

## The Impact of Creative Abilities on Strategic Agility Case Study: Algeria Telecom Company

Alaeddine BOUZID<sup>\*1</sup>, Omar BELDJAZIA<sup>2</sup>

<sup>1</sup> Laboratory of Organizations Economy and Sustainable Development, University of Jijel (Algeria),  
Alaeddine.bouzid@univ-jjel.dz

<sup>2</sup> Laboratory of Entrepreneurship and Innovation Strategies in the Business and Financial Environment, University  
of Jijel (Algeria), Beldjazia.omar18@gmail.com

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### Abstract:

This study aimed to determine the impact of creative capabilities on Strategic Agility of the Algerian Telecom Company. To achieve the objectives of the study, 56 questionnaires were distributed to the study sample

The study reached several results, the most important of which are: There is a statistically significant effect at the significance level ( $\alpha < 0.05$ ) for creative abilities in the impact of strategic agility in the Algerian Telecom Company

**Keywords:** Creative Abilities; Strategic Agility.

**(JEL) Classification :** M10, M19

### 1. INTRODUCTION:

Business organizations of all types, sizes and fields of activity today face numerous challenges, which are directly related to increasing competitive pressures, one of the most important reasons for the globalization and growing dependence of business. It describes the rapid developments and massive and often unexpected changes that occur not only at the knowledge-based economy but also at the level of the business environment in which they operate.

All this has led many business organizations to adopt flexible Strategic management methods that enable them to plan for the required changes in their processes, systems, services or products, and then seek to implement that change quickly and effectively, to take advantage of opportunities and avoid threats in their markets and enhance their competitiveness, and to make the process of adapting to environmental changes available in a timely, effective and value-creating process.

This effort by business organizations to become strategically Mobile requires that all those processes, systems, services and products provided by business organizations include creative ideas that make the organizations producing them distinct from all competing organizations, and ensure their survival in the environment in which they operate.

The need to understand the importance of Creativity and the Creative Process within an organizational context is ultimately a valuable asset (Khaddam, 2020, p. 2293) to invest in.

This study is concerned with shedding light on the impact of Creative Abilities on Strategic Agility in the organization under study.

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\*Corresponding author.

### 1.1. Research Problem:

Based on all of the above, we summarize the problem of the study in the answer of the following main question:

**What is the impact of Creative Abilities on Strategic Agility at the Algerian Telecom Company?**

Based on this research question, we have raised this important secondary questions:

What is the effect of the components of Creative Abilities on strategic agility in the organization under study?

### 1.2. The Importance of Study:

The significance of research emerges from the significant role that business organizations' implicit resources, represented by Creative Abilities, can play in increasing their Strategic Agility. As a result, the value of research can be demonstrated through the following points:

- What new can this study contribute to both Creative Abilities and Strategic Agility in terms of information, insights and knowledge
- The topic of Creativity and Strategic Agility is of great interest in both Education and research, as there is a growing interest in improving organizations' ability and effectiveness to adapt to the rapidly changing business environment in order to remain competitive. It is regarded as a topic.

### 1.3. Research Aims:

This study aims to achieve a set of objectives, including:

- Setting and clarifying some theoretical concepts related to Creativity, Creative Abilities and Strategic Agility;
- Analysis of the impact of creative capabilities on strategic agility in Algeria Telecom company.

### 1.4 The Study Hypotheses:

In order to achieve the objectives of the study and depending on the content and the results of the previous literature that was available to the researchers.

#### The main hypothesis:

❖ Therefore, the null and alternate hypotheses are formulated as follows:

- { (H<sub>0</sub>): Creative Abilities has not statistical significance ( $\alpha < 0.05$ ) effect on Strategic Agility.
- { (H<sub>1</sub>): Creative Abilities has statistical significance ( $\alpha < 0.05$ ) effect on Strategic Agility.

