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Strategic Architecture Enhances Agility in Iraq

Amina Omran[1]*, Wisam Ibrahim Joudah[2].

1. Faculty of Economics and Management, University of Sfax, Sfax, Tunisia.
2. Najaf Governorate Diwan Najaf, Najaf, Iraq.

*E-mail: amina.omrane@yahoo.fr

Abstract: This research investigates the role of strategic architecture in enhancing strategic agility within private sector companies in Najaf Governorate, Iraq. Strategic architecture is examined through its dimensions of dynamic adaptability, harmony with the central vision, and knowledge management, and its impact on strategic agility dimensions: planning, organization, individuals, and technology. Utilizing an analytical approach, data from 123 engineers were collected via an AMOS questionnaire and analyzed with SPSS. Findings reveal that greater attention to strategic architecture components significantly enhances strategic agility. The study underscores the necessity for continuous knowledge and adaptation to maintain competitive advantage in a rapidly changing environment. The research highlights a critical gap in understanding the synergistic relationship between strategic architecture and agility, offering practical recommendations for organizations to foster responsiveness and innovation.

Keywords: Strategic Architecture, Strategic Agility, Private Sector, Knowledge Management, Dynamic Adaptability

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1. Introduction

Aspects of business model dynamics are investigated by academics, practitioners, and entrepreneurs due to the competitive environment within numerous industries. The dynamic environment of this business model prompted the dynamic examination of it. In dynamic mobile environments, organizations must possess the capability to promptly adjust their strategies. This adaptation promotes the adoption of a specific strategy by various businesses in order to differentiate themselves from the competition. Academics and practitioners engage in the study of strategic agility due to its capacity to anticipate and capitalize on opportunities. Organizations are compelled to maintain a flexible approach when establishing their business trajectory due to intense competition, dynamic diversity, and swift technological advancements [1].

Society becomes increasingly anxious to modernize and establish connections as we navigate a dynamic global landscape that values adaptability and change. This context focuses on the strategies employed by businesses to attain strategic agility. The purpose of the study is to identify and evaluate the factors that contribute to strategic agility in order to maintain market innovation and competitiveness. In order to conform to the exponential growth of the innovation market, it is imperative to possess a comprehensive understanding of the internal capabilities of the organization. such as human resources, technological progress, or innovation. Moreover, the literature review reinforces the importance that companies attach to decisions that maintain their sustainability. For optimal results, an organization must be cognizant of and thoroughly capitalize on its key success drivers [2].

Strategy is the emergent collective pattern that an organization deliberately exhibits and executes over an extended period of time in order to guarantee its sustainable resilience through distinctive means of value creation and addition for stakeholders, and is predicated on strategic decisions. The purpose of strategy is to delineate the manner in which an organization intends to progress and promote the concerns and welfare of its stakeholders. The strategic landscape is the broad external and internal context of an organization. An important part of a strategy and the strategic landscape in which it operates is how organizations define or "construct" their "terrain" or strategic architecture.

The strategic architecture provides the basic logic of an organization to create sustainable value and thus forms the basis for the competitive potential of the organization in a given context. This study describes the key building blocks that constitute a strategic architectural perspective for an organization while pointing out strategy tools and frameworks that can illuminate strategic possibilities, options, and challenges to assist in developing ongoing practical strategies. The strategic architecture perspective helps leaders work through strategic complexity to achieve simplicity in the form of clarity about external and internal strategic levers, strategic aspirations, basic strategic options, multiple plausible scenarios, focused strategic objectives, and success measurements to guide strategy execution and continuous renewal of strategy and innovations to inform strategic decisions. Proactiveness through various dialogues with key stakeholders [3].

