

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**THE EFFECT OF BUSINESS INTELLIGENCE ON  
ORGANIZATIONAL AGILITY AND COMPETITIVE  
ADVANTAGE OF CITY PROPERTIES CO., LTD.**

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**MBA II – 13**

**MAB 26<sup>TH</sup> BATCH**

**JUNE, 2024**

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ORGANIZATIONAL AGILITY AND COMPETITIVE  
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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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## ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Business Intelligence on Organizational Agility and Competitive Advantage of City Properties Co., Ltd**” has been accepted by the Examination Board for awarding the degree of Master of Business Administration (MBA) degree.

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## **ABSTRACT**

The objectives of the study are to analyze the effect of business intelligence on organizational agility, to analyze the effect of organizational agility on competitive advantage, to analyze the moderating effect of environmental turbulence on the relationship between business intelligence and organizational agility and to analyze the moderating effect of environmental turbulence on the relationship between organizational agility and competitive advantage of City Properties Co., Ltd. There are 156 employees who are working in City Properties Co., Ltd. The sample size is 97 among 156 employees who are assistant, officer, supervisor, assistant executive and executive level of City Properties Co., Ltd. by using Raosoft Sample Size Calculator. This study uses simple random sampling method to select the respondents. The primary data is collected through distribution of structured questionnaires. Secondary data is gathered from relevant textbooks, previous research papers, journals and articles and other related information resources from internet websites. According to the multiple regression analysis, all business intelligence factors (response, flexibility and speed) have significant and positive effect on the organization agility and organization agility has significant and positive effect on competitive advantage. There is the negative and partial moderating effect of environmental turbulence on the relationship between flexibility and organizational agility. There is no moderating effect of environmental turbulence on the relationship between organizational agility and competitive advantage. Thus, City Properties Co., Ltd. should prepare to adapt on the changes of the environmental turbulence such as disruptive technology changes or shifting major customer patterns within industry.

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# TABLE OF CONTENTS

	Page
<b>ABSTRACT</b>	<b>i</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>TABLE OF CONTENTS</b>	<b>iii</b>
<b>LIST OF TABLES</b>	<b>v</b>
<b>LIST OF FIGURES</b>	<b>vi</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1 Rationale of the Study	4
1.2 Objectives of the Study	6
1.3 Scope and Method of the Study	6
1.4 Organization of the Study	6
<b>CHAPTER 2 THEORETICAL BACKGROUND</b>	<b>8</b>
2.1 Business Intelligence	8
2.2 Organizational Agility	12
2.3 Environmental Turbulence	13
2.4 Competitive Advantage	14
2.5 Previous Studies	15
2.6 Conceptual Framework of the Study	18
<b>CHAPTER 3 PROFILE, BUSINESS INTELLIGENCE, ORGANIZATIONAL AGILITY AND RELIABILITY ANALYSIS OF CITY PROPERTIES CO., LTD.</b>	<b>20</b>
3.1 Profile of City Properties Co., Ltd.	20
3.2 Business Intelligence of City Properties Co., Ltd.	25
3.3 Organizational Agility	27
3.4 Reliability Analysis	28

<b>CHAPTER 4</b>	<b>ANALYSIS ON THE EFFECT OF BUSINESS INTELLIGENCE ON ORGANIZATIONAL AGILITY AND COMPETITIVE ADVANTAGE OF CITY PROPERTIES CO., LTD.</b>	<b>29</b>
4.1	Research Methodology	29
4.2	Profile of Respondents	30
4.3	Respondent Perception on Business Intelligence	32
4.4	Respondent Perception on Organizational Agility	36
4.5	Respondent Perception on Environmental Turbulence	37
4.6	Respondent Perception on Competitive Advantage	37
4.7	Analysis on the Effect of Business Intelligence on Organizational Agility	38
4.8	Analysis on the Effect of Organizational Agility on Competitive Advantage	40
4.9	Analysis on the Moderating Effect of Environmental Turbulence on the Relationship between Business Intelligence and Organizational Agility	42
4.10	Analysis on the Moderating Effect of Environmental Turbulence on the Relationship between Organizational Agility and Competitive Advantage	43
<b>CHAPTER 5</b>	<b>CONCLUSION</b>	<b>45</b>
5.1	Findings and Discussions	45
5.2	Suggestions and Recommendations	47
5.3	Needs for Further Research	48
<b>REFERENCES</b>		
<b>APPENDIX I</b>		
<b>APPENDIX II</b>		

## LIST OF TABLES

<b>Table No.</b>	<b>Descriptions</b>	<b>Page</b>
Table (3.1)	Reliability Analysis	28
Table (4.1)	Demographic Profile of Respondents	30
Table (4.2)	Response	33
Table (4.3)	Flexibility	34
Table (4.4)	Speed	35
Table (4.5)	Organizational Agility	36
Table (4.6)	Environmental Turbulence	37
Table (4.7)	Competitive Advantage	38
Table (4.8)	Effect of Business Intelligence on Organizational Agility	39
Table (4.9)	Effect of Organizational Agility on Competitive Advantage	41
Table (4.10)	Moderating Effect of Environmental Turbulence on the Relationship Between Business Intelligence and Organizational Agility	42
Table (4.11)	Moderating Effect of Environmental Turbulence on the Relationship Between Organizational Agility and Competitive Advantage	43



## LIST OF FIGURES

<b>Figure No.</b>	<b>Descriptions</b>	<b>Page</b>
Figure (2.1)	Conceptual Framework of Xiaofeng	16
Figure (2.2)	Conceptual Framework of Hamdan & Rahman	17
Figure (2.3)	Conceptual Framework of Aljarrah et al.	18
Figure (2.4)	Conceptual Framework of the Study	19
Figure (3.1)	Organization Chart of City Properties Co., Ltd.	21

# CHAPTER 1

## INTRODUCTION

In the today business landscape, organizations are consistently trying to maintain profitability and outperform rivals. However, they encounter various challenges both within their internal operations and from external factors. Externally, they contend with opportunities and threats arising from intensified domestic and global competition, increasingly knowledgeable customers, elevated expectations, and swift technological advancements (Eidizadeh et al., 2017). In accordance with the advancement of the technologies, various software application is exploited technologies to use for faster decisions making to stay competitive. The business Intelligence has emerged. Long time ago, business intelligence was conducted for manually by collecting data and analyzing. However, business intelligence used with technology was introduced later in 2009 (Luftman & Ben-Zvi, 2010).

