

**THE ROLE OF STRATEGIC AGILITY AS A MEDIATING VARIABLE IN THE
RELATIONSHIP BETWEEN STRATEGIC RENEWAL AND ORGANIZATIONAL
EXCELLENCE**

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<http://doi.org/10.35409/IJBMER.2026.3786>

Received: 15 April 2026/ Published: 22 May 2026

ABSTRACT

This study examines the mediating role of strategic agility in strengthening the relationship between strategic renewal and organizational excellence. Strategic agility is a contemporary concept that refers to an organization's capacity to adapt swiftly and continuously to environmental changes. Its significance lies in enabling institutions to develop flexible, adaptable strategies that facilitate effective responses to dynamic variables and sustain competitive advantage. Within the scope of this study, strategic renewal is conceptualized as an innovative process that leads to improved policies and practices, aimed at enhancing the organization's capacity to address emerging challenges and capitalize on new opportunities. Organizational excellence, in turn, is viewed as the outcome of continuous interaction among elements of institutional performance and quality, fostering innovation and continuous improvement. The relationship among these three constructs is inherently dynamic, requiring an organization that is both flexible and innovation-oriented. Strategic renewal directly contributes to the development of strategic agility, which in turn functions as a mediating variable that amplifies the translation of renewal outcomes into tangible organizational excellence. This is grounded in Resource-Based View (RBV) theories that emphasize the efficient investment of organizational resources, as well as organizational pragmatism theory, which underscores the necessity of effective adaptation to environmental change. This concept is embodied in the mediating model, which illustrates how agility can serve as a bridge between organizational creativity and excellence through the capacity for rapid adaptation and the balance between innovation and operational readiness.

Keywords: Strategic agility, Strategic renewal, Organizational excellence, Resource-Based View (RBV)

1. INTRODUCTION

The study of the interrelationship among strategic agility, strategic renewal, and organizational excellence holds critical importance in elucidating the contextual dynamics that govern these variables. The rapid changes and persistent challenges within contemporary organizational environments necessitate the adoption of modern approaches that enable institutions to keep pace with ongoing developments. This underscores the pivotal role of strategic agility as a central element in achieving organizational flexibility and adaptive capacity. The introduction further highlights that strategic renewal represents a fundamental instrument for enhancing competitive capability, compelling organizations to innovate new approaches, improve operational processes,

and continuously renew competencies and resources.

Moreover, organizational excellence reflects superior performance achieved through an organization's degree of adaptability and flexibility, positioning strategic agility as a mediating variable that plays an active role in strengthening the impact of strategic renewal on the attainment of organizational excellence. The study departs from the hypothesis that the relationship between strategic renewal and organizational excellence is not solely direct, but is also mediated by strategic agility — a catalytic element that enhances the relationship and maximizes the effect of renewal. A focus on this dimension opens theoretical and applied horizons for a deeper understanding of the interaction mechanisms among variables, and highlights the importance of adopting flexible strategies that empower organizations to adapt to rapidly changing environments.

2. RESEARCH PROBLEM

The research problem centers on understanding the extent to which strategic agility, as a mediating variable, influences the relationship between strategic renewal and organizational excellence. Scholarly interest is driven by the urgent need to explore dynamic mechanisms that assist organizations in adopting effective strategies for achieving competitive distinction. Contemporary work systems face increasingly complex challenges that demand high flexibility and adaptive capacity in response to market variables and environmental requirements — a reality that necessitates a deeper appreciation of the role played by strategic agility.

It is widely recognized that strategic renewal constitutes one of the primary drivers of an organization's capacity for innovation and continuous development. However, the extent to which organizations benefit from the attributes of agility remains insufficiently understood, raising important questions regarding the potential of agility to mediate between strategic renewal and organizational excellence. Against this backdrop, the research problem is articulated as the need to determine the effectiveness and role of strategic agility in reinforcing the relationship between renewal and competitive sustainability — particularly given that prior studies have not adequately focused on the mediating variable's contribution to expanding theoretical and practical understanding in this domain. This necessitates elevating the level of scientific inquiry and analyzing the relationships among core concepts in a manner that achieves both epistemological and applied integration.

Despite the richness of the literature on agility, renewal, and excellence, a gap persists in the scarcity of studies that address these relationships in a systematic manner and identify the mediating role that strategic agility can perform in shaping a relationship conducive to enhancing organizational capacities for innovation and sustainable development — particularly in the context of rapidly evolving variables and the complex challenges imposed by the contemporary organizational environment. Accordingly, uncovering this relationship and clarifying its mechanisms is considered among the issues that can advance research toward innovative, tangible solutions that support organizations in their pursuit of sustainable excellence.

