

**THE IMPACT OF AGILITY MANAGEMENT STYLE ON  
THE ORGANIZATIONAL EXCELLENCE (AGILITY)  
FIELD STUDY ON JORDANIAN COMMERCIAL BANKS**

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**Abstract**

*This study aimed to identify the impact of agility strategic movement of the three dimensions (strategic sensitivity, collective commitment, and the flow of resources) as an independent variable in the Organizational Excellence with its six criteria (leadership, strategy, people, partnership and resources, processes and outcomes (results of individuals, clients results and results of the community) as a variable follower, and has been applied the study on the Jordanian Commercial Banks, and their numbers 13 banks, it has been pull a random and simple sample composed of 300 members of the workers in the supervisory and regulatory functions. To achieve the goal of the study a questionnaire was developed. The data were analyzed based on descriptive statistics like arithmetic averages, standard deviations and inferential statistics like multiple regression test. The results of the study showed that the Jordanian Commercial Banks surveyed environment characterized by the availability of lightness agility. Also, the results showed the interesting of the Jordanian Commercial Banks*

*Surveyed in the availability of standards of excellence organizational in it, which ensures them survive and outperform competitors. The results further showed the presence of a statistically significant effect between the lightness of strategic movement and all standards of excellence organizational except the strategic of sensitivity dimension. On the basis of findings, recommendations are made as: The need for the adoption of the surveyed banks departments to the agility strategic traffic through possession forward-looking vision of a high current and future condition; Work on finding appropriate mechanisms that contribute to link the strategic sensitivity with Organizational Excellence standards through the activation of plans and programs that fit with the nature of these banks and the surrounding circumstances; The need for an efficient administrative leader in the surveyed banks is able to develop dynamic mechanisms and encourages teamwork, which contributes to the promotion of a culture of excellence within.*

*Keywords: agility strategic movement, Organizational Excellence, Jordanian Commercial Banks, Management, Innovation*

## **INTRODUCTION**

The contemporary business world witness series of rapid developments that emerged from a range of environmental factors such as technological advances, and the growing interest in environmental issues, where the external environment of organizations is no longer stable and with a noticeable firming , it has become kinetic and dynamic of the obvious characteristics, which resulted in the secretion of complex and interrelated problems cast a shadow over business organizations, and thus necessitated these organizations innovate solutions to address these problems , from here it originated the concept of agility strategic movement which seeks to need to have the organizations the insight and dimension of consideration to the surrounding environmental variables sensor and speed to adapt and deal with these changes to ensure its survival and continuity, In addition to face the external environment changes and secreted from the opportunities and challenges at a high degree of flexibility (Anzi, 2003).

In the presence of renewed challenges plaguing the organization there has become an urgent necessity to the need for organizations to achieve excellence and continuous quest to reach it by the presence of administrative leadership that has the experience, resources and capabilities is poised to introduce significant updates within the organization led to the pursuit of desired excellence Organizational and the composition of a successful strategic partnerships It aims to develop a successful economy.

With the growing interest in business organizations in the current decade to make changes and modern trends came lightness of strategic movement, which is one way to manage this un expected change, and risk management faced by organizations in the light of this change, through react quickly to changing markets, the production of products or unexpected services. Organizations that are using strategic agility possess necessary skill to navigate in the midst of changing business strategies through graceful meaningful impact on the response effectively (manufacturer 0.2013). As the global economic environment is complex and full of opportunities and threats, the Jordanian commercial banks have responded to this by their pursuit of excellence Organizational through prudent acquisition departments which possessed of strategic thinking is poised to draw the future and achieve it by following clear plans which directs its resources and operations towards creating value for all stakeholders internal and external interests, in order to meet the needs of markets and consumers (Schutzler, 2009).

### **The problem of the study**

At a time when organizations seeking to achieve leadership in the market and upgrading the quality of products and services offered to customers, which are in line with their expectations and aspirations ; agility strategic movement emerged as one of the most important factors that play an important role in changing the organizations strategies by using the speed of their response to environmental variables that qualifies them to achieve excellence Organisational and achieve the goals that distinct organizations seek to achieve. From here this study seeks to identify the "impact of the lightness of the strategic movement in Organizational Excellence in Jordanian commercial banks," and that by answering the following questions:

1. Does the Jordanian commercial banks is characterized by lightly strategic movement?
2. What level of excellence enjoyed by the Jordanian commercial banks?
3. Is there a trace of lightness strategic movement through the three dimensions in Organizational Excellence with its six criteria (leadership, strategy, people, partnerships and resources, processes and outcomes (results of individuals, customer results, and the results of the community) in the Jordanian commercial banks?

### **The importance of study**

1. To respond to the proposals of many management literature, which emphasized the importance of owning organizations Agility Strategy, and its relationship with other variables within the organization, because of its positive results and outcomes increase the Organization's value and guaranteeing them a good competitive position, as in the case of non-adoption organizations lightness strategic movement will lead to the risk exposure, and thus failure.