Xiaofeng (2012) has found that the growing used of business intelligence has increased in various industry and organizations including retail sector. Organization used business intelligence for better management decisions in the retail space management companies. Business intelligence is defined as having high-quality data in well-designed data repositories, together with software applications that give users fast access, efficient analysis, and clear display of the relevant facts, empowering them to act appropriately or reach the best decision and conclusions (Popovic et al., 2019).

According to Xiaofeng (2012), business intelligence is the process of finding, gathering, aggregating and analyzing and turning such data into valuable and insightful information for decision-making. Business intelligence can benefit the organization by enabling the three main aspects which are flexibility, response and speed to stay competitive within the industry.

Organization response, according to the Hamad and Yozgat (2017), is also a important aspect which is the ability to recognize, anticipate, discern, respond, and capitalize on emerging situations promptly and effectively. Response is important as it can enable the creative movements of the organization swiftly and seamlessly.

Larson and Change (2016) claimed that flexibility entails the successful execution of tasks with autonomy while adhering to established guidelines, fulfilling commitments, and accomplishing duties. It also encompasses the ability to choose the most efficient solution, avoiding exceeding the expectations of assigned responsibilities, neglecting assigned tasks, or generating managerial disorder that could impede the organization's overall effectiveness.

Speed is also an important aspect of the organization recognized in the studies conducted by the various researchers (Aljarrah et al., 2023; Aly et al., 2021; Kuleelung & Ussahawanitchakit, 2015). Kuleelung and Ussahawanitchakit (2015) defined speed as the organization's capacity to accomplish tasks or objectives within the shortest possible duration. It encompasses the swift and efficient completion of various activities and processes, including the introduction of new products to the market, the distribution of goods, and the provision of services.

Environmental turbulence is defined as external factors that an organization needed to take account when trying to achieve the competitive advantages (Anggraini & Sudhartio, 2019). This is because the unpredictable conditions within the surrounding environment typically associated risks for organization. Moreover, Anggraini and Sudhartio (2019) stated that risks resulting from unanticipated changes in consumer tastes, market demand, and technology advancements are also characteristics of environmental turbulence. They further stated that, organization needs to have strategic plan to overcome such challenges to gain competitive advantages (Anggraini & Sudhartio, 2019).

Organizational agility is defined as the organization as an ability to sense, adapt and response to both internal and external factors such as business opportunities, threats and changing trends within the industry by improving culture, practices and outcomes (Xiaofeng, 2012). For organization, the business environment is rapidly changing and having excellent organization agility is crucial for organization in order to gain competitive advantages and meet the clients and customers demands (Franco et al., 2023). Organization agility can benefit not only for the company profit but also for the employee engagement and risk management.

Organizations are competing within the market for the better profit and market shares. Only competitive advantage can bring to achieve such profit and market shares.

Organizations use business intelligences in order to gain competitive advantage within the market. According to Kumkale (2016), competitive advantage is being able to outperform competitors in order to increase revenue and customer base. It is important for business to consider how they will maintain their competitive advantages overtime. Sekman and Utku (2008) stated the advanced innovation and technologies enable greater flexibility, speed and response to the organizations which used them. They further stated that these factors enable competitive edge and saved the customer times.

In Myanmar, retail sectors contribute approximately 15% of the total country's GDP (International Trade Administration, 2022). Shopping mall businesses are growing, these retail businesses urgently need to pay attention to their business intelligence and organizational agility to gain competitive advantage. Major modern retail chains and shopping centers in Myanmar consist of City Mart Supermarket, Market Place, Ocean Supercenter operated by City Properties Co., Ltd., Capital Hypermarket by Capital Diamond Star Group, Junction Centres by Shwe Taung Property Management Co., Ltd, Terminal M Leisure Mall by Mahaland and AEONorange Supermarket managed by Creation Group (International Trade Administration, 2022). The primary revenue source of a shopping mall comes from developing properties with the intention of renting them to retail stores (Marc,2023). With increased in shopping malls operated by various organizations, the shopping center business has increased competition. The increasing competition within the sector required organizations to stay competitive. Therefore, the role of business intelligence has become important for sensing and compiling the external and internal organizational factors which help the management to decide faster and respond faster.

City Properties Co., Ltd. is the properties development organization affiliated with the Myanmar giant retail chain City Mart Holding Co., Ltd. City Properties Co., Ltd. was founded in 2006 and under its management, there are total of 2.3 million square feet of retail space operating. This includes shopping centers such as Ocean, Marketplace and City Mall throughout Myanmar. This study emphasizes business intelligence, organizational agility, environmental turbulence and competitive advantage of City Properties Co., Ltd. Thus, this study focuses on analysis on business intelligence on organizational agility and competitive advantage of the shopping center business sector.

## 1.1 Rationale of the Study

Being able to outperform competitors in terms of profitability, market share, etc. gives a company a competitive advantage (Kumkale, 2016). A competitive advantage is what sets a company apart from its competitors, in the eyes of its consumers. These advantages allow a company to achieve and maintain superior margins, a better growth profile, or greater loyalty among current customers. Companies that possess a competitive advantage are better equipped to develop and adjust to their ever-changing environment, as well as to compete successfully. A business's competitive advantage refers to its unique position in the market or industry that prevents rivals from replicating the sources of the company's competitive advantage, allowing the company to reap long-term benefits from this position (Nsour, 2021).

As there is existing competition, it is crucial for businesses to act responsibly and consider how they can maintain and grow their competitive advantage. The purpose of having a competitive advantage is to distinguish a company from its competitors by offering something different and of superior value to its customers. Consequently, the need of consistently analyzing the organization's external, internal factors including market for fast er response based on such analysis is growing (Kumkale, 2016).