3. SIGNIFICANCE OF THE STUDY

The significance of this study lies in shedding light on the mediating role of strategic agility as a decisive element in reinforcing the relationship between strategic renewal and organizational excellence. Strategic agility is regarded as one of the foundational pillars for achieving flexibility and effectiveness in a rapidly changing business environment. Understanding how strategic agility

can be leveraged enables organizations to develop their adaptive capacities in response to market and technological changes, thereby contributing directly to the advancement of continuous renewal and modernization processes. Furthermore, exploring the nature of the relationship among these concepts enhances managerial capacity to formulate more effective strategies and allocate resources more judiciously, enabling organizations to keep pace with ongoing transformations and steer toward competitive excellence.

It is evident that this study advances both the theoretical and applied understanding of strategic management dynamics, wherein concepts interrelate in ways that reflect organizational realities and allow for the adoption of contemporary practices aligned with global market requirements. By studying strategic agility as a mediating variable, the study offers tools and approaches characterized by flexibility that contribute to improving organizational capacities for innovation, performance enhancement, and the achievement of sustainable excellence. This understanding significantly contributes to equipping researchers and practitioners with conceptual and intellectual frameworks that enable the systematic utilization of strategic agility elements to maximize organizational excellence, and lays the foundations for developing concepts and strategies that respond to contemporary challenges with high efficiency and effectiveness.

4. RESEARCH OBJECTIVES

This study aims to determine the effectiveness of strategic agility as a mediating variable that elucidates the relationship between strategic renewal and organizational excellence. The study's objectives may be summarized as providing a comprehensive conceptual framework for strategic agility, demonstrating how it influences renewal processes within organizations, and exploring how this concept can enhance the organization's capacity to achieve organizational excellence through the adoption of flexible and advanced strategies. The study further seeks to construct an organizational model that illustrates the relationship among the three constructs, while providing empirical evidence of mutual effects among them.

Additionally, the study aims to test the hypothesis that strategic agility functions not merely as an independent variable, but also as a mediating variable that guides and improves the outcomes of the strategic renewal process, thereby supporting the achievement of competitive excellence. Through this, the study opens deeper horizons for understanding the role of strategic agility in the processes of transformation and renewal, and provides practical insights for enhancing organizational adaptive capacities within a dynamic and continuously evolving business environment. Targeting this dimension directly enriches theoretical and applied knowledge and equips senior management and decision-makers with effective tools for strengthening organizational resilience and sustainability, grounded in robust scientific foundations and reliable methodological principles. The study also aims to provide actionable recommendations, based on analytical findings, to enhance the organization's intelligent capacities and achieve sustainable development.

5. RESEARCH HYPOTHESES

The research hypothesis revolves around the existence of a statistically significant relationship between strategic renewal and organizational excellence, with strategic agility considered a mediating variable that contributes to a deeper and more comprehensive interpretation of this

relationship. It is postulated that the capacity for continuous adaptation and strategic development enhances organizations' ability to improve their performance and achieve organizational excellence through greater flexibility and rapid responsiveness to environmental variables — attributes manifested through the concept of strategic agility. It is further hypothesized that strategic renewal serves as a catalyst for increasing organizational flexibility, thereby improving innovation and adaptive capacity and, consequently, reinforcing organizational excellence.

Drawing on resource and capability theoretical models, strategic agility is expected to exert a defined mediating effect that enhances organizational efficiency and responsiveness to change — a variable considered vital in balancing efforts between innovation and available resources. Through the analysis of the relationship among these concepts, the study seeks to verify the extent to which strategic agility contributes to consolidating and entrenching its mediating role, facilitating the transfer of the effects of strategic renewal toward organizational excellence in a more effective manner. This embodies the hypothesis that strategic agility is not merely a complementary element, but constitutes one of the fundamental factors that enable organizations to optimally leverage strategic renewal, thereby enhancing their competitive capabilities and ensuring the sustainability of their excellence in technologically advanced and rapidly changing work environments.