2. Methods

Research problem: What distinguishes today's world is its rapid movement in which changes and transformations follow, leading to change in many parts of the world and the problems that organizations face as a result of these environmental changes, which requires consideration of this in response to these developments, pressures, and internal and external challenges, and for the survival and continuity of organizations. In the business world, strategic agility must be used. An agile and agile organization can meet customer demands quickly, introduce new products often on time, and enter and exit strategic alliances rapidly. Strategic architecture is urgently needed to envision the organization's future to gain a competitive advantage in a rapidly changing environment. Competitive advantage is a complex phenomenon that depends on superior management and teamwork. Organizations that acquire and use strategic architecture will gain a competitive advantage. It is not an effective strategy, so it came. This study reflects the urgent need for environmental response in organizations today and crystallizes the problem of the current research on environmental issues. The following question is: What is the role of strategic architecture in achieving strategic agility? The sub-questions of the survey are:

1. What are the most prominent conceptual and intellectual frameworks related to strategic architecture?
2. What methods enable the organization to achieve strategic agility, allowing it to adapt to its environment?
3. Is there an impact of strategic architecture on strategic agility? How much is that impact?
4. What are the most prominent aspects and practices that the organization uses to build its strategic architecture?

The importance of research : The importance of the study stems from the importance of these variables that have occupied the attention of researchers in recent years. The topic was addressed through the relationship between strategic architecture and strategic agility, which have not been addressed together according to the researcher's knowledge. In addition to the importance of the scientific study, it dealt with the applied aspect and the necessary conclusions and recommendations that can be provided to the organization in the research field to benefit from.

Research objectives

The research objectives are summarized as follows:

1. Identify the level of application of strategic architecture in the companies studied.
2. Identify the application level of strategic agility in the companies studied.
3. Identify the impact of strategic architecture on strategic agility

Research hypotheses and research model

H1	The strategic architecture and its dimensions significantly affect strategic agility, and sub-hypotheses branch out from it.
H2	The dimensions of strategic architecture significantly affect the strategic agility of the companies studied.

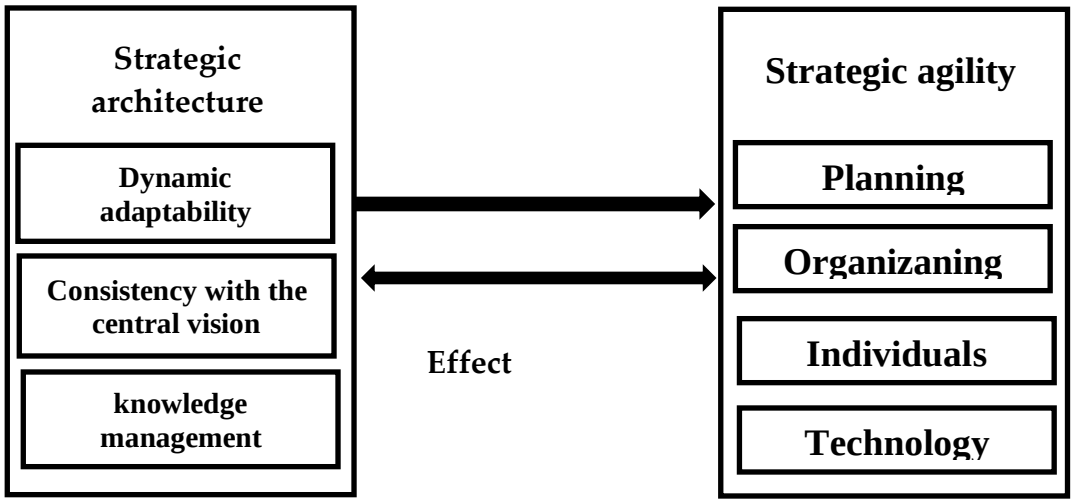

Figure 1. Hypothetical model for the research

Literature review

1. Strategic Architecture

The concept of strategic architecture : The management conduct that a business employs to establish a sustainable competitive advantage is referred to as strategy. The strategy is a composite of strategic decisions, tactical reactions, and organizational development that reflects managerial preferences. Management must construct a strategy-oriented organization, allocate resources, establish policies, motivate and reward personnel, install systems, and exercise leadership for strategy implementation to be successful [3].