In the retail industry, retailers are always looking for new ways to improve customer experiences to stay relevant in an ever-evolving shopping environment. By taking advantage of the latest technologies, a retailer can set itself apart from the industry competition. Technological advancements have brought about major disruptions and hastened drastic developments in the retail industry which include the increase used of business intelligence (Popovic et al., 2019). On the other hand, the need of organizational agility has become an essential element of business success in today's rapidly changing world. By empowering employees, embracing disruption, and experimenting with work processes, organizations can cultivate a culture of agility that drives growth, innovation, and competitive advantage. For organization to success in the ever-chaining retail business environment, organization is necessary to provide the faster respond to the changing trends and environment (Nsour, 2021).

While responding the environmental changes, the organization must consider for environmental turbulence. Organizations operating in dynamic environments characterized

by perpetual flux in external factors are challenged by inherent uncertainties beyond their control which is known as environmental turbulence (Aljarrah et al., 2023). It is very important for organizations to consider as it can affect the organization investment decisions, procedures and processes. Traditional methods of managing change are demonstrably ineffective in such contexts. Consequently, organizations must engage in continuous environmental scanning to gather comprehensive intelligence about external factors. This intelligence should then be subjected to rigorous analysis to determine the intensity of environmental turbulence. For such environmental turbulence, strategic plans should be formulated that are responsive to the degree of environmental turbulence (Arici & Gok, 2023).

With the advancement of the technologies, majority of the retailers in Myanmar including City Properties Co., Ltd., used business intelligence to improve and faster the decision makings. For City Properties Co., Ltd., business intelligence helps to have immediate access to the data that the system automatically generates and may work with it to make the decisions that are required. It also helps in defining the preferences of their audience and providing personalized offerings. Business intelligence also assists in identifying and targeting potential buyers for City Properties Co., Ltd. For City Properties Co., Ltd., it typically has a large consumer base with a variety of demands. In order to help management gain insight into client demands and build one-on-one relationships with them, it can evaluate customer data from POS transactions, customer care, and other sources. It can also optimize product layout and design campaigns. Business intelligence technologies including data warehousing, data mining, and OLAP are used in analytical customer relationship management. The main benefit of business intelligence is that it helps City Properties Co., Ltd. to make better decisions and ultimately run the businesses more efficiently. Business intelligence is helping the organization's management to decide faster and more accurately by collecting, arranging and analysis data using advance technologies. Thus, business intelligence is necessary and important for the City Properties Co., Ltd.

However, to understand further in the City Properties Co., Ltd., whether business intelligence is actually driving the organizational agility and lead to the competitive advantage, research is necessary to conduct. Therefore, this study is conducted to investigate the effect of business intelligence on organizational agility and competitive advantage of City Properties Co., Ltd.

## **1.2 Objectives of the Study**

The major objectives of this study are;

1. To analyze the effect of business intelligence on organizational agility of City Properties Co., Ltd.
2. To analyze the effect of organizational agility on competitive advantage of City Properties Co., Ltd.
3. To analyze the moderating effect of environmental turbulence on the relationship between business intelligence and organizational agility of City Properties Co., Ltd.
4. To analyze the moderating effect of environmental turbulence on the relationship between organizational agility and competitive advantage of City Properties Co., Ltd.

## **1.3 Scope and Method of the Study**

This study emphasizes the effect of business intelligence on organizational agility and competitive advantage of City Properties which is one of the leading retail space managements with the total of 156 employee in head office. By using the Raosoft sample size calculator, the sample size is 97 (margin of error is 5%, confidence interval is 95%, population is 156, and response distribution is 80%). This study is used both primary and secondary data. The primary data is collected from 97 out of 156 employees including assistant, officer, supervisor, assistant executive and executive level of City Properties Co., Ltd. who are currently working in the company are selected by using simple random sampling method. Online survey method with structured questionnaire is used to collect the primary data. The secondary data is collected from the company's record, reports, related facts books, libraries, previous papers as well as other related references, articles and websites. To analyze the gathered data, both descriptive and regression method is used in this study.

## **1.4 Organization of the Study**

This study consists of total of five chapters. Chapter 1 is introduction including rationale of the study, objectives of the study, scopes and methods of the study and organization of the study. Chapter 2 describes theoretical backgrounds including competitive advantage concepts, organizational agility, business intelligence and environmental turbulence. Previous studies and conceptual framework are also described

in chapter 2. Chapter 3 involves the profile, business intelligence, organizational agility and reliability analysis of City Properties Co., Ltd. Chapter 4 includes the analysis on the effect of business intelligence on the organizational agility and competitive advantage with the environmental turbulence as the moderating factor. Chapter 5 consists of the conclusion including findings and discussions, recommendation and suggestions and the need for future research.



## CHAPTER 2

### THEORETICAL BACKGROUND

This chapter includes the theoretical background of business intelligence, organizational agility, environmental turbulence and the competitive advantage as well as the conceptual framework of the study.

#### 2.1 Business Intelligence

There are numerous definitions of business intelligence that have been published in various literature. According to Luhn (1958), business intelligence is a capability to offer data that supports specific operations of people, organizations, or divisions. Intelligence is the capacity to recognize the connections among the facts laid out in a manner that guides operations and works for achieving the objective. Business intelligence is a procedure that converts unusable data to information which is helpful (Chen & Siau, 2012). By using both internal and external data for business analysis, business intelligence supports decision-makers. The term "business intelligence" typically refers to integrated management and decision-supporting methodologies based on the collection, archiving, manipulation, and analysis of data (Foley & Guillemette, 2010). A variety of practical tools and methods for gathering, storing, analyzing, and accessing data to support better decision-making comprise the business intelligence. Business intelligence is a collection of ideas, procedures, frameworks, and technical systems that aid in decision-making by offering useful information, wisdom, and data (Sun et al., 2015).

Business intelligence is now essential for businesses to operate more profitably and achieve a competitive edge. Organizations can benefit from various different aspects by using business intelligence. Business intelligence helps make future predictions more accurate so that businesses can adapt to global developments. Business intelligence also utilizes technology and quick analytics to enhance productivity in enterprises, governments, and groups. It can assist in accurately and promptly executing the necessary duties and work. By assisting companies in avoiding dangers and seizing opportunities from both the internal and external environments, business intelligence helps save costs and improve return on investment for businesses. A business can better develop existing goods or create new ones that meet customer needs ahead of competition by using business intelligence to analyze customer patterns. A business intelligence makes it easier for divisions inside an

organization to collaborate, which results in faster and easier access to data as well as benefits from it (Hamdan & Rahman, 2020).