2. General importance of the study is reflected in raising interest organizations in general in dealing with such issues related to lightly strategic movement, which is an important factor in achieving the desired speed, agility and flexibility, as well as stir their interest in achieving the most important requirement which is promised excellence through the arrival of organizations to the superior performance level which it seeks through it to achieve its objectives effectively.

3. Importance to the academic level, as this research addresses the subject of one of the most important topics in contemporary organizations environment, which constitute intellectual and future dimensions is the agility of strategic movement and Organizational excellence to enrich the local library with such modern topics.

4. It embodied the importance of the study at the field respondent level which is Jordanian commercial banks, on the possibility to take advantage of the research and taking what could have come up with conclusions and recommendations, aimed at improving the performance and efficiency better.

#### **Objectives of the study:**

1. To identify the extent of the application of lightness strategic movement in the Jordanian commercial banks.

2. To identify the perceptions of the respondents, and determine the reality of each of the agility of strategic movement and Organizational Excellence in Jordanian commercial banks.

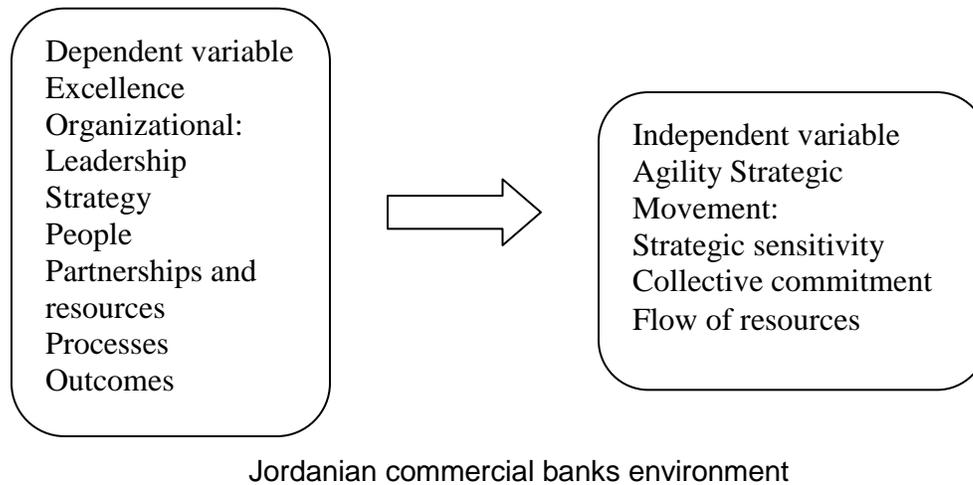
3. Identify the impact of agility strategic movement dimensions in Organizational Excellence in Jordanian commercial banks.

4. Possibility of reaching a set of results that contributes to enhancing the impact of agility strategic movement dimensions in Organizational Excellence in Jordanian commercial banks.

#### **Model of the study**

Default model was developed after review of the literature, previous research and studies related to the subject of study, which the independent variable (lightness strategic movement) consists of three main dimensions:(strategic sensitivity, collective commitment, and the flow of resources), according to the report: (Al-Kubaisi, 2013). The dependent variable (Excellence Organizational) shall be consists of six key criteria: (leadership, strategy, people, partnerships and resources, processes and outcomes (results of individuals, clients, and the results of the community)) results, depending on the King Abdullah II Award for Excellence for the private sector standards, and according to the European excellence model emanating from the European Foundation for quality management (EFQM), according to the report: (Alhilalat 0.2012). Thus it was constructing a model of the current study, as shown in Figure 1:

Figure 1. Model of the study



### Hypotheses

The main hypothesis: - Ho: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in excellence Organizational with its criteria (leadership, strategy, people, partnerships and resources, processes and outcomes (results of individuals, clients, and the results of the community) Results) in Jordanian commercial banks.

Branching off from this hypothesis the following sub-hypotheses:

- Ho1: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard of leadership in the Jordanian commercial banks.
- Ho2: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard strategy in Jordanian commercial banks.
- Ho3: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard of individuals in Jordanian commercial banks.
- Ho4: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard of partnerships and resources in the Jordanian commercial banks.
- Ho5: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard operations in the Jordanian commercial banks.
- Ho6: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard results (the results of individuals, customer results, and the results of the community) in the Jordanian commercial banks.

### Operational definitions of study variables

1. Agility Strategic: It is a proactive approach stems from the speed and flexibility in responding to each organization surrounding environmental variables, and then harnessing resources and

organizational capabilities needed to make the required changes that precede what rivals are doing, in order to accelerate seize opportunities, avoid threats and responding to customer needs changing.

2. Excellence Organizational: Is the intellectual pattern that organizations trying through it to outperform competitors by supporting and strengthening the capacities and capabilities possessed by the organization, which contributed to substantial improvements and updates, and make a qualitative leap in all its parts, enabling it to meet the needs and desires of all parties collaborating with them according to the circumstances surrounding.

