its performance to be enhanced in the investment sector. Organizational agility (OA) is a complex and multidimensional concept. One of the challenges in researching organizational agility (OA) is its unified definition and concept. Organizational performance (OP) is becoming a generally acknowledged and used concept. It quickly extended from the developed world to the developing countries, from the private sector to the public sector. Organizational agility is extremely important for an organization's performance to improve. So, for any organization to improve its performance, its employees must be agile.*

*The purpose of this research is to study the effect of organizational agility on organizational performance and to identify the level of organizational agility and organizational performance at the General Authority for Investment and Free Zones (GAFI). Moreover, it highlighted the significant role of organizational agility in improving organizational performance in the investment sector in Egypt. Furthermore, it assessed the degree to which organizational agility influenced organizational performance.*

*A research questionnaire was conducted on-site with 110 of the top, middle, and frontline levels of management. Only 100 responses were valid and used in our evaluation. The research has shown the importance of organizational agility and its strong correlation with organizational performance. Also, the results revealed that there is a statistically significant effect of organizational agility and its dimensions (strategy, speed, innovation, flexibility, and employees' skills) on organizational performance.*

*The research recommended that GAFI should have a more agile mindset among all its employees, whether they are from the top, middle, or first management levels, for the best performance by providing expertise who can give training, lectures, and seminars that deliver the concept of how to have an agile mindset.*

### **KEYWORDS**

*Organizational Agility (OA), Organizational Performance (OP), GAFI, Investment Sector, Egypt*

## 1. INTRODUCTION

In today's hypercompetitive and quickly changing markets, it may be somehow difficult for some organizations or businesses to stay adaptive and competitive. This is due to the unstable and turbulent environment and the challenges they keep facing, for instance, globalization, technological advancements, the emergence of new markets, and competition (Zitkiene & Deksnys, 2018). It is also said that agility means "an organization with extraordinary internal capabilities, such as hard and soft technology, human resources, educated management, and information to fulfill the market's changeable needs" (Najrani, 2016).

Hence, it is crucial for organizations to possess such a significant organizational characteristic as organizational agility (OA). Organizational agility (OA) is the ability of an organization to deal with unforeseen changes in the environment along with quick and creative responses, where these responses or solutions help the organization positively and make it adapt to these changes effectively. OA is now considered a key tool for maintaining a competitive advantage in the market. Both big and small businesses need OA for them to adapt, modify, and compete globally. Moreover, OA was interpreted as a manufacturing system that can meet the needs of a turbulent marketplace by switching between products quickly to cope with the customers' needs. OA depends on four main dimensions: cost, time, quality, and scope. Any organization that wants to enhance its OA level must combine these dimensions and adapt to the customers' needs and the changing marketplace (Zitkiene & Deksnys, 2018).

Agility was first applied in the production departments of organizations in the early days of the 1990s, but now it is applied throughout all the departments of an organization, for example, the human resources department, the management department, and the finance department (Akkaya & Tabak, 2020).

It has been shown that OA can improve durability, which is the capacity of an organization to recover from crises brought on by any internal or external changes. Additionally, modern firms seek corporate sustainability performance, where customers, government regulations, environmental activists, and suppliers are the motivators and drivers for coordinating business goals with sustainability (Mrugalska & Ahmed, 2021). The ability to adapt as an organization is essential to its survival in the modern world. The rise of companies that rely on digital capabilities, like Amazon, Google, or Tesla, and their capacity to adapt to shifting physical markets, as well as recent challenges, such as the disruptions that many businesses faced because of the COVID-19 pandemic and governmental regulations that compel organizations to contribute to climate change mitigation, are all evidence of this. Organizations are compelled to alter or decline in each situation, usually in a way that they could not foresee a few years ago (Renzl et al., 2021).

Organizational performance (OP) has been defined as a statistic that measures the efficiency and effectiveness of a firm's past actions by collecting, gathering, sorting, analyzing, evaluating, and publishing actual data. It has also been defined as "the accomplishment of organizational goals linked to profitability, sales, and market share growth, as well as the achievement of overall business strategic objectives." Furthermore, it is described as the company's long-term welfare and development in comparison to its competitors (Chienwattanasook & Jermittiparsert, 2019). OP is considered a multidimensional construct that assesses and determines the position of an organization. OP is one of the main levels of performance in any organization along with financial performance and business performance. Additionally, the higher the customers' satisfaction level, the higher the OP level in an organization (Alghamdi, 2018).

OP represents a state of competitiveness attained through a level of effectiveness and productivity that ensures its strong presence in the market, considering the multiform and complex interaction between numerous factors. As a result, performance may be described as the assessment of the constituents that tries to gauge the aptitude and ability of a corporation to meet the constituents' ambition levels using effectiveness or social referent criteria. Technical and technological potential, equipment quality, know-how, employee qualification, and productivity level are all factors that determine the present and future competitiveness of the enterprise and, hence, its financial performance through financial policies (Doval, 2020).

The ability of leaders to build a collaborative workplace culture and manage a team determines the performance of an organization. To provide solutions to problems that need to be resolved as professionally as possible, participants in team activities must emotionally engage and show awareness. The effectiveness with which an organization may place itself in the market for businesses using knowledge, resources, and human and financial capital is referred to as OP.

The effectiveness of an individual can have a short-, medium-, or long-term positive or negative impact on the effectiveness of the entire organization (Conțu, 2020).

In today's marketplace, OP has a vital role for organizations, specifically those that have high competition. OP can be attained through the efforts of employees individually and in departments. When an organization can effectively meet its goal, it has strong OP. Moreover, if the OP in an organization is high, consequently, the organization's profits will rise (Rehman et al., 2019). The long-term success of a company depends on OP. OP is a crucial outcome variable in business and management research, with applications in everything from marketing and human resources to international trade, strategy, and information systems (Bashir, 2022).

When it comes to flexibility and adaptability, OA can be seen as the state of OP and is reachable through an organization's activities. OA is crucial to the success of an organization because it equips staff with knowledge, advanced skills, organizational restructuring, and the use of cutting-edge technology. OA is a proactive management approach that aims to preserve the organization's resources, promptly fulfill customers' demands, and, more importantly, generate OP. The idea of OA is derived from the performance traits of an agile organization and is based on two related ideas, "organizational flexibility" and "organizational adaptability." The ability of an organization to quickly adapt to its business environment is influenced by its form, structure, and level of formalization, according to the field of OA (Nafei, 2016).

