

Effect of Strategic Agility Dimensions on Tourism Marketing Performance in Jordan (Case Study on Tourism Companies in the Amman Region)

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Abstract

Strategic agility is even more crucial for multinational organizations such as tourism companies in emerging markets due to higher levels of environmental dynamism and unpredictable market developments. Based on the literature reviewed, the researcher proposed a conceptual framework and examined it to find the role of some of the strategic agility dimensions and its effect on the performance of Jordan's tourism marketing. The proposed model provides a platform to enhance the understanding and the direction to conceptualize a suitable strategic agility in order to improve marketing performance. The study uses the simple random sampling method, and samples were collected from managers and the marketing staff of selected companies. The sample size of the study is 60 respondents. The results of the analysis suggest that a high-level of strategic agility was used in the Jordanian tourism companies. Furthermore, the results also revealed that strategic sensitivity, strategic flexibility, and response rates have a positive influence on marketing performance.

keywords: Strategic Agility; Tourism Marketing Performance, Tourism Companies, Amman.

• قسم الإدارة، جامعة العلوم الإسلامية.

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تأثير أبعاد الرشاقة الاستراتيجية على الأداء التسويقي السياحي
(دراسة حالة على الشركات السياحية في منطقة عمان)

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ملخص

تعتبر الرشاقة الاستراتيجية أكثر أهمية للمنظمات متعددة الجنسيات كشركات السياحة في الأسواق الناشئة بسبب المستويات العالية من الديناميكية البيئية وتطورات السوق غير المتوقعة . استنادا على الدراسات السابقة، اقترح الباحث إطاراً مفاهيمياً للتعرف على تأثير أبعاد الرشاقة الاستراتيجية على أداء التسويق السياحي الأردني. يوفر النموذج المقترح منصة لتعزيز الفهم والاتجاه لوضع تصور لرشاقة استراتيجية مناسبة من أجل تحسين الأداء التسويقي. استخدمت الدراسة طريقة أخذ العينات العشوائية البسيطة، وتم جمع العينات من المديرين وموظفي التسويق في الشركات السياحية في عمان، وحجم العينة للدراسة (60) مستجيباً.

أشارت نتائج التحليل إلى أن الرشاقة الإستراتيجية تستخدم على مستوى عالٍ في مكاتب السياحة الأردنية. كما أظهرت النتائج أن الحساسية الإستراتيجية والمرونة الإستراتيجية ومعدل الاستجابة لها أيضاً تأثير إيجابي في الأداء التسويقي.

الكلمات الدالة: الرشاقة الاستراتيجية، الأداء التسويقي السياحي، الشركات السياحية، عمان.

1.0. Introduction:

Today's business environment, due to technological innovation, reduction in products' and services' life cycles and changing needs of customers, and globalization, is rapidly changing and difficult to be predicted (Nikoo & Sina, 2017). Agility, or in other words, the ability to respond and adapt quickly and effectively to unexpected changes in the business environment, is a key of the competitive advantage in the market. The fact that today environmental changes have become faster and more complex than the past is another issue which has doubled the importance of agility (Ganguly et al., 2009). Strategic agility is a new topic from a variety of agility types which has attracted many researchers in recent years (Ojha, 2008); (Ade, 2012); (Horney, 2007).

In the 21st century, organizations need to successfully monitor and predict the business environment path in order to adapt themselves to it. According to (Horney, 2007), products and their services must be tailored to the clientele's demand, and in some cases, they must stimulate this demand from customers, while this demand is dependent on strategic agility. Strategic agility is even more crucial for multinational enterprises such as tourism companies in emerging markets due to higher levels of environmental dynamism and unpredictable market developments (Sebastian, 2012).

