



The Algerian Institution's Adaptation to the COVID-19 Pandemic: A Field Study on a Sample of Algerian Institutions (2021–2022)

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Abstract

The adaptation of institutions to changes in their work environments is a primary concern for many researchers. It is also a pathway that ensures the survival and continuity of the institution's activities within a permanently changing environment.

This study aims to describe how Algerian institutions adapted to their environment during the pandemic by linking this adaptation to the concept of strategic agility, in line with numerous prior studies.

To this end, a field study was conducted on a sample of 40 Algerian institutions with diverse activities, sizes and geographical locations. The data were processed using SPSS version 26 (Statistical Package for the Social Sciences).

The results showed that the institutions under study adapted to their environment to varying degrees.

Keywords: Algerian institutions, strategic agility, dimensions of strategic agility, SPSS statistical package.

Introduction

The concept of organisational agility was developed by Goldman, Nagel, Preiss and Dove in 1991 in a report devoted to the industrial strategy of the twenty-first century. In its terminological sense, the concept of agility refers to a form of flexibility: the ability to carry out unplanned work, introduce new activities, and respond to unexpected shifts in market demands or unique customer requirements.

In terms of strategy, the term refers to the 'drive' or action that we implement; it is often explained as being composed of two parts: 'agile', related to 'general' or 'strategos', where 'strategos' denotes a role or function that implies command. Thus, strategy is closely associated with the functions, tasks and qualities possessed by the 'general', i.e. it is a kind of art of leadership.

The concept of 'strategic agility' was then generalised and broadened to include the business context thanks to a report published by the Iacocca Institute at Lehigh University in the United



States. In this report, agility is described as a new industrial system. It was produced in response to a request from the U.S. Congress to identify factors likely to enhance the competitiveness of U.S. industry¹. The report concluded that the existing mass production system was insufficient to ensure continuous improvement, particularly given the evolution of competition — especially since Japanese organisations had developed a high level of agility. Therefore, the report argued that a new production system based on agility was necessary to meet the needs generated by new competitive factors.

Soon after the report was published, the AMEF (Agile Manufacturing Enterprise Forum) was established to promote the principles and values of agile manufacturing. The aim was to help large American organisations adopt the concept of agility, particularly in the information technology and telecommunications/telephone services sectors. Indeed, agile concepts and tools are not only used in information technology, but also in creative professions and innovative sectors. Accordingly, agility can be applied to different types of projects.

In May 2014, Mary Michele Levesque proposed a study that enabled an agile approach to be adopted outside the field of software development and beyond the IT sector. Her research is part of a broader effort to expand and adapt agile methods to other fields and integrate them into project management models. Since then, extensive research has been conducted in fields such as economics, industrial sciences, management and psychology to clarify the concept of agility, identify indicators to measure it and develop methodologies to help organisations improve their agility.

However, most of this scientific research is based on observing and describing the actions carried out within organisations. In other words, the agile organisation is not only a theoretical model; it is also supported by empirical studies².

Moreover, agility can be understood as tactical interventions when needed, functioning as a reaction to an emergency or unforeseen event.

Research problem implied by the study context

Since this study was conducted at the level of Algerian institutions and on a national scale during a period in which these institutions were operating in a turbulent and unstable environment due to the COVID-19 pandemic, and given the difficulty of dealing with this reality — especially because it was new to the environment of such institutions — the following research problem can be formulated:

To what extent do Algerian institutions adapt to the pandemic?

Hypotheses

In order to answer the main research question, the following hypotheses can be proposed:

- Geographical location can influence the level of strategic agility in Algerian institutions.
- The legal form/nature of an institution can influence its level of strategic agility.

¹- Nick Horney, « Agility Research: History and Summary », Strategic Agility Institute, 2013, p. 4/54.

²- Dufour, Fanny. Approche dynamique de l'intelligence économique en entreprise : apports d'un modèle psychologique des compétences : contribution à l'élaboration de programmes d'actions de la CCI de Rennes, 2010, p. 129.



- The nature of economic activity can influence the level of strategic agility in Algerian institutions.
- Geographical location can influence the level of strategic agility in Algerian institutions.

Study of: (Brangier, Eric & Bornet, Corinne)

L'agilité organisationnelle : innovation organisationnelle ou asservissement aux changements
In: S. Pohl, P. Desrumaux & A.-M. Vonthron (eds.), Jugement professionnel, innovation et efficacité au travail. Paris: L'Harmattan, pp. 179–192. Université Paul Verlaine – Metz (2011).
Published article in L'Harmattan journal Innovation et efficacité au travail, Paris.

Translation (academic English): This research aims to propose a framework for understanding organisational agility, an administrative theory increasingly recognised as a new form of management, particularly for organisations competing on the basis of their ability to innovate. After defining organisational agility, the authors present its characteristics and then examine the issue of innovation, attempting to encourage the psychological analysis of human activity and organisations within an agile context.

The study focuses on organisational agility and adaptation to continuous change by establishing the following concepts:

- In agile organisations, innovation becomes a model for entrepreneurial success.
- In agile organisations, innovation becomes the central concept of the managerial system.
- With agility, innovation is described through the managerial line/chain of command.
- Under the dominant idea of innovation, agility introduces a new form of work organisation.