Organizations in these difficult times struggle to maintain and increase performance while still being competitive in the volatile market environment. Markets that are complicated, unpredictable, and marked by rapid change define the environment in which enterprises operate. Strategic planning has historically been used by organizations to adapt to change, but today's rapid and difficult-to-understand change makes it impossible for this approach to work because of its lengthy chains of command. Bureaucracies are unable to respond quickly enough to opportunities in a volatile, unpredictable, complex, and ambiguous (VUCA) market. The COVID-19 problem puts strain on the majority if not most, enterprises, and as such, it might be a perfect opportunity to increase agility. Many businesses strive to produce strong OP (Nethavhani, 2022).

Therefore, OA leads organizations to reorganize their routines according to the changes that always happen in the market, which will eventually help the organizations acquire enhanced performance. If agility is applied efficiently and effectively in an organization, it will cause an increase in product customization, decrease costs, and surely expand the performance catalog (Gyemang & Emeagwali, 2020).

## 2. LITERATURE REVIEW

### *2.1 Organizational Agility: -*

Although many studies disagree on how to define OA, most of them agree that it is fully prepared to face volatile circumstances because of the dynamic nature of the competitive environment, because it requires organizations to have non-traditional flexible, and dynamic to deal with these changes and to be in a high degree of awareness to seize the various opportunities, meet the current challenges (Al- Hakim et al., 2017).

OA is a two-dimensional term that involves a change in a firm's product and service offerings (a) degree of variety and/or (b) rate of variety production for detecting and adjusting to external changes. There are three strategic activities that show numerous ways for a firm's agility to gain a competitive edge. The first activity is to focus on flexibility or speed as the primary goals, the second activity is to alter between the two while that is being confined by trade-off borders, and the third activity is to overcome trade-off borders to concurrently increase flexibility and speed (Singh et al., 2013).

#### *2.1.1 Concept of Organizational Agility: -*

Groenewald et al. stated that organizations under constant pressure to quickly adjust to shifting market conditions, advances in technology, and pressure from competitors. The idea of organizational agility has attracted a lot of interest from the academic and professional groups in response to these difficulties. The ability of an organization to detect changes in its surroundings, react quickly, and modify its procedures, tactics, and structure in order to obtain a

competitive edge is known as organizational agility (Groenewald et al., 2024). Turi et al. defined organizational agility is the ability to respond quickly to customers' needs and demands. It encourages rapid adjustments, adaptation and adoption in response to market and customer changes (Turi et al., 2023).

For organizations to survive and thrive in a volatile environment marked by frequent and abrupt changes, OA has become a critical skill. Munteanu viewed OA as a bare minimum requirement for organizations looking to compete in their sector. The role that OA plays in adapting to change or seizing environmental opportunities, in gaining a competitive advantage, and others have highlighted the need for agile human resources, is how most authors have defined OA. OA is defined by the presentation of its traits and advantages over traditional organizations in many different works at the same time (Munteanu, 2019).

Nafei defined OA as a new paradigm for engineering competitive organizations, and it is a method for responding to changes. On the other hand, the founders of the concept of agility at the Iacocca Institute of Lehigh University in the US, defined OA as a manufacturing system that has capabilities, such as technologies, human resources, management, and/or information, that help meet the swiftly ever-changing needs of the market (Nafei, 2016).

Al-Hakim, Thabit, and Al-Nasrawi stated that OA is an organization's strategic ability to adapt and manage diverse environmental changes by introducing several new and innovative ideas and models to increase and produce additional value for the organization (Al-Hakim et al., 2017).

Walter defined OA that it expresses a company's set of capabilities for thriving and prospering in an unpredictable and rapidly changing environment. Regardless of the sector, managers agree that OA is a critical success factor that determines how competitive a company will be in today's volatile business environment (Walter, 2020).

Agility is generally considered a hidden capability rather than an obvious organizational practice. Although this conceptual approach makes sense, it might also be helpful to see OA as a process or a collection of behaviors that are not necessarily linked to capabilities. The concept of agility is made clearer when it is seen as a capability, i.e., it is an organizational-wide phenomenon. Most empirical phenomena are referred to by the term "agile." Agility, on the other hand, refers to an organizational phenomenon that deals with environmental dynamics and how organizations respond to such dynamics (Renzi et al., 2021).

Whereas various researchers contradicted to clarify the concept of OA, most of them agreed that it is when an organization is ready to face any circumstances that may be caused by the competitive environment, and this requires the organization to have an extraordinarily flexible and dynamic attitude to deal with these circumstances or changes. Moreover, an organization needs to be aware to seize opportunities, meet current challenges, and seek future opportunities (Al-Hakim et al., 2017).

According to Khoshlahna and Ardabilia, the ability of the company to adapt to change is the key component of agility. They pointed out that the a priori concept of change is challenged by this typical description of agility. The authors claim that this is the fundamental cause of most recommended measures being unable to predict how the company will respond to change. Agility includes many forms of flexibility as well as the capacity to undertake unplanned new activities in response to unpredictable changes in market demands or unexpected consumer requests (Khoshlahna & Ardabilia, 2016).

To conclude, OA is the ability of an organization to be flexible and respond quickly to any changes in the market, such as the coronavirus or the change in the customers' preferences and needs, and when an organization is agile, it will surely acquire a competitive advantage in the market.

### ***2.1.2 Importance of Organizational Agility: -***

OA is particularly important because it helps in the growth of organizations by providing skills of prominent levels, improved knowledge practices, and advanced technological usage. OA focuses mostly on flexibility and speed for a company to be agile. In addition, OA can be applied in any sector. OA lets an organization have better performance since it allows the organizations to reorganize and reorder their routines to cope with the changing environments (Gyemang & Emeagwali, 2020).

Furthermore, the importance of OA in a company is predicated on equipping staff with advanced skills, reorganizing organizational processes, and taking advantage of contemporary technologies. Any corporation today will find themselves operating in an extremely complicated and dynamic environment. To be competitive, the business needs new strategies, systems, and working techniques in addition to flexible human resources (Abdel-Qader, 2021).

OA influences an organization's performance in terms of providing products and services. It also influences clients worldwide and the services that are related to them. It has a significant impact on organizational response since recovering from potentially damaging events requires both discipline (structure, doctrine, and process) and agility, which is why designers of organizational systems for emergency response must consider these factors (creativity, improvisation, and adaptability) (Khoshlahn & Ardabilia, 2016).

Leadership, flexibility, proactivity, and competitiveness are the characteristics that make successful corporate organizations apart from those that fail. To that end, several organizations and institutions are attempting to implement techniques and ideas to obtain a competitive edge by overcoming new obstacles and keeping up with the workplace's constant changes and rapid advancements (Elali, 2021).