Indeed, firms' strategic agility directs them to have internal and external views in order to obtain the needful competence to compete, and the advantages of opportunities are emerging from the change. Nowadays, creating strategic agility is a challenge which most companies and business such as ones in the tourism sector are not handling successfully. Therefore, tourism firms need to continually be aware of strategic agility capabilities as a dynamic ability through performing the continuous evaluation of it. In the global economy, the tourism industry appears as the largest growing sector. This industry plays a fundamental role in enhancing a trade and economic performance in many countries. Therefore, many Jordanian governments have sought to improve their competitive position with respect to the global tourism market. Thus, governments have started to establish local organizations to promote their countries abroad.

Jordan has developed rapidly in various, social and economic fields over the last four decades. Tourism's development has been the and has become one of the most interesting aspects of the country's economic

development. In 1988 the Jordanian government established the ministry of tourism and antiquities for the tourism industry in Jordan. The main purpose of this ministry is to develop tourism through conservation, management, and development of all attraction sites (such as historical, archaeological, religious) with the aim of increasing the number of annual visitors (Bani Mustafa, 2018).

Its responsibility is to accomplish tourism development in classifying tourism related investments toward proposals and action plans in collaboration with other public and private sectors. It also plays another important role in researching the expansion of the tourism industry and the training of human resources. In order to forward tourism development strategies the Higher Council of Tourism (HCT) was founded (Ministry of Tourism and Antiques, 2005). The tourism sector in Jordan is expected to continue recovering during 2018, according to stakeholders, who urged the concerned bodies for more efforts to better promotion and open new markets (Bani Mustafa, 2018).

Tourism has become an essential player in Jordan's economy, and recently showed remarkable growth in terms of revenues, rising by 9% in the first quarter of 2010 (Reuters, 2009). Economically, Jordan would like to increase tourism investment, because of its political stability, religious toleration, high quality of life, strong healthcare and education, cosmopolitanism, exquisite cuisine, friendly and welcoming people, together with a reasonably liberal social and economic environment compared with surrounding countries (CIA., 2013). Moreover, like any other developing country, Jordan's tourism industry has not received further attention either by internal or external researchers because of some political, social, economic challenges, and fluctuation of the tourism industry in the Middle East region.

1.1. Study Problem:

The application of modern science in the tourism industry to upgrade its basic infrastructure and metadata tourism has become a system consisting of a set of subsystems that work inconsistency and integration of production and marketing of tourism services. Among these subsystems, the most important companies, travel agencies and tourism. However, Jordan is not employing effective marketing strategies in order to promote itself as an

important tourist location with many attractions that can encourage tourists from all over the world.

Nowadays, strategic agility is fundamental for the sustainability and continuity of any business to compete in this sever globally environment. Tourism firms which are one of the service providers that have made an important contribution in adding value for the customers and Jordan's tourism marketing. Entrepreneurial awareness is crucial to be responsive, adaptive and flexible business. As a result, this study will try to define what dimensions of strategic agility affect tourism marketing performance in Jordan. Accordingly, it will also try to answer the main question: What is the effect of strategic agility dimensions (sensitivity, flexibility, and operational speed) on marketing performance of tourism in Jordan?

1.2. Study Importance:

The importance of the study is based on the following reasons: clarifying the effect of strategic agility dimensions on marketing performance in Jordan. The study also shows the importance of these dimensions to win an international and regional tourism market, in addition to addressing some performance issues faced by those companies. Moreover, this study intends to develop and empirically test a strategic agility model in Jordan's tourism industry in Jordan's context. This study provides different contributions which are:

- It is a reference for researchers who interested in strategic management topics especially; business continuity management in the tourism sector.
- Reflects the efficient dimensions of strategic agility in Jordanian tourism firms that effect the marketing performance.

1.3. Study Objectives:

The general aim of this study is to examine empirically the effect of strategic agility on Jordan's' marketing performance. While the specific objective of this study is to investigate the effect of sensitivity, flexibility and operational speed on marketing performance.

The study is structured as follows; section two provides a theoretical background and literature review of strategic agility and its dimensions; section three presents the research model and hypotheses development; section four outlines the research methodology; section five shows the

results of analysis; section six and seven draw the conclusions and implications respectively.

