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## **Research 4**

# Strategic Agility and Its Effect on Competitive Advantage in Technology-Oriented Organizations

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## Abstract:

The digital disruption, which drives fast innovation together with global competition, creates unpredictable conditions for technology-oriented organizations, resulting in their competitive advantages disappearing quickly and their static strategic approaches failing to deliver results. Strategic agility—quick sensing of changes, timely decisions, and resource reconfiguration—helps sustain competitive advantage in dynamic markets. The framework concentrates on long-term renewal efforts, while operational agility works on short-term process improvements. The theoretical literature review studies how strategic agility enables technology-driven companies to gain competitive advantages in emerging markets that have resource limitations. The framework examines both direct impacts and mediation pathways, which include strategic renewal, organizational intelligence, e-HRM, and AI. Agile organizations develop capabilities to forecast upcoming changes while they create new solutions and maintain their competitive edge despite facing obstacles, which include insufficient resources and internal cultural problems, and the rapid obsolescence of their operations. The study recommends building foresight capabilities together with establishing institutional frameworks for renewal, implementing digital technological solutions, and enhancing organizational intelligence capabilities. Future empirical studies are needed in high-tech sectors in emerging contexts. This review provides integrated insights for building resilient strategies in turbulent environments.

**Keywords:** Strategic Agility, Operational Agility, Dynamic Markets, Strategic Flexibility, Competitive Advantage.

## Introduction

In the modern competitive and technologically driven business world, organizations are becoming more vulnerable to sudden and unforeseeable change brought about by digital transformation, increased rate of innovation, globalization and shifting customer demands. Technology-driven organizations, including telecommunications, software developers, IT service providers, and high-tech manufacturing companies, survive under especially turbulent environments with competitive positions being lost fast in case firms do not adapt (Arokodare and Asikhia, 2020). This has meant that old methods of performance based on steady and constant strategies can no longer be used in order to maintain performance or success over time.

In this light, strategic agility is a concept that has received a lot of scholarly and managerial interest. Strategic agility is the ability of an organization to recognize and react promptly to any new opportunity or threat and reorganize its strategies and resources in a efficient and timely time (Abshire, 1996; Alhosseiny, 2023). Strategic agility is a concept that is based on strategic flexibility as opposed to the operational agility, which is based on short-term flexibility. The common focus of strategic agility is on long-term flexibility, renewal of strategies and the continued alignment with an external environment that is volatile. This renders it specifically applicable to technology-driven organizations that exist on dynamic and uncertain markets.

Strategic agility turns out to be even more crucial when one takes into account the type of competitive advantage present in the technological industries. Competitive advantage is a concept that traditionally goes by the capability of a firm to surpass its competitors by providing a better value in terms of cost leadership, differentiation, innovation, or unique capabilities. But in the hyper-pace of technology competitive advantages are short-lived as opposed to a long-term sustainability because competitive innovation is easily emulated and as the standards in the market shift within a short period of time (Agarwal and Helfat, 2009). Consequently, companies have no choice but to keep on replacing their strategies, capabilities, and business models, in order to uphold their competitive standings.

Strategic renewal is thus one of the core processes of responding to the turbulence of the environment. It entails change or redesigning of the organizational strategy, structure and capabilities in order to guarantee that they remain relevant and perform (Agarwal & Helfat, 2009). Previous studies indicate that strategic agility can be a key to the strategic renewal since it enables the firm to escape stale patterns, explore new strategic alternatives, and re-align internal resources with external needs (Abd-Hussein, 2016; Al-Zu'bi, 2022). Strategic agility in this sense serves as a dynamic capability which can help to keep things liable to constant renewal and repositioning.

The empirical research on various settings is delivering an increasing number of attestations of the favourable connection amid the strategic agility and organizational performance. As a case in point, Arokodare and Asikhia (2020) have shown that strategic agility contributes greatly to the performance of an organization in highly competitive settings. Likewise, Ahammad et al. (2021) conclude that strategic agility fortifies performance in the international setting, and especially in the environment of high uncertainty. The strategic agility is also noted to enhance competitive competencies, innovation performance, and organizational image (Amini and Rahmani, 2023; Al-Romeedy and Mohamed, 2022).