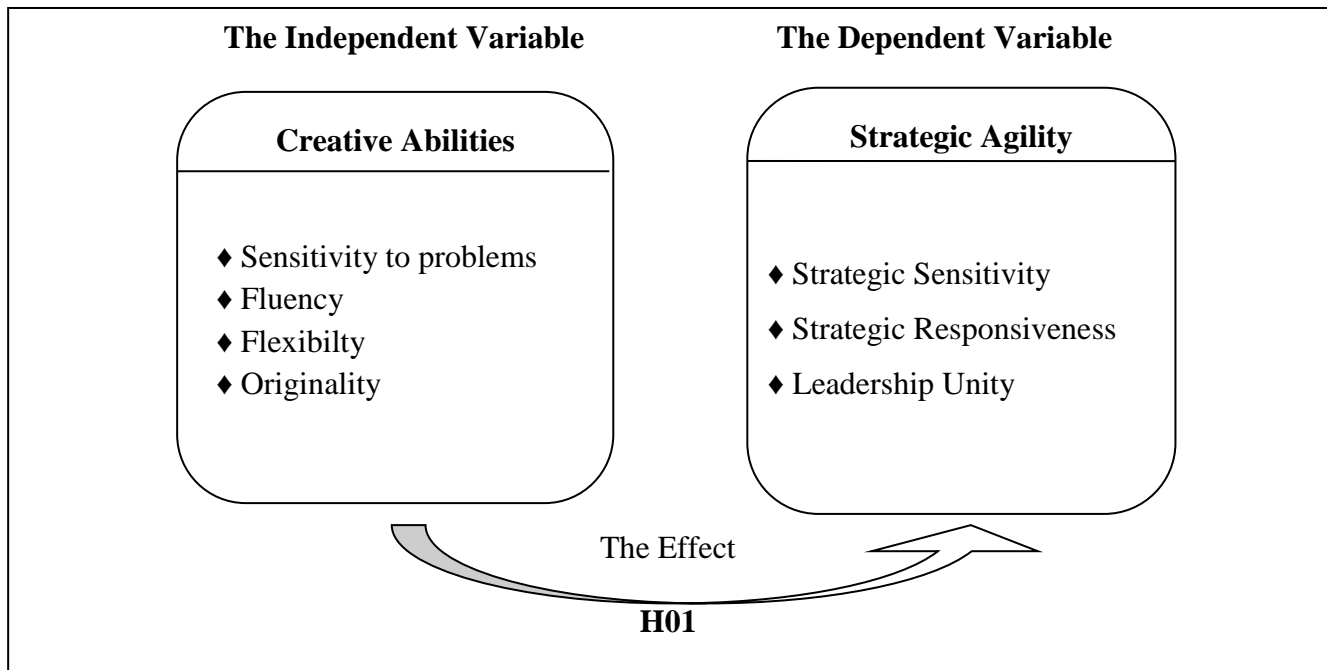
The following sub-hypotheses stem from it:

- { (H<sub>0.1</sub>): Creative Abilities has not statistical significance ( $\alpha < 0.05$ ) effect on Strategic Sensitivity.
- { (H<sub>1.1</sub>): Creative Abilities has statistical significance ( $\alpha < 0.05$ ) effect on Strategic Sensitivity.
- { (H<sub>0.2</sub>): Creative Abilities has not statistical significance ( $\alpha < 0.05$ ) effect on Strategic Responsiveness.
- { (H<sub>1.2</sub>): Creative Abilities has statistical significance ( $\alpha < 0.05$ ) effect on Strategic Responsiveness.
- { (H<sub>0.3</sub>): Creative Abilities has not statistical significance ( $\alpha < 0.05$ ) effect on Leadership Unity.
- { (H<sub>1.3</sub>): Creative Abilities has statistical significance ( $\alpha < 0.05$ ) effect on Leadership Unity.

### 1.5 Research Model of the Study:

The model of the present study consists of two variables as it is shown in the figure below:

Figure (01): Proposed research model



Source: by the researchers on the basis of the literature review.