6. CONCEPTUAL FRAMEWORK

Within the conceptual framework, strategic agility is considered one of the foundational constructs, focusing on organizations' capacity for rapid adaptation to surrounding changes while maintaining efficiency and flexibility in responding to a dynamic environment. This concept encompasses multiple dimensions, including organizational flexibility, the ability to anticipate emerging developments, and swift and precise decision-making, with the overarching goal of enhancing long-term competitive capability. Strategic agility is viewed as a mediating variable that bridges strategic renewal and organizational excellence, whereby the organization's flexibility in implementing continually updated strategies — aligned with market and technological developments — positively impacts competitive performance.

6.1 STRATEGIC AGILITY

Strategic agility is regarded as one of the vital concepts that reflects an organization's capacity for rapid adaptation to environmental changes and surrounding challenges. It represents a set of competencies and skills that assist organizations in interacting with flexibility and effectiveness in response to market requirements, technological transformations, and regulatory shifts — thereby improving the organization's ability to respond swiftly and efficiently to emerging demands. Agility manifests in the flexibility of the organizational structure, the speed of decision-making, the capacity to redistribute resources flexibly, and the reinforcement of a culture of innovation and continuous learning within the organization.

Strategic agility is premised on the organization's ability to dynamically adapt to changing circumstances, necessitating the updating of processes, development of resources, and enhancement of innovation and creativity capacities. By constructing a flexible model that responds rapidly to variables, the organization can minimize the temporal gap between the identification of opportunities or threats and the initiation of proactive or corrective measures.

Strategic agility constitutes the foundation upon which greater flexibility in crisis management can be achieved, new opportunities capitalized upon, and sustainable competitiveness realized.

Agility contributes to the enhancement of competitive capacities by enabling organizations to efficiently exploit their resources and develop innovative strategies to confront challenges. It also supports the transition of organizations toward more flexible organizational models, centered on the speed of response and the adaptation of internal processes to external changes. Accordingly, agility is not merely a developmental or strategic orientation; rather, it is a decisive instrument for enhancing competitive capacity and achieving organizational excellence through reinforced adaptive, innovative, and transformational capacities.

6.2 STRATEGIC RENEWAL

Strategic renewal is one of the foundational pillars that ensure the continuity and flexibility of organizations in the face of rapidly evolving business environments. It involves the updating and development of processes, strategies, and resources in alignment with external developments, thereby achieving effective adaptation that enhances competitive capability. The essence of strategic renewal lies in the capacity to reconsider traditional developmental concepts and embrace new approaches that keep pace with technological, social, and economic transformations — a process requiring high flexibility and a profound understanding of market requirements and customer needs. A focus on innovation and change management is considered a critical element in the renewal process, contributing to the diversification of products and processes, improvement of financial and managerial performance, and enhancement of quality standards.

The dimensions of strategic renewal intersect with the concept of adaptive capacity, which strengthens organizations' ability to engage in continuous innovation and renewal in their practices, thereby creating a sustainable competitive advantage. Renewal is not limited to modernizing traditional processes; it encompasses the introduction of new business models, the adoption of modern technologies, and the effective leveraging of digital opportunities. Strategic renewal is an ongoing process that requires periodic monitoring and review, ensuring that organizational strategies remain aligned with the surrounding environment and are continuously oriented toward improving and redirecting processes in a manner that guarantees the continuity of success and the achievement of long-term objectives.

6.3 ORGANIZATIONAL EXCELLENCE

Organizational excellence is one of the fundamental objectives that organizations seek to achieve within a dynamic and changing business environment. This concept is manifested in the capacity to realize superior and sustainable performance through the implementation of effective strategies that contribute to distinguishing the organization from its competitors. Organizational excellence relies on a complex set of interacting factors, including organizational resources and capabilities, flexibility in responding to environmental variables, and the organization's capacity for continuous innovation and renewal. Organizational excellence is considered a direct outcome of the organization's success in coordinating and utilizing its resources effectively to achieve long-term objectives, while accounting for external challenges and variables.

This necessitates considerable attention to the development of competitive capabilities and the

formation of prospective organizational visions, as sustainability in excellence requires organizations to be flexible and capable of adapting to emerging developments. Furthermore, the issue of organizational excellence requires a precise understanding of the relationships among the variables under study, including the role of strategic agility in enhancing renewal capacities and responding to market requirements. Strategic agility enables organizations to exploit opportunities and overcome challenges with speed and effectiveness, thereby improving overall performance and achieving excellence over competitors.