Organizations are using business intelligence in order to assist in making sensible decisions with ease, speed, and exceptional accuracy, and ensuring that the organization's workforce understands these choices. It can also boost the efficiency and management of the organization's teams, divisions, and operations. Business intelligence can handle a large volume of data, turning it into insightful information, organizing it, and delivering it quickly. By employing simulation tools to provide market and competitive intelligence, the firm can boost its income. Majority of the business intelligence can benefit and enable organizations to have response, flexibility and speed.

### **2.1.1 Response**

Response is the capacity to detect, anticipate, perceive, react, and take advantage of developments in a timely and efficient manner (Aljarrah et al., 2023). Response affects company efficiency and efficient marketing, which benefits businesses and gives them a competitive edge. Response is often the capacity of organization, in cooperation with its consumers or partners, to reorganize categories to develop creative movements swiftly and seamlessly (Hamad & Yozgat, 2017). The capacity to promptly and proactively detect, identify, and acknowledge changes is known as responsiveness. (Wang et al., 2011). With faster response, businesses can gather, examine, and comprehend enormous volumes of data from several sources. Decisions can be made quicker and with greater precision when decision-makers use data-driven methods (Xiaofeng, 2012).

In today's fast-paced world, businesses may greatly benefit from being able to react quickly to changes in the business environment. Faster response offer companies to stay on top of new trends and changes in consumer preferences which might be enable for companies to modify their offerings in terms of goods, services, or marketing tactics. Fast response enables organizations to outperform the competition and take up new market share. Fast response can also assist businesses in avoiding possible dangers. Through staying informed on regulatory changes, economic downturns, and competitor moves, businesses may mitigate risks and secure their long-term prosperity (Xiaofeng, 2012).

Quicker reactions to changing market circumstances, customer tastes, and internal processes are made possible by such responsiveness. support businesses in finding

abnormalities, trends, and themes in their data (Aljarrah et al., 2023). Businesses may make the most of new trends or quickly address obstacles by anticipating possible problems before they arise. This makes the workplace more responsive. Firms foresee future trends and demands by facilitating advanced prediction and statistical analysis. Early preparation is made possible by this insight, which guarantees that assets match anticipated needs and enables the company to react quickly to changes in the market (Hamdan & Rahman, 2020).

Fast response enables companies to regularly assess their performance in relation to predetermined standards and objectives. This continuous assessment makes sure that anomalies are quickly found and corrected so that efficiency may be maintained or enhanced. This enables leaders to remain competitive in ever-changing business contexts, generate well-informed decisions, and respond swiftly to changing circumstances (Aljarrah et al., 2023).

### **2.1.2 Flexibility**

Flexibility is the ability to carry out tasks with a great degree of freedom while following to rules, obligations, and tasks without breaking them, as well as the capacity to use the simplest solution while not going above and beyond the request of duty, neglecting to complete a task, or creating chaos in management that might hinder the entity's overall performance (Aljarrah et al., 2023). Flexibility information system is essential for making decisions in business contexts, that are changing quickly. It is found that flexibility is now a crucial factor in creating competitive advantage and is a valuable tool for helping companies adapt to ever-changing conditions (Larson & Chang, 2016). Functions of business intelligence must support organizations' main objectives while also accounting for possible changing trends in the future. Businesses need to shift the way they view the business environment to one of unpredictability and they defined flexibility of information system is now a crucial component of how firms respond to and adapt to quickly changing surroundings (Aly et al., 2021).

In order to establish, maintain, or enhance a competitive edge, organizations must be able to adapt quickly and with reasonable ease. Reducing cost is the goal of implementing an information system which is compliant with existing tools and apps. Flexibility in information system may decrease with strict company rules, procedures, and laws and increase with less constraints. Therefore, when the information system flexibility

is rightly set, it can be greater asset for the organization to gain competitive edge. Flexibility may help a company minimize mistakes and performance shortfalls, increase productivity quickly, and facilitate the development and advancement of human resources, all of which are key components of organization success and performance (Hamdan & Rahman, 2020).

### **2.1.3 Speed**

Speed can be described as a company's ability to fulfill any task or accomplishment in the least amount of time (Aljarrah et al., 2023). Speed is the quickest feasible completion of tasks and processes, such as bringing new items to market, delivering goods, and offering services (Kuleelung & Ussahawanitchakit, 2015). Speed helps to make decisions quickly and without excessive rush or interruption, getting to work right away, and quickly identifying possible options for the company (Aljarrah et al., 2023). One of the most important components involves decision-making speed. It is essential to have the capacity for quick decision-making, effective information analysis, and quick decision execution.

A business's capacity to react quickly to changing circumstances in the market may be hampered by slow decision-making, which could lead to missed chances (Aly et al., 2021). Speed within the organization is necessary for adjusting to market fluctuations. Reacting quickly to evolving consumer tastes, market patterns, or rivalry among competitors enables businesses to maintain their competitive edge. Reluctant to change might result in a decline in competition and market share (Chen & Siau, 2012). Companies are able to swiftly deploy technological, human, and monetary assets in response to shifting demands and objectives. This adaptability guarantees effective resource utilization in support of strategic objectives (Aly et al., 2021). The capacity for innovation and experimentation is also intimately related to speed. Flexible companies encourage testing, which enables them to swiftly test novel concepts and advancements. Quick testing yields insightful feedback, allowing companies to quickly improve their goods and strategy. Organizations have a greater chance to prosper in changing and competitive contexts if they priorities and improve the pace at which decisions are made, implemented, and adapted. Organizations that move quickly can take advantage of opportunities, reduce risks, and adapt to the constantly shifting needs of the corporate environment (Xiaofeng, 2012).

## 2.2 Organizational Agility

Agility is something as an enablers and capabilities that organization have to accomplished agility (Bottani, 2010; Cai et al., 2013; Charbonnier-Voirin, 2011). Agility is the main practices that is used by the agile companies in their daily operations(Goldman et al., 1995; Sherehiy et al., 2007; Vázquez-Bustelo et al., 2007). It can assume that agility is the capabilities and enabler that used to cope with the opportunities and threat of the changing business environment. Researchers have set their focus on the advanced technologies impact on the organizational agility and its performances (Cegarra-Navarro et al., 2016; Ravichandran, 2018).