## **The theoretical framework of the study**

### ***The agility***

Previous studies have tried to frame the concept of strategic agility movement which is considered of modern management concepts that have a significant impact on the visibility of the organization and possession of contemporary outlook in the development of their performance. With the expansion of the horizon of organizations and the evolution of its future direction and to serve the strategic direction to it has taken the term lightness organized movement of strategic oriented to him, was the researchers efforts Alphenldean (Doz & Kozonen) among those endeavors, although adopted the concept of agility in many of their research, but they have raised the term "sleight of strategic movement" in their book (Fast strategy) in 2008 and later their research on the subject (Santala, 2009). As it reported in the literature and scientific studies that there are several definitions and explained the concept of lightness strategic movement, and these definitions: They identify (Morgan & Page, 2008) the strategic agility movement as "the key to success in the changing business environment, and the ability to support sudden changes in order to take advantage of market opportunities." but (Audran, 2010) opines that the lightness strategic movement "reflects the adaptability and continuous compliance with the strategic direction of business as a function of the strategic functions, not only strive to create new products and services, but also the discovery of innovative models and methods to create value."

Having considered (Santala, 2009) to the lightness of the strategic movement as a "success in the business environment dynamic and rapidly changing through the ability to support the leadership of the sudden changes and take advantage of opportunities in the market is characterized by turbulence, it does not mean the absence of a strategy, but is considered an alternative for Strategic Planning, and focus on strategic thinking and vision. " as expressed (Almaadida 0.2008:) that the strategic agility movement "is the ability to perceive and get the advantages offered by the environmental opportunities through the planning and implementation

of short and long change that occurs in the business environment quickly and effectively and in a form that is required." As it identify strategic agility movement as "the ability to cope with changes in the business environment through a high flexibility of a strategic system designed for rapid response to these changes and the lack of exposure" (al-Moussawi 0.2014).

While researchers believe that the lightness of the strategic movement is the organizations' ability to cope with changes in the business environment through the acquisition of strategic thinking to adapt to these sudden changes accurately and speed and manner precedes what rivals are doing, which helps the organization to maximize the strengths it have, and thus achieve good competitive position in the market designed to meet the needs and desires of customers changing.

### ***Organizational Excellence***

The concept of Organizational Excellence stems from many books, studies and researches, and this diversity reflects the importance of the concept that has made contemporary management approaches focus their efforts to identify excellence Organisational concepts, the entrance of scientific management identified the concept of efficiency as the basis for Organisational Excellence (Zayed, 2003).

Excellence can be defined as "a set of logical and wise rules and methods balance between the goals, capabilities and practices in the organization and led to better achievements" (Douiri, 2006). And (Gilgeous, 1997) see that distinguished organizations are organizations that consistently excel using best international practices in the performance of its functions, and are connected with their customers and clients relations support and interaction, and have the ability to know the performance capabilities of its competitors, and the surrounding environment. The Organisational Excellence opines (Aldilain 0.2010) as "the ability of organizations to contribute strategically through excellence in performance and solving its problems and then achieve their goals effectively distinguishes them from other organizations." While (Burkhart, 1993) look to Organizational Excellence as "organizations seek to exploit job opportunities unprecedented strategic planning effectively, and the commitment of the members to realize shared visions dominated by the clarity of purpose and the flow of resources, as well as concern for the performance." And (Samara, 2009) identify Organizational Excellence that "(Innovation), which come up with what is different from other competitors or non-competitors, which creates a slice through the individual to respond to their needs through innovation, which means that they are better than the competitors in one or more dimensions of the following strategic performance (cost, quality, reliability, flexibility, and innovation). "

While researchers believe that excellence Organisational is the pursuit of the organization consistently to enhance strengths, address its weaknesses and exploit the opportunities in the external environment for superior performance of outstanding results, leading to earn the loyalty of their customers and boost their confidence in.

## RESEARCH METHODOLOGY

It has been relying on the descriptive and analytical approach in the preparation of this study, and also relied on two main sources of data needed for this study and information gathering, and in the following manner: Secondary Sources: desktop-based survey of the literature and Administrative Studies researcher at the strategic objective lightness of movement and Organisational Excellence. Primary sources: where the researchers designed a questionnaire to collect data from the study sample individuals, in order to identify the impact of lightness strategic movement in Organisational Excellence in Jordanian commercial banks.

### The study tool

Design a questionnaire was composed of 67 questions, and as shown in the table (1).

Table 1. Data collection tool

| Number | The Variable  | Paragraphs measured by |
|--------|---|------------------------|
| 1.     | Strategic Sensitivity   | 1-9                    |
| 2.     | Collective Commitment   | 10-18                  |
| 3.     | Flow of Resources   | 19-25                  |
| 4.     | Leadership  | 26-31                  |
| 5.     | Strategy  | 32-38                  |
| 6.     | People  | 39-45                  |
| 7.     | Partnerships and Resources  | 46-51                  |
| 8.     | Processes   | 52-58                  |
| 9.     | Outcomes Results(results of individuals, clients results, results of community) | 59-67                  |

### Validity of study tool

It was ascertained the sincerity of the study tool through a presentation to a group of arbitrators of the faculty members in Jordanian universities, and experienced and competent in the subject of the study, has been making modifications in the light of the observations made by. The

questionnaire was distributed to a group of 15 people from the study sample to make sure of understanding the content, and was conducted adjustments based on that.