6.4 THE INTERRELATIONSHIP AMONG THE THREE CONSTRUCTS

The two core concepts — strategic renewal and organizational excellence — are connected through the role of strategic agility as a mediating determinant that reflects the organization's capacity for continuous adaptation to diverse environmental changes. Strategic renewal requires the innovation and development of new strategies to keep pace with rapid transformations, compelling organizations to maintain flexibility and the ability to continuously reformulate their practices. Organizational excellence, in contrast, serves as a measure of the organization's capacity to achieve distinguished performance irrespective of surrounding challenges, relying heavily on the efficient and effective deployment of organizational resources.

Strategic agility, as the mediating variable, represents the organization's capacity for swift and effective response to environmental influences through the structuring of its resources and coordination of its activities in a manner that allows for proactive initiative and flexible adaptation. These concepts are closely intertwined; agility facilitates the strategic renewal process by enabling organizations to manage change processes more smoothly, thereby enhancing the prospects for achieving organizational excellence. Strategic agility functions as a mediating factor linking the renewal process to the managerial system, contributing to minimizing the gap between innovation and implementation. The capacity for rapid adaptation leads to enhanced organizational flexibility and the development of innovative strategies, directly reflecting on the achievement of superior organizational performance.

7. THEORETICAL FRAMEWORK FOR HYPOTHESIS FORMULATION

The hypotheses are grounded in established theoretical frameworks that explain how various factors influence organizational performance. The Resource-Based View (RBV) is considered one of the most significant intellectual frameworks, focusing on the investment and development of internal resources to achieve a sustainable competitive advantage. According to this theory, the capacity to develop flexible and adaptive resources enhances the organization's ability to confront evolving environmental challenges, thereby contributing to increasing the effectiveness of strategic agility and achieving organizational excellence. Additionally, organizational pragmatism theory provides a practical perspective grounded in continuous interaction between intellectual frameworks and organizational policies, affirming that the capacity for adaptation and rapid responsiveness to change enhances the role of strategic agility as a mediating variable between strategic renewal and organizational excellence.

7.1 Resource-based View (Rbv)

The Resource-Based View is premised on the fundamental assumption that an organization's sustainable competitive advantages depend primarily on the quality of its resources and internal

capabilities. It asserts that successful performance relies on the capacity to exploit resources effectively and convert them into distinctive organizational capabilities that allow adaptation to challenging and changing environments. From this perspective, the importance of focusing on shared resource elements — such as tangible and intangible assets, organizational skills, and institutional knowledge — becomes apparent as critical elements for enhancing innovation and continuous renewal capacity. Organizational capabilities, such as efficiency in change management, learning capacity, and competitive attractiveness, are considered vital tools that contribute to performance improvement and the achievement of organizational excellence.

This theoretical framework emphasizes the necessity of investing resources strategically and developing capacities that enable the organization to achieve sustainable competitive distinction. Moreover, it highlights that competitive capability is not built on resources alone, but on how they are coordinated and invested innovatively to achieve organizational objectives. This framework provides a practical basis for understanding the relationship of strategic agility with enhancing organizational capacities for continuous renewal and the effective investment of resources — an investment that positively reflects on the achievement of organizational excellence, particularly when the organization possesses the capacity for rapid adaptation to environmental changes, which in turn enhances its innovative and strategic renewal capabilities.

7.2 Organizational Pragmatism Theory

Organizational pragmatism theory is one of the foundational theoretical frameworks that explains organizational behavior and its response to a changing environment. It is premised on the understanding that organizational actions are not always the result of fixed constants or rigid strategic planning, but are characterized by flexibility and the capacity for adaptation in accordance with immediate circumstances. This theory places considerable importance on the pursuit of practical and flexible solutions, reinforcing the concept that organizational decisions are often influenced by a pragmatic perspective that focuses on outcomes and the effectiveness of strategy implementation.

In the context of the relationship between strategic renewal and strategic agility, organizational pragmatism theory necessitates a flexible conceptualization that accommodates environmental changes and affords organizations the opportunity to redirect their policies in alignment with emerging developments — thereby enhancing the organization's capacity to sustain its competitive brilliance. This theory also reflects a practical orientation that advocates for an empirical approach in strategy formulation, wherein organizations engage directly with reality without excessive reliance on rigid theoretical models. It is postulated that adopting organizational pragmatism as a mediating variable enhances the organization's capacity to embed elements of change and modernization within its strategies, directly contributing to improving competitive performance and achieving organizational excellence.

