

# “The impact of strategic agility on sustainable competitive advantage: The mediating role of strategic renewal at Jordanian telecommunication companies”

## AUTHORS

Khaled Al Shawabkeh 

## ARTICLE INFO

Khaled Al Shawabkeh (2024). The impact of strategic agility on sustainable competitive advantage: The mediating role of strategic renewal at Jordanian telecommunication companies. *Problems and Perspectives in Management*, 22(1), 446-461. doi:[10.21511/ppm.22\(1\).2024.36](https://doi.org/10.21511/ppm.22(1).2024.36)

## DOI

[http://dx.doi.org/10.21511/ppm.22\(1\).2024.36](http://dx.doi.org/10.21511/ppm.22(1).2024.36)

## RELEASED ON

Wednesday, 28 February 2024

## RECEIVED ON

Friday, 08 December 2023

## ACCEPTED ON

Monday, 12 February 2024

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## JOURNAL

"Problems and Perspectives in Management"

## ISSN PRINT

1727-7051

## ISSN ONLINE

1810-5467

## PUBLISHER

LLC "Consulting Publishing Company "Business Perspectives"

## FOUNDER

LLC "Consulting Publishing Company "Business Perspectives"



NUMBER OF REFERENCES

**76**



NUMBER OF FIGURES

**2**



NUMBER OF TABLES

**12**

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**BUSINESS PERSPECTIVES**



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine  
[www.businessperspectives.org](http://www.businessperspectives.org)

**Received on:** 8<sup>th</sup> of December, 2023  
**Accepted on:** 12<sup>th</sup> of February, 2024  
**Published on:** 28<sup>th</sup> of February, 2024

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Khaled Al Shawabkeh, Dr., Associate Professor, Department of Management, Faculty of Business and Finance, The World Islamic Sciences and Education University, Jordan.

Khaled Al Shawabkeh (Jordan)

# THE IMPACT OF STRATEGIC AGILITY ON SUSTAINABLE COMPETITIVE ADVANTAGE: THE MEDIATING ROLE OF STRATEGIC RENEWAL AT JORDANIAN TELECOMMUNICATION COMPANIES

## Abstract

Developing a sustainable competitive advantage has emerged as a pivotal objective for organizations due to the dynamic and constantly evolving business environment, challenges modern organizations encounter, rapid market fluctuations, and intense competition. This study aims to examine the impact of strategic agility on sustainable competitive advantage and the mediating role of strategic renewal within an emerging economy such as Jordan. The study collected data from 217 executives holding senior and intermediate positions in telecommunications companies in Jordan. This paper utilized partial least squares structural equation modeling (PLS-SEM) with SmartPLS4 software to test hypotheses and assess the measurement and structural models. According to the findings, strategic agility has a significant positive impact on sustainable competitive advantage ( $\beta = 0.590$ ,  $t = 8.042$ ,  $p \leq 0.000$ ) and high explanation power ( $R^2 = 0.828$ ), which means that 82.8% of the variance in sustainable competitive advantage has been explained by strategic agility and strategic renewal. Moreover, strategic renewal partially mediates the relationship between strategic agility and sustainable competitive advantage. In addition, the study revealed that the model's predictive power was medium. This paper contributes to the body of knowledge and existing literature about the impact of strategy renewal and agility on sustainable competitive advantage in Jordanian telecommunications companies. Organizations incorporating strategic agility and renewal into their strategy can manage uncertainties, swiftly adjust to changes, and attain sustainable competitive advantage.

## Keywords

strategic agility, strategic renewal, sustainable competitive advantage, quality, innovation, strategic sensitivity, telecommunications companies, Jordan

## JEL Classification

M10, M12

## INTRODUCTION

Organizations are facing growing challenges in maintaining a competitive advantage, where short product life cycles, short design cycles, emergence of new technologies, frequent entry by external entities, repositioning by incumbents, and significant transformations in the market boundaries resulting from the merging of diverse industries can threaten market stability due to hyper-competition (D'Aveni, 1994). As a result, organizations must consistently strive toward enhancing their competitive advantage, where merely being the cost-leader is insufficient as rivals typically engage in initiatives to reduce their costs, which compels organizations to focus on both quality and cost to enhance their competitiveness (Wheelen et al., 2018).

The telecommunications industry is widely acknowledged as a growing sector worldwide; however, given the intense level of competition and the rapid pace of business environment transformations, some



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### Conflict of interest statement:

Author(s) reported no conflict of interest

companies choose to merge or exit the market soon after entering due to difficulties in achieving a competitive edge (Mugo, 2020). Additionally, Jordanian telecommunications companies play a vital role in the economic and technological advancement of the country; they generate a significant revenue of 1.075 billion Jordanian dinars. However, organizations face various obstacles due to the imposition of high tax rates, making it challenging to provide high-quality services at reasonable prices (TRC, 2022). In their quest to achieve sustainable competitive advantage, Jordanian telecommunications companies realized that strategic agility is crucial for survival in a complex and unpredictable market environment by enabling quick reactions to ever-changing market fluctuations (Weber & Tarba, 2014). Furthermore, strategic agility is vital in attaining sustainable competitive advantage and ensuring survival in a fiercely competitive environment where it is commonly recognized as a critical capability that enhances performance and enables the achievement of sustainable competitive advantage (Barahma et al., 2021).

In addition, organizations can develop strategic renewal capabilities to maintain their success and survival within the current competitive environment (Ahmed et al., 2023). Utilizing strategic renewal to enhance an organization's core capabilities contributes to its competitive advantage, which usually affects every level of the organization and leads to long-term survival (Issah et al., 2023).

Jordanian telecommunications companies strive to achieve sustainable competitive advantage amid a turbulent business environment. Therefore, there is a need to clarify the organization's capability to adapt to unforeseen changes through developing strategic agility to achieve sustainable competitive advantage. Moreover, the unexplored mediating role of strategic renewal requires further investigation.