According to Goldman et al. (1995), organizational agility is the one that can help organization remain successful in a constantly shifting environment and adjust to the changing behavior of its customers. The degree of organizational agility is determined by the alignment of changeable knowledge and assets with speed, flexibility, innovative proactive action, effectiveness, and profitability. Combining these enablers will help businesses become more agile in the workplace as they adjust to shifting consumer demands and market conditions (Yusuf et al., 1999). According to Yusuf et al. (1999), it can be clarifying that flexibility is the enabler for the organizational agility which improve the speed of the organization. Agility is an organization's capacity to respond quickly and creatively to unforeseen changes in the environment while also allowing those changes to be utilized. In regards to response and operation, agility is primarily characterized by speed, whereas innovativeness relates to the quality and content of the response (Lu & Ramamurthy, 2011).

According to Žitkienė and Deksnys.(2018), organizational agility refers to the organization's capability to recognize environmental changes and react appropriately. A suitable reaction to the changes must take into account the expenses and effectiveness of the activities taken. Supporting organizational goals (such as growing market share, expanding internationally, bolstering competitive position, etc.) and adapting to change are necessary for the reaction to move the firm closer to these objectives. However, pursuing quick market opportunities could divert the company's attention from its long-term strategic goals. These flash sales could be unproductive, costly to operate, or dangerous (Overby et al., 2005). Organizational agility is the capacity of a company to identify unforeseen

changes in its surroundings and adapt quickly and effectively, using and rearranging internal assets to gain an advantage over competitors.

### **2.3 Environmental Turbulence**

Environmental turbulence is defined as swift and unpredictable nature of shifts in the external environment of a business (Danneels & Sethi, 2011). Circumstances in the environment that are very unpredictable which is often associated with risks are known as environmental turbulence (Xiaofeng, 2012). A turbulent environment is a dynamic, expanding, unpredictable fluctuating environment where the components are regarded as change. It is an environment with high degree of interconnectedness with the organization together with the high degree of change in the environment itself (Volberda & Van Bruggen, 1997). Demand and growth rates are frequently disrupted in turbulent settings due to the dynamic nature of the market and less turbulent environment show more stability and predictable demand and growth rates.

One key idea that represents the instability of the business environment is environmental turbulence. Organizations face environments that can change unpredictable ways, physical, technological, social and economic conditions may change rapidly and unexpectedly and place new constraints on the activities of the organization. The company's own risks, coupled with the supply chain's complexities and heterogeneity, as well as a competitive business climate, provide instability in the environment (Anggraini & Sudhartio, 2019). In addition to these characteristics, risks resulting from unanticipated changes in consumer tastes, market demand, and technology advancements are also characteristics of environmental turbulence.

Organizations use environmental turbulence as a lens to analyse the changing value of environment because relating to circumstances outside of the company, environmental turbulence is harder to forecast and control than firm-induced turbulence. Furthermore dynamic, environmental turbulence may change significantly over time and between sectors and marketplaces, going from being quite stable to being very dynamic.

Environmental turbulence can yield both positive and negative outcomes for the firm, depending on where it is placed and whether and how it responds. Environmental turbulence can significantly disturb the status quo, shifting customers towards other

providers or even to leave the category, pushing firms to abandon their comfort zones and compete with new capabilities and offerings (Rego et al., 2022).

Environmental turbulence offers opportunities for developing new offerings, embracing new technology, connecting with new customers and markets, propelling growth, developing new business models, and creating new opportunities. Environmental turbulence may be seen as a chance to boost and expand the business's reach as well as a risk that might seriously harm firm and performance and survival (Meredith & Francis, 2000).

## **2.4 Competitive Advantage**

Being able to outperform competitors in terms of profitability, market share, etc. gives a company a competitive edge (Kumkale, 2016). Since there is existing competition, it is crucial for businesses to act responsibly and consider how they can maintain their competitive advantage over time. Thus, it is becoming more and more important to regularly analyze the market and the organization and build strategies as well as actions based on the analysis. A company may gain a competitive advantage in certain scenarios by placing itself in accordance with its surroundings or the context of the industry it operates in, but in other situations, the company's core competencies and assets may do so (Kumkale, 2016).

A competitive advantage enables companies to outperform their rivals by creating higher profits or sales margins or by keeping more customers. Companies utilize a range of competitive dimensions to differentiate themselves because they are aware that various customers are drawn to different factors. An organization may strategically employ such factors to outperform its rivals and, in the end, provide that company with a unique competitive edge (Kumkale, 2016).

A company might have a competitive advantage if it can outperform rival products in terms of benefits or lower costs while maintaining a competitive edge in terms of differentiation. Companies and governments should adopt measures that result in the production of high-quality products that can be sold in the market for a premium (Wang et al., 2011). Competitive advantage is required for happy clients who will obtain better value in provided goods for more income, as requested by the business's owners from management. These needs can be addressed with production a company, increased use, and

the lowest feasible production costs (Ranko et al., 2008). Competitive advantage refers to the skills, assets, connections, and choices that allow the company to steer clear of industry risks and concentrate on opportunities (Kumkale, 2016). Resources that possess both scarcity and value can give an organization a competitive edge. This advantage can be maintained if the assets also happen to be hard to come by, tough to replace, and challenging to supply. A company gains a competitive advantage when it creates a quality, or set of qualities, that sets it apart from the competition. These qualities may include having easy availability of cheap electricity or high-grade ores as well as human resources with a high level of training and expertise and organizational capabilities (Barney, 1991). According to Barney (1991), a company's organizational, financial, and human resources require four characteristics that are necessary for it to obtain a lasting competitive edge. A company must, however, be receptive to the adaptability, creativity, and teamwork that may arise in its surroundings and provide it a competitive edge. It additionally needs to give consideration to matters like managing projects, diversifying products, virtual technology use, new product creation, strategic collaboration, and teamwork.

Building and maintaining a competitive advantage are also considered forms of advantage. On the other hand, it appears that certain businesses that grew large are having trouble keeping up with pace and flexibility.