Finally, the authors ask the following question:

Is agility a 'recipe' for innovation, or is it instead a condition of continuous disruption (subordination to change)?

Study of: (Abir BESBES & Boualem ALIOUAT)

'Les relations imbriquées entre innovation managériale, agilité et performance : vers une innovation managériale agile et performante'

University of Tunis, Tunisia & University of Nice Sophia Antipolis, France.

Research group in law, economics and management, UMR 7321 (CNRS–UNS), 2011.

Published paper within the proceedings of the 25th International Conference on Strategic Management (2011).

This study aims to test and validate the bidirectional relationship between managerial innovation, agility capability, and business performance. The study argues that circular/looped (interdependent) relationships produce reciprocal and intertwined effects: dynamic capabilities such as managerial innovation and agility interact with each other and with business performance.

Through these effects, within this cyclical process, the research links these concepts to discuss the notion of agile and effective managerial innovation.

The authors conducted a quantitative, empirical study using a sample of 180 organisations, which confirmed six research hypotheses tracking relationships involving the double (bidirectional) impact between managerial innovation, agility capability, and superior performance.

The results were as follows:



- Agility enhances managerial innovation, and managerial innovation enhances agility.
- Managerial innovation contributes to better adaptation to environmental changes, which in turn strengthens the organisation's ability to be agile.
- Through its interaction with agility, managerial innovation becomes more flexible in order to create greater flexibility and agility.
- Performance improves positively with both agility capability and managerial innovation.
- Organisational managers pay particular attention to the means necessary for developing organisational capability for innovation.

Study of: (Ahmed Belbachir Wafa)

L'agilité de l'entreprise : Cas d'un groupe d'entreprises algériennes

PhD thesis in Management of Organisations, Abou Bakr Belkaid University, Tlemcen, 2016.

This study is presented as part of the requirements to obtain a PhD in Management Sciences, specialising in Management of Organisations. It addresses the topic of enterprise agility. The core of this philosophy lies in communication, autonomy, adaptability, cooperation, innovation, and a culture of change and customer focus. These different, complementary approaches enable organisations to improve their ability to adapt so they can respond more effectively to the constraints of their environment.

Within this framework, the study diagnoses the reality of agility among leaders of Algerian organisations (companies from different sectors) and explores the J. Barran model, it interprets the state of agility in these organisations.

The study sample consisted of fourteen Algerian institutions operating in various sectors. A qualitative study was conducted by examining:

- Human resource management;
- change management;
- the relationship and level of cooperation;
- Customer-related relationships.

Finally, the researcher attempted to assess the agility structure by highlighting the deterrents and enablers of agility within the organization.

As for the research instrument, the data were collected through questionnaires distributed to the administrative body, which was represented by managers and human resource managers.

The empirical findings confirmed that agility is a tangible reality within the organisations studied. With regard to agility factors, the study revealed that training is becoming increasingly important, as these organisations still primarily focus on their internal environment but have not implemented procedures to enable rapid decision-making in order to adapt to the new conditions of the external environment.

Additionally, the customer culture variable shows a weak relationship within the organisations studied. Consequently, customer needs should be translated into a strategy to develop agility. Furthermore, change was not well adopted, despite being viewed as an opportunity to improve agility.

It was also noted that organisations in the telecommunications sector are the most agile. This is because they place significant emphasis on the customer and respond to even the slightest indication from the environment. In this sector, there is genuine competition among operators.



Among the organisations studied, a shared culture and strong values were observed, and these reinforce agility.

However, the highly hierarchical (vertical) structure within the organisations studied results in very long decision-making processes, thereby hindering agility. However, this translates into faster decision-making. The study also indicates that organisations do not sufficiently promote autonomy and empowerment, nor a culture of innovation, because instructions from the hierarchical chain limit the organisation's ability to be flexible.

1. The nature of strategic agility

Before addressing the concept of strategic agility, it is important to clarify the nature of agility separately. By reviewing the terminology used in previous studies, we find that some researchers use expressions such as “quickness of movement” or “high flexibility in motion” instead of the term.

In the linguistic sense, agility is derived from the word ‘agile/agility’, meaning ‘lightness’ and ‘speed’ in work (as stated in the Al-Ra'id dictionary). The Oxford dictionary also describes it as the ability to move quickly and easily³.

Agility can also be defined as a dynamic capability. This notion is essential for explaining how organisations can reconfigure various useful capabilities in order to improve their adaptation to environmental changes⁴. Furthermore, agility is closely linked to innovation in general and innovation in particular, as it is widely considered a prevailing dynamic capability that enhances organisational performance⁵.

In contrast, strategic agility represents a preventive and proactive approach to an impending emergency situation — that is, taking action before it occurs and addressing it if it does occur. The concept of strategic agility is considered relatively modern, and it significantly impacts the way organisations are perceived, giving them a contemporary image. It is also used to explain their performance and the speed and accuracy that give them a competitive advantage⁶.