The strategic architecture framework maintains that productivity is driven by many incentives in a networked system, including increased wages, improved working conditions, intellectual challenge, the ability to be self-directed and determined, a sense of community, and inclusion in feedback loops [4].

Strategic architecture is defined as redesigning industry boundaries and creating new areas of competition. Exploratory and open understanding and intermittent competence as a baseline. Search for new functions and develop new plans to acquire competencies [5].

Strategic intention and value creation form the foundational pillars of strategic architecture. By emulating the construction industry, strategic architecture is regarded as the bedrock upon which the entire organization is built. Analogous to organizational culture, it signifies the disposition and conduct of leadership as they strive to attain a sustainable competitive edge. Justifies the operational efficiency of the organization. The framework of strategy literature delineates the following dimensions: analysis, risk, systems, future, and defensibility. This list is expanded in the literature on business models and electronic commerce to include infrastructure, economic innovation, value creation, consumer focus, and intermediation. An additional examination of strategic architecture is conducted with respect to knowledge management, harmony, and dynamic capability [6].

Dimensions of strategic architecture : [7] Identified three dimensions of strategic architecture, which are:

1. Dynamic adaptability

The notion of dynamic capabilities has infused empirical research with renewed vigor over the last decade, supplementing the resource-based view of the firm's hypothesis. Numerous, however, concerns regarding its perception continue to be contradictory. This paper endeavors to elucidate the notion of dynamic capabilities in consideration of empirical developments. Subsequently, it seeks to identify three component factors that exemplify shared attributes of dynamic capabilities among organizations, with the intention of incorporating them into a measurement construct for future research. Additionally, an integrated framework is constructed to incorporate the antecedents and consequences of dynamic capabilities into a research model. The paper also includes managerial implications and recommendations for further research [8].

The significance of dynamic capabilities has significantly increased within the field of strategic management research. This is supported by numerous literature reviews that detail

empirical research findings and theoretical advancements regarding dynamic capabilities. These reviews have identified conceptual challenges to developing this field, some of which have been resolved in recent work [9].

Dynamic capabilities refer to the pre-existing organizational and strategic measures implemented by managers to modify their resource base in order to generate novel value-creating strategies. This includes activities such as resource acquisition, disposal, combination, and recombination. Therefore, they serve as the impetus for the development, recombination, and creation of additional resources that generate fresh avenues for gaining a competitive edge [10].

2. Harmony with the central vision

The efficacy of strategic management, policies, and practices in guiding the execution of critical activities that impact the organization's goal attainment is what renders them significant. [11] asserts that strategic human resources management orientations concerning the efficacy of decision-making and the congruence between individual performance and institutional and organizational performance trajectories have the greatest impact on the organization's overall performance in terms of connection and harmony.

The alignment of the organization with the external environment (the external foot) and the alignment of organizational elements (the internal foot) determine the performance of a business. Furthermore, under the assumption that an organization endeavors to adjust to a specific context and environment, said adjustment confers a competitive edge. In order to preserve this equilibrium, managers must conduct thorough analyses of the internal and external environments and react suitably to the actions they intend to implement. We assert that by leveraging and cultivating the distinctive resources and capabilities of small and medium-sized enterprises (SMEs) in alignment with ever-changing environmental circumstances, they will attain a sustainable competitive edge and overall improved performance. Proposed solutions for each determinant impacting the sustainable performance of small and medium-sized enterprises (SMEs) are outlined in the sections that follow [12]

3. Knowledge management

Strategic architecture is linked to the idea of comprehensive knowledge management. The concept of comprehensive knowledge came from including implicit and explicit knowledge in the knowledge economy. Competitive advantage in institutions depends on the thorough knowledge management enjoyed by management systems and linking it to strategic architecture [13].