### ***2.1.3 Dimensions of Organizational Agility: -***

#### ***Dimension I: Strategy: -***

When the organization's strategy is built upon an agile strategic framework, it is considered a successful strategy because it will ease the achievement of the organizational goals and survive the market changes. Two main things differ strategic agility from traditional agility, which are: the organization's responsiveness and the organization's reconfiguration. Thus nowadays, any organization should make sure to implement a strategic agility plan, not the traditional strategic plan as it will guarantee sustainability and adaptability for the organization (Hassanien et al., 2020).

#### ***Dimension II: Speed: -***

For an organization to succeed and cope with the market, it must adapt quickly to any changes for it to stay competitive in the market. The future is unknown, and it may carry a lot of ambiguous situations, where the organization should adapt very quickly and make the required changes to satisfy the customers' needs and stay competitive (Hassanien et al., 2020).

#### ***Dimension III: Innovation: -***

To sustain OA, the organization must have several skills such as learning and innovation. Innovation is a critical skill for any organization to have because, with innovation, the organization may come out with innovative processes, products, or services. Innovation can help organizations to be agile because of their ability to come up with opportunities and unique outcomes; for example, an organization can reconfigure its business model to face any challenges in the marketplace. Innovation affects OA because it develops new opportunities in the market. Innovation can sustain the organization in market competition; additionally, it creates an added-value niche to put the organization in a leading position by developing an innovative product, service, or process (Hassanien et al., 2020).

#### ***Dimension IV: Flexibility: -***

Flexibility is the managing and adapting of any demand change ambiguities to create endeavored outcomes for the organization. Many researchers have agreed that flexibility and agility are similar in their meanings; however, other researchers did not agree with this perspective and concluded that agility cannot be a mirror definition of flexibility. What differentiates agility from flexibility is one key element, which is ambiguity. Agility is when an organization always manages situations that are not expected and require changes, while flexibility is when an organization manages expected or known situations, where the organization applies certain processes that help in dealing with these changes (Hassanien et al., 2020).

***Dimension V: Employees' Skills: -***

It includes the factors “workforce” and “change management” that specify all skills that team members must possess to put agile values into practice. This dimension summarizes the skills of the workforce that are related to managers' abilities, particularly those that are necessary for successful change management. Given that change is a key factor in becoming agile and that an organization's workforce is crucial to conducting the required actions, both capabilities are essential to achieving OA (Wendler, 2016).

***2.2 Organizational Performance: -***

How an organization responds to changes in the external environment has a significant impact on how well it performs. Performance in literature is defined as “the extent to which an organization, as a social system, achieves its goals with specific resources and means”. Every organization aspires to continuously grow, and it is significant to note that team members', individual performance and the performance of the organization are related (Conțu, 2020).

An indicator of an organization's actual presence is how well it performs. When an organization fails, shuts down its operations, and dissolves its parts, it may experience authoritative demise or mortality because of a planned or unexpected decline in performance. After carefully examining the numerous theories of OP, it is generally agreed that OP in its simplest form represents the desirable outcomes that the organization seeks to achieve effectively and efficiently. OP is a mix of the organization's resources and skills that are used effectively and sufficiently to achieve its goals. The level of an organization's performance is what it achieves after directing a process based on its feedback data. The activities that take place within the company have an impact on OP (Jaradat, 2022).

***2.2.1 Concept of Organizational Performance: -***

Rohman et al. defined OP as the results an organization wants from the behavior of the people involved are known as organizational performance. OP is a concept that has undergone various developments in measurement and definition. Understanding and definitions of OP in academia and some management studies are very diverse so it remains an issue and continues to develop (Rohman et al., 2023).

The concept of organizational performance is frequently discussed in academic literature, but its precise definition is difficult to confirm due to its many meanings (Dora et al., 2022). Competing in a market where customers, inputs and capital is indicators of organizational performance to survive and succeed in modern business is essential (Lee et al., 2022).

The concept of OP is linked to an organization's survival and success. Effectiveness, efficiency, productivity, quality, and innovation are all aspects of OP (Nikpour, 2019). The OP concept has been emphasized in the last few decades. The OP concept concentrates more on the ideas of outcomes, goal achievement, and quality. Conversely, it does not shed light on the economic aspects of efficiency and effectiveness. Performance is not just the outcome; rather, it is to see and compare how much the outcome met the organization's goals and objectives to come out with this outcome. Performance is said to be future-oriented. Performance is a subjective and interpretative perception of reality, not an objective one. Performance is a multidimensional, abstract concept that depends on several factors when measured (Iuliana & Maria, 2016).

The idea of OP can be viewed in both a narrow and broad sense. In a more limited sense, it refers to the financial, product market, and shareholder return, whereas organizational effectiveness is a broader concept that includes both the financial indicators and the wider non-financial indicators such as customer satisfaction, operations effectiveness, and corporate social responsibility. New financial and non-financial data for assessing performance became essential and added value to stakeholders. Incorporating non-financial information into performance criteria can represent intellectual capital and social responsibility while also improving organizational knowledge levels (Jaleha & Machuki, 2018).



### ***2.2.2 Importance of Organizational Performance: -***

OP is considered one of the most persistent management challenges that an organization can face. Organizations implement this management practice based on two main premises: 'what gets measured is what matters' and 'measuring outcomes leads to better outcomes' (Pinto, 2019).

OP is crucial because it demonstrates how an organization develops and progresses. Moreover, an organization's performance includes a variety of notions like growth, return, productivity, profitability, efficiency, and competitiveness, so an organization needs to ensure that it is accomplishing high performance. Furthermore, measuring performance is key to any organization since it determines whether the employees and stakeholders are contributing well to the organization or not. It also helps the organization monitor its strategic plan and ensure that the objectives are achieved (Taouab & Issor, 2019).

The actual achievements of an organization are evaluated in comparison to its intended outputs. The effectiveness of an organization's management comes first, followed by the employees' proper and active participation in achieving the company's strategic goals. Strategic goals are fulfilled by adhering to defined plans and processes as well as by producing and acquiring new knowledge across all areas of the organization's activity (Doval, 2020).

### ***2.2.3 Dimensions of Organizational Performance: -***

There are a lot of different perspectives an organization can use for its OP. For example, effectiveness, efficiency, relevance, financial viability, or a balanced scorecard (BSC). In this research, we are going to discuss OP from the perspective of the balanced scorecard (BSC).

The balanced scorecard (BSC) is a tool that measures the performance of an organization. It helps the organization achieve its goals and objectives. It is an integrated, results-oriented performance management tool that consists of two measures, which are financial and non-financial. The BSC consists of the organization's financial performance, customers/stakeholders, internal processes, and learning and growth, all of which help measure the organization's performance (Camiller, 2021).