## 2. Literature Review and Theoretical Framework:

### 2.1 Creativity:

What "Creative" means in common usage is hardly clear? it seems to correspond to the idea of fullness, to the completion of effort, a synthesis of parts, while it also conveys, like "Research," the notion of something new and unexpectedly good. Use of the word Creativity is a device by which we give ourselves easy satisfactions while avoiding necessary judgments (Rhodes, 2014, p. 306)

Defining a unified concept of the term Creativity is a difficult thing because the concept is multidimensional, and many fields of science share it.

Here is a brief overview of a set of definitions of Creativity:

- The intuitive conception of Creativity holds that it involves the production of new ideas. (Mumford, Kimberly S, & Robledo, 2012, p. 04)
  - Creativity is an ability whose results are the unique new idea or ideas independently created for the arising problems. (Derecskei, 2014, p. 18)
  - Creativity is defined as the production of high quality, original, and elegant solutions to problems. (Mumford, Kimberly S, & Robledo, 2012, p. 04)
  - Generation of something that is both novel and useful toward accomplishing desired goals. (Amabile, 1996; Weisberg, 1993, as cited in Keith & Damon, 2012, p18)
- A brief definition can be given as follows:

Create concepts or solutions for products, services, practices, work processes, or problems that organizations may face. However, these ideas and solutions must have two characteristics: (a) they must be new or original, and (b) they must be beneficial to the organization.

## 2.2 Creative Abilities:

### 2.2.1 Definition:

Many researchers have tried to provide a definition of Creative Abilities. Researchers present some of them in the following points:

- In its narrow sense, Creative Abilities determine whether the individual has the power to exhibit Creative behavior to a noteworthy degree. (Guilford, 1950, p. 444)
- Creative Ability refers to a person's ability to change their behavior and "create something that didn't exist before" in response to environmental, social, or occupational demands in life. (Nichola, 2016)
- The ability to form a relational contact with people, events and materials, and by his preparedness to function freely and with originality at his maximum level of competence. (Du Toit 1991, p. 23, as cited in Witt, 2014).
- We can put a brief definition of Creative Abilities as:  
Creative Abilities are those mental preparations that individuals must have in order to carry out Creative Behavior.

### 2.2.2 Dimensions of Creative Abilities:

Guilford (1973) identified five dimensions to measure Creativity: (Klein, 2014)

- A. **Fluency:** The ability to generate a large number of ideas; many potential solutions to a problem.
- B. **Flexibility:** The ability to transcend tradition, custom, and the obvious. Turn ideas and materials into new, diverse and unusual applications.
- C. **Sensitivity to problems:** The ability to see problem, defects, needs, and deficiencies, to see the odd and the unusual, to see what needs to be done.
- D. **Originality:** The ability to produce uncommon responses, going beyond commonly accepted ideas to unusual forms, ideas, approaches, solutions.

## 2.3. Strategic Agility:

### 2.3.1 Definition:

Many researchers attempted to provide a clear definition of Strategic Agility. Here is a set of definitions:

- "Agility is the ability of an organization to adapt to change and also to seize opportunities that become available due to change." (Arteta & Giachetti, 2004)
- Queiroz et al. (2017) reported that Strategic agility can be defined as the ability of a company to recognize and respond to threats and opportunities in the environment. (as cited in LUNGU, 2018, p. 558)
- Strategic Agility is as an incentive of a company on adjusting its business model to the unpredictable changes of the business environment.  
(Battistella et al. ,2017 ,as cited in LUNGU, 2018, p. 559)
- Aaron De Smet define Agility as the ability of an organization to renew itself, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment. Agility is not incompatible with stability—quite the contrary. Agility requires stability for most companies. (The keys to organizational agility, 2015)

➤ We can put a brief definition of Creative Abilities as:

The ability to detect and react in an agile manner, to threats and opportunities emerging from the environment (Queiroz, Tallon, Sharma, and Coltman, (2018), as cited in Arokodare 2021, p. 32)

### 2.3.2 Dimensions of Strategic Agility:

Gihan Ahmed Omar identified two main dimensions of Strategic Agility (Omar, 2017, pp. 05-06)

**A. Strategic Sensitivity:** Doz and Kosonen (2008) define Strategic Sensitivity

as the ability to track the opportunities and threats in the external environment.(as Cited in Omar, 2017, pp. 05).