In many ways, knowledge management (KM) is more of an art than a method. Knowledge management is the process of making an organization's invisible assets valuable. Management is simply sharing and using knowledge with others, both inside the company and with customers and other partners outside the company. However, a lot of companies don't have a structured way to share and use information with each other and with outsiders [14].

Organizations realize that knowledge management must be critical in their human capital strategy. ADA substrate is recommended. Learning and knowledge are part of the human capital strategy framework. In government, a new position called “Chief Human Capital Officer” has been created to develop the human capital strategy of the agency or department. A question arises about integrating knowledge management within strategic human capital management [15].

Strategic agility

1. The concept of strategic agility

Strategic agility has been defined as a concept consisting of responsiveness and knowledge management. They also define strategic agility as the ability of an organization to detect changes through opportunities and threats present in the business environment and respond rapidly by regrouping resources, processes, and strategies. A comprehensive review of the strategic agility literature shows that an agile organization can succeed in a competitive environment through the capabilities of responsiveness, efficiency, flexibility, and speed to achieve a competitive advantage in the market [16].

Strategic agility has also been defined as a company's ability to quickly respond to changes in the business environment, adapt to them, and take action points to control

uncertainty [17].

Strategic disruptions usually require changes in business models. However, effective companies naturally develop business models that increase stability and, thus, rigidity over time. Resolving this contradiction can be facilitated by developing three essential meta-capabilities to make the organization more agile: strategic sensitivity, unity of command, and resource fluidity [18]. Strategic agility is commonly understood as an all-encompassing notion encompassing a collection of business initiatives that can be readily executed by an organization. The strategic agility of an organization is influenced by various factors, such as its infrastructure, customer base, brand, core competencies, and employee adaptability to change. The capability of an organization is enhanced by integrating and organizing its resources [19].

Strategic agility pertains to a series of behaviors executed by an entity functioning within a milieu marked by swift and capricious transformations. Agile organizations are those businesses that adapt to this disruptive environment with success. Strategic agility necessitates deviations from customary changes. Changes resulting from strategic agility are defined as continuous and systematic differences in an organization's products, processes, services, and structures. The intensity and variety of these changes are high; therefore, agile organizations show high flexibility. There is also a need for speed regarding environmental changes and appropriate response. Hence, Sustaining the requisite agility and speed to address abrupt ecological threats and opportunities necessitates a substantial allocation of resources towards strategic agility [20].

Organizations are able to react flexibly to dynamic, global, and complex environments due to their strategic agility. Nonetheless, one of the obstacles to strategic agility is the presence of inherent contradictions. In order to establish a competitive edge, organizational renewal capability development necessitates, on the one hand, formal strategic planning . The rationale for the significance of strategic agility is as follows [21].

1. Ability to quickly identify market opportunities.
2. The ability to sense changes and respond quickly
3. The ability to sense and respond to internal and external change.
4. The capacity to effectively adapt to market dynamics through the strategic utilization of information technology.
5. The capacity to identify opportunities and hazards and to react accordingly.
6. The capability of leveraging IT innovation and efficiency to facilitate business operations.
7. Strategic agility facilitates the enhancement of business performance.
8. Strategic agility is rediscovering a strategy affected by external change.

Dimensions of strategic agility

Based on the study of [22] and [23], the dimensions of strategic agility were identified, which are:

1. Planning

The purpose of planning is to schedule tasks that make the impossible possible. Researchers emphasize that the business plan should become the core of a manager's time planning. A manager without a plan becomes a victim of circumstances (Jeseviciute, 2014:176). Patterns of agility assist in mitigating planning and disorder extremes. A pattern is typically a practical logic that is applied in the absence of sufficient information (or time). When organization theorist Herbert Simon discussed frozen knowledge at work, he emphasized that when a crisis occurs, we frequently revert to step-by-step automated guidance that we once mastered but no longer consciously recognize (Prange & Hennig, 2019:4). Some concepts such as sustainable competitive advantage, resource-based vision, and strategic planning are linked to serving the strategic purpose. However, these concepts have fallen short of clarity and usefulness for managers. Strategic agility has gained importance in response to previous concepts raised, and it focuses on competitive capabilities that enable organizations to deal with changing environments by detecting, sensing, and seizing deliberate strategic moves continuously and quickly [24].