Santala (M.) indicated that strategic agility has become an inevitable necessity for organisations amid increasing administrative and organisational problems within institutions, alongside the rapid escalation of changes in their surrounding environment. He also notes that strategic agility helps organisations produce products that are appropriate in terms of time, place, and price for

³- Sambamurthy, V., Bharadwaj, A., et Grover, V., « Shaping Agility Through Digital Options : Reconceptualizing the Role of Information Technology in Contemporary Firms », *MIS Quarterly*, vol. 27, n° 2, 2003, p. 237-263. *MIS Quarterly*, vol. 27, n° 2, 2003, p. 237-263.

⁴- Roberts, N., et Grover, V., « Investigating firm's customer agility and firm performance : the importance of aligning sense and respond capabilities », *Journal of Business Research*, vol. 65, n° 1, 2012, p. 579-585. *Journal of Business Research*, vol. 65, 2012, pp. 579-585.

⁵- Birkinshaw, J., Hamel, G., et Mol, M., « Management innovation ». *Academy of Management Review*, vol. 33, n° 4, 2008, p. 825-845.

⁶- Al-Ghazali, Fadel: *The Role of Differentiation and Integration in Achieving the Requirements of Agility for Developing a Renewal Model. An Applied Study on a Sample of Decision-Makers in the Ministry of Oil in Iraq*. Unpublished doctoral dissertation. College of Administration and Economics, University of Baghdad, 2013, p. 3.



customers. It emphasises strategic thinking and a clear vision rather than relying solely on strategic planning⁷.

Ultimately, agility is defined by an organisation's ability to dynamically align its strategies with a changing business environment. This is achieved through continuous monitoring of the environment, leveraging available opportunities, and avoiding excessive risk by possessing characteristics that enable the organisation to achieve its objectives.

Both Doz and Kosonen⁸ indicate that strategic agility endows an organisation with the characteristics of alertness, flexibility and openness to new events. This enables the organisation to continuously prepare to reassess and redirect previous options towards new developments. Strategic agility does not replace strategy in organisational processes; rather, it provides an alternative to traditional strategic planning. In other words, it is a shared concept linking strategy formulation and implementation.

Strategic agility is also a distinctive feature of contemporary organisations as it affects how they perform activities quickly and accurately, allowing them to outperform competitors in their business environment⁹.

Abu Razi defines it as the ability to recognise and seize opportunities quickly, change direction and avoid collisions¹⁰.

Meanwhile, Farzin and Safari (2014: 299) view agility as an organisation's ability to adapt and respond rapidly to unexpected changes and provide innovative solutions.

Similarly, McLay (2014)¹¹ argues that it concerns the effective management of unexpected impacts and external forces through developing the ability to collaborate and adapt.

According to several researchers, strategic agility can be defined as an organisation's ability to adapt continuously to environmental changes. This ensures a rapid response to dynamic market shifts, surpassing competitors while maintaining market share and achieving survival and prosperity in an environment characterised by instability and uncertainty.

The frequency of rapid changes in the external context in which institutions operate has created high levels of uncertainty at economic, social, political and technological levels, as well as in terms of individuals' needs within the organisation. This has prompted organisations to seek rapid responses to these changes in order to sustain their operations, compete effectively and identify their allies and competitors. Accordingly, institutions aiming for success increasingly rely on strategic agility as a key requirement in a fast-changing environment. Furthermore, the greater an organisation's capacity to respond flexibly, the more likely it is to achieve its goals

⁷- Santala, M. 'Strategic Agility in a Small Knowledge-Intensive Business Services Company: Case: SWOT Consulting'. Master's degree, Helsinki School of Economics, Espoo, Finland, 2009, p. 36.

⁸- Doz, Yves and Kosonen, Mikko. 'The Dynamics of Strategic Agility: Nokia's Rollercoaster Experience. California Management Review, 2008, p. 9.

⁹- D. Ojha, 'Impact of Strategic Agility on Competitive Capabilities and Financial Performance', unpublished PhD thesis. Clemson University, USA, 2008, p. 36.

¹⁰- S. Abu-Radi, 'Strategic Agility and Its Impact on Operational Competitive Capabilities in Jordanian Private Hospitals', Middle East University, Jordan, 2013, p. 12.

¹¹- McLay, A., 'Re-engineering the dream: agility as adaptability to competability'. International Journal of Agile Systems and Management, Vol. 2(7), 2014, pp. 101–115.



accurately, easily and at a lower cost. These considerations have compelled organisations to adopt a new organisational concept: Agile organisations.

2. Dimensions of Strategic Agility

In order to ensure continuity and natural growth within an organisation, despite changes affecting it, and regardless of differences in emphasis among studies, an organisation must possess five essential dimensions.

1) Strategic sensitivity (strategic sensing): Also referred to as ‘agility of sensing’, strategic sensitivity refers to the organisation’s ability to identify and understand the various variables within its work environment — i.e. to develop a vision of the future. This enables the organisation to exploit these variables in ways that serve its interests, distinguish it from competitors and build strategic advantage.