The Balanced Scorecard (BSC) is not just for senior management because the BSC strategy is mirrored in all operations and all employees contribute to its implementation. In this viewpoint, business managers outline the operational skills and abilities, technology, and organizational climate that support plan implementation (Coşkun & Sarıgül, 2021).

### ***Dimension I: Financial Perspective / Performance: -***

The financial perspective is the first thing that the BSC model starts with. It focuses more on the long-term goals of an organization. The financial perspective is also linked to the organization's strategy (Tuan, 2019). To evaluate the organization's performance, financial reports or measures are the best way to measure it. These financial measures are an important aspect for external stockholders if they want to buy stocks in an organization, so this puts pressure on the organizations to perform at their best (Bhatti et al., 2013). Some researchers stated that any organization's goal is to make a profit, so the financial performance of the organization is crucial for the organization's success (Tuan, 2019).

Additionally, financial key performance indicators and target values may fluctuate depending on the sector, environment, and business strategies. However, because the primary focus of organizations is on the objectives in this dimension, key performance indicators and performance targets from other perspectives should be developed in such a way that they contribute to the achievement of one or more financial goals. The BSC accepts that the company's long-term goal is to provide profit to its investors and that the corporate strategy should be directed at accomplishing this financial goal (Coşkun & Sarıgül, 2021).

***Dimension II: Customers / Stakeholders: -***

The customer is also an important measure of performance. The customer dimension describes the value offered by the organization to its customers/stakeholders to please and satisfy them. There are several customer value outcomes, which are: market share, customer acquisition, customer profitability, customer retention, and customer satisfaction (Tuan, 2019). As a result, today's organizations have begun to use customer-centric strategies. Long-term performance can only be accomplished by providing products and services that customers appreciate. Business success is defined not just by financial performance but also by customer delivery time, production excellence, and new product creation. Following the formulation of the strategy, the desired market segment and customer base are identified, and the ability of the business units to create customer happiness and loyalty in the target market is assessed. Customers value the products and services that businesses provide, as well as the relationships that they have built with them (Coşkun & Sarıgül, 2021).

***Dimension III: Internal Processes: -***

Following the financial and customer views, this dimension focuses on the levels of implementation. It consists of both the short-term and long-term objectives of an organization. The internal process establishes the highest quality of products and/or services. The internal process is divided into four categories: process improvement, operational process, customer management process, and social process management. Moreover, internal processes can be measured by quality, time, and costs or material expenses. Internal processes are directly linked to the financial performance of an organization because for the organization to achieve its financial goals, it must apply the best and most critical processes (Tuan, 2019).

Different competitive strategies result in various internal process perspectives. Businesses that use the operational excellence plan, for example, can get a competitive advantage over their competitors in terms of pricing, product quality, product selection, and timely delivery. For a company that uses the strategy of creating good relationships with customers to improve the quality of those relationships, the product or service supplied to each customer must be tailored to that client's unique features (Coşkun & Sarıgül, 2021).

***Dimension IV: Learning and Growth: -***

Learning and growth is the last dimension of the BSC and a particularly important dimension of an organization's performance. Any organization that has a learning and growth factor and applies it will surely have a competitive advantage against other organizations. This happens when organizations keep training their employees and updating them with any new technological advancements (Bhatti et al., 2013).

Objectives from this perspective are the fundamental initiatives that will yield good achievements from other perspectives. Employee retention and productivity, employee skills, and the availability of knowledge in the company are all measures used in the context of learning and growth. This component also serves to meet the needs of employees in terms of performance growth (Coşkun & Sarıgül, 2021).

This dimension concerns sustainable investment for the future (new equipment and product research and development) and the development and improvement of employees' skills. Some organizations changed their job descriptions, transferred some employees to other departments, and/or implemented incentive databases because of the employees' desired skills (Tuan, 2019).



### **2.3 Relationship Between Organizational Agility and Organizational Performance: -**

Since we are all living in a dynamic world, where customers are rapidly changing their needs and preferences, organizations are obliged to adopt OA to generate positive OP. In an organization where its employees are agile by making fast decisions with high-quality outcomes and implementing them efficiently and effectively in a short period, the organization will reach very high-performance levels. There is a strong relationship between OA and OP because when an organization is agile, it will have a competitive advantage in the market that will affect the organization's performance. One factor that can enhance both agility and performance in an organization is business analysis since it helps the organization generate new knowledge and insights. (Wanasida et al., 2021)

Some studies' analysis of the connection between OA and OP produced the following findings: -

- 1) Sensing agility, a key component of OA, has a significantly positive effect on OP.
- 2) OA (decision-making agility) and OP have a good relationship.
- 3) Acting agility, a critical component of OA, has a positive relationship with OP.
- 4) OA has a substantial relationship with how OP behaves. According to a study, the availability of OA (sensing agility, decision-making agility, and action agility) has a significant relationship with how OP is expressed in many ways. (Nafei, 2016)

## **3. RESEARCH PROBLEM**

We live in a dynamic world where customers' changing tastes require businesses to adopt the idea of OA to improve business success (Alhadid, 2016). Because investment directly affects economic activity, it is the aspect of a country's GDP that is most subject to change. Both long-run growth and short-run growth depend heavily on investment. Investment is crucial because it maximizes returns and promotes economic expansion. The fact that investment has a direct impact on economic growth makes it the most significant macroeconomic variable (Ahmad, 2012).

Egypt is facing a lot of challenges, which can negatively affect investment. Some of these challenges are COVID-19, technological advancements, and Russia-Ukraine War. Egypt is not an exception to how these challenges are wreaking havoc on economies around the globe. These challenges have severely affected the Egyptian economy's most lucrative and thriving sectors, including the investment sector. However, Egypt is always trying to overcome these challenges with the fewest losses (Emara, 2021).

The General Authority for Investment and Free Zones (GAFI) is the principal governmental authority responsible for regulating and facilitating the investment procedures and climate in Egypt. GAFI's scope is not limited to being a regulatory investment authority, but it is also a proactive investment promotion agency that relies on its research and market intelligence tools, its aftercare and promotion bodies, as well as its startup incubator to enhance the investment environment and position Egypt as a leading economy worldwide. GAFI's executive director is Mr. Hossam Heiba. GAFI also represents Egypt's "One Stop Shop" for investment procedures, which aims to ease the way for investors worldwide to take advantage of the diverse opportunities in Egypt's growing economy. Additionally, GAFI markets several investment opportunities that are available in the different sectors in Egypt through its "Investment Map" with the goal of informing investors about potential investment opportunities.

GAFI's mission is to boost and encourage sustainable Investments locally and internationally. as well as, promoting Egypt as a promising investment destination through creating a stimulating and attractive investment environment based on innovation and achieves the optimal returns on investments in order to achieve sustainable economic development.