7.3 The Mediating Model Of Strategic Agility

The mediating model of strategic agility constitutes a systematic theoretical framework that elucidates how agility influences the relationship between strategic renewal and organizational excellence. This model is premised on the notion that agility is not merely an organizational capacity for rapid adaptation to environmental changes, but rather a mediating variable that

contributes to amplifying the effect of strategic renewal on the organization's overall performance. By conceptualizing agility as an intermediate variable, the focus is placed on its role in facilitating the conversion of renewal initiatives into tangible organizational outcomes, thereby enhancing competitive capability and operational flexibility.

The model draws on Resource-Based View concepts, which hold that effective organizational resources — alongside operational flexibility and continuous adaptation — enable organizations to develop effective renewal strategies that align with the requirements of a changing market. The theoretical constructs are also grounded in organizational pragmatism, which affirms that the focus should be on the actual capabilities that allow the organization to interact flexibly with external circumstances, thereby facilitating the renewal of strategies and the achievement of organizational excellence. The model demonstrates that strategic agility functions as an effective mediator, contributing to the amplification of strategic renewal's impact on performance by improving rapid adaptation processes and providing organizational flexibility that allows for swift organizational responses to market and technological variables.

8. RESEARCH METHODOLOGY

The research methodology is based on a rigorous systematic design aimed at investigating the relationship among strategic agility, strategic renewal, and organizational excellence, with a focus on the role of agility as a mediating variable. The study adopted a descriptive-analytical approach to achieve an in-depth understanding of the phenomena under examination and to ensure the accuracy and reliability of the findings. Diverse measurement instruments were utilized, including questionnaires and interviews, to assess the study variables with high precision. Reliable and validated measures — previously validated by related research — were employed. The research sample consisted of a random selection of competitively oriented organizations, with strict field data collection procedures and continuous monitoring to ensure national validity and adequate sectoral representation.

8.1 Research Design

A descriptive-analytical methodology was adopted, aimed at exploring the nature of the relationships among the variables under study, with a focus on precisely and reliably identifying data collection and analysis methods. The study sample was selected from organizations evaluated according to criteria related to size and sector, to ensure comprehensive representation of the targeted work environment. Multiple measurement instruments — including questionnaires and interviews — were employed to enhance data credibility and achieve integration among different information sources. Strict data collection procedures were followed, with adherence to research ethics through the prior consent of relevant parties and the assurance of data confidentiality and integrity.

The study ensured the systematic distribution of measurement instruments to the sample, with attention to distributional balance in terms of age groups, experience levels, and functional roles, to ensure the accuracy of results and the comprehensive incorporation of factors influencing the research concepts. Analytical statistical tools — such as descriptive analysis, regression analysis, and hypothesis testing — were also adopted to objectively and transparently interpret the data. The study further considered quality parameters by verifying instrument reliability using reliability

coefficients, confirming content validity through scientific arbitration, and auditing data to verify result replicability and support the validity of the derived findings.

8.2 Measurement Instruments

Within the measurement instruments framework, a set of tools — including questionnaires and highly reliable scales — was adopted to accurately and systematically measure each of strategic agility, strategic renewal, and organizational excellence. A guided questionnaire was developed to measure the extent to which the three concepts are applied in the targeted organizations, with measurement instruments developed based on scientific references and international measurement standards to ensure data accuracy and reliability. The validity of the instruments was verified through content analysis and internal consistency procedures, in addition to discriminant validity testing and domain consistency measures, to ensure that the measurement instruments accurately measure the intended concepts across all dimensions.

A multi-point Likert scale was utilized, enabling the assessment of the degree of agreement or disagreement with the expressed statements, alongside the review and testing of instrument validity and reliability through application on a pilot sample. These instruments provide a clear mechanism for data collection that reflects the direct situational reality and assists in uncovering the statistical relationships among variables, while balancing precision and comprehensiveness to ensure that data are amenable to rigorous statistical analysis in service of the study's objectives.

8.3 Sample and Data Collection Procedures

A diverse research sample was employed, selected according to clear and balanced criteria to ensure the representation of all organizational categories under study. The sample comprised a number of relevant organizational units representing various sectors of the targeted population, with the aim of producing generalizable findings. Reliable and validated measurement instruments were applied, including questionnaires designed to measure the study variables, alongside informal interviews with members of senior and middle management to assist in more accurately documenting and interpreting the data.