**B. Strategic Responsiveness:** Doz and Kosonen (2008) define Strategic Responsiveness as the ability of an organization to redeploy resources and activities to react to external challenges.(as Cited in Omar, 2017, pp. 05)

**C. Leadership Unity:** It represents leaders' support for policies, cooperation, and collective commitment, in addition to accelerating decision-making processes in a rapidly changing environment where time is critical. (AlTaweel & Al-Hawa, 2021)

### 2.4 The Relationship between Creative Abilities and the Strategic Agility:

To investigate the relationship between Strategic Flexibility and Creative Abilities of business organizations, it is necessary to refer to one of the important approaches to addressing the issue of Creativity in organizations, which is the performance attributes approach to study Creativity, which is based on a set of tasks that have been identified as signs of Creativity or Creative Abilities.

Through this approach to the study of Creativity, the divergent thinking tests in which a group of individuals are asked to generate multiple responses to new, poorly defined problems are scored in terms of three traits. (Mumford, Kimberly S, & Robledo, 2012)

One of the most important features is flexibility, or in other words, shifts in the categories of responses for those individuals, which means the extent to which individuals are able to make a rapid adjustment in their responses to the problems for which they are asked to find solutions, this ability implicitly refers to Strategic Agility.

Some studies indicated that promoting Creativity and innovation as well as inviting a culture of Creativity that overcomes risk aversion, are two of the most important sources of dynamism that improve those Organizations' Strategic Agility. (Elali, 2021)

## 3. Results And Discussion:

### 3.1 The Study Approach:

The researchers used the descriptive and analytical methods to conduct an information analysis and determine the impact of Creative Abilities on Strategic Agility. They tested the study hypotheses on the basis that this approach deals with practices and phenomena as they occur and does not necessitate procedures that are beyond the researcher's ability and control. Furthermore, it goes beyond collecting data and describing phenomena to analyzing and drawing conclusions.

To test the study's hypotheses, the two researchers used the Statistical Package for Social Sciences (SPSS) program to carry out the statistical analysis and achieve the objectives specified in the study's framework.

### 3.2 Study Methodology:

The main objective of this study is to empirically investigate the impact of Creative Abilities on Strategic Agility.

#### 3.2.1 Study Population and Sample:

The study population consists of all Algerian Telecom Company employees. This company was chosen to carry out the study, and a sample was purposefully drawn from the study population. This sample consists of Algeria Telecom Managers, Supervisory positions, and Administrative staff.

In fact, the majority of employees in the firm's upper and middle ranks are familiar with the various prevalent behaviors and methods of interaction on the subject of study. Furthermore, those in higher and middle ranks are more likely to be capable of answering the study's questions because they are in charge of making organizational decisions.

The researchers distributed 56 questionnaires, each of which was statistically valid.

#### 3.2.2 Creative Abilities Measurement:

The researchers developed and used a questionnaire as a means of collecting primary data, which is considered the main source for obtaining data and information related to the practical part of the study in terms of measuring Creative Abilities according to the tested measures found in previous studies. The study questionnaire included Creative Abilities and its dimensions (**sensitivity to problems, fluency, flexibility, originality**), with the aim of giving a comprehensive view to the study sample on Creative Abilities.

#### 3.2.3 Strategic Agility Measurement:

As for measuring Strategic Agility, there are several approaches to measuring Strategic Agility. The study took those indicators that I used extensively for most of the previous studies that came to measure Strategic Agility and these indicators were: (**Strategic Sensitivity; Strategic Responsiveness; Leadership Unity.**)

#### 3.2.4 The Statistical Tools Used:

In order to answer the questions of the study and to analyze the data, the following statistical tools have been used:

- Multiple Linear Regression: Using the multiple regression coefficient to measure the impact of Creative Abilities variable on strategic agility.
- Cronbach Alpha: for testing the reliability of the study tool.