2. Organization

The effects of agile management practices, in that flexibility and time imperatives are reduced, remain essential aspects that can be used to respond faster to changes in requirements or to changing consumer imperatives. Agile strategies are very effective in handling various products when demand fluctuates. With this method, when the overall lead time is constrained, this strategy can create minimal demand for performance. Therefore, planned and studied can be measured as the special form of dynamic capability of companies and has additionally described strategic agility rather than the ability of a company to dynamically adjust and reorganize the company as well as its strategies, owing to the fact that it symbolizes the ever-evolving niche market and the ever-changing preferences of consumers, as well as the abandonment vision of businesses. By including this clause, he defined it as the capacity to recognize and employ environmental resources, which includes planning permanently for anticipated business changes and efficiency. It is also viewed as the ability to make fundamental decisions within a limited time, as it is predictable for distinct markets and strategic environments [25].

3. Individuals

Strategic agility, an observable outcome of an organization's performance, is the consequence of the competencies and conduct exhibited by its managers when it comes to formulating and executing strategic initiatives. Therefore, strategic agility cannot be achieved solely through an analytical approach devised by highly skilled individuals or a well-considered and efficient organizational structure. Rather, it requires a collection of management practices, behaviors, skills, values, and beliefs that motivate the highest levels of management to commit to and execute strategic initiatives. Previous studies have indicated that strategic agility is facilitated by three specific vectors of forces: collective responsibility, resource fluidity, and strategic sensitivity. Utilizing these as a basis, we proceed to discern particular distinct behaviors, scrutinize and assess the manner in which the HR practices that bolster these behaviors, as well as the competencies and methodologies that propel them, impact the potency of each vector and the forces that supply vitality in augmenting strategic agility. This provides insight into the HR practices that must be implemented and the skills and capabilities that individuals must possess in order to contribute most effectively to the strategic agility of their organization [26].

Strategic agility means the ability to rediscover or revise the organization and the organization's strategy dynamically with rapid changes in the external business environment. The increasing diversity, density of sources of change, and dynamism in the contemporary business environment have increased the importance of flexibility in constantly adapting to opportunities and threats from the outside. Technological advancements that are swift and disruptive, deregulation, globalization, and mass customization of production and consumption have all contributed to the emergence of "hypercompetitive" business environments characterized by transient competitive advantages and therefore need a human resource who can develop his skills and capabilities in line with the changes [27]

4. Technology

In particular, strategic agility is an essential requirement for businesses operating in a highly competitive industry. Critical components of strategic agility include responsiveness, sensitivity, and collective capabilities. Information technology (IT) plays a pivotal role in augmenting strategic agility, particularly within the context of the supply chain. Research emphasizes the various aspects of strategic agility, which in turn underscores the IT services that are necessary to enhance it. A conceptual model of strategic agility in a supply chain environment has also been formulated in order to specify the precise function of information technology in facilitating strategic agility. The findings validate the distinct functions that information technology executes to enhance strategic agility across diverse segments of the supply chain. Implementing information technology (IT) systems that improve strategic responsiveness is of greater significance within the supply chain. Additionally, information technology that improves the combined capacities of all participants along the entire chain is required [28].

Practical Framework

1. Study population and sample

The appropriate choice of the place to apply the study and the studied community are among the basic aspects that achieve the accuracy and validity of the results and test the study hypotheses. Therefore, a group of Private sector companies will be selected in the Najaf Governorate to implement the study practically in the private sector and to test its hypotheses in a realistic Iraqi environment and what it occupies. Because of the great importance that these studied companies occupy in the Iraqi private sector in general and in the Al-Najaf Governorate in particular, and because of the important role they play in developing the private sector, which constitutes a fundamental supporter in the development of the Iraqi economy, to ensure that the requirements of the study are met, the researchers distributed (135) questionnaires to A random sample of engineers from private sector companies in Najaf Governorate .as shown in the table below.