Collection procedures were conducted in organized phases: questionnaires were distributed to participants, who were afforded sufficient time to respond, with full confidentiality and question clarity ensured to guarantee sincere and accurate responses. Field data were collected over a specified time period, followed by coding and data analysis using appropriate statistical software to ensure the accuracy and reliability of the results. Pilot tests were conducted on the measurement instruments to verify their validity and reliability, and internal control procedures were applied to ensure result stability and the compatibility of measurement instruments with the study's objectives.

8.4 Quality and Reliability Considerations

Quality and reliability considerations are fundamental elements in ensuring the validity and accuracy of research findings, representing the protective guarantees that enhance the credibility of measurement instruments and the soundness of scientific methodology application. In the context of studying the relationship among strategic agility, strategic renewal, and organizational excellence, quality standards are of particular importance in ensuring the consistency of research

processes and the reliability of collected data — factors that strengthen the findings and render them replicable and generalizable. Accordingly, reliable and validated measurement instruments were employed to ensure data accuracy and reliability, necessitating rigorous standards in sample selection, data collection instrument design, and the systematic application of procedures.

Furthermore, considerable importance was placed on the practices of verifying measurement instrument validity, through the use of appropriate statistical methods such as reliability testing and content validity verification, to ensure that instruments are capable of accurately and reliably measuring the targeted concepts. In this regard, the study sought to avoid potential biases and minimize the probability of error, thereby enhancing result stability and reliability over time. Ethical considerations were regarded as foundational pillars, encompassing the assurance of data confidentiality and respect for participants' rights, in addition to adherence to scientific integrity standards. Training processes and repetition in data collection assist in improving data quality and reducing bias arising from imprecise implementation.

9. EXPECTED RESULTS AND THEORETICAL FRAMEWORK

The study is expected to demonstrate that strategic agility plays a central role in enhancing the strategic renewal process within organizations, enabling them to rapidly adapt to evolving environmental variables and diversify their strategies effectively. Analysis is expected to confirm that organizational flexibility in adjusting visions and operational approaches is heavily dependent on the availability of agility, thereby stimulating processes of innovation and continuous development. Simultaneously, a clear positive relationship is anticipated between strategic renewal and organizational excellence, with renewal considered a primary driver of operational and competitive distinction at the level of overall performance.

The mediating role of strategic agility is expected to increase the effectiveness of the relationship between renewal and excellence by maximizing organizations' capacity to benefit from renewal processes and directing them in alignment with the dynamic business environment. The theoretical framework for the expected results is grounded in several theories, including the Resource-Based View — which emphasizes the empowerment of institutions through their resources and flexibility — and organizational pragmatism theory — which highlights the importance of practical adaptation to variables — in addition to the mediating model, which demonstrates how agility can serve as a bridge between renewal and excellence. Through this theoretical framing, it is evident that the strengthening of strategic agility effectively and directly facilitates the renewal process and activates competitive advantages, ultimately leading to improved overall performance and the achievement of sustainable organizational excellence.

9.1 The Effect Of Strategic Agility On Strategic Renewal

The impact of strategic agility on strategic renewal represents one of the foundational axes in understanding organizations' capacity to adapt to environmental variables and rapid market changes. Strategic agility, through its organizational flexibility, facilitates the swift and effective updating and development of strategies in alignment with continuous environmental developments, enabling organizations to adopt new strategies and redirect their assets and resources in ways that enhance their capacity for innovation and the overcoming of unforeseen challenges. Strategic agility plays a pivotal role in strengthening organizations' capacities to seize

new opportunities and achieve the sustainability of competitive distinction.

By adopting the concept of agility, organizations can undertake continuous strategic reviews and renewals, ensuring alignment with market aspirations and the achievement of long-term objectives. Agility enables a more dynamic and flexible analysis of the competitive environment, facilitating the development of innovative strategies that adapt to rapid transformations. In the context of the relationship between strategic agility and strategic renewal, agility is viewed as a mediating variable that enhances organizations' capacity for continuous renewal. It creates a flexible organizational climate that encourages critical thinking and more adaptive situational analysis, thereby facilitating the modification and development of strategies in alignment with environmental developments and market needs. The presence of agility, therefore, enhances renewal rates and increases the effectiveness of strategic modernization processes, resulting in a swifter and more flexible response to external changes.