#### 3.2.5 Testing the Reliability of the Study Tool:

This scale refers to the extent to which the used tool is reliable in measuring the variables that the study covers. The scale results would be statistically accepted if the Cronbach alpha value was more than (0.60) (20) (Sekaran, 2006, p. 311)

Each time this value is closer to 1, it means that the degree of reliability is higher. According to the data mentioned in the table (1), we notice that the Cronbach alpha ranges between (0.676 – 0.885). Thus we can say that the tool of the study and the results obtained are reliable and suitable for measuring the variables.

**Table (1):** Coefficients of the reliability of the study tool and its dimensions

Reliability Of The Study Tool		Cronbach Alpha Coefficient Of The Reliability
The axes Creative Abilities	Sensitivity to problems	0.676
	Fluency	0.775
	Flexibility	0.732
	Originality	0.885
	Total reliability	0.866
Strategic Agility		0.876
Total Reliability Of The Study Tool		0.905

Source: by the researchers on the basis of the SPSS results.

### 3.2.6 Testing the Study Hypothesis:

In order to get the results and the recommendations that highlight the importance of the present study, we have dealt with testing the study hypothesis as follows:

**A. The Main Hypothesis:** To make sure that the first main hypothesis is true, which is:

-The null hypothesis ( $H_0$ ): Creative Abilities has not a statistical significance ( $\alpha < 0.05$ ) effect in Strategic Agility.

Table (2) shows the multiple regression of the impact of the Creative Abilities on the Strategic Agility.

**Table (2):** The results of the multiple regression analysis of testing the impact of the Creative Abilities as an independent variable in the Strategic Agility.

The Independent Variable: Creative Abilities	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Sensitivity to problems	0.422	2.430	*0.000	3.754
Fluency	-0.804	-4.035	0.0720	2.652
Flexibility	-0.057	-0.621	0.058	1.477
Originality	-0.072	-0.524	0.061	1.257
(R <sup>2</sup> ) Value	0.405			
(F) Value	9.180			
Level Significance	*0.000			

Source: by the researchers on the basis of the SPSS results. (\*sig  $\alpha < 0.05$ )

It is clear from the results of Table No. (2) that the value of the determination coefficient is ( $R^2 = 0.405$ ) means that the Creative Abilities variable explains (40.5%) of the variance in the dependent variable represented in the Strategic Agility. Given that the value of ( $F = 9.180$ , the level of significance = 0.000), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ( $\alpha < 0.05$ ) of the Creative Abilities on level of Strategic Agility.

Table No. (2) also shows effect of the dimensions of Creative Abilities on Strategic Agility, where the results showed the presence of the impact for each of the Sensitivity to problems (Beta = 0.422,

significance level < 0.05) on Strategic Agility. While the results did not show the effect of Fluency and Flexibility and Originality on Strategic Agility. (Beta = -0.804, significance level >0.05) and (Beta = -0.057, significance level >0.05) and (Beta = -0.072, significance level >0.05) , respectively.

The results of the VIF value that ranged between (3.754- 1.257) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model. (Berenson, et, al, 2009, p. 737)

There is also a test for minor hypotheses resulted from the first main hypothesis which deal with the impact of the knowledge management in the organizational performance.

**B. The First Minor Hypothesis:**

-The null hypothesis(H<sub>01</sub>):Creative Abilities has not a statistical significance ( $\alpha < 0.05$ ) effect on Strategic Sensitivity.

Table (3) shows the multiple regression of the impact of the Creative Abilities on Strategic Sensitivity.