2. Theoretical Framework & Literature Review

2.1. Strategic Agility Dimensions After observing many other works of literature, such as (Overby et al., 2006) (Ojha, 2008); (Azam & Mehrzad, 2014); (Ade, 2012); (Sambamurthy et al , 2003); (Ganguly et al., 2009), this study will be limited to the following three dimensions of strategic agility to be strategic sensitivity, strategic sensitivity, and operation speed, illustrated in Figure 1. Basing on a dynamic competitive business environment (Doz, 2010) suggested the need of strategic agility.

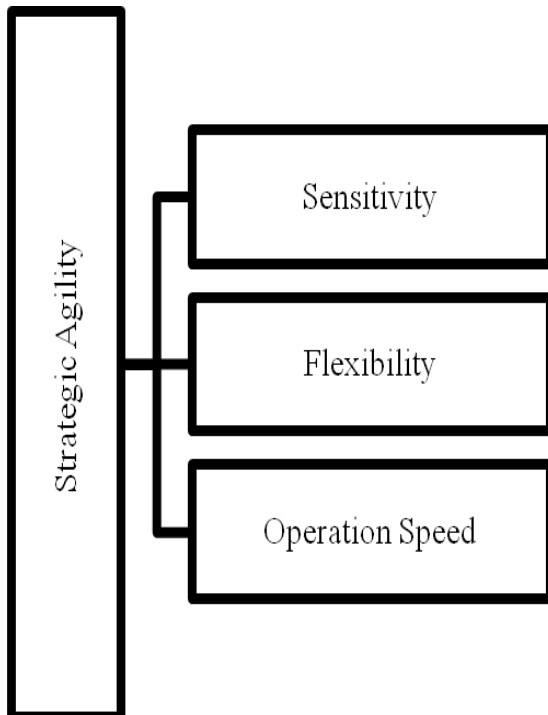


Figure 1: Strategic agility dimensions

2.1.1. Strategic Agility

The concept of agility originated from the research work sponsored by the US Government at Iacocca institute in 1991 (Iacocca, 1991); (CEST, 1996). (Goldman et al., 1995), who first suggested the concept of agility, defined it as "being capable of operating profitably in a competitive environment of continually, and unpredictably, changing customer opportunities". However, there is no consensus among researchers on the definition of agility. Gradually, a wider range of definitions of agility was offered.

Agility is "the synthesis of a number of enterprises that each has some core skills and competencies which they bring to a joint venturing operation" to respond to customer requirements (Competing perspectives on the link between strategic information technology alignment and organizational agility: Insights from a mediation model); (Al-Azzam et al, 2017). (Ganguly et al., 2009), defined agility as a "concept consisting of two components: responsiveness and knowledge management. (Competing perspectives on the link between strategic information technology alignment and organizational agility: Insights from a mediation model), define agility as an organizational ability to "detect and respond to [environmental] opportunities and threats with ease, speed, and dexterity." Meanwhile, (Lee et al., 2016), defined agility as "the ability of coping with predictable and unpredictable changes and utilizing changes as an opportunity" or "ability in achieving speed and flexibility by re-organizing or learning resources to provide customer- oriented products or services in a rapidly changing market environment".

Matyakalan and his colleagues interpret agility "as the ability of an organization to detect changes through the opportunities and threats existing in the business environment", and to give rapid response through the recombination of resources, processes and strategies (Goldman et al., 1995); (Goldman, 2015) and in this definition, the strategic aspect has been added to operational aspect of the concept of agility (Ganguly et al., 2009). Thus, in literature a new kind of agility developed, and today a new paradigm called strategic agility is emerging. Strategic agility requires simultaneously being agile and strategic.

The concept of strategic agility has been widely used but most of scholarly and practitioners define it as "a sense – response to working in a dynamic environment characterized by turbulence, unpredictability and rapid changes" (Ismail et al., 2011).