Table 1. Response of members of the researched sample

the condition	Distributor	Non-refundable	suitable for analysis
the number	135	12	123
Percentage	100%	9%	91%

Different characteristics, whether they were personal or professional in nature, were acquired from the study sample. These characteristics were represented by (gender, age, educational attainment), as can be seen in the table that follows:

Table 2. Demographic characteristics of the sample members studied.

Gender	Repetition	The ratio
Male	110	%82.20
Feminine	13	%17.80
the total	123	100
the age	Repetition	The ratio
30 years or less	6	%4.9
From 31-40	44	%35.8
From 41-50	60	%48.8
51 or more	13	%10.6
the total	123	%100.0
Academic achievement	Repetition	The ratio
Bachelor's	98	79.67%
Master's	16	13.01%
Ph.D	9	7.32%
the total	123	100.00%

Table 3. Weighted average and response level

Weighted average		Weights		Answer scale	Answer direction
1	1.81	20%	36%	Very weak	I disagree
1.82	2.61	36.2%	52%	weak	I do not agree
2.62	3.41	%52.2	68%	middle	neutral
3.42	4.21	68.2%	84%	good	I agree
4.22	5	84.2%	100%	very good	Totally agree

The procedure of describing, diagnosing, and analyzing the data of the research variables is referred to as descriptive statistics. In this part of the analysis, we seek to identify the reality of the study variables by studying the dimensions of each variable for the opinions of a sample of engineers in a group of some Private sector companies Governorate in the Al-Najaf Governorate (123 respondents), where the level of response to the opinions of the sample studied will be determined according to their answers based on a scale (Likert quintile based on the sample's answers to the questionnaire questions.

The table below displays the results of measuring the arithmetic mean range of the respondents' answers.

The comparison and dimensions were based on obtaining the lowest coefficient of variation and the highest relative importance, which indicates high consistency/responsiveness, as well as identifying the studied companies' availability, practice, interest, and homogeneity for the main dimensions and variables, and Cronbach's alpha coefficient, which is reliable.

Strategic architecture

Overall, the table and figure below show a summary of the results with the strategic architecture variable, as it becomes clear that it achieved an overall mean of (3.490) with a standard deviation of (0.995), where it achieved its coefficient of variation (28.51%). The results indicate that the level of interest of the studied companies in developing strategic architecture was On average. The studied companies must reconsider their culture to share knowledge at the service level, ensure a motivational character in the field of work, and enhance response to changes in their business through the money spent to provide resources and flexibility. As for the dimensional level, the results showed the following:

1. (Dynamic adaptability), it achieved a mean of (3.399) with a standard deviation of (0.855), where its coefficient of variation was recorded at (25.15%), as it occupied the (second) level in terms of the order of importance.
2. (consistency with the central vision), it achieved the highest mean of (3.743) with a standard deviation of (0.999), where its coefficient of variation was recorded at (26.69%), as it occupied the (first) level in terms of the order of importance.
3. The dimension of knowledge management ranked third with an average of 3.329, a standard deviation of 1.131, and a coefficient of variation of 33.97%.

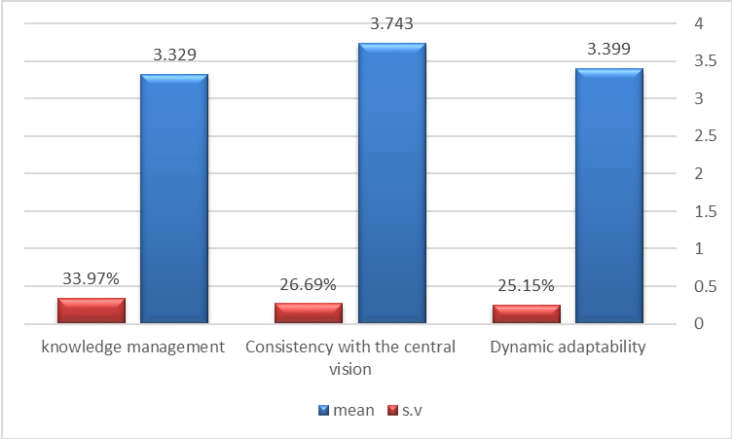

Figure 2. Statistical description of the dimensions of the strategic architecture variable.