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## 1. LITERATURE REVIEW AND HYPOTHESES

Numerous scholars have extensively studied strategic agility as a critical topic that has received substantial attention, particularly under the uncertain business environment's volatile and unpredictable dynamics (de Diego & Almodóvar, 2022).

The term "agile" was first introduced in 1991 by a group of academics from Lehigh University's Iacocca Institute, who presented a new manufacturing system called "agile manufacturing" and found that agile organizations have a common infrastructure requirement regardless of the type of industry (Nagel & Dove, 1991).

Strategic agility is a fundamental concept in strategic management; it is vital for global competitiveness by adopting responsiveness, adaptation, and rapidity in corporate strategy considering uncertainty and the dynamic nature of the environment (Ahammad et al., 2021). Additionally, strategic agility is defined as the capacity of an organization to predict, perform, and react strategically to internal strengths and weaknesses as well as significant external opportunities and threats (Nkuda, 2017).

The notion of strategic agility at the organizational level was popularized by Doz and Kosonen (2007, 2008a); it includes continually modifying and updating the direction of strategy in a business context and developing innovative services, products, and creative strategies that add additional value for an organization.

Essentially, an agile strategy necessitates an entirely novel adaptability and flexibility in thought and action, and the capacity to respond swiftly to seize untapped opportunities or defend against rapidly arising threats, as well as, above all, a clear long-term vision to direct everything in the right direction (Abshire, 1996). In manufacturing, strategic agility is defined as an organization's ability to deliver products at the right time, price, and place (Roth, 1996). In strategic management, it focuses on maintaining agility by responding and adapting quickly to the changing environment and available opportunities according to a specific and clear strategic goal (Long, 2000).

Although the concept of strategic agility is still developing, academic scholars are becoming increasingly interested in it; strategic agility is described as the ability of organizations to anticipate, respond to, and adapt to rapid external

changes, to be sustainable, and to continuously add value, which requires updating the business strategy and reviewing the competitive and operational plans (de Diego & Almodóvar, 2022). Similarly, the concepts of organizational adaptation (reactive strategy) and flexibility (proactive strategy) are associated with the notion of strategic agility (Zulkifli, 2022).

Strategic agility can be categorized into three dimensions widely acknowledged as capabilities organizations should prioritize to develop and sustain strategic agility: strategic sensitivity, resource fluidity, and leadership unity (Doz & Kosonen, 2008a, 2008b, 2010). First, strategic sensitivity refers to an organization's capacity to comprehend and assimilate both its external and internal environment, effectively recognizing and responding to changes through a stance of openness, perception, interpretation, and an ability to capitalize on opportunities ahead of its competitors (Hamed & Fisal, 2022). It involves several steps, including facilitating an "open strategy" approach by promoting open strategic discussions, enhancing strategic awareness, facilitating business development research, establishing effective internal dialogue, and implementing mechanisms to ensure internal connectivity and collaboration (Morton et al., 2018).

Second, resource fluidity refers to an organization's internal capability to swiftly reconfigure its capabilities and reallocate its resources upon the establishment of a new strategic direction, which entails the alignment of strategy and structure, the rotation of personnel, and the utilization of modular systems and processes that can be rapidly restructured (Doz & Kosonen, 2008b).

Third, leadership unity (also called collective commitment) enables the senior management team to rapidly make decisive decisions upon recognizing a new strategic change that entails interdependence, cooperation, and an integrative leadership approach (Reed, 2021). It signifies the leadership's ability to facilitate prompt and efficient strategic decisions without getting entangled in adversarial conflicts by establishing interdependence, holding the cabinet accountable, fostering team collaboration, and adopting an inclusive and collaborative leadership approach

that can promote unity among top-level individuals (Morton et al., 2018).

Kumkale (2016) argues that achieving strategic agility enables organizations to acquire sustainable competitive advantage and improve performance while constantly responding to rapid market changes. To achieve this, organizations must identify customer expectations, leverage core competencies, implement structural changes, and foster a culture that actively supports continuous learning and innovation.

According to the resource- and knowledge-based views, Vrontis et al. (2023) revealed how innovation facilitates the development of agility necessary for achieving sustainable performance in the current era of rapid change. Furthermore, Amini and Rahmani (2023) investigated the relationship between strategic agility and competitive advantage; they defined strategic agility as a dynamic capability and a vital aspect of organizational performance. Likewise, Clauss et al. (2021) found a positive effect of strategic agility on firm performance in the German electronic industry. Battour et al. (2021) found a positive and direct impact of strategic agility on achieving sustainable competitive advantage by large and medium-sized manufacturing companies in the turbulent environment of Yemen.

Tufan and Mert (2023) showed that strategic agility positively impacts sustainable competitive advantage, which affects attaining sustainable business performance in small and medium-sized family businesses in Turkey. According to Sampath and Krishnamoorthy (2017), strategic agility has a positive effect and contributes toward building sustainable competitive advantage and performance in Indian retail banks. In the same context, Arokodare and Asikhia (2020) argued that strategic agility improves an organization's readiness for the future. It is also a strong indicator of success in leading the industry in performance, superior profitability, and significant growth in market capitalization. Therefore, organizations with strategic agility develop the ability to gain strategic foresight, predict future performance, and gain a competitive advantage over their rivals.

Motalo et al. (2023) showed a relationship between the application of strategic agility and achiev-

ing competitive advantage through the five elements (innovation, service quality, delivery reliability, process flexibility, and cost leadership). Furthermore, Alqarni et al. (2023) revealed that organizational agility is positively associated with sustainable competitive advantage in Egyptian hotels and travel agencies. Finally, Nurjaman and Dwipriyoko (2021) suggested that achieving strategic agility requires updating business models of small-size firms in Indonesia, where a well-designed business model will result in a competitive advantage, consequently leading to a sustainable competitive advantage.