Furthermore, the recent literature points out that the effect of strategic agility on competitive advantage has been found to be indirect and has been mediated by such strategies as strategic renewal, strategic intelligence, foresight and organizational learning. As an example, Abd-Hussein (2016) demonstrates that the relationship between strategic renewal and strategic agility is mediated by the boundary-spanning strategies, which strengthens the organization to be adaptive and competitive. Similarly, according to Al Shamari and Al Zyadi (2018), organizational agility is associated with strategic renewal, which further improves competitive positioning. These results imply that to understand the relationship between strategic agility and sustained competitive advantage there is a need to understand the mediating pathways.

Regardless of the accumulated research, there are a number of gaps. Firstly, a large part of the existing literature is devoted to developed economies, and less research studies strategic agility in the context of emerging and developing situations, where the constraints of institutional frameworks, resource scarcity, and instability of the environment can be more significant. Second, digital disruption, electronic human resource systems, and knowledge-based processes are specific issues in technology-oriented organizations and can change the relationship between strategic agility, renewal, and competitive advantage (Alqarni et al., 2023). Third, additional conceptual integration is required, which would combine the disjointed results and would explain the processes through which strategic agility relates to competitive results.

This paper will therefore focus on evaluating how strategic agility plays out on a competitive advantage of technology-oriented firms based on a thorough review and synthesis of the available literature. The research questions that are discussed in the study include:

- What is the role of strategic agility on strategic renewal and competitive advantage in technology-driven organizations?

- What are the mediating factors to this relationship in dynamic and uncertain environments?
- What are the most significant obstacles to the successful application of strategic agility, and how to eliminate them?

This paper has threefold objectives. First, it aims at integrating theoretical and empirical findings on strategic agility and its importance in the strengthening of a competitive advantage. Second, it will examine the mediating processes such as strategic renewal that connects agility to high organizational results. Third, it offers actual input and advice to the managers and decision-makers of technology-based organizations that would like to develop adaptive and resilient strategy. The study fulfills these purposes and adds to the body of academic information regarding the concept of strategic agility and provides a better insight into how organizations can attain and maintain competitive advantage in the quickly changing technological context.

## **1. Theoretical Framework and Literature Review**

### **1.1 Conceptual Foundations of Strategic Agility**

Strategic agility serves as a vital concept within strategic management research because organizations face environmental disruptions and technological advances and increased competition. The term describes an organization's capacity to detect external environmental alterations which enables it to execute strategic decisions while swiftly mobilizing its resources and abilities for effective response (Alhosseiny 2023). The definition describes three interconnected elements which enable organizations to maintain their ability to adapt through uncertain situations: strategic alertness and decision-making speed and execution flexibility.

Strategic agility operates at an organizational level which exceeds operational agility that aims to improve short-term operational efficiency through process flexibility and rapid response capabilities. The process involves making strategic choices which determine the long-term path that organizations will take while they maintain their strategic alignment to their operational environment (Abshire, 1996). Abshire developed agile strategy through his initial research on global policy environments because he recognized that organizations use agility as a strategic position which requires them to develop future scenarios and flexible responses to dynamic environments.

The significance of strategic agility becomes more important for technology-based organizations. The organizations must deal with three main challenges which include faster innovation cycles, shorter technology lifecycles and greater market competition that results from digital transformation and international business expansion. Organizations need to develop their capability to predict technology developments while testing different business models and making rapid changes to their operational methods according to Arokodare and Asikhia 2020. Organizations need to implement strategic agility because delays in their operations will cost them market access and decrease their ability to compete.

Strategic agility enables organizations to develop dynamic capabilities which allow them to combine existing internal resources with external competencies to adapt to external changes according to Alhosseiny 2023. Strategic agility allows organizations to maintain continuous learning processes while conducting strategic experiments and corporate renewal activities, which enables them to seize new market possibilities and handle unpredictable risks.

## **1.2 Strategic Agility and Competitive Advantage**

Competitive advantage has existed as a primary strategic management concept since its establishment, which defines the concept as a company's capacity to achieve better results than its rivals through its particular resource distribution and ability to manage expenses and its unique offerings and capacity to create new products (Agarwal & Helfat, 2009). The quick imitation process and technology convergence along with the changes in customer expectations make it difficult for companies to maintain their competitive edge in today's fast changing technological business environment.

Strategic agility enables companies to establish competitive advantage because it allows them to swiftly modify their operational methods and strategic resources according to updates in their business environment. Companies that use agile methods establish their market position through continuous testing and strategic resource adjustments, which create fresh competitive advantages (Abd-Hussein, 2016). Companies use this proactive approach to maintain their market advantage while pursuing new business prospects and preventing their long term strategic development from reaching a standstill.