## **2.5 Previous Studies**

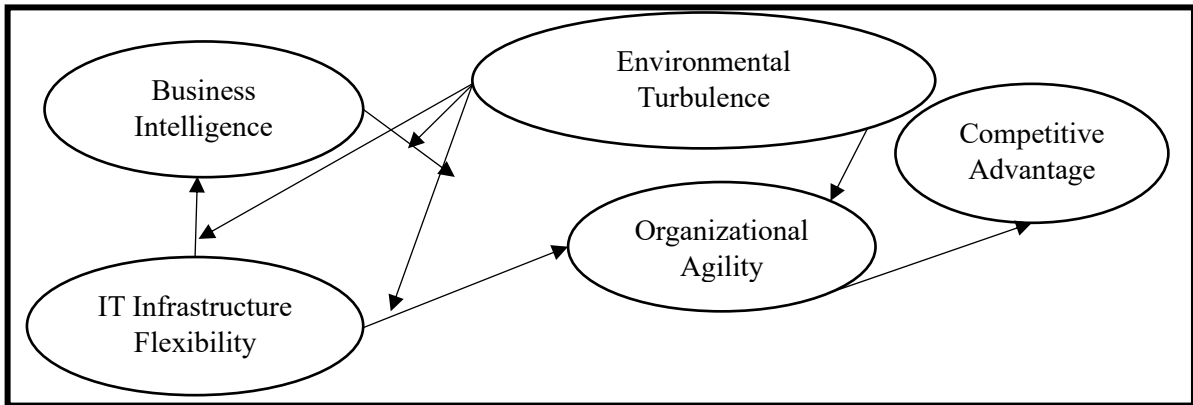
Although there are numerous studies on the business intelligence, organizational agility and competitive advantage, three specific studies are reviewed specifically for the purpose of this study.

In the study conducted by the Xiaofeng (2012), the researcher investigated the significant of business intelligence in the business context from organizational perspective. The researchers hypothesized that the business intelligence and IT infrastructures flexibility is the major source of the organizational agility which led to the competitive advantage. The study was carried out in the United States. The population of the study was the leaders of the business that are using business intelligent system for variety of purposes. Total of 18,000 senior business leaders who are, CEOs, CTOs, CFOs, CIOs as well as VPs are selected from United States companies which has at least 20 million dollars in yearly



revenue. The study was used online survey method and used SEM and PLS modeling as their analysis methods. Research framework of Xiaofeng (2012) is shown in Figure (2.1).

**Figure (2.1) Conceptual Framework of Xiaofeng**

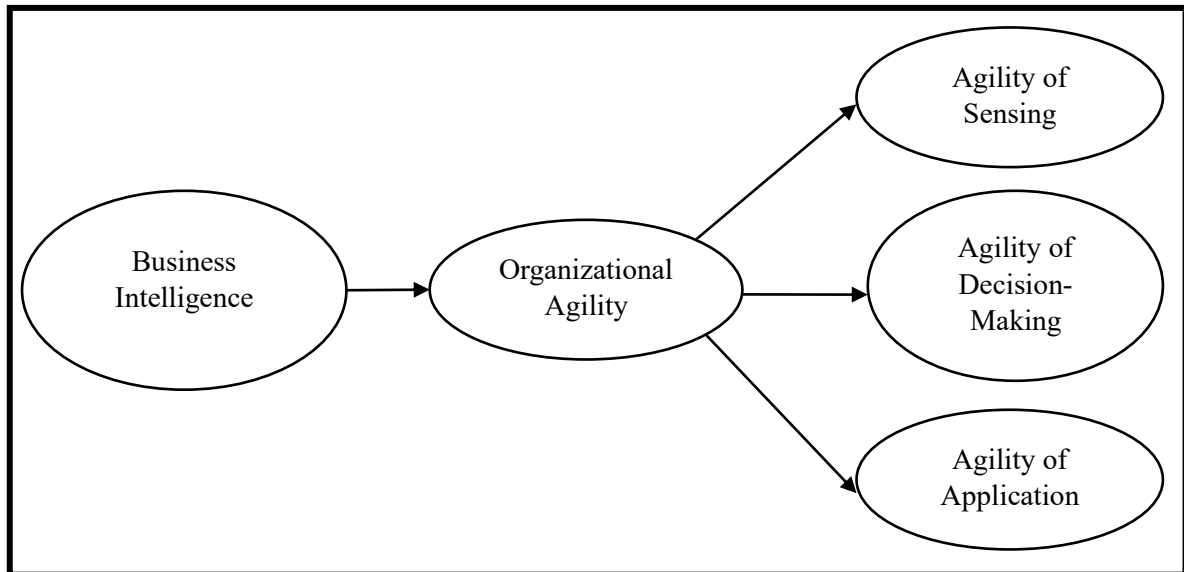


Source: Xiaofeng (2012)

The researcher found that business intelligence and IT flexibility were significant sources for the organizational agility and the environmental turbulence partially mediates the effects of business intelligence and IT infrastructure flexibility on the competitive advantages. This implied that business intelligence had significant relationship with the organizational agility and competitive advantage which relationship was mediated by the environmental turbulence.

Hamdan and Rahman (2021) also conducted empirical research to understand the effect of business intelligence on the organizational agility. The study was conducted to understand the connection between the business intelligence and organizational agility, sensing agility, agility of decision making and application or practices. The study was carried out in a university located in Syria. The study population was the administrative staff at Al-Wataniya private university in Hama, Syria. Total of 75 samples are selected for the study and used descriptive and analytical research approach to analyze the collected data. Research framework of Hamdan & Rahman (2021) is shown in Figure (2.2).