Strategic management literature has seen an increasing debate regarding the relative significance of firm resources and industry structure in achieving a competitive advantage (Galbreath & Galvin, 2008). Many scholars support the concept of industry structure (Porter, 1980) and emphasize the importance of the external environment and the ability of organizations to control the five competitive forces through the utilization of one of the generic strategies: cost leadership strategy, differentiation strategy, and focus strategy as the optimal approach to achieve sustainable competitive advantage (Dulčić et al., 2012). From another perspective, the proponents of the resource-based view argue that sustainable competitive advantage can be achieved by possessing a unique set of resources characterized by value, rarity, inimitability, and non-substitutability (Barney, 1986).

Due to their static nature, the industry structure and resource-based view models are ineffective in a dynamic business environment characterized by continuous change (Eisenhardt & Martin, 2000). Hence, the need arises for an alternative strategic management framework that can effectively tackle the ever-changing and volatile business landscape. In this regard, Teece et al. (1997) emphasized the significance of dynamic capabilities as the most effective means to attain sustainable competitive advantage through:

- sensing and continuously searching, scanning, and exploring across markets and technologies for new opportunities;
- seizing and shaping opportunities and threats by addressing the newly sensed opportunities

through new products, services, and processes; and

- reconfiguration through continuously combining and reconfiguring organizational structures and assets (Teece, 2007).

Generally, an organization gains sustainable competitive advantage over rivals when a successful strategy is implemented and when average profitability exceeds the industry average, leading to better profitability and profit growth (Hill et al., 2020). Furthermore, sustainable competitive advantage can be achieved by exploiting gaps in business structure, leveraging power and regulations, and delivering quality, efficiency, innovation, and responsiveness to customer needs (Coyne, 1986). Sustainable competitive advantage requires new thinking and strategic insights that differ from traditional approaches due to its multifaceted and diverse nature (Barney & Wright, 1998).

However, Hill et al. (2020) identified the following highly interrelated four building blocks to achieve a sustainable competitive advantage, resulting from how various value-chain activities are performed within the organization to differentiate its range of products, thereby enhancing the value provided to customers and reducing the cost structure. First is superior efficiency, which is measured by the inputs required to generate a particular output. Consequently, reducing these inputs will reduce expenses which will lead to increased efficiency that can provide a competitive advantage (Kang, 2019).

Second is superior quality, as customers typically assess the quality of a product by considering two key attributes, excellence and reliability, which are crucial for maintaining value and consistency. Therefore, product quality is essential for business survival (Hosseini et al., 2018). Superior quality is still considered one of the main factors for gaining sustainable competitive advantage, where organizations continuously strive to outperform their competitors in quality (Narasimhan & Schoenherr, 2012).

Third is superior innovation; innovation is critical to achieving sustainable competitive advantage by creating new products or methods to differenti-

ate businesses, enable premium pricing, or reduce costs (Kang, 2019). Innovation can be categorized into process and product innovation; process innovation involves developing new manufacturing methods, while product innovation creates differentiated products (Hill et al., 2020). Moreover, process innovation reduces production costs, while product innovation improves the properties and quality of the product, thereby enhancing pricing ability (Bergfors & Larsson, 2009). Scholars have argued that in today's unstable and competitive market, organizations that are unable to innovate continuously will not be able to compete in those markets, thus losing their competitive advantage (Yu et al., 2017).

Fourth is superior customer responsiveness. Organizations must prioritize customer responsiveness to differentiate themselves from competitors to create sustainable competitive advantage. This can be accomplished by improving product quality, creating innovative products, and designing solutions that meet individual or group needs; also, prompt response time to customers is crucial (Hill et al., 2020). Additionally, superior design, good customer service, and after-sales services can strengthen the organization's ability to respond to customer needs and enhance responsiveness, creating a competitive advantage over rivals (Kang, 2019).

Strategic renewal has emerged as a substitution for the previous term, strategic change, where the evolutionary models of strategic change explain the concept of strategic renewal (Huff et al., 1992). Schmitt et al. (2018) employ the concept of strategic renewal to refer to the process of making organizational changes that aim to foster the organization's growth. Strategic renewal is a set of techniques that can direct leaders toward the future of innovation and entails implementing proactive changes before a crisis occurs. Due to the complicated efforts needed to achieve strategic renewal as initiation, funding, and leading, many organizations failed to advance in their respective situations (Binns et al., 2014).

Strategic renewal is the procedure by which organizations can modify their reliance on previously established courses of action by transforming their strategic capabilities and intents (Schmitt

et al., 2018). It encompasses the procedure, content, and result of renewing or substituting attributes within an organization that can significantly impact its future sustainability (Agarwal & Helfat, 2009). Organizations must engage in strategic renewal to consistently adjust and enhance their competitive advantages, encompassing their capabilities, expertise, assets, business models, and other elements of their competitive position (Weiss & Kanbach, 2023).

Effective strategic renewal involves overcoming the resistance within an organization's existing strategy and bridging the gap between its core competencies and the changing factors determining competitive advantage in the industry (Floyd & Lane, 2000). It involves a fundamental change in an organization's core capabilities, contributing to its competitive advantage, whereas this change affects the entire organization and has implications at various levels within the organization; these changes are essential to breaking path dependence and ensuring long-term survival (Järvi & Khoreva, 2020).

There are two fundamental categories of strategic renewal: discontinuous strategic renewal and incremental strategic renewal. Discontinuous category involves replacing essential elements of a company and its strategy, thus influencing the firm's prospects. Incremental category involves taking proactive measures so firms can effectively adapt to emerging changes in the external environment, thus minimizing the necessity for a more extensive and challenging transformation in the future (Agarwal & Helfat, 2009).