Strategic agility is defined as "the ability of the organization to respond to changing situations (Competing perspectives on the link between strategic information technology alignment and organizational agility: Insights from a mediation model); (Al-Azzam et al., 2017); (Ghafuri et al., 2014); (Arbussa et al., 2017). Moreover, (Doz, 2010), defines strategic agility as the ability of a company to modify and adjust its path without losing sight of its long-term vision that is important for the today new economy. In addition, (Doz, 2010), defines strategic agility as "a process in progress for an organization to proactively anticipate change and fast exploitation for significant competitive advantage". In the current study we assume that strategic agility will positively influence marketing performance.

2.1.2. Flexibility:

Flexibility is a about a company's ability to restructure itself internally as well as its relationship with the external environment (Sproul, 2011). According to this definition, strategic flexibility is a concept that include in both internal and external conditions. So, firms that want to achieve strategic flexibility should consider all the factors that are related to organizational environment. (Sanchez, 1995), stated that, strategic flexibility refers to "respond more quickly than ever before to changing technological and market opportunities by producing more new products, offering broader product lines, and improving products more rapidly". Strategic flexibility refers to an "ability of firms to respond and adapt to environmental changes" (Hitt, 1998).

Flexibility means "the capability to execute various means and employ diverse amenity to earn the same aims, contain such items as the volume adaptability in products, people's adaptability, etc." (Thareerat , 2015). The capability to make customers' satisfaction is the process of the business operations which relies on agility to respond to customers' needs and flexibility in resource management, included with staffs, tools, machinery, and materials. In addition, businesses must possess rapidity to deliver new

products, services, or improved products into markets, and they must be able to adjust from one process to another increasingly (Sherehiy et al., 2007)

Strategic flexibility provides many advantages to businesses. Flexible firms rapidly shift from one strategy to another. In addition to this, strategic flexibility may improve to innovation performance of a firm in a dynamic environment. Strategic flexibility can influence innovation performance by providing more flexible processes and structure. Therefore, organizations that want to become more innovative in their processes, products, or services must consider strategic flexibility as an alternative. Furthermore, empirical evidences have suggested that strategic flexibility effects business performance positively (Nadkarni & Nakarayanan, 2007). Thus, in this study, we hypothesized that flexibility positively influences on marketing performance.

2.1.3. Strategic Sensitivity:

Strategic sensitivity means being open to as much information, intelligence and innovations as possible by creating and maintaining relationships with a variety of different people and organizations (Doz, 2010). Strategic sensitivity is the ability to draw useable data from environment, incorporate data into information, interpret and analyze to acquire knowledge and then detect opportunities and threats in the business environment (Overby et al., 2006). Accordingly, we hypothesized that sensitivity is positively effect on marketing performance.

2.1.4. Operation Speed:

Operation speed refers to the capability to instantly complete a movement, contain nimbleness concerning new goods, response to market, appropriation of time for products and service transfer (Thareerat, 2015). asserts that “an agile organization can quickly satisfy customer orders, introduce new products frequently in a timely manner get in and out of its strategic alliances speedily”. Thus, we hypothesized that operational Speed positively influences on marketing performance.

2.2. Marketing Performance:

Marketing performance refers to "the responsibility to enhance marketers to usefully attain the objective and to ameliorate their distributing performances with achievement in not only short term but also long-term

purposes" (Nwokah & Ahiauzu, , 2008). In addition, marketing performance to influence market direction and customer satisfaction are to create a competitive advantage. (Kotler, 2008) described that efficacy in market causes the perception of many opportunities to choose the most appropriate customer operations and marketing efforts to offer higher level of value to customer needs. Similarly, marketing performance is referred to the capability of the company. Marketing performance is measured by the achievement of the objectives of the organization, such as increased market share, the success of new product launches that are positively correlated with the achievement of financial performance in the long term (Vorhies et al., 2000).

Marketing performance has a tremendous impact on the satisfaction of customers with a taste for the market, the long-term growth, profitability and performance of the Company (Ussahawanitchakit, 2012). Four themes were employed to estimate the variation that enterprises have emphasized on new innovation, management procedure, comparing competitors and customer demand (Thareerat, 2015). In our study we proposed that marketing performance is positively affected by strategic agility and its dimensions.