### Stability of study tool

It has been confirmed over the stability of the instrument used in this study by extracting the value of Cronbach's coefficient alpha (Cronbach Alpha) ranging value of Cronbach's alpha between (91.50) for the lightness of strategic movement and (89.74) for excellence Organisational and (92.6) for the questionnaire as a whole, and based it can be described as the study tool stability, it indicates where (Sekaran, 2006) that the alpha value would be acceptable if the statistically greater than (0.60).

### The population of the study

Consisting study population consisted of individuals working in the supervisory and regulatory Jordanian commercial banks of jobs within the capital, Amman, totaling 550 individuals in (13) Bank, was pulling a simple random sample composed of 300 members of the personnel of the surveyed banks, recovered them (240) questionnaire, which was (201) to identify valid for statistical analysis, and this constitutes 67% of the total distributed questionnaires. And Table 2 shows the number of distributed and suitable for the analysis of the surveyed banks in the questionnaires.

Table 2. Number of questionnaires and percentage (Distributed recovered valid for the purposes of statistical analysis)

| number | Jordanian<br>Banks                        | Questionnaires<br>distributed |        | Questionnaires recovered<br>valid for the purposes of<br>statistical analysis |        |
|--------|---|-------------------------------|--------|---|--------|
|        |   | the number                    | Ratio% | the number  | Ratio% |
| 1.     | Arab Bank                                 | 24                            | % 8    | 21  | % 7    |
| 2.     | Arab Banking Corporation<br>(Jordan) ABC  | 23                            | % 7.66 | 10  | % 3.33 |
| 3.     | Jordan Bank                               | 23                            | % 7.66 | 15  | % 5    |
| 4.     | Cairo Amman Bank                          | 23                            | % 7.66 | 20  | % 6.66 |
| 5.     | Union Bank                                | 23                            | % 7.66 | 14  | % 4.66 |
| 6.     | Jordan Ahli Bank                          | 23                            | % 7.66 | 18  | % 6    |
| 7.     | The Housing Bank for<br>Trade and Finance | 23                            | % 7.66 | 19  | % 6.33 |

|               |                                   |     |        |            |        |
|---------------|-----------------------------------|-----|--------|------------|--------|
| 8.            | Societe Generale / Bank of Jordan | 23  | % 7.66 | 13         | % 4.66 |
| 9.            | Jordan Commercial                 | 23  | % 7.66 | 17         | % 5.66 |
| 10.           | Jordan Kuwait                     | 23  | % 7.66 | 15         | % 5    |
| 11.           | Investment                        | 23  | % 7.66 | 16         | % 5.3  |
| 12.           | Arab Investment                   | 23  | % 7.66 | 14         | % 4.66 |
| 13.           | the money                         | 23  | % 7.66 | 9          | % 3    |
| Overall index |                                   | 300 | 100    | <b>201</b> | 88.4   |

Table 2...

### Methods of data analysis

It has been conducting the study questions related statistical treatments, and hypotheses using the Statistical Package for Social Sciences program in Statistical Packages for Social Sciences (SPSS).

Descriptive statistics Standards (Descriptive Statistic Measures): in order to describe the study sample answers, where he was extracted averages, standard deviations, and to analyze the study sample answers and determine the degree of relative agreement for Answers study sample and the direction of axes and the dimensions of the study.

Stability study tool coefficient (Cronbach Alpha) to test the reliability of study tool.

VIF test in order to test the lack of independent variables to study interference, and testing of prototype power.

Multiple linear regression analysis (Multiple Linear Regression) in order to test the first study sub-ups and assumptions, including the assumption.

The study was based on a Likert Scale scale quintet in the presentation of the paragraphs of the study, which was given the OK strongly (5) Strongly Disagree (1), as the study relied on to be the arithmetic mean of the level of respondents' answers to the level as follows:

|                           |                              |                            |
|---------------------------|------------------------------|----------------------------|
| 1-2.33                    | 2.34-3.67                    | 3.68-5                     |
| Low degree of application | Medium degree of Application | High degree of application |

### FINDINGS AND DISUCSSIONS

#### Results on trends in the study sample about the availability of agility strategic movement dimensions

This portion of the study circles statement computational values and standard deviations and the relative importance of the independent study variable (lightness strategic movement). It

represents an attempt to answer the question No. 1 the problem of the study as shown in Table (3) the values of arithmetic, standard deviation and values of the relative importance to keep the lightness of the strategic movement.