The role of strategic renewal in achieving sustainable competitive advantage has been examined and supported by Burgers and Sawang (2012). It was found that strategic renewal acts as a mechanism to create a competitive advantage and achieve performance in conservative ventures across different industries in Australia. In addition, Klammer et al. (2017) confirmed that strategic renewal positively impacts the overall perceived performance, longevity, and increased competitive advantage by sampling 104 mature companies in various industries, including manufacturing, service, and technology in Austria, Switzerland, and Germany. Moreover, implementing well-timed strategic re-

newal in SMEs offers a more effective approach to securing a sustainable competitive advantage in a highly competitive business environment (Shah et al., 2019). In a similar vein, Shin and Pérez-Nordtvedt (2020) argued that for organizations to acquire new knowledge, it is imperative to actively participate in strategic renewal activities to diminish their resistance to change and change their routines, especially in volatile markets, to enhance their competitive advantage. Furthermore, disruptive technologies have compelled every organization to undergo strategic renewal, enhancing their performance and market position and ultimately achieving a sustainable competitive advantage (Wijaya Kusuma & Sudhartio, 2020).

Moreover, organizational agility, as a key driver of strategic renewal, involves utilizing current resources to explore novel approaches, thereby facilitating the company's future growth, and reinforcing its competitive advantage within the market (Hussein et al., 2021). Similarly, Khan et al. (2021) found a positive direct effect of strategic agility on strategic renewal among manufacturing SMEs in Pakistan. Furthermore, Al-Zu'bi (2022) showed that strategic agility has a significant statistical impact on strategic renewal in five-star hotels in Jordan. Additionally, Abd-Hussein (2016) discovered a positive direct effect of strategic agility on strategic renewal in Zain Communication Company in Iraq.

Based on the literature review, this study aims to analyze the impact of strategic agility on sustainable competitive advantage and explore the role of strategic renewal as a mediating variable for Jordanian telecommunications companies. Accordingly, the proposed research model in Figure 1 reflects higher and lower-order constructs. The research hypotheses are depicted as follows:

- H1: Strategic agility has a significant positive impact on sustainable competitive advantage at Jordanian telecommunication companies.
- H2: Strategic agility has a significant positive impact on strategic renewal at Jordanian telecommunication companies.
- H3: Strategic renewal has a significant positive impact on sustainable competitive advantage at Jordanian telecommunication companies.
- H4: Strategic renewal mediates the relationship between strategic agility and sustainable competitive advantage at Jordanian telecommunication companies.

## 2. METHOD

The study relied on the quantitative approach (descriptive and analytical). The study population consisted of all top and middle management managers in three Jordanian telecommunications com-

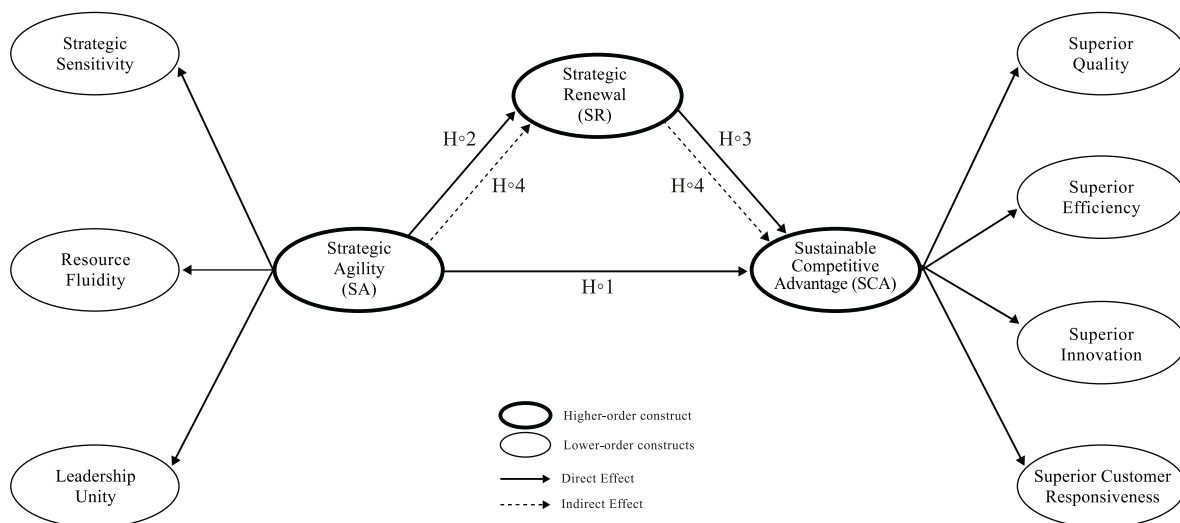


Figure 1. Research model

**Table 1.** Descriptive statistics

Construct	Mean	Standard Deviation	Skewness	Kurtosis
SA	4.221	.541	-.512	.051
SCA	4.242	.555	-.586	.458
SR	4.250	.635	-.178	.550

Note: SA = strategic agility, SCA = sustainable competitive advantage, SR = strategic renewal.

panies: Jordanian Mobile Telecommunications Company (Zain), Jordanian Petra Mobile Telecommunications Company (Orange), and Umniah Mobile Phones Company (Umniah) using proportional stratified random sampling of 620 managers. Based on the sampling and according to the size of the total population, with a margin of error of 5%, the representative sample of the study population was 240 managers. To ensure a reasonable recovery rate, the study distributed 260 questionnaires, of which 224 were retrieved yielding an 86% recovery rate, meeting the necessary recovery rate of 85%, according to De Vaus (1986). It was determined that 217 responses were valid for analysis.

The study relied on the questionnaire for collecting primary data. The questionnaire consists of 37 items on a five-point Likert scale due to its suitability to various analysis tools such as factor analysis or structural equation modeling. The independent variable (strategic agility) was measured through items depending on Morton et al. (2018), Doz and Kosonen (2008a, 2008b, 2010), and Reed (2021). The dependent variable (sustainable competitive advantage) adapted items from Kang (2018) and Hill et al. (2020). Finally, the mediating variable (strategic renewal) was measured through items developed from Issah et al. (2023) and Ahmed et al. (2023).