3. Research Model and Hypothesis Development

The current research study model in Figure 2 is proposed by the researcher. This framework proposes that Marketing Performance (MP) is affected strategic agility dimensions. Thence, the variable of major interest is marketing performance which is the dependent variable, while Strategic Agility (SA) dimensions (Sensitivity)(S), Flexibility (F), and Operation Speed (OS) are the independent variables applied to demonstrate the variance in the dependent variable.

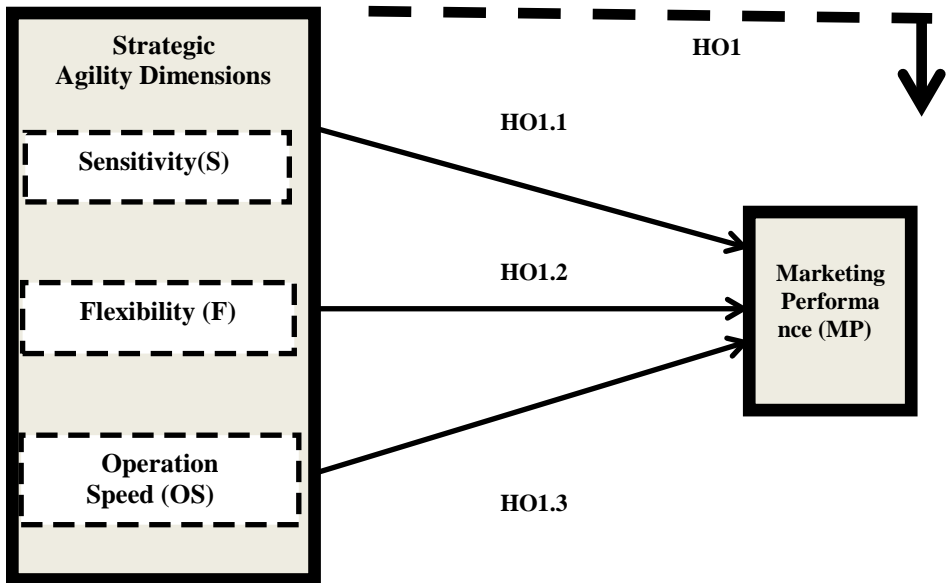


Figure 2: Proposed research framework.

The researcher have formulated the main hypotheses according to the above conceptual model to describe and analyze the impact of strategic agility dimensions on marketing performance in Jordanian tourism companies.

HO1: Strategic agility has a positive effect on Jordan's tourism firms' marketing performance.

HO1.1: Sensitivity has a positive effect on Jordan's tourism marketing performance.

HO1.2: Flexibility has a positive effect t on Jordan's tourism marketing performance.

HO1.3: Operation speed has a positive effect Jordan's tourism marketing performance.

4. Research Methodology

To evaluate how SA model impacts Jordan's tourism firms'(MP), a quantitative method was conducted.

4.1. Population and Sample

The population of this study is consisting of marketing managers of tourism firms operating in Jordan. Since most Jordan's tourism firms are based in the capital city, Amman, the study focuses on them and is therefore considered a good representation of Jordan. According to (Saunders et al., 2009), sampling is a part of the entire population carefully selected to represent that population.

A simple random sampling technique was used in selecting five of the biggest tourism firms in Jordan which are Dallas, Holiday, Almawakeb, Milano, and Aljazeera. These companies have been chosen carefully because of their leading role in marketing tourism in Jordan internally and externally, and their important contribution in supporting the national economy as well as following the strategy of agility clearly. The justification for using random sampling technique is that it eliminates the possibility that the sample is biased by the preference of the individual selecting the sample (Bordens & Abbott, 2002). Another justification is that it is particularly necessary when one wants to apply research findings directly to a population. A total of 60 copies of the questionnaire were administered on the tourism firms, 5 of those were discarded because they were incomplete. 55 found usable for this study with response rate of (91.7%).