GAFI is an affiliate of the Ministry of Investment (MOI) and the principal government body regulating and facilitating investment in Egypt. According to a decision made by the Board of Directors, the General Authority for Investment and Free Zones may establish branches or offices within the Arab Republic of Egypt or abroad as part of the commercial representation. It reports to the Competent Minister and regulates, encourages, advances, administers, and promotes investment in the country to achieve the State economic development plan (GAFI's Official Page).

Therefore, OA creates the organizational ability to continuously adapt at appropriate times with the organization's strategic direction in achieving overall OP. In the 21st-century business environment, embracing agility will enhance continuous performance in a dynamic business environment and adapt at appropriate times. The performance of an organization depends on its agility measures toward its competitors, customers, suppliers, partners, and government policies (Arokodare, 2019).

#### **4. RESEARCH OBJECTIVES**

This research attempts to investigate the effect of OA on OP at GAFI. From this main objective, we can design the following objectives: -

- 1- Identifying a conceptual background to the OA.
- 2- Identifying a theoretical framework for OP.
- 3- Clarifying the effect of organizational agility (strategy, speed, innovation, flexibility, and employees' skills) on OP at GAFI.
- 4- Clarifying the relationship between organizational agility (strategy, speed, innovation, flexibility, and employees' skills) and OP at GAFI.
- 5- Identifying the level of OA at GAFI.
- 6- Identifying the level of OP at GAFI.
- 7- Outline recommendations for decision-makers at GAFI.

#### **5. RESEARCH QUESTIONS**

- 1- How do different dimensions of organizational agility (strategy, speed, innovation, flexibility, employees' skills) affect the performance of GAFI?
- 2- What is the relationship between organizational agility and organizational performance within GAFI?

#### **6. RESEARCH HYPOTHESES**

Based on the objectives of the research, the following hypotheses can be drawn.

H<sub>0</sub>: There is no statistically significant effect of the organizational agility (strategy, speed, innovation, flexibility, employees' skills) on OP at GAFI.

H<sub>0</sub>1. There is no statistically significant effect of the strategy on OP at GAFI.

H<sub>0</sub>2. There is no statistically significant effect of the speed on OP at GAFI.

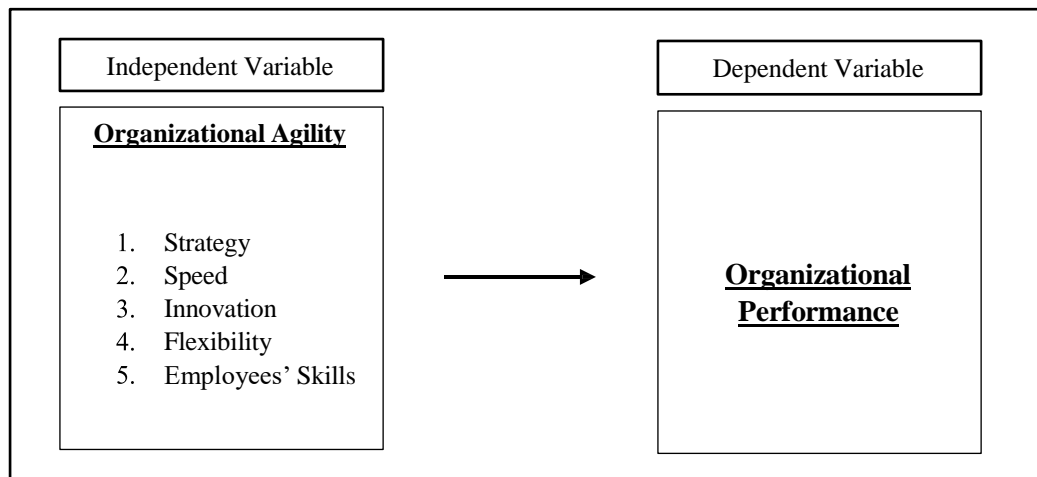
H<sub>0</sub>3. There is no statistically significant effect of the innovation on OP at GAFI.

H<sub>0</sub>4. There is no statistically significant effect of flexibility on OP at GAFI.

H<sub>0</sub>5. There is no statistically significant effect of the employees' skills on OP at GAFI.

## 7. RESEARCH MODEL

**Figure (1)**



## 8. RESEARCH METHODOLOGY

This research employed descriptive and analytical methodologies. The research used descriptive approaches to study the literature and analytical procedures to analyze the data gathered from the targeted sector, which were both completed in conjunction with each other.

### 8.1 Questionnaire, Sampling, and Data Collection: -

The research questionnaire and data were collected and administered on-site during work time as they were comprised of three parts. The first part includes the demographics (general information), which consist of the employees' age, gender, highest level of education, and years worked in the authority. The second part is statements that measure the independent variable (organizational agility), which includes strategy, speed, innovation, flexibility, and employees' skills at GAFI. The third part is statements that measure the OP of GAFI. The three parts were completed in conjunction with each other. Scale measurements were acquired from previous studies and altered to meet the needs of this research.

Respondents rated all measures on a five-point Likert scale, ranging from strongly disagree to strongly agree. To secure the anonymity and confidentiality of the data, we ensured the participants that their answers were treated solely and not used for any other purpose.

**Sampling:** The questionnaire was distributed among 110 employees from different departments at GAFI, including a combination of the top, middle, and first management employees. Only 100 responses were valid and used in our evaluation, resulting in a response rate of 91%. The data collection period lasted for three weeks, during which continuous monitoring was conducted to address any issues that arose.

**Data Collection:** The study employed a quantitative research design, utilizing a survey-based approach to collect data from employees and managers within the General Authority for Investment and Free Zones. A research questionnaire was conducted on-site with the top, middle, and frontline management employees. Participants were given a specified time frame to complete the survey, with reminders to encourage participation and ensure a high response rate. The anonymity of respondents was maintained to promote candid responses and reduce the risk of social desirability bias.

## 9. RESEARCH IMPORTANCE

An organization's ability to adapt to unpredictable developments is crucial to gaining and keeping a competitive advantage. Similarly, agility is not a goal or a strategy but rather an essential survival requirement for all companies (Najrani, 2016).

Managers monitor and control OP because it improves measures of organizational knowledge, asset management, and the ability to provide value to customers. Additionally, the reputation of an organization is impacted by OP metrics (Hurduzeu, 2015).

This research is viewed as a reference for researchers because it provided theoretical and practical frameworks for the importance of the role played by the OA on OP for employees.