The study employed the SmartPLS4 program, utilizing partial least squares (PLS) analysis within the structured equation modeling (SEM) method that allows separate relationships for each group of dependent variables and provides the appropriate and most efficient estimation technique for a series of multiple different regression equations estimated simultaneously, to analyze its variables' direct and indirect effect (Hair et al., 2021). PLS-SEM is characterized by two essential components: (1) the measurement model and (2) the structural model (Hair et al., 2022).

### 3. RESULTS

Table 1 shows that all variables followed a normal distribution, with Skewness being very low and not exceeding the threshold ( $\pm 1.0$ ) and kurtosis ranging between +2 and -2 (Hair et al., 2022).

The current study adopted a reflective model based on the classical test theory because various measured indicators reflect the hidden latent variables that affect them; therefore, the effect is from the latent variable to the indicators (Hair et al., 2022). The measurement model analysis has excluded all higher-order variable values, such as strategic renewal and sustainable competitive advantage, as they lack meaningfulness; these values are solely used to replicate lower-order indicators to define them (Sarstedt et al., 2020).

To assess the measurement model, the first step is to evaluate the outer loadings of the indicators, then assess their reliability and ultimately validate them (Hair et al., 2022). Table 2 demonstrates that the outer loading values of all study items' reflective indicators were statistically significant and exceeded the threshold of 0.708 (Hair et al., 2022). All reliability coefficients, including Cronbach's alpha, composite reliability ( $\rho_c$ ), and exact reliability ( $\rho_a$ ), met the acceptable threshold values between 0.70 and 0.95, as set forth by Hair et al. (2022) and therefore achieved the internal consistency reliability. In addition, according to Table 2, the convergent validity values were validated using the AVE criterion, with all values meeting or exceeding the threshold value of 0.5. Furthermore, the study employed Fornell-Larcker and heterotrait-monotrait ratio analysis to evaluate the discriminant validity (Hair et al., 2022).

Table 3 indicates that the Fornell-Larcker values (square root of AVE) are greater than its highest correlation with any other variables in the measurement model. Therefore, the study variables are distinct and different from each other, and there is no overlap



**Table 2.** Reliability and validity

Construct	Indicators	Outer Loadings >0.708	Average Variance Extracted $\geq 0.50$	Cronbach's Alpha >0.70 and <0.95	Reliability (rho_a) >0.70 and <0.95	Composite Reliability (rho_c) >0.70 and <0.95
SS	SS1	0.808	0.691	0.887	0.890	0.918
	SS2	0.782				
	SS3	0.897				
	SS4	0.888				
	SS5	0.773				
RF	RF1	0.857	0.712	0.899	0.907	0.925
	RF2	0.882				
	RF3	0.880				
	RF4	0.773				
	RF5	0.823				
LU	LU1	0.786	0.669	0.878	0.885	0.910
	LU2	0.843				
	LU3	0.810				
	LU4	0.829				
	LU5	0.820				
SQ	SQ1	0.843	0.815	0.924	0.928	0.946
	SQ2	0.928				
	SQ3	0.914				
	SQ4	0.924				
SE	SE1	0.780	0.710	0.863	0.866	0.907
	SE2	0.883				
	SE3	0.827				
	SE4	0.876				
SI	SI1	0.871	0.717	0.868	0.870	0.910
	SI2	0.855				
	SI3	0.818				
	SI4	0.844				
SCR	SCR1	0.901	0.766	0.898	0.902	0.929
	SCR2	0.858				
	SCR3	0.919				
	SCR4	0.821				
SR	SR1	0.877	0.776	0.942	0.942	0.984
	SR2	0.918				
	SR3	0.914				
	SR4	0.896				
	SR5	0.815				
	SR6	0.861				

Note: SS = strategic sensitivity, RF = resource fluidity, LU = leadership unity, SQ = superior quality, SE = superior efficiency, SI = superior innovation, SCR = superior customer responsiveness, SR = strategic renewal. All indicators have  $p$ -value = 0.000.

**Table 3.** Discriminant validity: Fornell-Larcker criterion

	SS	RF	LU	SQ	SE	SI	SCR	SR
SS	0.831							
RF	0.810	0.844						
LU	0.813	0.791	0.818					
SQ	0.763	0.842	0.762	0.903				
SE	0.765	0.786	0.743	0.810	0.854			
SI	0.716	0.687	0.665	0.705	0.834	0.866		
SCR	0.686	0.644	0.656	0.643	0.769	0.847	0.875	
SR	0.646	0.568	0.621	0.633	0.721	0.764	0.777	0.881

Note: SS = strategic sensitivity, RF = resource fluidity, LU = leadership unity, SQ = superior quality, SE = superior efficiency, SI = superior innovation, SCR = superior customer responsiveness, SR = strategic renewal.

**Table 4.** Heterotrait-monotrait ratio (HTMT) – Matrix

	SS	RF	LU	SQ	SE	SI	SCR	SR
SS								
RF	0.898							
LU	0.808	0.851						
SQ	0.843	0.820	0.819					
SE	0.876	0.887	0.836	0.888				
SI	0.817	0.774	0.747	0.784	0.838			
SCR	0.768	0.710	0.727	0.702	0.870	0.889		
SR	0.707	0.605	0.679	0.677	0.798	0.844	0.846	

Note: SS = strategic sensitivity, RF = resource fluidity, LU = leadership unity, SQ = superior quality, SE = superior efficiency, SI = superior innovation, SCR = superior customer responsiveness, SR = strategic renewal.

of concepts among indicators. Consequently, they serve as valid measures for distinct concepts.