Table 3. Averages, standard deviations, the availability of strategic agility movement dimensions

| No. variable  | The dimensions of strategic agility of movement | Arithmetic mean | standard deviation | the level | Relative importance |
|---------------|---|-----------------|--------------------|-----------|---------------------|
| 1.            | Strategic sensitivity                           | 4.20            | 0.62               | High      | 1                   |
| 2.            | Collective commitment                           | 3.95            | 0.89               | High      | 3                   |
| 3.            | Flow of resources                               | 4.14            | 0.72               | High      | 2                   |
| Overall index |   | 4.30            | 0.59               | High      |                     |

Evident from the table (3) that the Agility movement variable achieved a compromise mathematically of \$ (4.30) and by (86%) of the total measure of space, with a standard deviation of (0.59), which refers to characterize the Jordanian commercial banks to possess a lightness strategic movement from the standpoint of sample members studying. The after strategic sensitivity achieved the highest center of my account of the lightness of the strategic movement dimensions and was ((4.20 and standard deviation (0.62), while realized after collective commitment to lower the center of my account and was (3.95) and standard deviation (0.89). This result reflects the keenness of the surveyed banks importance of recognizing and sensing the surrounding environmental variables accurately and continuously, in addition to the availability of strategic awareness Supreme departments in these banks on the need to exploit the opportunities greater than the competitors quickly, and access to as much information and innovations, and update various information and job continuously.

### **Results on trends in the study sample about the standards of excellence Organisational**

This part of the study is about a statement circles calculation values and standard deviations of a variable of the study (Excellence Organisational) In addition to the statement of the relative importance and the level of importance of each sub-variant for basic variables.

It is an attempt to answer the question (2) the problem of the study Table (4 ). The mean values and standard deviation and the relative importance of the removal of Organizational excellence explains.

Table 4. Averages, standard deviations, standard Organisational Excellence

| No.variabel   | Organisational Excellence standards | Arithmetic mean | standard deviation | The level | Relative importance |
|---------------|-------------------------------------|-----------------|--------------------|-----------|---------------------|
| 1.            | Leadership                          | 4.17            | 0.670              | High      | 5                   |
| 2.            | Strategy                            | 4.20            | 0.684              | High      | 4                   |
| 3.            | People                              | 4.36            | 0.612              | High      | 1                   |
| 4.            | Partnerships and Resources          | 4.16            | 0.662              | High      | 6                   |
| 5.            | Processes                           | 4.24            | 0.642              | High      | 2                   |
| 6.            | Outcomes                            | 4.23            | 0.678              | High      | 3                   |
| Overall index |                                     | 4.24            | 0.646              | High      |                     |

Shown in Table 4 that excellence Organizational variable has made compromise mathematically of \$ (4.24) and by (84.8%) of the total measure of space, with a standard deviation of (0.646) and it refers to the high level of standards of excellence Organisational in the surveyed from the standpoint of sample individuals banks studying. Standard individuals have achieved the highest center of my account and was ((4.36 and standard deviation (0.612), while the achieved standard partnerships and resources, lower the center of my account and was (4.16) and standard deviation (0.662). These reflect the result that individuals working in the surveyed banks are makers of success, and that distinguishes them efficient in providing new ideas contribute to improving their performance, as well as the spread of a culture of appreciation and respect them and at different levels.

### Testing of hypotheses

Test hypotheses of the study, which was formulated based on the problem of the study and a model study, through the use of appropriate statistical method, in order to come up with results and recommendations useful and before you start testing hypotheses will be sure that there is no high correlation between independent variables dimensions, as well as Fulfilling data requirement normal distribution, and points table (6) that the variance allowed for the dimensions of the independent variables coefficient was less than (1) and greater than (0.1) and the inflation coefficient of variation values of less than (10) where is an indication that there is no High-link, in order to verify the assumption of normal distribution of the data has been invoked to calculate the value of the torsion coefficient (Skewness) variables as table 5 indicates) the value

of the torsion coefficient for all variables were less than (1), which refers to the Test inflation variation and variation coefficient allowed torsion modulus.

Table 5. VIF, Tolerance and Skewness

| The study variables   | VIF   | Tolerance | Skewness |
|-----------------------|-------|-----------|----------|
| Strategic Sensitivity | 1.286 | 0.765     | 0.802-   |
| Collective Commitment | 1.734 | 0.613     | 0.616-   |
| Flow of Resources     | 2.243 | 0.311     | 0.535-   |

This part of the study is about testing the main study which states that the lack of effect is statistically significant at the level of  $\leq 0.05$  for strategic agility in excellence Organisational at Jordanian commercial banks hypothesis, and sub-hypotheses, as was the use of multiple regression analysis to determine the impact of the independent variables (strategic sensitivity, commitment collective, the flow of resources) in the dependent variables (leadership, strategy, people, partnerships and resources, processes, results (the results of individuals, customer results, and the results of the community)). This represents an attempt to answer the question No. (3) In the study questions and the results were as follows:

Ho: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in excellence Organisational its criteria (leadership, strategy, people, partnerships and resources, processes and outcomes (results of individuals, customer results, and the results of the community) in banks Jordanian trade.