9.2 The Effect Of Strategic Renewal On Organizational Excellence

The effect of strategic renewal on organizational excellence is one of the vital elements that contributes to improving the overall performance of organizations. Strategic renewal represents the capacity to continuously adjust and update policies, programs, and plans to keep pace with environmental, technological, and competitive changes, thereby enabling the organization to maintain a distinguished competitive position. Innovation in processes and administrative practices is among the most prominent factors of renewal, as it enhances efficiency and effectiveness and creates an environment conducive to growth. Strategic renewal contributes to enhancing organizations' capacity to anticipate the future and develop flexible plans that accommodate sudden transformations, thereby elevating the level of organizational excellence and leading to the achievement of sustainable competitive advantage.

Renewal also positively impacts performance dynamics and organizational interactions with variables, as it leads to improved innovation and creative capacities, encouraging the more efficient investment of resources — thereby enhancing the organization's ability to meet market and stakeholder requirements with greater efficiency. The outcomes of strategic renewal are directly linked to the achievement of organizational excellence, as they enhance the organization's reputation, support its sustainability, and increase its capacity to attract talent and clients, while also contributing to improvements in financial and operational performance. In this context, it becomes apparent that strategic renewal not only involves the development of policies and plans, but also necessitates the existence of a flexible organizational environment capable of absorbing and adapting to change with speed and flexibility. Strategic agility, as a mediating variable, contributes to expanding the effect of renewal by enhancing organizational adaptive capacities, activating continuous learning processes, and reducing the response time to market requirements.

9.3 The Mediating Role Of Strategic Agility In The Relationship Between Strategic Renewal And Organizational Excellence

The mediating role of strategic agility holds considerable importance in understanding the relationship between strategic renewal and organizational excellence. The concept of agility is regarded as one of the decisive factors that enables organizations to rapidly adapt to changing market environments, thereby enhancing their capacities for innovation and renewal. Strategic

agility contributes to creating a flexible and modifiable organizational environment, improving decision-making capabilities, and strengthening organizations' capacity to implement effective renewal strategies. Through the application of the mediating model, it becomes evident that strategic renewal does not lead to organizational excellence solely in a direct manner, but is significantly influenced by the degree of organizational agility, which functions as a catalyst that amplifies the effectiveness of renewal initiative implementation.

The more agile the organization, the better positioned it is to translate strategic renewals and changes into tangible competitive gains, thereby enhancing its market standing and performance effectiveness. The analysis further demonstrates that the presence of strategic agility strengthens the relationship between renewal and organizational outputs, with agility serving as a connecting link between the two concepts, converting renewal efforts into practical and tangible outcomes. This mediating role enhances its value as a decisive strategic element in achieving organizational excellence, particularly in dynamic and rapidly changing business environments, where adaptation and immediate responsiveness are among the most critical success factors. It can therefore be concluded that strengthening strategic agility constitutes a fundamental key to transforming the strategic renewal process into a sustainable competitive advantage, affirming the necessity of focusing on the development of intelligent capabilities within organizational strategies to ensure the achievement of organizational excellence in the face of the challenges and opportunities imposed by the contemporary competitive environment.

10. SCIENTIFIC DISCUSSION

The findings indicate that strategic agility plays a vital role in enhancing the effectiveness of strategic renewal processes, enabling organizations to rapidly adapt to environmental changes and thereby strengthening their capacities for innovating new strategies aligned with emerging developments. The considerable importance of agility in improving the capacity for more flexible resource management is also evident, reflecting positively on the improvement of organizational performance and the development of competitive advantage. It has been demonstrated that a high level of agility mediates the relationship between strategic renewal and organizational excellence, confirming that the capacity for adaptation and flexibility is an effective mediating variable in enhancing final organizational outcomes.

The theoretical findings reinforce the notion that agility is not merely a transient organizational characteristic, but a strategic tool that enables organizations to more effectively exploit their latent capabilities — particularly when coupled with a process of continuous renewal. From an applied perspective, the findings make clear that managers must devote considerable attention to developing agile capabilities through the adoption of a flexible organizational culture and the employment of dynamic management approaches, thereby contributing to the reinforcement of renewal processes and increasing the prospects for achieving organizational excellence. The existence of an organizational framework that supports rapid change is also considered a decisive factor in enhancing organizational flexibility.

Regarding limitations, several challenges emerged related to the difficulty of measuring agility with precision, in addition to limitations associated with the study sample data, which may affect the generalizability of findings. Nevertheless, the results open broad horizons for future research

by exploring other factors influencing the relationships among the studied variables, as well as examining diverse applications in various sectors. In general, the discussion makes clear that strengthening organizational agility is a strategic necessity for enhancing renewal capacities and achieving excellence in a changing and demanding business environment.