According to Hair et al. (2022), the HTMT ratio values should be below 0.85 when the variables are conceptually similar and below 0.90 when the variables are conceptually different. Table 4 indicates that all values are acceptable and below 0.90, meaning all variables in the measurement model achieved discriminant validity.

After verifying the reliability and validity of the measurement model, the study assessed the structural model using the coefficient of determination  $R^2$ , the effect size  $f^2$ , the predictive relevance  $Q^2$ , and the statistical significance of the structural path coefficients (Hair et al., 2022). The structural model analysis has excluded all lower-order variable values (sub-dimensions), as they lack meaningfulness since these values were solely used to define the higher-order variables only, such as strategic agility and sustainable competitive advantage (Sarstedt et al., 2020).

The VIF coefficient indicates no evidence of multicollinearity among the dimensions of the study variables in the structural model. The results presented in Table 5 all fall below the threshold value of 5 specified by Hair et al. (2022).

**Table 5.** Collinearity statistics (VIF)

Construct	SR	SCA
SR		1.756
SA	1.000	1.756

Note: SA = strategic agility, SCA = sustainable competitive advantage, SR = strategic renewal.

Table 6 shows that the model's dependent variable, sustainable competitive advantage, has an  $R^2$  value of 0.828, which means that strategic agility and strategic renewal can explain 82.8% of the variation

in sustainable competitive advantage in Jordanian telecommunications companies. In contrast, the remaining variation is due to other factors.

The value of  $R^2$  proves the high model's power in explaining sustainable competitive advantage; values exceeding 0.65 provide further evidence to support this assertion (Hair et al., 2022). The findings demonstrate that strategic agility accounted for 43.1% of the variability in strategic renewal in the surveyed companies. These values validate the adequate explanatory power of the structural model.

**Table 6.** Coefficient of determination ( $R^2$ )

Construct	$R^2$	$R^2$ adjusted
SCA	0.828	0.827
SR	0.431	0.428

Note: SCA = sustainable competitive advantage, SR = strategic renewal.

Hair et al. (2022) indicated that  $f^2$  values greater than 0.02 are classified as small, values between 0.15 and 0.35 are considered medium, and values exceeding 0.35 are regarded as large. Table 7 shows the  $f^2$  results that indicate a high effect.

**Table 7.**  $f^2$  effect size

Path	$f^2$
SA → SCA	1.152
SA → SR	0.756
SR → SCA	0.549

Note: SA = strategic agility, SCA = sustainable competitive advantage, SR = strategic renewal.

The predictive power of the model was assessed using the PLS<sub>predict</sub> procedure. Table 8 demonstrates that the values of  $Q^2_{predict}$  for all dependent variables are statistically significant and satisfactory, as they exceed zero (Hair et al., 2022). The analysis compared the RMSE values with the naïve LM benchmark for  $Q^2_{predict}$  values to assess the mod-

el’s predictive power. Table 9 reveals that most of the RMSE values for sustainable competitive advantage indicators are lower than the naïve LM benchmark, suggesting that the model has medium predictive power (Hair et al., 2022).

**Table 8.** Values of the predictive relevance  $Q^2_{predict}$

Construct	$Q^2_{predict}$
SR	0.418
SCA	0.730

Note: SCA = sustainable competitive advantage, SR = strategic renewal.

**Table 9.**  $Q^2_{predict}$  values

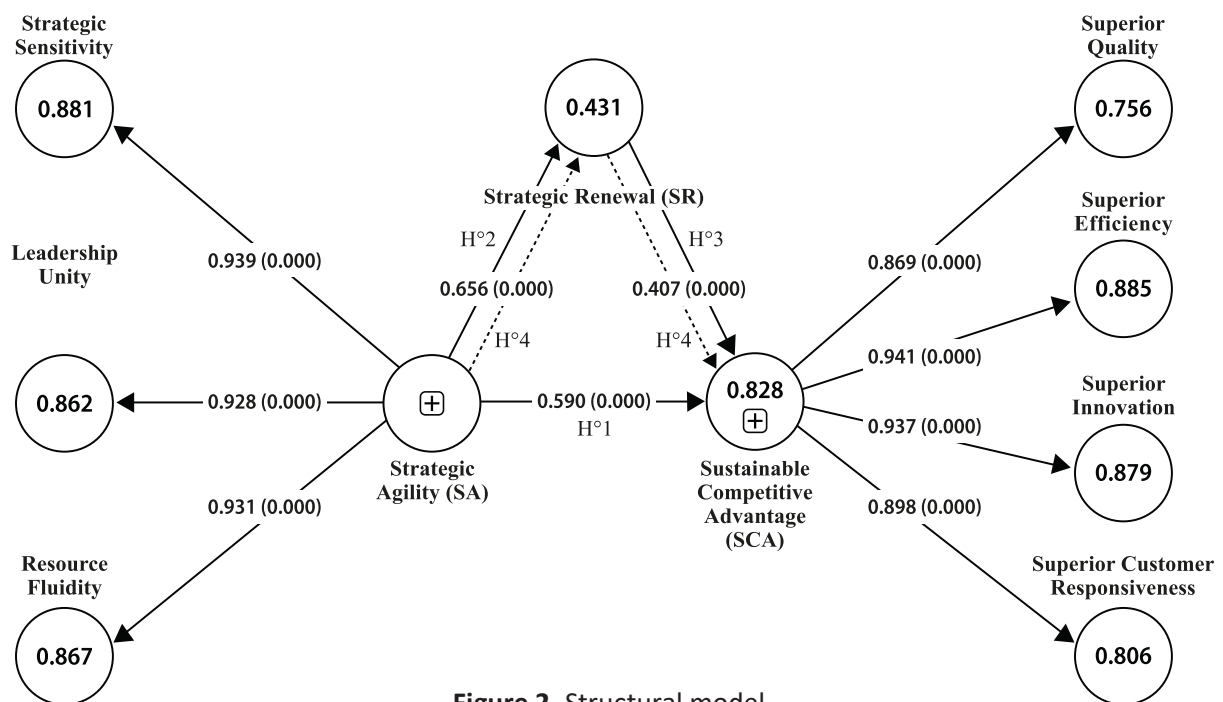
	$Q^2_{predict}$	PLS-SEM_ RMSE	PLS-SEM_ MAE	LM_ RMSE	LM_ MAE
SQ1	0.512	0.510	0.368	0.464	0.307
SQ2	0.613	0.448	0.333	0.467	0.317
SQ3	0.541	0.495	0.368	0.517	0.351
SQ4	0.618	0.463	0.327	0.477	0.316
SE1	0.527	0.497	0.384	0.516	0.364
SE2	0.579	0.393	0.307	0.411	0.306
SE3	0.343	0.511	0.380	0.519	0.398
SE4	0.440	0.515	0.391	0.546	0.419
SI1	0.403	0.514	0.396	0.545	0.416
SI2	0.392	0.478	0.363	0.495	0.375
SI3	0.352	0.555	0.404	0.569	0.410
SI4	0.391	0.618	0.490	0.642	0.500
SCR1	0.418	0.589	0.422	0.600	0.432
SCR2	0.244	0.622	0.439	0.623	0.446
SCR3	0.419	0.560	0.409	0.594	0.436
SCR4	0.426	0.559	0.404	0.614	0.429