To find out the results of the analysis of this effect based on the data shown in the table (6), inferred from the value of the coefficient of determination  $R^2$  that (48.9%) of the registered variation in excellence Organisational back to the lightness of the strategic movement of various dimensions, and as the value of F calculated, which amounted to (62.780 ) is the largest of its value when the spreadsheet (level of significance = 0.000), so accept the main hypothesis which states that the existence of a statistically significant effect when (0.05) for lightness strategic movement in Organisational excellence in Jordanian commercial banks.

Table 6. Multiple regression test results of the effect of lightness strategic movement in Organisational Excellence dimensions

| Lightness strategic movement | Value (Beta) | Value(T) | Significance level |
|------------------------------|--------------|----------|--------------------|
| Strategic Sensitivity        | 0.061        | 0.949    | 0.344              |
| Collective Commitment        | 0.222        | 3.127    | 0.002              |
| Flow of Resources            | 0.495        | 7.121    | 0.000              |

Table 6...

|                           |        |
|---------------------------|--------|
| Value (R2)                | 0.489  |
| Value (F)                 | 62.780 |
| The level of significance | 0.000  |

It is a review of the above table, we find that after the flow of resources contributed to the greater impact through the B test T values, which amounted to (( $T = 7.121$ ,  $B = 0.495$  when (the level of significance = 0.000), followed in the standings after the collective commitment ( $T = 3.127$ ,  $B = 0.222$ ) when (the level of significance = 0.002), indicating that after the flow of resources primarily then collective commitment in the surveyed banks that will raise the level of excellence Organisational, while not yet strategic sensitivity register any impact on the level of excellence Organisational from during the T and B values that came ( $T = 0.949$ ,  $B = 0.061$ ), which is not significant at the (level of significance = 0.344).

Test hypotheses branching from the main hypothesis results:

First, the effect of lightness strategic movement in the standard dimensions of leadership:

Ho1: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard of leadership in the Jordanian commercial banks.

To find out the results of the analysis of this effect based on the data shown in the table (7), inferred from the value of the coefficient of determination R2 that (54.2%) of the registered variation in the standard of driving back to the lightness of the strategic movement of various dimensions, and as the value of F calculated, which amounted to (77.62) is the largest of its value when the spreadsheet (level of significance = 0.000), so accept the first sub-hypothesis which states that the existence of a statistically significant effect when (0.05) to the dimensions of lightness strategic movement in the standard of leadership in the Jordanian commercial banks.

It is a review of the above table we note that more dimensions contribute to this effect is the flow of resources through the B test T values, reaching ( $T = 7.33$ ,  $B = 0.48$ ) when (the level of significance = 0.00), the moral values which indicates that the flow resources in the provision of multiple channels in order to reach the various resource flows into the surveyed banks are able to access these banks towards the desired excellence and administrative leadership, and follows after the collective commitment as the B and T values ( $T = 4.53$ ,  $B = 0.30$ ) is considered significant when the (level of significance = 0.00) which shows the commitment of all personnel in the surveyed decisions of banks, which in turn helps the departments in which the pursuit of excellence in providing services to all stakeholders, while not yet registered strategic sensitivity no trace in the standard driving through the T and B values that came (( $T = 0.47$ ,  $B = 0.29$ , which is not significant at the (level of significance = 0.64).

Second, the effect of lightness strategic movement in the standard dimensions of the strategy:

Ho2: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard strategy in Jordanian commercial banks.

To find out the results of the analysis of this effect based on the data shown in the table (8), inferred from the value of the coefficient of determination R<sup>2</sup> that (45.5%) of the registered variation in the standard strategy due to the lightness of the strategic movement of various dimensions, and as the value of F calculated, which amounted to (54.873 ) is the largest of its value when the spreadsheet (level of significance = 0.000), so accept the second sub-hypothesis which states that the existence of a statistically significant effect when (0.05) to the dimensions of lightness strategic movement in the standard strategy in Jordanian commercial banks.

It is a review of the below table 7 we note that more dimensions contribute to this effect is the flow of resources through the B test T values, reaching T = 7.239, B = 0.519 when (the level of significance = 0.000), the moral values which indicates that the flow resources positively and effectively contribute to the adoption of the surveyed banks for specific strategies in line with the requirements of the environment in which it operates, and follows after the strategic sensitivity as the B values and T (T = 2.528, B = 0.168) is considered significant when the (level of significance = 0.012) indicating to supplement the surveyed banks with large amounts of information and innovation, and enable them to build vast networks of positive relations with the environment and with the various stakeholders in turn affects the formulation of strategies, plans and objectives within them in line with the surrounding environment, while no effect after the collective commitment recorded in the standard through strategic values of B and T, which came (T = 0.932, B = 0.068), which is not significant at the (level of significance = 0.353).