Strategic sensitivity relies entirely on advanced tactical planning. It represents the organisation’s ability to interpret and understand different signals and directions. It also implies openness, foresight and the ability to sense a large volume of information by maintaining relationships with a wide range of individuals and institutions.

It is also defined as the continuous identification and exploitation of opportunities more quickly than competitors. This dimension is based on three core foundations through which the organisation can achieve strategic sensitivity, build its agility and accomplish its objectives as quickly as possible¹².

2) Therefore, the decision-making process should be carried out by the entire management team in order to guide all team members towards collective success rather than reinforcing individual agendas¹³. There are also interconnected activities through which the decision-making process is carried out. These activities interpret events and identify opportunities and threats. The team must ensure that decisions are well considered, deliberate and courageous because they tend to be less conservative and more confident than individual decisions¹⁴.

Consequently, the organisation’s response to disruptions becomes more balanced, strengthening cohesion within the team¹⁵. Through these activities, the organisation can identify opportunities and threats and use them to maximise exploitation of opportunities and reduce the impact of threats.

3) Unity of leadership (collective commitment)

Unity of leadership involves making decisions in collaboration with the entire management team, ensuring that all team members work towards collective success rather than promoting individual agendas. Strategic agility therefore requires teamwork. In this context, executive leaders may struggle with decision-making because there is not enough time to search for

¹²- Doz, Yves L. and Kosonen, Mikko. *Embedding Strategic Agility: A Leadership Agenda for Accelerating Business Model Renewal*. Op. cit., 2010, p. 371.

¹³- Park, Young Ki. 'The Dynamics of Opportunity and Threat Management in Turbulent Environments': *The Role of Information Technologies*. Doctoral dissertation, 2011, p. 25.

¹⁴- Doz, Yves and Kosonen, Mikko. 'The Dynamics of Strategic Agility: Nokia’s Rollercoaster Experience'. *California Management Review*, 2008, p. 10.

¹⁵- Santala, M., 'Strategic Agility in a Small Knowledge-Intensive Business Services Company: Case SWOT Consulting'. Master's thesis, Helsinki School of Economics, Espoo, Finland, 2009, p. 5.



alternatives. What is required is rapid analysis and participation in decision-making across all administrative levels, so that the organisation can achieve agility.

Strategic agility is needed within organisational strategies, so executive managers find it difficult to make decisions because they do not have enough time to explore alternatives. Decisions may have to be made in conditions of high uncertainty, and movement and coordination become more complex in such cases. This situation requires quick, multi-level analysis¹⁶.

Unity of leadership also refers to collective commitment to decisions, meaning the entire team is committed to implementing them. Collective decisions tend to be more open and confident than individual ones. Consequently, the organisation's response to disruptions is more balanced when handled collectively, thereby strengthening team cohesion.

In other words, organisations should be flexible and able to adapt to changes in their business environment¹⁷.

4) Resource Fluidity and Agility

Resource fluidity refers to an organisation's internal capacity to quickly reconfigure and redistribute resources. This involves establishing dynamic administrative mechanisms to determine where resources can be obtained from and reassigning responsibilities in a rapid, flexible and agile manner. This is widely considered to be the greatest strategic challenge facing organisations in general.

Some researchers emphasise that this practice is based on activities that reassemble resources within the organisation and adjust business processes based on decision-making principles to address change. In this way, organisations can modify their processes and resources, and also redesign their organisational structure accordingly.

Scholars also recognise that forecasts may not be perfect because they are difficult to demonstrate clearly in advance. Nevertheless, forecasting remains the best approach for surviving in a changing environment because it enables decision-makers to identify emerging opportunities and threats. By anticipating these developments, an organisation can gain a competitive advantage.

Brannen and Doz further confirmed that, to enhance strategic agility, an organisation's strategy formulation language must be sufficiently grounded in cognitive diversity and free from overly rigid or narrow conceptualisation¹⁸.

5) Competitive agility (competitiveness): competitiveness is an activity linked to the life of a living organism, even though the objective may differ. Some compete for survival, some to reach the top, and some to stay there.

Hout and his colleagues indicate that competitiveness is the process through which an organisation uses its creativity, innovation and development capacities to outperform other

¹⁶- Doz, Yves, and Kosonen, Mikko. *Fast Strategy*. Wharton School Publishing. 'How Agile Is Your Strategy Agility: A Leadership Agenda for Accelerating Business Model Renewal'. Long Range Planning, In Press, Corrected Proof. ISSN 0024-6301. Vol. 1016, 2008.

¹⁷- Santala, Maarit. 'Strategic Agility in a Small Knowledge-Intensive Business'. Op. cit., p. 50.

¹⁸- Brannen, M. and Doz, Y., 'Corporate Languages and Strategic Agility'. *California Management Review*, 2012, pp. 77-79.



institutions operating in the same field. It also involves seizing opportunities and leveraging strengths to achieve profitability in markets and business activities¹⁹.

Al-Najjar defines this aspect as the ability to withstand competitors in order to achieve organisational goals, including profitability, growth, expansion, renewal and innovation²⁰.