Different industry sectors show empirical proof that strategic agility creates a direct link to competitive advantage through its positive effects. Amini and Rahmani (2023) demonstrate that private banks experience major operational performance improvements through the implementation of strategic agility, which helps them compete more effectively in an industry that increasingly adopts digital technologies and fintech innovations. The study demonstrates that organizations use agility to address technological changes and shifting customer preferences, which helps them build a stronger market advantage.

Arokodare and Asikhia demonstrate that strategic agility functions as a mechanism that helps organizations maintain their competitive advantage through its ability to develop strategic forecasting and create new products and build organizational capacity to respond to challenges. The study proves that agile organizations possess superior abilities to predict market changes which enables them to adjust their business strategies in technology-driven markets where constant unexpected developments occur.

The research findings demonstrate that organizations use strategic agility as their main tool for gaining competitive advantage because it enables them to change their operations while developing new products and implementing strategic transformations through all times of market uncertainty.

### **1.3 Mediating Mechanisms: Strategic Renewal and Organizational Intelligence**

The existing research shows that strategic agility creates a direct link which leads to competitive advantage. Recent studies have shown that organizations need to understand their mediating mechanisms because they connect agility to better business results. Strategic renewal represents one of the mechanisms which researchers have studied extensively (SSRN, 2025).

Organizations use strategic renewal to establish new business directions by changing their existing organizational systems and processes which already exist in their business operations (Agarwal & Helfat, 2009). Strategic agility functions as a mediating factor which connects boundary-spanning strategies to strategic renewal according to Abd-Hussein (2016). The research shows that organizations with higher strategic agility can better absorb external knowledge which they use to develop new business strategies. Organizations use strategic renewal to develop their ability to adapt while they create new ways to compete in their markets.

Al-Zu'bi (2022) provides additional evidence that strategic renewal serves as a mediating factor which connects strategic agility to organizational performance. The study shows that agile organizations require less time to start their renewal processes which results in better competitive positioning and improved environmental adaptability.

The organization requires both strategic renewal and organizational intelligence which functions as a vital mediator. Organizational intelligence refers to an organization's capability to gather and examine data regarding its internal operations and external environment for the purpose of making strategic choices. Al Shamari and Al Zyadi (2018) establish that organizations which implement strategic agility will experience improved organizational intelligence because it fosters better information distribution and organizational learning and interdepartmental teamwork. This process helps the

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organization to develop its ability to implement strategic changes and sustain its market position against rivals.

Strategic agility functions as a crucial tool for organizations which need to operate in international markets that require advanced technological solutions because it helps them manage unpredictable environmental situations. Ahammad et al. (2021) demonstrate that organizations which use strategic agility can overcome environmental uncertainty to achieve international success under changing conditions. According to Ahmed et al. (2023) strategic orientation and strategic renewal serve as the main factors that drive international competitive advantage for born-global and technology-oriented firms while strategic agility enables these firms to execute their business strategies.

Strategic agility requires multiple mediating processes that connect renewal intelligence and learning mechanisms to establish its operational effects in the organization.

#### **1.4 Relevance of Strategic Agility to Technology-Oriented Organizations**

Technology-oriented organizations function within environments that experience rapid technological progress together with shorter product life spans and fierce competition from around the world. Organizations require the ability to change their strategic approach and resource allocation to ensure their survival and success in these challenging environments. Abd-Hussein (2016) explains that Zain Iraq and other telecommunications companies use strategic agility to enable their businesses to adapt to new technologies and increasing market competition (Nature, 2025).

Organizations in technology sectors use strategic agility to develop new value propositions while implementing new technologies and changing their organizational structures to create innovative solutions. Al-Romeedy and Mohamed (2022) demonstrate that organizations can achieve better service delivery and knowledge-based performance through strategic renewal which agility allows for their operations. New research studies show that organizations in technology-driven markets use strategic planning together with strategic thinking and operational flexibility as essential elements of their strategic agility capacity (Alhosseiny, 2023). Organizations use these dimensions to maintain their ability to respond to challenges while maintaining stability during times of digital disruption.

The strategic agility of emerging and developing economies functions as a vital mechanism which enables them to overcome their institutional weaknesses and their limitations on available resources. Alqarni et al. (2023) demonstrate that strategic agility enables organizations to achieve sustainable competitive advantage through their digital tools which include electronic human resource management systems

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because it increases their operational flexibility and operational efficiency. The study demonstrates that technology-focused organizations which work in unpredictable environments need agility as their core strategic capability.