Table 7. Sub-test hypotheses results

| Agility Movement           | Strategic Sensitivity |           |                      | Collective Commitment |           |                      | Flow of Resources |           |       | Values (R <sup>2</sup> ) | F Calculated |
|----------------------------|-----------------------|-----------|----------------------|-----------------------|-----------|----------------------|-------------------|-----------|-------|--------------------------|--------------|
|                            | Value (Beta)          | Value (T) | Level of significant | Value (Beta)          | Value (T) | Level of significant | Value (Beta)      | Value (T) | level |                          |              |
| Excellence Organization    | 0.29                  | 0.47      | 0.64                 | 0.30                  | 4.53      | 0.00                 | 0.48              | 7.33      | 0.00  | 54.2                     | 54.2         |
| Leadership Strategy        | 0.168                 | 2.528     | 0.012                | 0.068                 | 0.932     | 0.353                | 0.519             | 7.239     | 0.000 | 45.5                     | 45.5         |
| People                     | 0.023-                | 0.327-    | 0.744                | 0.208                 | 2.687     | 0.008                | 0.489             | 6.475     | 0.000 | 39.7                     | 39.7         |
| Partnerships and resources | 0.117                 | 1.694     | 0.092                | 0.236                 | 3.103     | 0.002                | 0.383             | 5.146     | 0.000 | 41.3                     | 41.3         |

|           |       |       |       |       |       |       |       |       |       |      |      |
|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|------|
| Processes | 0.103 | 1.570 | 0.118 | 0.300 | 4.111 | 0.000 | 0.374 | 5.239 | 0.000 | 46.2 | 46.2 |
| Outcomes  | 0.057 | 0.787 | 0.432 | 0.119 | 1.496 | 0.136 | 0.481 | 6.183 | 0.000 | 0.36 | 0.36 |

Third, the effect of lightness strategic movement in the standard dimensions of individuals:

Ho3: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard of individuals in Jordanian commercial banks.

To find out the results of the analysis of this effect based on the data shown in the table (7), inferred from the value of the coefficient of determination R<sup>2</sup> that (39.7%) of the registered variation in the standard of individuals due to the lightness strategic movement with its various dimensions, and as the value of F calculated, which amounted to (43.205 ) is the largest of its value when the spreadsheet (level of significance = 0.000), so accept third sub-hypothesis which states that the existence of a statistically significant effect when (0.05) to the dimensions of lightness strategic movement in the standard of individuals in Jordanian commercial banks.

It is a review of the above table, we find that dimension, which contributed to the greater impact is the flow of resources through the B test T values, reaching ((T = 6.475, B = 0.489 when (the level of significance = 0.000), the moral values and it suggests that the flow resources contributes to efficient banks surveyed human resources, and then came after collective commitment as the B values and T ((T = 2.687, B = 0.208 is considered significant when the (level of significance = 0.008), and this indicates the keenness of the surveyed on the rule of learning and teamwork culture of banks inside, which leads to stimulate individual employees to offer new ideas and raise their efficiency, while no effect after the strategic sensitivity score in standard individuals through B values and T, which came (T = 0.327-, B = 0.023) which are not significant at ( level of significance = 0.744).

Ho5: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard operations in the Jordanian commercial banks.

To find out the results of the analysis of this effect based on the data shown in the table (8), inferred from the value of the coefficient of determination R<sup>2</sup> that (46.2%) of the registered variation in the standard of operations due to the lightness of the strategic movement of various dimensions, and as the value of F calculated, which amounted to (56.418 ) is the largest of its value when the spreadsheet (level of significance = 0.000), so accept the fifth sub-hypothesis which states that the existence of a statistically significant effect when (0.05) to the dimensions of lightness strategic movement in the standard operations in the Jordanian commercial banks.

It is a review of the above table, we find that the dimensions of the flow of resources and collective commitment shares in T through B and testing of T values, reaching for the flow of resources (T = 5.239, B = 0.374) when (the level of significance = 0.000), and the commitment

to collective ( $T = 4.111$ ,  $B = 0.300$ ) when (the level of significance = 0.000), the moral values and it refers to the availability of dynamic researched and distributing banks of responsibilities mechanisms flexible and rapid manner and the existence of a collective commitment among individual employees, thus enhancing their ability to deliver services on time and at the lowest cost, while after strategic sensitivity did not record any effect in the standard processes through the values of B and T, which came ( $T = 1.570$ ,  $B = 0.103$ ), which is not significant at the (level of significance = 0.118).

Sixth: The impact of the lightness of the strategic dimensions of the movement in the standard results (the results of individuals, customer results, and the results of the community):

Ho6: No effect is statistically significant at (0.05) to the dimensions of lightness strategic movement in the standard results (the results of individuals, customer results, and the results of the community) in the Jordanian commercial banks.

To find out the results of the analysis of this effect based on the data shown in the table (8), inferred from the value of the coefficient of determination  $R^2$  that (36%) of the registered variation in the standard results due to the lightness of the strategic movement of various dimensions, and as the value of F calculated, which amounted to (36.901) is the largest of its value when the spreadsheet (level of significance = 0.000), so accept sixth sub hypothesis which states that the existence of a statistically significant effect when (0.05) to the dimensions of lightness strategic movement in the standard results in the Jordanian commercial banks.