Table 4. Summary of descriptive indicators for the dimensions of the strategic architecture variable.

NO.	Variable elements of strategic architecture	Mean	S.D	C.V	Agreement rate	Cronbach's alpha coefficient	Arrange items
1	Dynamic adaptability	3.399	0.855	25.15%	67.98%	87.70%	2
2	Consistency with the central vision	3.743	0.999	26.69%	74.86%	84.30%	1
3	knowledge management	3.329	1.131	33.97%	66.58%	82.10%	3
Strategic architecture		3.490	0.995	28.51%	69.81%	84.70%	

n general,

This information was obtained from the researcher using the statistical application

SPSS.29

The value of Cronbach's alpha ranges between zero and one. If the scale has high reliability, this means that the scale items are stable, and therefore, the scale is stable [29]. This refers to the degree to which the scale provides close readings when applied in each case. The research variables had a Cronbach's alpha coefficient greater than 0.70, indicating that they are valid for measurement and will produce the same results if the questionnaire is redistributed multiple times and for different periods.

Testing and analyzing the study hypotheses

Regression analysis is a statistical method for studying and modeling the relationship between variables. It shows the dependence of one variable, called the dependent variable, on one or more variables, called independent variables, and builds a mathematical model that describes the correlation between the dependent variable and the independent variables. In this part of the analysis, we will discuss the most widely used and most common regression method among many researchers: linear regression analysis. Linear regression is divided according to the number of independent variables into two parts:

1. Simple linear regression means the model contains only one independent variable and one dependent variable.
2. Multiple linear regression means that the regression model analysis contains more than one independent variable with only one dependent variable.

The path analysis method will also be relied upon to calculate the direct and indirect effects between the variables and dimensions of the study based on the AMOS program.24

First: Testing hypotheses between strategic architecture and its dimensions in strategic agility

1. **The main hypothesis (first)**

Table 5. Hypothesis First

The strategic architecture and its dimensions have a significant effect on strategic agility.
Strategic agility = .073+ .969 (Strategic architecture)

The table and figure below show the results of inferential statistics between the strategic architecture in strategic agility, as is evident from the extracted (F) value of (418.839). It is (larger) than the tabular (F) of (3.81). This result indicates acceptance of the hypothesis, i.e. (there is a significant effect between the strategic architecture on strategic agility), as the value of (²R) demonstrates that the strategic architecture was able to explain what (77.6%) of the variables that occur in strategic agility, and the extracted (t) value for (β) for the strategic architecture variable was (20.466). It is greater than the tabulated value (t) of (1.924), and this indicates that the significance of (β) is stable, as it is clear from the value of (β) that increasing the strategic architecture by one unit will lead to an increase in strategic agility by (97.7%).

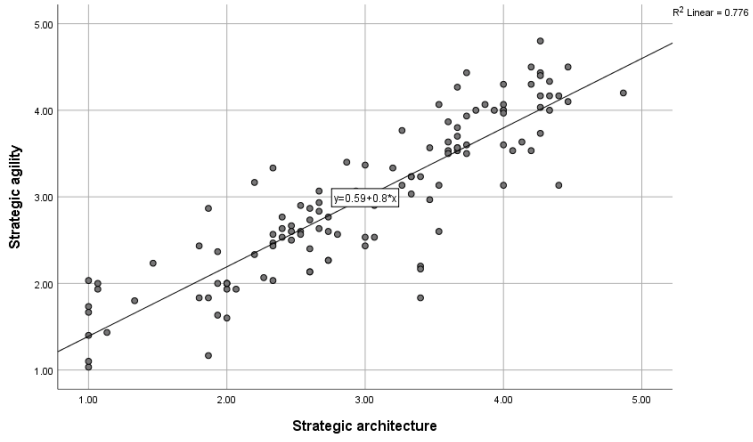

Figure 3. Analysis of the impact of strategic architecture on strategic agility.