**Figure (2.2) Conceptual Framework of Hamdan & Rahman**

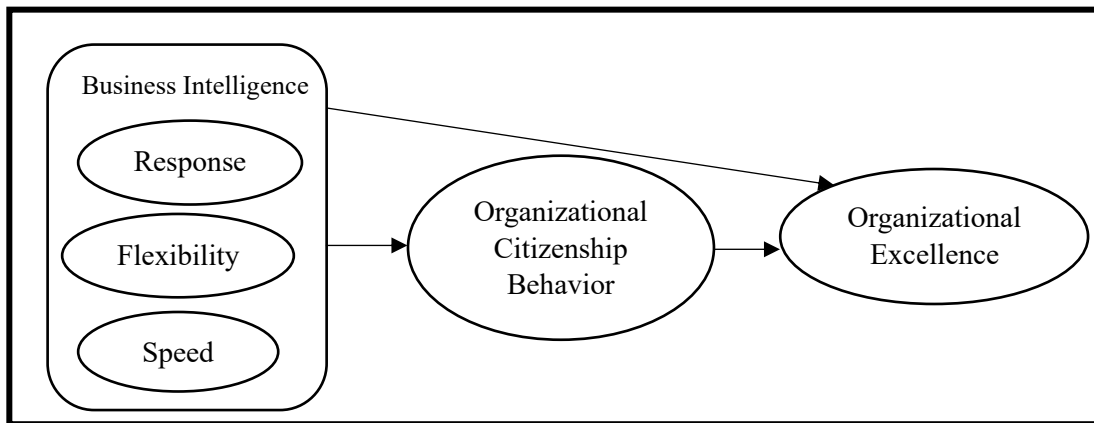


Source: Hamdan & Rahman (2021)

The researchers found in their study that there was a strong correlation between the business intelligence and organizational agility as well as sensing and decision making. The results were indicating that, the business intelligence was helpful for the decision making by reducing the error and improve the agility. Their findings were helpful for this research because it was affirming that there was a relationship between the business intelligence and organizational agility.

Aljarrah et al. (2023) also conducted empirical research to examine the business intelligence effect on the organizational excellence in Jordan banks. In their study, the researchers introduced the three major dimensions of the business intelligence study that is used in this study which are response, flexibility and speed. The study was carried out for the Jordanian banks located in Jordan. The study population consisted of directors who are working in Jordanian banks. The study used structured questionnaires to collect the data. Total of 183 samples were participated in the study. Additionally, the study used factor analysis and regression analysis to analyze the data gathered. Research framework of Aljarrah et al. (2023) is shown in Figure (2.3).

**Figure (2.3) Conceptual Framework of Aljarrah et al.**



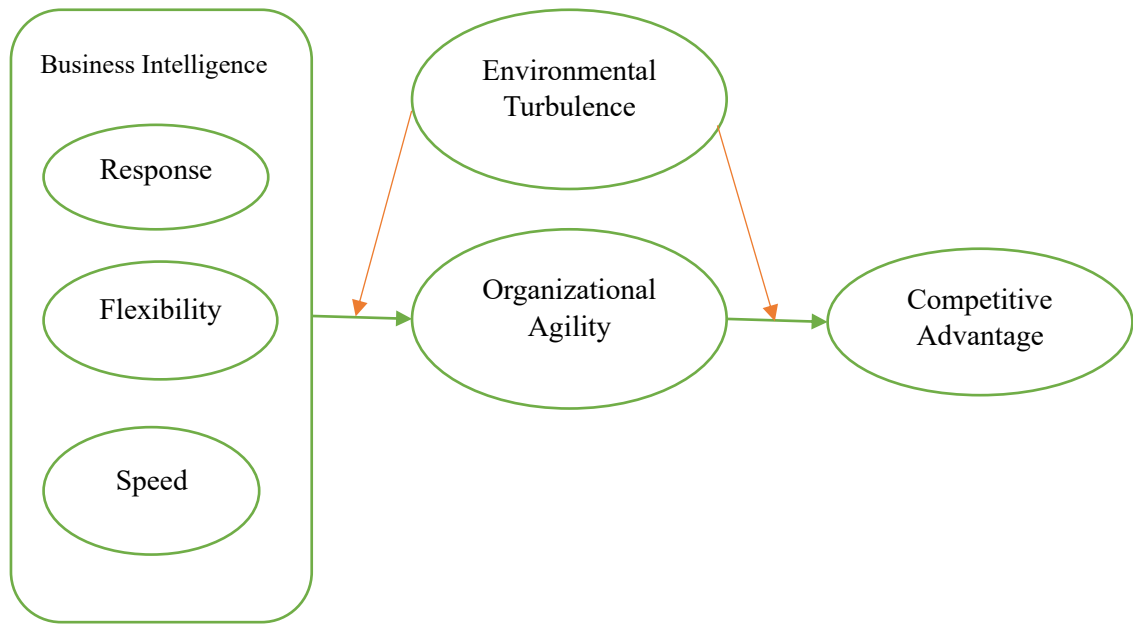
Source: Aljarrah et al., (2023)

Their study revealed that there was a positive significant relationship between the business intelligence and organizational citizenship behaviors where the business intelligence dimensions (flexibility, speed and response) were shown improving the increasing the impact over the organizational citizenship behaviors. This means that these three dimensions, (flexibility, response and speed) contribute the improvement of employee efficiency and business response. The researchers also stated in their findings that, business intelligence can also strengthen banks' capacity to overcome obstacles in the business world, pursue greater excellence, and stay competitive.

## **2.6 Conceptual Framework of the Study**

This study emphasizes on the effect of business intelligence on the organizational agility and the competitive advantage of City Properties Co., Ltd. Based on the previous studies and theories, the following conceptual framework for this study is formulated.

**Figure (2.4) Conceptual Framework of the Study**



Source: Own Compilation (2024)

Figure (2.4) presents the conceptual framework of this study. This research framework attempts to explain how the business intelligence dimensions are affecting the organizational agility which can lead to the competitive advantage and the moderating effect of the environmental turbulence in City Properties Co., Ltd.

The business intelligence as independent variable and organizational agility as dependent variable which are developed from Hamdan & Rahman (2021). The environmental turbulence is used as the moderating variable based on the paper of Xiaofeng (2012). The organizational agility is independent variable and competitive advantage is dependent variable developed from Xiaofeng (2012).

## **CHAPTER 3**

### **PROFILE AND BUSINESS INTELLIGENCE OF CITY PROPERTIES CO., LTD.**

This chapter presents the profile of City Properties Co., Ltd. including its information and organizational chart. This chapter also explores how and what kinds of business intelligence are using in the City Properties Co., Ltd.