## 10. RESEARCH LIMITATIONS AND FUTURE IMPLICATIONS

### *10.1 Research Limitations: -*

This research was conducted only in the public sector. Due to time and cost constraints, data was collected only from the main branch of GAFI, which is in Cairo. Time was an important limitation in this research. Another limitation was the lack of quantitative information available. Very few people truly understand the concepts of OA and the importance of OP, which was a serious constraint on the kind of information gathered from the questionnaires and a possible cause of individual bias.

### *10.2 Future Implications: -*

It is suggested to check other variables with organizational agility, and then conduct a comparative study of different Egyptian companies and industries from the private and public sectors. We would recommend future work be conducted over a longer time to get the full benefit from the research. It is also suggested to measure both variables with different dimensions.

## 11. DATA ANALYSIS AND RESULTS

### *11.1 Data Analysis: -*

#### **Data Handling and Treatment: -**

The research in this chapter for statistical analysis procedures and methods used to answer the questions and hypotheses of the research the following had been presented:

- 1. Reliability and Validity:** To measure the consistency and Validity, of the respondents for objectives of: “**The Effect of OA on OP**”.
- 2. Descriptive Statistics:** mean, Standard deviation, Coefficient of variation, and its rank.
- 3. Pearson Correlation:** “**The Relationship between OA and OP**”.
- 4. Simple Regression:** to measure the “**The effect of the OA X, (independent variables) on OP**” Y. (dependent variable).

The Handling and Treatment are divided into 3 main parts:

**a - Independent variables:** Organizational Agility X.

(Strategy, Speed, Innovation, Flexibility, Employees’ Skills)

**b - Dependent variable:** OP Y.

**Part (1): demographic data:** (frequency tables and graphs): -

1- **Age:** less than 30 years/ 30-39 years/ 40-50 years/ above 50

2- **Gender:** Male/Female

3- **Highest Level of Education:** Bachelor, Master, PhD.

4- **Years Worked in the Authority:** less than 5 years/ 5-10 years/ 11-15 years/ above 15 years.

**Part (2): independent variables:** “Organizational Agility” X consists of 5 dimensions (23 statements) as follows:

**Procedures and methods of the statistical analysis: -**

The researcher has used the following procedures for the statistical analysis:

**A) Data enter processing: -**

It was ensured for completeness and validity for the statistical analysis the Statistical Package for Social Sciences (SPSS) Statistical Package for Social Sciences ver. (25) is used for data analysis.

Some specialists say that when the sample size is larger than (10%) of the population size, there are more acceptable and logical generally in the humanities. (Kubaisi, 2005).

Due to the inability to use a comprehensive inventory method in the collection of data for this study, due to considerations (Time, effort, and cost), the researchers adopted the sample size, using a simple random stratified sample, and the sample size is based on the following equation:

Sample size=10% population size

Sample Size = 0.10 \* (1000)

Sample Size=100

**B) The descriptive statistical measures: -**

The statistical measures for the descriptive of the sample characteristics included are: the arithmetic mean, the standard deviation, coefficient of variation.

**Table (1)**

**A quick evaluation of the five-Likert Scale used is as follows:**

Interval	Scale
(Strong disagree)	1 - 1.79
(Disagree)	1.80 - 2.59
(Entirely)	2.60 - 3.39
(Agree)	3.40 - 4.19
(Strong agree)	4.20-5

Source: Data processing output using SPSS v.25

**C) Study of the research hypotheses: -**

The statistical analysis and methods that were used to answer the hypotheses are as follows:

**1- Reliability and Validity: -**

To check the reliability the coefficient “**Alpha Cronbach’s**”, is used to the stability of the variables for the total dimensions of “**The Effect of OA on OP**”, with a stability coefficient for the total sample of (**0.966**), which indicates a high degree of validity for the study sample, which was reflected also by its coefficient that is equal (**0.982**).

**Table (2) Reliability and validity for the dimensions of “The Effect of OA on OP”**

**Alpha Coefficient**

	Dimensions	NO, statements	Reliability	Validity
x1	<b>Strategy</b>	<b>5</b>	<b>0.835</b>	<b>0.913</b>
x2	<b>Speed</b>	<b>5</b>	<b>0.578</b>	<b>0.760</b>
x3	<b>Innovation</b>	<b>4</b>	<b>0.880</b>	<b>0.938</b>
X4	<b>Flexibility</b>	<b>5</b>	<b>0.898</b>	<b>0.947</b>
X5	<b>Employees’ Skills</b>	<b>4</b>	<b>0.907</b>	<b>0.952</b>
Total X	<b>Organizational Agility</b>	<b>23</b>	<b>0.947</b>	<b>0.973</b>
Y	<b>OP</b>	<b>12</b>	<b>0.956</b>	<b>0.977</b>
	Total sample: Reliability and validity for the dimensions of “The Effect of OA on OP”	<b>35</b>	<b>0.966</b>	<b>0.982</b>

Source: Data processing output using SPSS v.25

**Part one: Demographics variables including: -**

**1- Age: -**

**Table (3) Frequency distribution of the variable Age of respondents**

What is your age?			
		Frequency	Percent
Valid	Less than 30	6	6.0
	30-39 years	23	23.0
	40-50 years	48	48.0
	Above 50 years	23	23.0
	Total	100	100.0

Source: Data processing output using SPSS v.25



2- Gender: -

**Table (4) Frequency distribution of the variable Gender**

What is your gender?			
		Frequency	Percent
Valid	Male	56	56.0
	Female	44	44.0
	Total	100	100.0

Source: Data processing output using SPSS v.25

3- Highest Level of Education: -

**Table (5)**

Education degree			
		Frequency	Percent
Valid	Bachelor’s degree	60	60.0
	Master’s degree	28	28.0
	PhD	12	12.0
	Total	100	100.0

Source: Data processing output using SPSS v.25

4- Years Worked in the Authority: -

**Table 6) Years Worked in the Authority**

		Frequency	Percent
Valid	Less than 5 years	13	13.0
	5-10 years	12	12.0
	11-15 years	14	14.0
	Above 15	61	61.0
	Total	100	100.0

Source: Data processing output using SPSS v.25

**Descriptive statistics for the variables of research: -**

**Part 2: Independent variable: “Organizational Agility” X it consists of (5) dimensions as follows: -**

**Dimension (1): Strategy x1, with 5 statements: -****Table (7) Descriptive Statistical (Mean, Std. Deviation, and ranking) For dimension “Strategy” x1**

Descriptive Statistics			
	N	Mean	Std. Deviation
1) The authority shares its business strategy with all employees.	100	3.14	1.414
2) The authority has always planned for the future.	100	3.70	1.299
3) The authority carries out a specific action plan to meet customer needs without any delay.	100	4.08	1.152
4) The authority implements a plan of action to respond to the strategic movements of competitors without delay.	100	3.59	1.288
5) The authority is implementing an action plan on how to use the new technology without delay.	100	3.82	1.209
Mean Average	100	3.666	1.2724