2. **The main hypothesis (second)**

Table 6. Hypothesis Second

There is a significant effect between the dimensions of strategic architecture and strategic agility.
$\hat{Y} = 1.399 + 0.778X_1 + 0.879X_2 + 0.691X_3$

This hypothesis will be tested using a multiple linear regression model, and the figure below shows the statistical indicators between the dimensions of the strategic architecture in strategic agility as follows:

1. The extracted F value for the estimated model was (189.321). It is greater than the tabulated (F) value of (2.45) at the level of significance (5%). Accordingly, we accept the alternative hypothesis, which means (there is a significant effect between the dimensions of the strategic architecture on the agility of the strategic movement). This indicates that the dimensions of strategic architecture Have an effective and fundamental impact on strategic agility.
2. It is clear from the value of (R^2) that the dimensions of the strategic architecture can explain a percentage (74%) of the changes that occur in (strategic agility). In comparison, the remaining percentage (26%) is attributed to other variables not included in the research model.

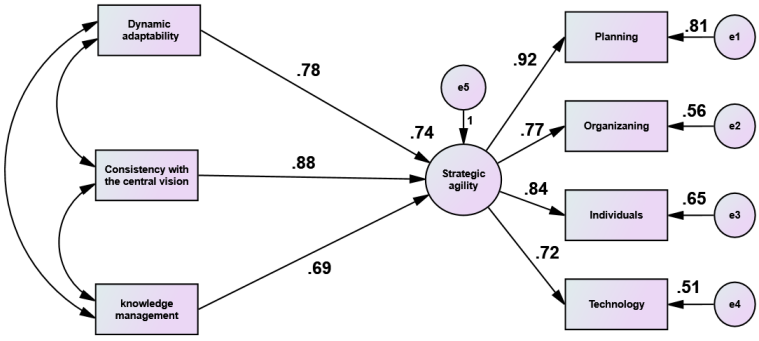

Figure 4. The effect of strategic architecture dimensions on strategic agility using multiple linear regression

3. Results

The strategic architecture variable, as it becomes clear that it achieved an overall mean of (3.490) with a standard deviation of (0.995), where it achieved its coefficient of variation (28.51%). The results indicate that the level of interest of the studied companies in developing strategic architecture was On average.

The strategic agility variable, as it becomes clear that it achieved an overall mean of (3.718) with a standard deviation of (0.940), where it achieved its coefficient of variation (25.27%). The results indicate that the level of interest of the studied companies in developing agility The strategy was moderate.

The strategic architecture in strategic agility, as is evident from the extracted (F) value of (418.839). It is (larger) than the tabular (F) of (3.81). This result indicates acceptance of the hypothesis, i.e. (there is a significant effect between the strategic architecture on strategic agility).

4. Conclusion

The research concluded that private sector companies in Najaf Governorate show moderate interest in strategic architecture and its components, as evidenced by neutral responses from the study's participants. Despite this, the analysis revealed a significant and positive impact of strategic architecture on strategic agility, indicating that increased focus on strategic architecture components leads to enhanced strategic agility. The findings suggest that companies should prioritize reviewing needs, scheduling work according to market demands, offering continuous training, adopting new technologies, and encouraging employee participation in decision-making to improve responsiveness and competitiveness. This study highlights the crucial role of strategic architecture in fostering agility, suggesting that further research should explore the specific mechanisms through which strategic architecture influences agility in different sectors and regions, and how these practices can be optimized for maximum impact.

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