3) Field study

Sample of the study

To give the study a predominantly national character, the sample was selected from a group of Algerian institutions located in different provinces of Algeria. The institutions were chosen from the following regions:

Western Algeria: Tlemcen, Oran, Sidi Bel Abbes and Ain Témouchent;

- North-Central Algeria: Médéa and Algiers;

Southern Algeria: Laghouat (as a model);

- Eastern Algeria: Sétif (as a model).

The institutions included in the sample also differ in terms of size and types of activity.

Study sample size and selection method

To ensure the accuracy of the results, a non-probability (non-random) sampling method was used. The questionnaire was distributed to 60 economic institutions. After reviewing the returned questionnaires, 20 were excluded due to their unsuitability for analysis. Consequently, the study sample consists of 40 institutions.

These institutions were selected from the following provinces: Tlemcen, Algiers, Sidi Bel Abbes, Sétif, Ain Témouchent, Médéa and Laghouat. The institutions were selected from both the public and private sectors, and varied in the nature of their activity and size.

Limits of the study:

1) Spatial scope

The field study was conducted in nine provinces: Tlemcen, Algiers, Sidi Bel Abbes, Sétif, Ain Témouchent, Médéa and Laghouat. It should be noted that most of the institutions under study are located in Tlemcen, an area characterised by a large number of economic institutions, both public and private.

2) Time scope

The study covers the period from the start of fieldwork in 2021 until all data were collected and analysed by the end of 2022. During this period, responses were obtained for all the research questions, which enabled the hypotheses formulated in the study to be confirmed or rejected.

Overall, the fieldwork period lasted more than 22 months — approximately two years — and was divided into four main stages.

¹⁹- Al-Hout, M. S., Toufik, S. M., Abd al-Muoutlab, A. A. I. 'Competitiveness between universities'. Available at: www.researchgate.net (accessed 12 June 2020, 18:20).

²⁰- Bouzid, Wassila. 'Approach of Internal Resources and Capabilities as an Entry Point to Competitive Advantage in the Algerian Economic Institution: An Applied Study on Some Economic Institutions in the Wilaya of Sétif'. Master's Thesis in Strategic Management, University of Sétif, Algeria, 2012, p. 9.

3) Definition of the study population

The study population consists of administrators working within a set of Algerian institutions in 2020. The total number of institutions is estimated at 60. As the study focuses on strategic agility, the population is defined by the administrative structure of the institution, including:

- the director;
- the deputy director;
- the human resources manager;
- and other administrative officials.

4) Reliability and validity of the scale

To measure the reliability of the questionnaire dimensions, the study uses Cronbach's alpha as an indicator of measurement stability.

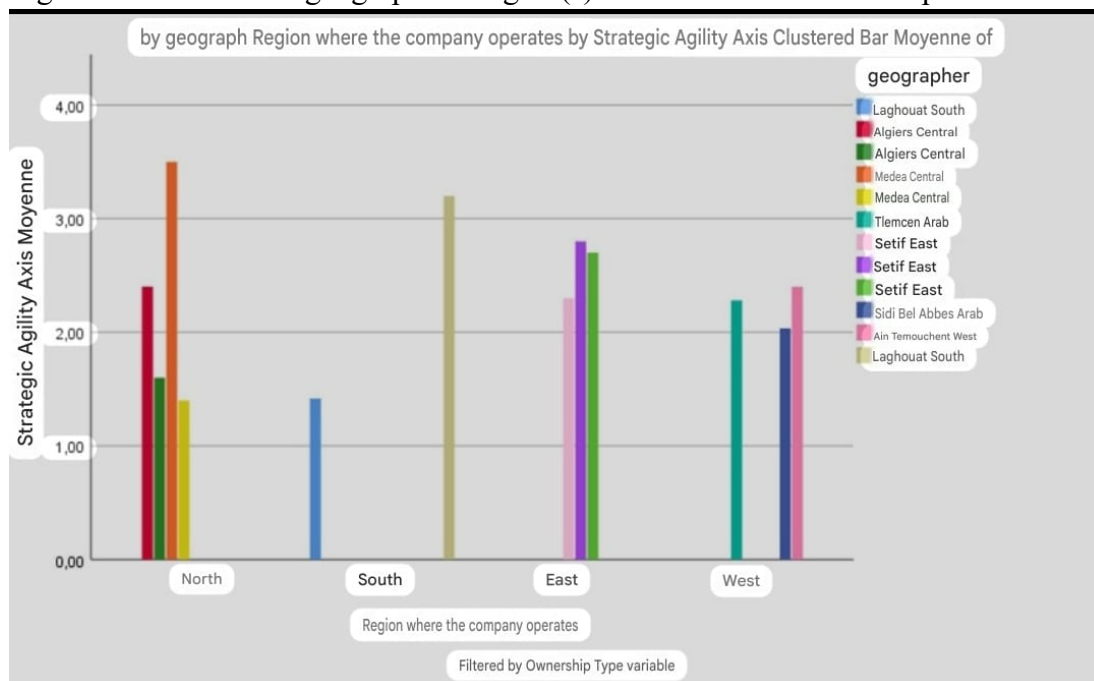
Number of statements	40
Cronbach's alpha	0.792

Source: prepared by the researcher based on the results obtained from the questionnaire and the outputs of the SPSS program.