Note: SQ = superior quality, SE = superior efficiency, SI = superior innovation, SCR = superior customer responsiveness.

The study employs partial least squares through structural equation modeling (PLS-SEM) utilizing Smart PLS 4 software to evaluate the four primary hypotheses. PLS analysis and path coefficients are used to evaluate the significance of relationships in the structural model. According to Figure 2, all path coefficients are significant. Moreover, to validate the hypotheses, the direct impact of strategic agility on sustainable competitive advantage and the direct impact of the independent variable (strategic agility) on the mediating variable (strategic renewal) were investigated. Also, the indirect impact of strategic agility on sustainable competitive advantage through strategic renewal was investigated.

Table 10 shows that strategic agility has a positive, direct, and statistically significant relationship with sustainable competitive advantage ( $\beta = 0.590$ ,  $t = 8.042$ ,  $p \leq 0.000$ ). Strategic agility significantly impacts strategic renewal ( $\beta = 0.656$ ,  $t = 11.116$ ,  $p \leq 0.000$ ). Strategic renewal significantly impacts sustainable competitive advantage ( $\beta = 0.407$ ,  $t = 5.300$ ,  $p \leq 0.000$ ). Therefore, H1, H2, and H3 are supported.

Table 11 indicates that strategic agility has a significant indirect effect on sustainable competitive advantage through the mediating variable strategic renewal ( $\beta = 0.267$ ,  $t = 4.033$ ,  $p \leq 0.000$ ). In ad-



**Figure 2.** Structural model

**Table 10.** Significance test for the path coefficients (direct effects)

Path	Hypothesis	Original sample	Sample mean	R <sup>2</sup>	Standard deviation	t-value	p-value	Confidence intervals (95%)	Is it significant? (p < 0.05)	Status
SA → SCA	H1	0.590	0.583	0.828	0.073	8.042	0.000	[0.462 – 0.701]	Yes	Supported
SA → SR	H2	0.656	0.659	0.431	0.059	11.116	0.000	[0.554 – 0.747]	Yes	Supported
SR → SCA	H3	0.407	0.413		0.077	5.300	0.000	[0.289 – 0.539]	Yes	Supported

Note: t values are more than 1.96; SA = strategic agility, SCA = sustainable competitive advantage, SR = strategic renewal.

**Table 11.** Significance test for the path coefficients (specific indirect effects)

Path	Hypothesis	Path coefficient (β)	t-value	p-value	Confidence intervals (95%)	Is it significant? (p < 0.05)	Status
SA → SR → SCA	H4	0.267	4.033	0.000	[0.169 – 0.384]	Yes	Supported

Note: t value is more than 1.96; SA = strategic agility, SCA = sustainable competitive advantage, SR = strategic renewal.

**Table 12.** Significance test for the total effects

Path	Path coefficient (β)	t-value	p-value	Confidence intervals (95%)	Is it significant? (p < 0.05)
SA → SCA	0.857	40.436	0.000	[0.821 – 0.891]	Yes

Note: t value is more than 1.96; SA = strategic agility, SCA = sustainable competitive advantage.

dition, the results of the total effect analysis of the study model path strategic agility → sustainable competitive advantage demonstrated in Table 12 ( $\beta = 0.857$ ,  $t = 40.436$ ,  $p \leq 0.000$ ) confirm that H4 is supported, and strategic renewal partially mediates the relationship between strategic agility and sustainable competitive advantage. Where the total effect of strategic agility → sustainable competitive advantage =  $\beta$  (specific indirect effect) +  $\beta$  (direct effect) =  $(0.267 + 0.590) = 0.857$ , which indicates the significant contribution of the strategic renewal in the association between strategic agility and sustainable competitive advantage.

## 4. DISCUSSION

This study investigates the impact of strategic agility on sustainable competitive advantage and the mediating role of strategic renewal at Jordanian telecommunications banks. According to the first hypothesis analysis, the results show that strategic agility significantly impacts sustainable competitive advantage at Jordanian telecommunications banks. This result is consistent with Alhosseiny (2023), who discussed the impact of strategic agility on enhancing competitive advantage. Clauss et

al. (2021) study that found a significant positive impact of strategic agility on competitive advantage. Furthermore, Hemmati et al. (2016) highlighted the positive relationship between strategic agility and competitive advantage. Permana et al. (2021) concluded that strategic agility impacted sustainable competitive advantage in the services business during the COVID-19 pandemic.