4.2. Data Collection

The researcher used a questionnaire as the primary data collection instrument to collect data on the effect of strategic agility on marketing performance of tourism firms in Jordan. According to (Sproul, 2011), a self-administered questionnaire is the only way to elicit self-reports on people's opinion, attitudes, beliefs and values. The questionnaires gave unrestricted freedom of answer to respondents (Sproul, 2011). The use of survey research method is justified because it follows a correlational research strategy and helps in predicting behaviour (Bordens & Abbott, 2002).

Furthermore, it helps to identify whether the relationship exists between the study variables. Responses were sought from tourism firms on a wide domain of issues regarding(SA) and (MP).

The questionnaire includes (20) items focused on strategic agility features and three of its dimensions including sensitivity, flexibility, and operation speed. The items, which used to operationalize the constructs, are developed from the past literature with minor and additional modification in order to fit in Jordan's tourism firms' context. These items are measured using 5 points Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The researcher distributed 60 questionnaires using drop and collect method to the respondents. Upon completion, the researcher collected the questionnaires and ensure high completion rate, four of those were discarded because they were in incomplete. Meanwhile, five were found usable for this study with a response rate of (93.3%).

4.3. Validity and Reliability

Before the questionnaire was conducted, it was pretested on twenty employees in targeted offices in order to measure the construct validity of the measurements. Further, the questionnaire validated through several specialists in the field of strategic management and business administration who are academic instructors, there comments were considered in the final version. According to (Hair et al., 2010), "reliability is the degree of consistency and free of random error between multiple measurements of a variable". Also, according to (Sekaran et al., 2016) reliability refers to "the degree to which the dimension is free of accidental errors and offers consistent data". Reliability test needed to conduct to determine the stability and consistency of the construct measurement (Hair et al., 2010). To access the interim consistency reliability of the dependent and independent variables, Cronbach's Alpha was used. It is the most widely reliability coefficient test used to examine the reliability of multi-pointed scaled items (Sekaran et al., 2016); (Sekaran, 2003). The results of reliability analysis are shown in Table 1.

Table 1: Cronbach's alpha

Variables	Cronbach Alpha ($\alpha=0.05$)
SA	0.81
S	0.75
F	0.93
OS	0.87
MP	0.95

As stated by (Malhotra, 2008) an alpha coefficient which falls below (0.6) is considered weak, within the range of (0.60-0.80) are moderately strong and above (0.80-1.00) are considered very strong in reliability. From the reliability result shown in the above Table 2, the internal reliability coefficient for the entire models is within the range of (0.75) to highest coefficient (0.95), which indicated that the reliability of all variables is moderately strong to very strong. Hence, it's able to conclude that all the items used to measure the dependent variable and independent variables are stable and reliable since they are consistent.

4.4. Analytical Procedures

To derive a useful meaning from the data and examine the proposition of this study, data from the survey were analyzed using the Statistical Package for Social Sciences Research (SPSS) which is very popular among academics for this type of survey by questionnaire. Five - points Likert – type scale of agreement, running from strongly disagree = 1 and strongly agree = 5 were used. Primary data were used for the analysis. The use of primary data is justified because it is the quickest and simplest of the tools to use if publication is the aim (Cowton, 1998). Descriptive statistics was employed to analyze data to determine the range of strategic agility practices in the tourism firms.

Correlation analysis is used to indicate the existence of a relationship between strategic agility and marketing performance. Regression is used to determine the number of variations in the dependent variable which can be associated with changes in the value of an independent or predictor variable in the absence of other variables. Independent t-test is another analytical procedure used in examining whether there is a significant difference between the dependent variable that are strategically agile and the effectiveness of those that are less strategically agile (Ade, 2012).