The variables were measured using a five-point Likert scale, as this is considered the most appropriate tool for assessing strategic agility within an organisation.

The responses of the sample tended to vary according to the geographical area in which the institution operates, with respect to the strategic agility variable.

Figure 1 illustrates the geographical region(s) in which the institution operates.



Prepared by the researcher based on the results of the SPSS program.

The graphical charts show that the majority of Algerian institutions that adopt the principles of strategic agility are listed in descending order below:

- North-Central institutions in Algiers and Médéa. The institutions in Médéa were the first to adopt the principles of strategic agility, followed by the institutions in Algiers.
- Next are south-based institutions, represented by institutions in Laghouat.
- Then come institutions in eastern Algeria, specifically in Sétif, where the level of adoption of strategic agility principles is notably similar among the studied institutions.
- Finally, institutions in western Algeria show the lowest level of adoption of strategic agility principles, with some variation among them. In particular, institutions in Aïn Témouchent were more committed to these principles than those in Tlemcen and Sidi Bel Abbès, respectively.

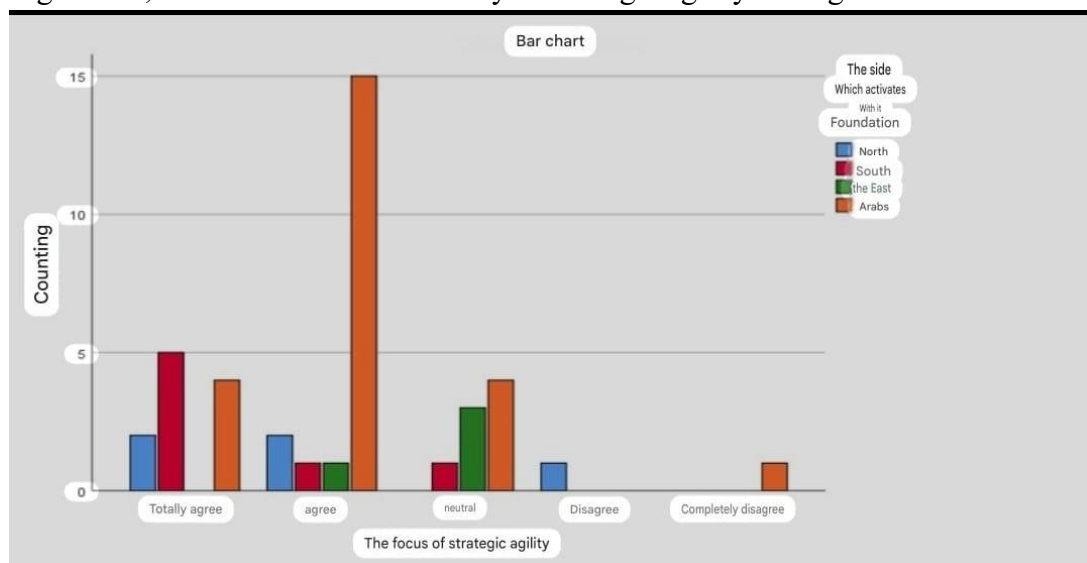
4) Assessment of the Reality of Strategic Agility

A) Analysis of Strategic Agility by Geographical Location

As geographical location affects the ability of economic institutions to adapt to their environment, as well as their legal nature, the data will be analysed according to geographical location and legal type within the sample of studied institutions.

Data related to strategic agility among institutions, according to geographical location, are presented in Figure 1-2.

Figure 1-2, which illustrates the reality of strategic agility among the institutions.

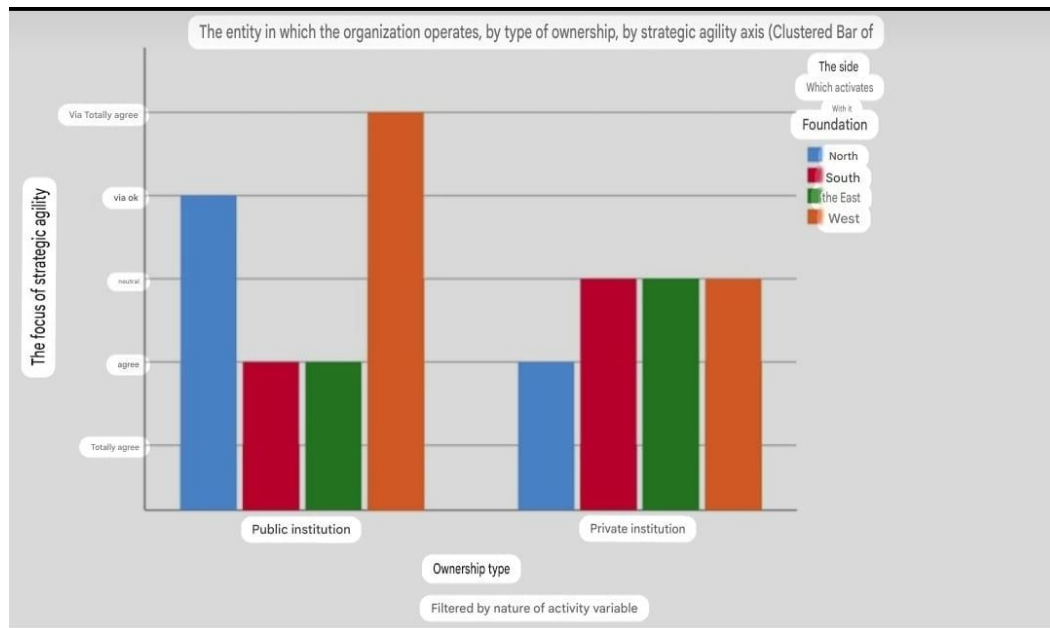


The preparation of this researcher is based on the outputs of the SPSS software.