The results echo Fakunmoju et al. (2020), who found a significant impact of strategic agility on competitive advantage with the combined moderating effect of information technology capability and strategic foresight in oil and gas marketing companies in Nigeria. They emphasized that for organizations to enhance their readiness for strategic agility initiatives, they will require the ability to analyze the factors, motivations, and relationships linked to future opportunities and the best alternative strategic decisions necessary to fully capitalize on these opportunities and ultimately achieve a competitive advantage. By aiding in strategic planning and implementation, strategic agility enables telecommunications companies to effectively achieve their goals and adapt to the changing and turbulent environment. Strategic agility also fosters innovation, minimizes costs,

enhances flexibility, and elevates competitiveness. Therefore, strategic agility is essential to achieve sustainable competitive advantage and to sustain a dominant competitive position within a targeted market.

The results of the analysis of the second hypothesis indicated that SA significantly impacts SR in JTCs, which confirms Khan et al. (2021) study, which indicated that effective implementation of SR within a specific time frame requires unique organizational capabilities that are facilitated by SA. Moreover, to achieve a superior strategic position within a market and sustain their competitive advantage, organizations must engage in renewal activities and continuously enhance their operations by replacing outdated methods with updated ones, which is facilitated through the utilization of SA (Shlaga, 2022). Additionally, SA expresses the organization's capability to swiftly respond to turbulent market changes, which is enhanced through SR by focusing on exploiting current resources while simultaneously exploring novel approaches that enhance its competitive advantage (Al Shamari & Al Zyadi, 2018). Finally, in accordance with the preceding findings, Hussein et al. (2021) confirmed the vital role of organizational agility in enhancing SR at Kalah Company in Iraq.

The results of the analysis of the third hypothesis indicated that SR significantly impacts SCA in JTCs, where exhibiting higher strategic renewal inclinations embedded through continuous organizational learning consequently enhances the organization's overall performance, thus leading to SCA (Klammer et al., 2017). Furthermore, Shin and Pérez-Nordtvedt (2020) found that frequent SR positively impacted competitive advantage in rapid-change environments in fashion retail stores

in Korea. In addition, AL-Romeedy and Mohamed (2022) showed that SR is concerned with the ability of contemporary organizations to embrace innovation, develop their capabilities, and reach new markets, which is generally reflected in the SCA. Moreover, Issah et al. (2023) supported the idea that SR focuses on changing the organization's core competencies that contribute to competitive advantage, and this gradually affects organizational levels and permits it to survive in the long term.

The results of the fourth hypothesis revealed that SR mediates the relationship between SA and SCA at JTCs. When SA is combined with SR, the competitiveness of JTCs is enhanced. SA is the company's ability to implement changes and adapt quickly, while SR is the improvement of the company's processes, experiences, products, and services. Therefore, SA allows these companies to discover and react rapidly to competitive opportunities, whereas SR ensures consistent exploitation of opportunities and the capability of an organization to adjust in dynamic situations.

These findings align with the research conducted by Shah et al. (2019), which demonstrated that SR plays a significant role in mediating the relationship between networking competence and businesses' long-term sustainability. Consistently, this outcome aligns with the findings of Shah et al. (2020), who utilized a moderated mediation model and discovered that strategic orientation and renewal enhance strategic performance. In addition, Khan et al. (2021) discovered that achieving SA has an immediate impact on improving SR within manufacturing SMEs in Pakistan. This echoes the study of Al-Zu'bi (2022) that found a significant statistical impact of SA on SR in five-star hotels in Jordan.

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## CONCLUSION

This study has examined the mediating role of SR in the relationship between SA and SCA, where the study's findings indicate that organizations exhibiting SA through the mastery of strategic sensitivity, ensuring the fluidity of resources, and fostering leadership unity, coupled with their proactive approach to sustaining SR, are more inclined to achieve SCA. Ultimately, the adoption of SR emerges as a crucial approach for companies to reinforce their competitive advantage and smoothly navigate market shifts. Moreover, SR improves a company's ability to innovate, research, and enhance product quality, resulting in SCA. Furthermore, the continuous process of SR, which assesses an organization's ability to evaluate and modify its strategies regularly, has been identified as a mediator in the relationship between SA and SCA.

This study has identified limitations and highlights the need for further research to examine the relationship between variables such as strategic agility, sustainable competitive advantage, and strategic renewal in the communications and information technology sector. Although the current study primarily focused on Jordanian telecommunications companies, it is recommended that future studies include other service and industrial sectors in Jordan to enhance the generalizability of the results.

Moreover, other dimensions for strategic agility and sustainable competitive advantage can be explored, as it is possible to study strategic agility through other dimensions such as strategic clarity, strategic responsiveness, and commitment unity. Also, it is possible to study sustainable competitive advantage through other dimensions, such as the value of resources, their scarcity, non-imitation, and organized resources. Other mediating variables, such as strategic ambidexterity, strategic vigilance, and strategic foresight, can also be investigated to comprehensively understand the topic. Finally, while the data collection in this study involved a questionnaire, it is suggested that other methods, such as interviews and quantitative approaches, should be used to avoid any limitations that may arise when distributing questionnaires.

## AUTHOR CONTRIBUTIONS

Conceptualization: Khaled Al Shawabkeh.

Data curation: Khaled Al Shawabkeh.

Formal analysis: Khaled Al Shawabkeh.

Funding acquisition: Khaled Al Shawabkeh.

Investigation: Khaled Al Shawabkeh.

Methodology: Khaled Al Shawabkeh.

Project administration: Khaled Al Shawabkeh.

Resources: Khaled Al Shawabkeh.

Software: Khaled Al Shawabkeh.

Supervision: Khaled Al Shawabkeh.

Validation: Khaled Al Shawabkeh.

Visualization: Khaled Al Shawabkeh.

Writing – original draft: Khaled Al Shawabkeh.

Writing – review & editing: Khaled Al Shawabkeh.

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