**Table (3):** The results of the multiple regression analysis of testing the impact of the Creative Abilities as an independent variable in Strategic Sensitivity

The Independent Variable: Creative Abilities	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Sensitivity to problems	0.342	0.886	0.321	3.754
Fluency	-0.411	-1.743	*0.041	2.652
Flexibility	-0.185	-1.341	0.107	1.477
Originality	-0.165	-0.602	0.321	1.257
(R <sup>2</sup> ) Value	0.264			
(F) Value	2.837			
Level Significance	*0.034			

Source: by the researchers on the basis of the SPSS results. (\*sig  $\alpha < 0.05$ )

It is clear from the results of Table No. (3) that the value of the determination coefficient is (R<sup>2</sup> = 0.264). This means that the Creative Abilities variable explains (26.4%) of the variance in the dependent variable represented Strategic Sensitivity. Given that the value of (F = 2.837, the level of significance = 0.034), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ( $\alpha < 0.05$ ) of the Creative Abilities variable on level of the Strategic Sensitivity.

Table No. (3) also shows effect of the dimensions of Creative Abilities on the Strategic Sensitivity., where the results showed the presence of the impact for each of the Fluency (Beta = -0.411, significance level < 0.05) on the Strategic Sensitivity. While the results did not show the effect of Sensitivity to problems and Flexibility and Originality on Strategic Sensitivity. (Beta = 0.342, significance level >0.05) and (Beta = -0.185, significance level >0.05) and (Beta = -0.165, significance level >0.05) , respectively.

The results of the VIF value that ranged between (3.754- 1.257) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model. (Berenson, et, al, 2009, p. 737)



**C. The Second Minor Hypothesis:** To make sure that the second main hypothesis is true, which is:  
-The null hypothesis ( $H_{01}$ ): Creative Abilities has not a statistical significance ( $\alpha < 0.05$ ) effect on Strategic Responsiveness.

Table (4) shows the multiple regression of the impact of the Creative Abilities on the Strategic Responsiveness.

**Table (4):** The results of the multiple regression analysis of testing the impact of the Creative Abilities as an independent variable in the Strategic Responsiveness

The Independent Variable: Creative Abilities	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Sensitivity to problems	0.266	1.087	0.421	3.754
Fluency	-0.135	-0.543	0.570	2.652
Flexibility	0.277	1.896	*0.001	1.477
Originality	-0.343	-0.084	0.305	1.257
(R <sup>2</sup> ) Value	0.167			
(F) Value	1.976			
Level Significance	*0.042			

**Source:** by the researchers on the basis of the SPSS results. (\*sig  $\alpha < 0.05$ )

It is clear from the results of Table No. (4) that the value of the determination coefficient is ( $R^2 = 0.167$ ). This means that the Creative Abilities variable explains (16.7%) of the variance in the dependent variable represented Strategic Responsiveness. Given that the value of ( $F = 1.976$ , the level of significance = 0.042), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ( $\alpha < 0.05$ ) of the Creative Abilities variable on level of the Strategic Responsiveness.

Table No. (4) also shows effect of the dimensions of Creative Abilities on the Strategic Responsiveness., where the results showed the presence of the impact for each of the Flexibility (Beta = 0.277, significance level  $< 0.05$ ) on the Strategic Responsiveness. While the results did not show the effect of Sensitivity to problems and Fluency and Originality on on Strategic Responsiveness. (Beta = 0.266, significance level  $> 0.05$ ) and (Beta = -0.135, significance level  $> 0.05$ ) and (Beta = -0.343, significance level  $> 0.05$ ), respectively.

The results of the VIF value that ranged between (3.754- 1.257) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model. (Berenson, et, al, 2009, p. 737)

**D. The Third Minor Hypothesis:**

-The null Hypothesis ( $H_{01}$ ): Creative Abilities has not a statistical significance ( $\alpha < 0.05$ ) effect on Leadership Unity.

Table (5): shows the multiple regression of the impact of the Creative Abilities on the Leadership Unity.

**Table (5):** The results of the multiple regression analysis of testing the impact of the Creative Abilities as an independent variable in the Leadership Unity.