Source: Data processing output using SPSS v.25

**Dimension (2): Speed x2, with 5 statements: -****Table (8) Descriptive Statistical (Mean, Std. Deviation, and ranking) For dimension “Speed” x2**

Descriptive Statistics			
	N	Mean	Std. Deviation
6) Authority can alter its structure quickly to address new opportunities.	100	3.22	1.315
7) Authority is proactive in their strategic decisions rather than reactive.	100	3.22	1.244
8) The authority has been fast in terms of detecting changes that occur in customer preferences for services.	100	3.78	1.021
9) The authority has been fast in terms of detecting changes that occur in the movements of competitors.	100	3.46	1.176
10) The authority has been slow to detect changes in technology.	100	3.10	1.291
Mean Average	100	3.356	1.20923

Source: Data processing output using SPSS v.25

**Dimension (3): Innovation x3, with 4 statements: -****Table (9) Descriptive Statistical (Mean, Std. Deviation, and ranking) For dimension “Innovation” x3**

Descriptive Statistics			
	N	Mean	Std. Deviation
11) Authority spends time in contact with external environment such as clients and customers to always have innovative solutions.	100	3.49	1.352
12) Authority encourages innovation.	100	3.75	1.395
13) Authority has a side budget to implement innovation.	100	3.32	1.262
14) Authority discovers and acts on new opportunities.	100	3.44	1.175
Mean Average	100	3.4925	1.252

Source: Data processing output using SPSS v.25

**Dimension (4): Flexibility x4, with 5 statements: -****Table (10) Descriptive Statistical (Mean, Std. Deviation, and ranking) For dimension “Flexibility” x4**

Descriptive Statistics			
	N	Mean	Std. Deviation
15) Authority learns from its mistakes and easily implements what is right.	100	3.32	1.238
16) Authority considers any change an opportunity not a threat.	100	3.57	1.008
17) If the authority faced any change, did it adapt quickly to it?	100	3.48	1.306
18) Authority considers the ability to change a strength.	100	3.46	1.251
19) Authority has flexible budgets that respond to marketplace changes.	100	3.35	1.336
Mean Average	100	3.436	1.2278

Source: Data processing output using SPSS v.25

**Dimension (5): Employees' Skills x5, with 4 statements: -****Table (11) Descriptive Statistical (Mean, Std. Deviation, and ranking) For dimension Employees' Skills x5**

Descriptive Statistics			
	N	Mean	Std. Deviation
20) Authority depends mostly on employees with agile skills.	100	3.49	1.352
21) Authority rewards its employees based on their skills and performance.	100	3.78	1.390
22) Authority hires employees with agile skills.	100	3.32	1.262
23) Authority has flexible leadership that encourages employees to directly report to them.	100	3.44	1.175
Mean Average	100	3.5075	1.29475

Source: Data processing output using SPSS v.25

**Part three: Dependent variable: OP Y it consists of 12 statements as follows: -****Table (12) Descriptive Statistical (Mean, Std. Deviation, and ranking) for dimensions of OP Y**

Descriptive Statistics			
	N	Mean	Std. Deviation
1) Authority uses the financial reports to evaluate its performance.	100	3.90	1.251
2) Free zones increase GAFI's gains.	100	4.22	1.244
3) Service complexes have a role in increasing the profits of the authority.	100	3.31	1.461
4) The Authority provides all services and facilities to investors.	100	3.86	1.239
5) Authority ensures that there is new service creation that satisfies the needs of the customers.	100	3.72	1.264
6) Authority ensures that there is customer retention.	100	3.75	1.242
7) The authority provides new and advanced services to investors.	100	3.70	1.322
8) The authority cares about the levels of implementation.	100	3.67	1.349
9) The internal process of the authority is directly linked to the financial performance.	100	3.53	1.283
10) GAFI offers training programs for its employees?	100	3.68	1.278

11) Organization is keen to update its employees with new technologies that would enhance the organization’s performance.	100	3.44	1.466
12) The Authority keep pace with the technological developments and with the changing and unexpected market requirements.	100	3.48	1.501
Mean Average	100	3.688333	1.325

Source: Data processing output using SPSS v.25

**Correlation: for the relationship between Organizational Agility and OP.**

**Statistical method used: -**

The correlation coefficient of Pearson correlation is used to measure the direction and the strength of the relationship between independent and dependent variables, if the level of significance is less than (0.05) it indicates the presence of a significant relationship and if the significance level is greater than (0.05) this indicates that there is no statistically significant relationship.

**H01. There is no statistically significant effect of The Strategy on OP.**

**Table (13)**

Correlations			
		Strategy	OP
Strategy	Pearson Correlation	1	.420**
	Sig. (2-tailed)		.000
	N	100	100
OP	Pearson Correlation	.420**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Data processing output using SPSS v.25

- We accept the alternative hypothesis that says: There is a statistically significant correlation at the 0.05 level between Strategy and OP.

**Table (14)**  
**Liner Regression**

Model	B	t-test		F-test		R <sup>2</sup>	
		Value	Sig.	Value	Sig.		
1	(Constant)	1.974	5.141	.000	21.041	.000b	.177
	Strategy	.464	4.587	.000			

a. Dependent Variable: OP

Source: Data processing output using SPSS v.25

- Based on the correlation matrix and the regression model, we reject the null hypothesis and accept the alternative hypothesis.
- There is a significant effect of The Strategy on OP.

**H02 There is no statistically significant effect of Speed on OP.**

**Table (15)**

Correlations			
		Speed	OP
Speed	Pearson Correlation	1	.531**
	Sig. (2-tailed)		.000
	N	100	100
OP	Pearson Correlation	.531**	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing output using SPSS v.25

- We accept the alternative hypothesis that says: There is a statistically significant correlation at the 0.05 level between Speed and OP.



**Table (16)**  
**Liner Regression**

Model	B	t-test		F-test		R <sup>2</sup>	
		Value	Sig.	Value	Sig.		
1	(Constant)	1.024	2.339	.021	38.384	.000b	.281
	Speed	.797	6.195	.000			

a. Dependent Variable: OP

Source: Data processing output using SPSS v.25

- Based on the correlation matrix and the regression model, we reject the null hypothesis and accept the alternative hypothesis.
- There is a significant effect of Speed on OP.