It is a review of the above table we note that the only dimension that had the effect is the flow of resources through the B test T values, reaching  $T = 6.183$ ,  $B = 0.481$  when (the level of significance = 0.000), the moral values and it suggests that owning the surveyed banks of human resources capable of allocating resources properly contribute to the establishment of specialized departments have the aim to meet the expectations of customers and provide quality services to them, while all of the dimensions of strategic sensitivity and collective commitment has been no trace of them in the standard results, through and the values of B T as It reached the strategic sensitivity  $T = 0.787$ ,  $B = 0.057$ , which is not significant at the (level of significance = 0.432), and the collective commitment  $T = 1.496$ ,  $B = 0.119$ , which is also not significant when (the level of significance = 0.136).

## SUMMARY OF RESULTS

1. Results of the study showed that the Jordanian commercial banks surveyed environment characterized by the availability of lightness various strategic movement dimensions are arranged in a row in terms of higher arithmetic average to below as follows: sensitivity strategy with a mean (4.20), and the flow of resources with a mean (4.14), and a commitment to

collective with a mean (3.95), and this shows the interest of these banks need to surrounding environmental variables sensor accurately and continuously, and exploit opportunities more quickly than competitors to respond to the changing needs of customers.

2. The study results show that the surveyed banks' attitudes towards the level of excellence has been positive, with the highest arithmetic average standard of individuals and was ((4.36, followed by standard processes with a mean (4.24), then the standard results with a mean (4.23), then the strategic standard average My Account (4.20), then the standard of leadership and an arithmetic mean (4.17), and finally the standard partnerships and resources with a mean (4.16), and this shows the perception researched the need to distinguish individuals working in banks, and involve them in decision-making and to take, as it has a significant impact on the improvement and development performance. this result is consistent with the result of the study (Ovaries, 2013) and (Majid, 2010).

3. The results of the study showed the presence of a statistically significant effect between the lightness of strategic movement and standard dimensions of leadership, as the lightness of the strategic dimensions of movement helps the surveyed banks departments in their quest for excellence in the provision of services to all stakeholders. This result is consistent with the result of the study (Pinar & Girard, 2008).

4. The results of the study, the effect of the presence of a statistically significant between the lightness of strategic movement and strategic dimensions of the standard, as the lightness of the strategic movement dimensions contribute to the formulation of strategies, plans and objectives within the surveyed banks in line with the surrounding environment. This result is consistent with the result of the study (Ogunsiji & Akanbi, 2013) and (Idris & AL-Rubaie, 2013).

5. The results of the study, the effect of the presence of a statistically significant differences between the lightness of the strategic movement of individuals and standard dimensions, helping the dimensions of lightness strategic movement to motivate individuals working in the surveyed to provide new ideas and raise the efficiency of banks. This result is consistent with the result of the study (Girls 0.2015) and study (Haji Hassan, (2010).

6. The results of the study, the effect of the presence of a statistically significant differences between the lightness of movement and strategic partnerships and resource standard dimensions, helping the dimensions of strategic agility movement in raising the level of partnerships, resources and management of modern technology in the surveyed banks. This result is consistent with the result of the study (ovaries 0.2013).

7. The results of the study, the effect of the presence of a statistically significant differences between the lightness of strategic movement and dimensions of the standard operations, where lightness contribute to the strategic movement in promoting researched to provide services to

customers on time and at the lowest cost ability of banks dimensions. This result is consistent with the result of the study (al-Moussawi, (2014).

8. The results of the study, the effect of the presence of a statistically significant differences between the lightness of strategic movement and dimensions of the standard results, where lightness contribute to the strategic movement in the surveyed in raising the level of results and the results of individual clients and the results of community banks dimensions. This result is consistent with the result of the study (Alhilalat, (2012.

9. Results of the study showed that more lightness strategic movement dimensions influential in Organisational Excellence are arranged as follows (the flow of resources and collective commitment), while the results showed that after the strategic sensitivity did not have any impact in Organisational Excellence.

## RECOMMENDATIONS

This study recommends the following

1. The need to adopt the surveyed for lightness strategic movement banking departments, through the ownership of a forward-looking to see high current and future conditions and to ensure a genuine collective commitment of the personnel of these banks at various levels, and provide multiple channels to reach the human and material resources.
2. Work to find appropriate mechanisms that contribute to link the strategic sensitivity Organisational Excellence standards, through the activation of plans and programs that fit with the nature of these banks and the circumstances surrounding it.
3. The need for efficient administrative leaders in the surveyed banks are able to develop dynamic mechanisms and encourages teamwork, which contributes to the promotion of a culture of excellence within.
4. The need for the surveyed banks interest in creating all the necessary requirements for the effective implementation of the strategy set out to ensure respond to environmental changes and take advantage of opportunities and avoid threats speed.
5. The surveyed banks need to exploit its resources efficiently and effectively banks and keep up with technological advances, so as to meet the needs and desires of all parties collaborating with them, in an effort to achieve excellence.

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