Using the results of the questionnaire, we will analyse the level of agreement on the concept of strategic agility among different Algerian public institutions, categorised by their geographical region. Firstly, institutions in the West show a high level of agreement in adopting strategic agility. This is followed by institutions in the Central-South region, which show a lower level of agreement than institutions in the West. Institutions in the East and North show relatively lower levels of agreement than the preceding regions.

B. Analysis of the reality of strategic agility based on the legal nature of the institution

Figures 1–3 present the axis of strategic agility and the institution’s legal nature.



This was prepared by the researcher based on the outputs of the SPSS software.

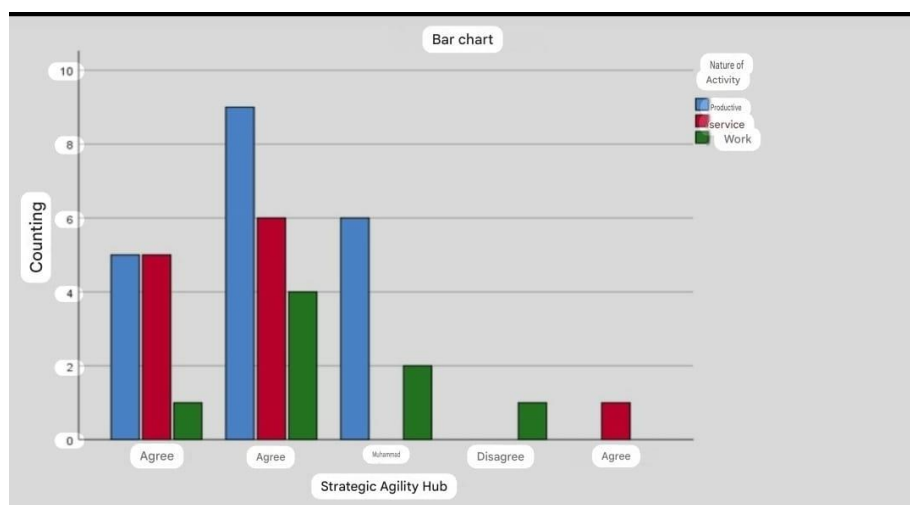
As can be seen from the table/chart, private institutions show an equal level of agreement regarding the adoption of strategic agility in institutions in the east, south and west of Algeria, similar to what is observed for central institutions. However, central institutions show a lower level of agreement compared with their counterparts.

Western public institutions demonstrate a higher level of agreement with adopting strategic agility than their counterparts. This is followed by Northern Central Algerian institutions, and then South and East institutions, which show equal agreement levels.

C. Analysis of the reality of strategic agility according to the nature of institutions' activity

The nature of an institution's activity can affect the extent to which the principles of strategic agility are adopted. We will therefore analyse the data to clarify this relationship.

Figures 1–4 present the reality of strategic agility according to the nature of institutions' activity.



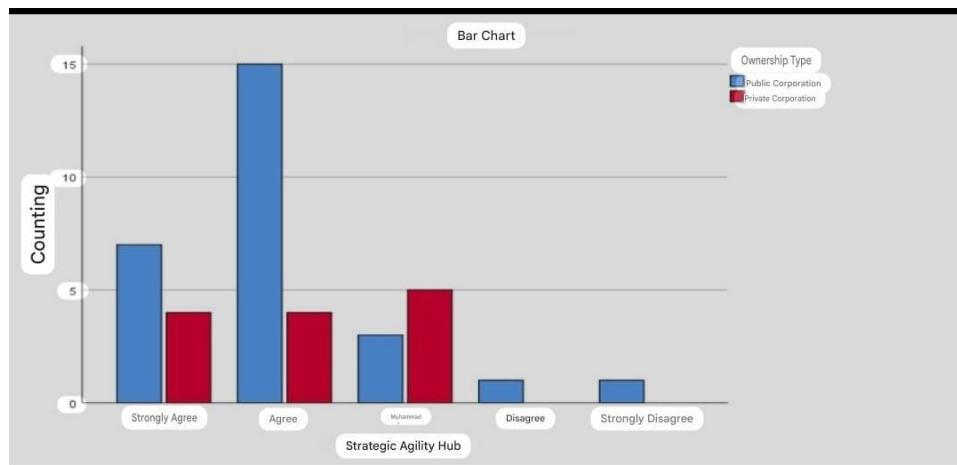
This was prepared by the researcher based on the outputs of the SPSS software.