**H03. There is no statistically significant effect of The Innovation on OP.**

**Table (17)**

Correlations			
		Innovation	OP
Innovation	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	100	100
OP	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing output using SPSS v.25

- We accept the alternative hypothesis that says: There is a statistically significant correlation at the 0.05 level between Innovation and OP.

**Table (18)**  
**Liner Regression**

Model	B	t-test		F-test		R <sup>2</sup>	
		Value	Sig.	Value	Sig.		
1	(Constant)	1.332	5.006	.000	85.284	.000b	.465
	Innovation	.670	9.235	.000			

a. Dependent Variable: OP

Source: Data processing output using SPSS v.25

- Based on the correlation matrix and the regression model, we reject the null hypothesis and accept the alternative hypothesis.
- There is a significant effect of Innovation on OP.

**H04. There is no statistically significant effect of Flexibility on OP.**

**Table (19)**

Correlations			
		Flexibility	OP
Flexibility	Pearson Correlation	1	.789**
	Sig. (2-tailed)		.000
	N	100	100
OP	Pearson Correlation	.789**	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing output using SPSS v.25

- We accept the alternative hypothesis that says: There is a statistically significant correlation at the 0.05 level between Flexibility and OP.

**Table (20)**  
**Liner Regression**

Model	B	t-test		F-test		R <sup>2</sup>
		Value	Sig.	Value	Sig.	
1	(Constant)	.795	3.359	.001	161.291	.622
	Flexibility	.846	12.70	.000		

a. Dependent Variable: OP

Source: Data processing output using SPSS v.25

- Based on the correlation matrix and the regression model, we reject the null hypothesis and accept the alternative hypothesis.
- There is a significant effect of Flexibility on the OP.

**H05. There is no statistically significant effect of The Employees' Skills on OP.**

**Table (21)**

Correlations			
		Employees' Skills	OP
Employees' Skills	Pearson Correlation	1	.708**
	Sig. (2-tailed)		.000
	N	100	100
OP	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing output using SPSS v.25

- We accept the alternative hypothesis that says: There is a statistically significant correlation at the 0.05 level between Employees' Skills and OP.

**Table (22)**  
**Liner Regression**

	Model	B	t-test		F-test		R <sup>2</sup>
			Value	Sig.	Value	Sig.	
1	(Constant)	1.408	5.829	.000	98.264	.000b	.501
	Employees' Skills	.655	9.913	.000			
a. Dependent Variable: OP							

Source: Data processing output using SPSS v.25

- Based on the correlation matrix and the regression model, we reject the null hypothesis and accept the alternative hypothesis.
- There is a significant effect of The Employees' Skills on the OP.

**Multiple regression: -**  
**Table (23)**

**Ho main: There is no statistically significant effect of Organizational Agility (Strategy, Speed, Innovation, Flexibility, Employees' Skills) on OP.**

	Model	B	F-test		R <sup>2</sup>
			value	Sig.	
1	(Constant)	.974	34.620	.000	.648
	Strategy	.024			
	Speed	-.191			
	Innovation	-.014			
	Flexibility	.726			
	Employees' Skills	.238			
a. Dependent Variable: OP					

Source: Data processing output using SPSS v.25

- Based on the correlation matrix and the regression model, we reject the null hypothesis and accept the alternative hypothesis.
- There is a statistically significant effect of OA (Strategy, Speed, Innovation, Flexibility, Employees' Skills) on OP.

**11.2 Results: -**

- Based on the correlation matrix and the regression model, we reject the null hypothesis and accept the alternative hypothesis.
- There is a statistically significant effect of Organizational Agility (Strategy, Speed, Innovation, Flexibility, Employees' Skills) on OP.

## 12. CONCLUSION

This research attempted to investigate the effect of OA on OP. The research proved that there is a statistically significant relationship between OA and OP. An organization is more likely to successfully respond to external challenges when it is innovative and flexible. OA and OP are tools of great importance for companies, especially in situations where there is uncertainty in the environment. Where companies adopt strategy, speed, innovation, flexibility, and employees' skills in their departments, there will be an agile environment.

A research questionnaire was conducted on-site with 110 of the top, middle, and frontline levels of management. Only 100 responses were valid and used in our evaluation. Respondents rated all measures on a five-point Likert scale ranging from "strongly disagree" to "strongly agree." The results revealed that there is a significant effect of OA (strategy, speed, innovation, flexibility, and employees' skills) on OP at GAFI.

## 13. RECOMMENDATIONS

- GAFI should continue working on owning and developing an effective strategic agility system so that this system includes all forms of competitive, technological, and commercial strategic agility, which helps them acquire useful information that gives them a competitive edge by prioritizing speed over perfection and flexibility over planning.
- To achieve strategy, speed, innovation, flexibility, and employees' skills to work with the essential elements of the agile organization, it is necessary for top administrations to provide expertise and organize seminars and lectures to provide the employees with agile skills.
- With the support of top managers, the agile mindset and skills should be built-in at GAFI as the main sources for good overall performance.
- It is recommended that GAFI explore and use agile frameworks that are appropriate, relevant, and consistent with their systems, processes, and structures and the external environment in which they are positioned. They can do so by using an ERP system.
- There should be cross-hierarchical teams and cross-functional structures to accommodate overall performance because both improve leadership and communication. Cross-hierarchical structure defines the career path, delegates authority, and encourages specialization. While cross-functional teams help solve problems and improve collaborations.
- The managers of GAFI need to be more flexible and share more of the authority's strategy with the employees by arranging meetings to discuss the organization's plans and elaborate on its goals. By doing so, this will motivate the employees to report directly to their leaders.
- The authority needs to be quick and flexible in implementing a plan of action and responding to marketplace changes to be ahead of its competitors by identifying the main sources of competition, making pre-plans, and being up to date with all changes and plans of other organizations whether they are national or international.
- There should be more alterations in the authority's structure to welcome new opportunities, and they should be more proactive in their strategic decisions. GAFI should also quickly detect new changes in technology as time progresses.
- The authority should have a more innovative culture and encourage innovation in the authority's work environment by assigning more budget to provide some effective training for its employees about how to be more innovative at the workplace.
- The authority should give their employees the chance to be more innovative by searching for new ways and updating them with new technologies to do their work efficiently, which will, consequently, improve the authority's performance.
- GAFI needs to learn from the past to avoid any issues or problems in the future for good implementation.
- The authority needs to hire more employees with agile skills and give its employees, especially the authority's managers, courses, and training about how to be agile.
- The authority needs to focus more on the service complexes for its profits to increase.
- To avoid any problems, GAFI needs to activate and use its R&D department more effectively and efficiently.
- To sum up, GAFI needs to be more flexible and agile with all the internal factors (employees' opinions) and the external factors (government and environmental changes).

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