The existing literature has documented numerous findings which scientists have not yet fully established. The existing research does not provide longitudinal studies and specific technology studies which examine the development of strategic agility over time and its relationship with digital transformation efforts. The theoretical and empirical research that exists demonstrates how strategic agility positively impacts both strategic renewal and competitive advantage which makes it essential for technology-focused companies that operate in dynamic markets.

## 2. Methodology

This research uses a literature review that combines conceptual and systematic approaches to study how strategic agility affects competitive advantage in technology-based organizations. The research method combines empirical research with theoretical frameworks and conceptual knowledge from the 2016 to 2023 period using information from journals such as Journal of Kerbala University and Organization Science and Journal of World Business and Asia Pacific Journal of Management. The methodology requires researchers to analyze both direct and indirect relationships between variables while studying how contextual elements and different industries function at their maximum speed and technology development rate.

The researchers conducted a systematic analysis of the sources to find evidence about:

- How strategic agility helps organizations improve their overall performance.
- The mediating processes which include strategic renewal and organizational intelligence and foresight.
- The organizational performance improvements which technology-oriented organizations achieve through digital HR systems and IT infrastructure and their internationalization efforts.

The study uses a thematic synthesis method to unite research findings with conceptual frameworks and actual business instances while discovering common themes and theoretical connections. The study establishes both direct and indirect relationships which connect strategic agility to strategic renewal and competitive advantage. The research uses secondary data to create a theoretical framework which shows how organizations sustain their competitive advantage through adaptive strategic capabilities and continuous learning and strategic planning.

Organizations achieve strategic agility through the following methods: they adapt their strategic approaches and implement operational elements and initiatives while learning from historical events and managing present-day conflicts. The study evaluates various methods which organizations use to develop strategic agility and their results while comparing these methods to different growth pathways.

The methodology delivers strong theoretical and practical insights but primary data absence prevents establishment of causal connections. Researchers should use empirical methods such as surveys and structured interviews to test the proposed relationships in technology-focused and emerging market environments.

### **3. The Effect of Strategic Agility on Competitive Advantage**

Strategic agility creates multiple effects which different technology-oriented organizations use to obtain their competitive advantages through operational and strategic methods. The following sections elaborate on direct, mediated, and context-specific pathways.

#### **3.1 Direct Effects**

Organizations use strategic agility to develop fast responses toward three main business threats which include technological disruptions and market changes and competitive pressures, which lead to operational cost savings and unique value delivery. Alhosseiny (2023) emphasizes that agile organizations are better positioned to integrate emerging technologies into their value propositions, which helps them achieve exceptional performance and quick responsiveness. Technology-intensive firms achieve competitive advantage through strategic foresight which combined with agility enables managers to forecast market developments and stop competitors from entering their territory and maintain ongoing innovation (Arokodare & Asikhia, 2020).

Private banking organizations which increasingly adopt fintech solutions through digital platforms show that their competitive abilities improve through strategic agility which enhances their service innovation and process efficiency and customer-centricity capabilities (Amini & Rahmani, 2023). The results show that agility enables organizations to operate flexibly, which creates operational advantages, but it also functions as a strategic asset that assists organizations in improving their market presence.

#### **3.2 The Role of Mediation in Strategic Renewal**

Strategic renewal serves as the primary mechanism which enables strategic agility to generate long-lasting competitive advantages. Organizations which undergo renewal process must reconfigure their resources and rewrite their business models while they

develop new organizational strategies to match existing technological and market developments (Agarwal & Helfat, 2009). Agile organizations use environmental information from their boundary activities and internal team collaboration to predict future disruptions while they use emerging possibilities (Al Shawabkeh, 2024).

Telecommunications companies, including Zain Iraq, provide proof that strategic renewal depends on organizational agility. The research of Abd-Hussein (2016) demonstrates that boundary-spanning strategies which use agile practices enable organizations to develop their resource capabilities and business operations which helps them maintain their market dominance. Al-Zu'bi (2022) and Al Shamari and Al Zyadi (2018) discovered that the agility-renewal connection which organizations need to create performance results through their high agility but incomplete renewal capabilities.

The research conducted by Al-Romeedy and Mohamed in 2022 shows that companies which pursue renewal projects while using agile methods will achieve better customer perception results together with enhanced unique product attributes. The strategic renewal process functions as an essential link between operational agility and companies' ability to maintain competitive advantages over time.