5. Results

5.1. Descriptive and Correlation Analysis

Table 2 present the descriptive statistics correlation coefficients of the variables. The mean index of strategic agility with respect to participating firms was (3.94), while the mean index of participating firms concerning marketing performance was (3.81). While the three dimensions of SA (S, F, and OS) have mean values of (3.88, 3.79), and (3.89) respectively. Based on respondents' attitudes toward the applicability and practices of SA in their firms, we can ascertain that they are highly implementing this strategic methodology and harnessing their adaptability to rapid transformations in business operating. Moreover, this figure indicates that (81.9 %) of the variation in the successful MP can be predicted by the variation in SA dimensions; (S, F, and OS). Also, it is interfered that there are other predictors (representing 18.1 %) of MP in tourism firms in Jordan.

Table (2) Descriptive Statistics and Correlations

No.	Variables	Mean	SA	S	F	OS	MP
1	SA	3.94	1				
2	S	3.88	0.76	1			
3	F	3.79	0.91	0.874**	1		
4	OS	3.89	0.82	0.733**	0.981**	1	
5	MP	3.81	0.72	0.761**	0.836**	0.774**	1

** Correlation is significant at the 0.01 level (2-tailed). *** P-value < 0.01 (two-tailed)

Note. SA – Strategic Agility S – Sensitivity, F – Flexibility, RR – Operation Speed - MP – Marketing performance.

5.2 Hypotheses Testing

Hypothesis (HO1): Strategic agility has a positive effect on Jordan's tourism firms' marketing performance.

Hypothesis one (HO1) testing indicates there is a significant effect of (SA) on (MP), where ($f=132.718$) was significant value, with ($\text{Sig}=0.000$). Moreover, determinant coefficient ($R^2=0.819$) indicates that (81.9 %) of variable of (MP) can be illustrated by (SA). So we accept the hypothesis HO1. Accordingly, first research hypothesis is supported. This result is supported by many related previous studies (Al-Azzam et al., 2017); (Lee et al., 2016). Thus, there is a significant relationship between (SA) and Jordan's tourism firms' marketing performance.. (HO1.1, HO1.2, and HO1.3) were tested through a regression analysis. According to Table 6 the linear regression equation can be expressed as follow:

$$MP = 1.941 (C) + 0.378(SS) + 0.273(SF) + 0.389(RR), \text{ where } C \text{ is Constant}$$

Hypothesis (HO1.1): Sensitivity has a positive effect on Jordan's tourism marketing performance.

Testing indicates that the coefficient of (SS) ($\beta =0.378$) is significant value, with ($T= 3.152$)&

($\text{Sig}=0.003$). So we accept the second Hypothesis HO1.1. This result is confirmed by many researchers

(Doz, 2010); (Overby et al., 2006).

Hypothesis (HO1.2): Flexibility has a positive effect on Jordan's tourism marketing performance.

Testing indicates that the coefficient of (SF) ($\beta =0.273$) is significant value, with ($T=2.018$) & ($\text{Sig}=0.000$).

So we accept the Hypothesis HO1.2. Therefore, (HO1.2) hypothesis is supported too. Our result is

supported also by (Nadkarni, & Nakarayanan, , 2007); (Thareerat , 2015).

Hypothesis (HO1.3): Operation speed has a positive effect on Jordan's tourism marketing performance.

Testing indicates that the coefficient of (R.R)(B=0.389) is significant value, (t=4.055) & (Sig=0.001). So we accept Hypothesis HO1.3. Therefore, Our result is supported also by (Thareerat , 2015); (Ojha D. , 2008).