The Independent Variable: Creative Abilities	(Beta) Value	(T) Value	Level Significance	(VIF) Value
Sensitivity to problems	0.134	0.521	0.411	3.754
Fluency	-0.042	-0.214	0.554	2.652
Flexibility	0.412	2.976	0.621	1.477
Originality	0.081	0.532	*0.000	1.257
(R <sup>2</sup> ) Value	0.234			
(F) Value	3.482			
Level Significance	*0.000			

Source: by the researchers on the basis of the SPSS results. (\*sig  $\alpha < 0.05$ )

It is clear from the results of Table No. (5) that the value of the determination coefficient is ( $R^2 = 0.234$ ). This means that the Creative Abilities variable explains (23.4%) of the variance in the dependent variable represented Leadership Unity.

Given that the value of ( $F = 3.482$ , the level of significance = 0.000), we reject the null hypothesis and accept the alternative hypothesis which states that there is a statistically significant effect ( $\alpha < 0.05$ ) of the Creative Abilities variable on level of the Leadership Unity.

Table No. (5) also shows effect of the dimensions of Creative Abilities on the Strategic Responsiveness., where the results showed the presence of the impact for each of the Originality (Beta = 0.081, significance level  $< 0.05$ ) on the Leadership Unity. While the results did not show the effect of Sensitivity to problems and Fluency and Flexibility on Leadership Unity. (Beta = 0.134, significance level  $> 0.05$ ) and (Beta = -0.042, significance level  $> 0.05$ ) and (Beta = 0.412, significance level  $> 0.05$ ), respectively.

The results of the VIF value that ranged between (3.754- 1.257) show that there is no linear multiplicity problem between the dimensions of the study, given that the value of VIF is less than (5), and this result reflects the validity of the study model. (Berenson, et, al, 2009, p. 737)

#### 4. CONCLUSION:

Based on literature review and Emperical foundation, following are the main results and recommendations of the study:

##### The Results of the Study:

The present study has attained the following results:

- Creative Abilities are those organizational capabilities that are considered unique resources and skills organization possesses. They are also intangible assets that are difficult for competitors to imitate. These capabilities maintain the organization’s competitive advantage for as long as possible and thus guarantee a large percentage of its success.
- Strategic Agility is the balance point between being agile and being strategic, It helps organizations to avoid “rigidity traps” (Doz (2020), as cited in AlTaweel & Al-Hawa, 2021, p. 02), It is adopted by

organizations to formulate and modify their business model to become more interactive with the business environment that these organizations deal with, which is characterized by its complexity, many changes and its severity. (AlTaweel & Al-Hawa, 2021, p. 02)

- The results of the study indicated that there is a statistically significant effect of Creative Abilities on Strategic Agility.
- The result of the study has revealed that there is an impact having a statistical significance of the Creative Abilities on Strategic Sensitivity.
- The result of the study has revealed that there is an impact having a statistical significance of the Creative Abilities on Strategic Responsiveness.
- The result of the study has revealed that there is an impact having a statistical significance of the Creative Abilities on Leadership Unity.

The Recommendations: the study concluded a series of recommendations including:

- The need to ensure the development of creative capabilities in business organizations on an ongoing basis, as they are firstly intangible assets subject to decay and depletion, and secondly, their ability to leak outside the organization and move to competing organizations at any moment.
- Working on the need not to confuse the term creativity and creative abilities with other terms close to it, such as intelligence, motivation, personality and the effect of experience.. and this is to clarify the boundaries between those terms are accurate and understandable for the leaders of those organizations.
- Working to exploit the impact of creative capabilities on the strategic sensitivity of the organization under study, and this is through quickly sensing and discovering changes that include opportunities and threats in the telecommunications market in Algeria.
- Work to make good use of the impact of creative capabilities on the speed of response of the organization under study to those opportunities and threats and make good use of them, to achieve better performance levels for Algeria Telecom in the telecom market in Algeria and to improve its services
- Work on conducting future studies in this aspect, by conducting this study on other companies.

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