### **3.3 Contextual Enhancers in Technology Organizations**

The capacity of organizations to remain agile during periods of environmental uncertainty becomes more critical when operating in high-velocity market environments. The research conducted by Ahammad et al. in 2021 shows that international companies which operate across various technological fields gain an advantage through agility because it enables them to handle unpredictable situations while maintaining their operational efficiency. According to Ahmed et al. in 2023 born-global tech firms use their agile capabilities together with their strategic renewal processes to expand into international markets by using foresight to locate niche markets and adjust their resource allocation (PMC, 2025).

The combination of digital systems and human resource systems improves the strategic agility performance of organizations. Alqarni et al. (2023) demonstrate that electronic HR management systems enable organizations to improve workforce flexibility and knowledge sharing and decision support capabilities which build their capacity to respond with agile solutions. Organizations achieve improved competitiveness through their implementation of agility in both their technological systems and their organizational structures.

Technology-driven organizations use strategic agility to create new business opportunities from changing market conditions. Organizations achieve sustained market dominance through agility which links their capacity to forecast future developments with their ability to make quick decisions and reorganize resources.

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Technology-driven organizations use strategic agility to create new business opportunities from changing market conditions. Organizations achieve sustained market dominance through agility which links their capacity to forecast future developments with their ability to make quick decisions and reorganize resources.

#### 4. Challenges and Limitations

Technology-oriented organizations need to overcome multiple restrictions which diminish their ability to use strategic agility despite the obvious advantages it provides:

- **Implementation Barriers:** Organizations face difficulties in adopting agility because they lack sufficient resources and their digital systems are incomplete and their employees resist changes to established processes and organizational culture (Alhosseiny, 2023).
- **Over-reliance on Agility Alone:** Organizations that depend on agility without implementing strategic renewal processes will achieve only brief operational flexibility which will not provide them with enduring competitive benefits (Agarwal & Helfat, 2009).
- **Rapid Technological Obsolescence:** Organizations need to continuously improve their skills and processes and systems because technology evolves rapidly which forces them to adapt their business operations (Abd-Hussein, 2016).
- **Underdeveloped Mediators:** Organizations that lack sufficient organizational intelligence together with strategic foresight capabilities will find it difficult to transform their agile practices into measurable benefits (Al Shamari & Al Zyadi, 2018).
- **Contextual Challenges in Emerging Markets:** Organizations face increased operational risks when they fail to adjust their agile practices according to local requirements which emerge from regulatory gaps and infrastructure shortages and market instability.

The organization needs to develop its agility through strategic processes which require intelligence capabilities and contextual adjustments to achieve enduring market advantage.

#### 5. Discussion and Recommendations

Evidence shows that strategic agility creates strong competitive advantages which operate through strategic renewal and organizational intelligence (Ahammad et al., 2021; Amini & Rahmani, 2023). The agile companies develop nonstop improvement capabilities that allow them to use their resources better while they predict market changes and transform unpredictable situations into business advantages.

## Recommendations:

### For Leaders:

- The leaders need to develop strategic foresight skills and boundary-spanning abilities which allow them to acquire external knowledge (Abd-Hussein, 2016).
- Organizations should establish institutionalized renewal procedures which enable them to maintain agility while achieving measurable outcomes (Arokodare & Asikhia, 2020).

### Organizational Practices:

- Organizations should use digital technology and human resource management systems to improve their ability to adapt and react (Alqarni et al., 2023).
- Organizations must build their intelligence functions to create better decision-making systems which enable them to develop flexible operational procedures (Al Shamari & Al Zyadi, 2018).

### For Researchers:

- The researchers need to conduct empirical research in three technology sectors which include AI and software and fintech to test their theoretical frameworks.
- The researchers should investigate the long-term development of agility and renewal processes to comprehend how these factors impact organizational performance over time.

## 6. Conclusion

Organizations that operate in technology-driven markets need to develop strategic agility because it helps them maintain their competitive edge. Organizations transform uncertain situations into operational advantages through their ability to detect environmental changes and their capacity to make quick decisions and their capability to adjust their resource distribution (Alhosseiny, 2023; Agarwal & Helfat, 2009). The approach becomes more effective through its connection to strategic renewal and organizational intelligence and digital infrastructure elements.

Organizations that adopt proactive strategies can handle fast technological evolutions while they preserve their leadership in innovation and keep their competitive market advantage. Companies that want to thrive in the market must develop both agility and renewal capabilities to prevent their competitive advantages from fading away after short-term changes. Strategic agility serves as the main factor that determines how organizations survive and develop innovative solutions and achieve success in the long term within technology-driven markets.

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