As can be seen from the table, productive/industrial institutions show the greatest agreement with adopting the principle of strategic agility, followed by service institutions, and then public works institutions.

D. Analysis of the reality of strategic agility according to the legal nature of the institutions (private/public)

The legal nature of institutions may influence the extent to which Algerian institutions adopt the principles of strategic agility.

Figures 1–5 present the reality of strategic agility according to the legal nature of the institutions.

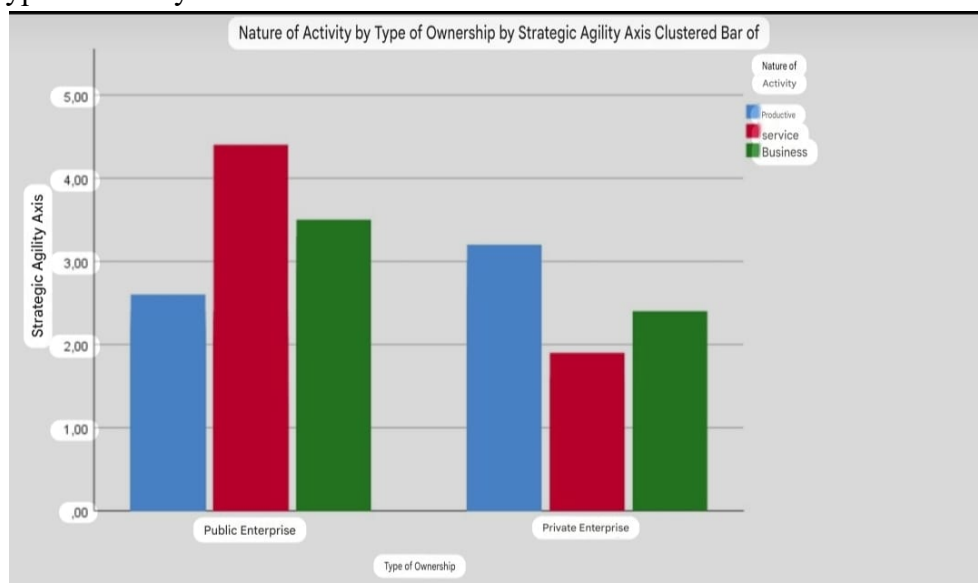


This was prepared by the researcher based on the outputs of the SPSS software.

As can be seen from the diagram, public institutions adopt the principle of strategic agility more than their private counterparts.

E. The reality of strategic agility according to the legal nature of the institutions and the type of activity

Figures 1–6 present the reality of strategic agility according to the legal nature of the institutions and the type of activity.



This was prepared by the researcher based on the outputs of the SPSS software.



From the graphical representation, we can see that public service institutions are the most committed to adopting the principles of strategic agility, followed by public works institutions, and then public productive/industrial institutions.

Among private institutions, private productive/industrial institutions are the most committed to adopting the principles of strategic agility, followed by private public works institutions, and then private service institutions.

Furthermore, public service institutions practise strategic agility more than their private counterparts. Similarly, public works institutions practice agility more than private public works institutions, and public productive/industrial institutions adopt agility more than their private productive/industrial counterparts.

5. Results of the study:

In the theoretical section, we presented various concepts related to the variable of strategic agility, as well as its fundamental principles. After reviewing prior studies related to the research topic, we identified a scientific gap on which our study is based.

The study then proceeded to conduct a field-based investigation on a sample of 40 economic institutions across nine wilayas in Algeria, covering both the public and private sectors. These institutions included large enterprises, as well as small and medium-sized enterprises, and productive/industrial institutions, service institutions, and public works institutions. To this end, we used a questionnaire specially designed for the study. The data collection methods employed in the research were supported by statistical data processing approaches using SPSS version 26. Finally, the study showed that the Algerian institutions most committed to adopting the principles of strategic agility are as follows:

- Institutions in Central Algeria, specifically in Algiers and Médéa wilayas. Médéa institutions were the leading ones in adopting the principles of strategic agility, followed by Algiers institutions.
- These were followed by institutions in the south, represented by some institutions in Djelfa wilaya.
- Then came institutions in eastern Algeria, specifically those in Sétif wilaya, where a degree of similarity in the adoption of the principles of strategic agility was observed among the studied institutions.
- Finally, institutions in western Algeria showed the lowest level of commitment to the principles of strategic agility. There was also some variation among Western institutions: those in Aïn Témouchent were more committed to adopting strategic agility than those in Tlemcen and Sidi Bel Abbès, respectively.

Based on the results of the field study, we found that various Algerian public institutions adopt the concept of strategic agility and that public institutions are more committed to adopting its principles than their private counterparts. Regarding the geographical region in which the institution operates, we observed the following pattern:

Western institutions show a high level of agreement with adopting strategic agility, particularly public and service institutions, which are the most committed to adopting the principles of strategic agility.

This is followed by public works institutions.



- Then come public productive/industrial institutions.

Next are Northern Central institutions.

- After that, Southern and Eastern institutions are equally represented.

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