Table (3) Regression analysis. Model Summary ^b

Model	R	R ²	Adj. R ²	Stand. Error of the Estimates
1	0.905 ^a	0.819	0.816	0.769

a. Predictors: (Constant), Strategic agility

b. Dependent Variable: Marketing performance

Table (4) ANOVA ^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	425.33	3	66.263	132.718	0.000 ^a
Residual	318.87	28	7.412		
Total	744.20	31			

a. Dependent Variable: : Marketing performance

b. Predictors: (Constant), Strategic Agility

Table (5) Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.level
	B	Stand. Error	Beta		
1(Constan)	1.941	0.342		2.689	0.007
SS	0.378	0.086	0.278	3.152	0.003
SF	0.273	0.242	0.139	2.018	0.000
RR	0.389	0.059	0.497	4.055	0.001

a. Dependent Variable: : Marketing performance

6. Discussions of Result

The Jordanian service sector is massive, in which the tourism sector considered a part; it has become prominent and has recognized as a major

force in the Jordanian national economy. For all service-based companies, strategic agility is important to keep business continuity as it deals with changing customer needs and an unstable business environment; as is the case with Jordanian tourism companies.

In this research study, we have attempted to evaluate and examine the relationship between the dimensions of strategic agility and marketing performance of Jordanian tourism firms. The results of this research support most of the proposed relationships in the structural model. Most were consistent with the previous study results. The results of correlation conducted for (SA) and (MP) showed significant, positive correlation between them; thus, the first hypothesis was confirmed, which is consistent with the study results done by (Ojha , 2008), and it revealed that strategic agility leads to improving the competitive and performance capabilities. It also affirms the results obtained by (Ade, 2012), stating that SA improves the performance. The results further showed that there are significant, positive relations between (S, F, and OS) and (MP).

According to the test outcome and as shown in Table 3, among the independent variables: (SA) having mean rank of (3.95), has the highest rank and after that (OS), having mean rank of (3.89), (S), having mean rank of (3.88), (F), having mean rank of (3.79). The results of factor analysis revealed that Jordanian tourism firms considering the dimensions of strategic agility, (OS) has the highest weight and F has the lowest weight. Finally, results showed that among the dimensions of (SA), (OS) has the greatest effect on Jordan's tourism companies (MP). Meanwhile, (S) and (F) have retained the second and the third rank respectively. Accordingly, through these outcomes, it can be inferred that managers and marketing employees of tourism firms in Jordan have to emphasize response rate in their firms and to also consider sensitivity and flexibility issues in order to improve their performance in marketing.

7. Implications and Conclusion

This research has implications for marketing managers and tourism companies. The findings of this study provide insights for managers to efficiently manage strategy agility across the organization. Tourism companies should understand and identify factors of strategic sensitivity, strategic flexibility, and response rate to better promote the marketing performance. The present study tries to identify the impact of strategic agility on marketing performance. Marketing managers should have the goal to make employees satisfied with this strategic agility, to improve their performance, and also to increase sales volume and market share. Furthermore, this study can assist the researchers to better knowing the relationship between strategic agility and marketing performance in Jordan's tourism firms. If the tourism companies in Jordan, want to grow and compete effectively in their national and regional and global markets, enhancing marketing performance, and survive, their managers have to develop flexibility, sensitivity, response rate, and planning attributes and practices that can make them become strategically agile.

This study investigates the impact of strategic agility on marketing performance in Jordan in the presence of its different dimensions, it found that this sector in Jordan context has many challenges to be able to continue such as big investment in latest technology and in its human resources to be able to continue and to be more responsive and flexible with its customers. It is found that this sector needs agile and entrepreneurial management to connect employees with customers and to be able to sustain strategically in the market.

Based on the results of this study, we conclude that there is a significant relationship between strategic agility and marketing performance. Since the impact of strategic agility is significant, it is a good predictor of Jordan's tourism firms' marketing performance. As any other study, this study has a few limitations. First, the proposed model required estimation of many variables and this requires a large sample size. But the sample size of the present study was small. Second, the present study was a cross-sectional survey of respondents. The influence of some factors on marketing performance might vary at different stages in the implementation process. Further research should use a larger sample.

Also, future research can explore the inter-relationships between strategic sensitivity, strategic flexibility, and response rate and their effect on the marketing performance. Moreover, this study can be considered one step in investigating what can affect marketing performance in the presence of strategic agility dimensions focused on tourism companies. Other researchers can continue this study in the same sector but under different independent variables or can study another sector for service provider companies to get a full picture of the Jordan context.

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