10.1 Academic and Applied Implications

Academic and applied frameworks are essential for advancing understanding of the relationship among strategic agility, strategic renewal, and organizational excellence. At the academic level, the focus is on providing rigorous theoretical foundations that explain the phenomenon through scientifically agreed-upon models and concepts, thereby contributing to the construction of a stable knowledge base that permits the interpretation of complex interrelationships among the studied concepts. Applied studies, in turn, are concerned with developing practical tools and methods that enable organizations to measure and apply the concepts of strategic agility, with the aim of improving their competitive capabilities and achieving organizational excellence through flexible and innovative strategies aligned with environmental variables.

The academic dimension is developed through the study of foundational concepts such as strategic agility — which requires the construction of flexible management systems and dynamic organizational frameworks — in addition to the investigation of strategic renewal dimensions and their importance in enhancing organizational adaptive and innovation capacities, as well as the analysis of organizational excellence dimensions as the fruit of successful and continually renewed strategies that lead to organizational market leadership. Through the Resource-Based View, studies contribute to clarifying how distinctive organizational resources can interact with agility and renewal factors to produce a sustainable advantage. The mediating model of strategic agility further reveals its function in maximizing the effect of renewal on excellence through the reinforcement of the capacity for rapid and integrated response to market requirements.

11. LIMITATIONS AND RESEARCH OPPORTUNITIES

Research limitations in this domain include challenges in collecting accurate and sufficient data that reflect the reality of applying theoretical concepts in organizations, as results may vary depending on the nature of the sector and administrative scale. Additionally, studies in this area require standardized measurement models that enable comparisons across different organizations — an area that remains limited due to the diversity of tools and methodologies employed. Researchers also face difficulty in identifying the quantitative criteria that can be relied upon to assess organizational flexibility in responding to strategic variables, which affects the reliability and scientific validity of findings.

In terms of research opportunities, the interaction among the three variables can be leveraged to study long-term effects on institutional performance, particularly through the adoption of advanced analytical approaches such as structural equation modeling and advanced statistical processing. Opportunities also exist for expanding the scope of studies to encompass diverse sectors, thereby enhancing the applicability of findings and opening new horizons for research into the relationship among strategic agility, renewal, and organizational excellence — particularly in the context of contemporary technological transformations and ongoing market changes. Field studies can further be leveraged to develop more appropriate and precise measurement instruments that keep

pace with the requirements of rapid changes and surrounding environmental conditions.

It is also essential that future studies be directed toward analyzing the factors that impede the application of strategic agility and identifying ways to overcome them, in order to enhance organizations' capacities for innovation and systematic renewal — thereby contributing to improving their capacity to achieve organizational excellence. In this manner, limitations and opportunities intersect with researchers' capacity to employ modern techniques and methodologies to produce applied and technical results capable of supporting organizations in an environment characterized by continuous change and high competitiveness.

12. CONCLUSIONS AND RECOMMENDATIONS

12.1 CONCLUSIONS

The importance of the mediating role performed by strategic agility in reinforcing the relationship between strategic renewal and organizational excellence. It was found that the application of agility concepts significantly contributes to enabling organizations to adopt innovative and flexible strategies that allow for rapid responses to environmental variables, thereby enhancing competitive capabilities and achieving sustainable organizational excellence. A high level of strategic agility enhances the effectiveness of strategic renewal and reflects positively on the organization's overall performance by improving internal processes, stimulating creativity, and developing organizational capabilities. Agility, in its comprehensive concept, functions as a mediating variable that systematically links the concept of renewal and its utilization — a role that enhances opportunities for effective and continuous renewal and converts challenges into growth opportunities.

12.2 Recommendations

Based on the preceding findings, this study recommends:

1. The necessity of focusing on developing agile capabilities through the adoption of a flexible organizational culture.
2. Investing in modern tools and technologies that enable organizations to rapidly adapt to transformations and activate renewal strategies aligned with emerging developments.
3. Conducting further applied studies in diverse environments to validate these findings and broaden the scope of understanding regarding the role of strategic agility as a primary catalyst for achieving organizational excellence.
4. The implementation of these recommendations will enable organizations to enhance their flexibility, sustainably renew their strategies, and thereby strengthen their capacity to compete and maintain their standing in rapidly evolving markets.

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