#### **3.1 Profile of City Properties Co., Ltd.**

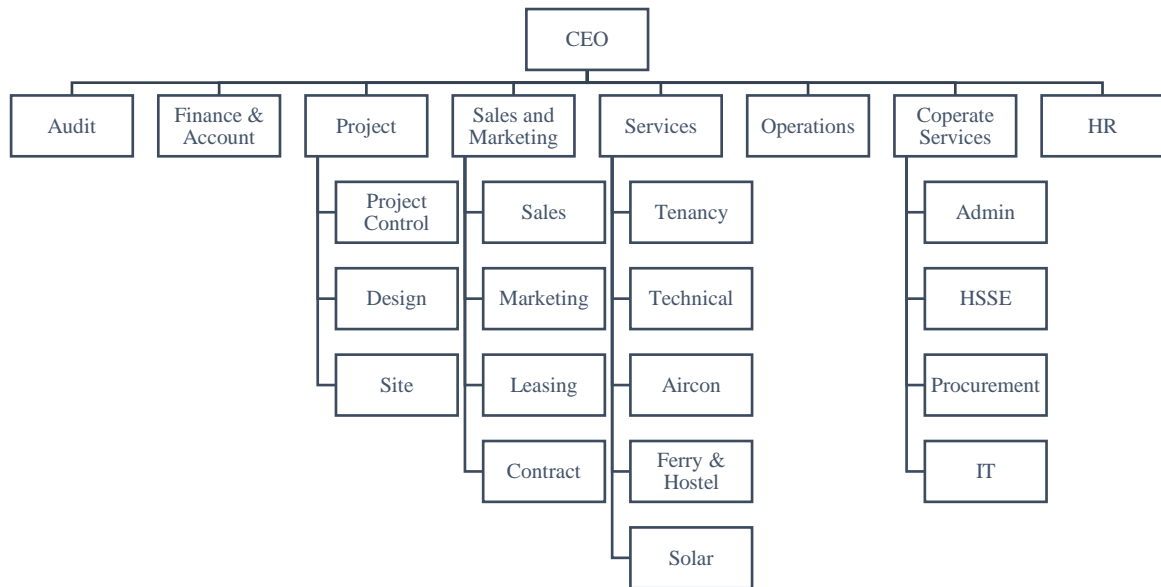
In Myanmar, City Properties Co Ltd. is one of the biggest retail property management companies, managing about 2.3 million square feet. City Properties Co Ltd. has sixteen years of experience managing shopping centers, having started with North Point Shopping Center in 2006. The headquarter of the City Properties Co., Ltd. is located at the South Okkalapa Township, Yangon. City Properties Co., Ltd. is one of the separated business units of the City Mart Holding Group which is the leading retail chain in Myanmar. The company is currently developing and managing 26 super shopping centers space primarily including City Mart Supermarkets, Market Places and Ocean Super Centers across the country.

The vision of the City Properties Co., Ltd. is “To become the preferred business partner to our contractors, service providers and retail tenants due to the organization integrity”.

To achieve the vision, City Properties Co., Ltd. carried out the missions such as obtaining and always benchmark of excellence for responsible business practices with industry top competitors. City properties used innovative technology to enhance customer experiences which can paved the way of the company’s ultimate vision. City properties has focus on their core value such as customer centered where they consider put customer at the center in every strategy they made. City Properties Co., Ltd. also provide customer integrity and consistent services as well as company image. Moreover, they always strive for the excellence to deliver the best experiences to their partners and customers. City Properties not only focus for customer but also their internal customers. They develop the culture of teamwork and encourage on people development within the organization in order to deliver the excellence services.

This organizational structure of City Properties is one of the major sources that drive the organization activities well and effective. The following Figure (3.1) presents the organization chart of City Properties Co., Ltd.

**Figure (3.1) Organization Chart of City Properties Co., Ltd.**



Source: City Properties Co., Ltd. (2024)

Figure (3.1) presents the organization chart of City Properties Co., Ltd. Although, in the Figure, they used division terms, their organization structure is functional organization structure. Under the CEO, there is an CFO (Chief Finance Officer) COO (Chief Operating Officer) who runs the organization activities. CFO is responsible for the financial controller and audit related matters while COO is responsible for all other functions such as HR, corporate services, projects, operations as well as sales and marketing.

According to Figure (3.1), it has total main eight division under the CEO office: has HR Division, Corporate Division, Centre Operation Division, Sales and Marketing Division, Services Division, Account and Finance Division, Project Division and Audit Department. Each division has division head, department managers, section heads, officers

and staffs. Corporate Division has structured its departments into a divisional structure, which is an organizational framework that company business activities based on products purchasing and services provision to internal departments. This structure allows for tailored strategies and resources within each division, such as product development for specific customer segments or markets. There are four departments in Corporate Division : Admin department, Procurement department, IT department, and HSSE department, each operating as a semi-autonomous entity with its own set of resources and functions. This structure provides a targeted focus on specific products, regions, or markets, increasing efficiency and agility for the company.

Human Resources (HR) department in City Properties Company Limited plays a crucial role in managing the organization's workforce and ensuring compliance with labor laws and regulations. HR department is responsible for various functions, including recruitment, hiring, onboarding, training, performance management, benefits administration, and employee relations. HR department is responsible for investigating issues and initiating corrective measures when necessary. They also ensure compliance with data protection regulations, such as the General Data Protection Regulation (GDPR), to protect individual privacy and company data through adequate data security provisions. In addition, HR department ensures that the organization maintains ethical behavior practices, labor standards, and human rights, and that staff and suppliers are treated fairly. They also ensure compliance with all applicable laws and regulations, and maintain a code of conduct and mandatory training for employees.

HR department also plays a role in building strong communities by attracting and retaining tenants, operating assets efficiently, and maintaining positive relationships with local authorities. They also contribute to community involvement and development by assessing community needs, creating high-quality shared spaces, and sponsoring sports and educational initiatives. Overall, HR department in City Properties Company Limited plays a critical role in ensuring the organization's success by managing its most valuable asset, its employees, and contributing to the community's well-being.

Shopping Center Operation Department in City Properties Company Limited is a critical division within a shopping center or mall, responsible for managing the day-to-day operations and ensuring a positive experience for shoppers and tenants. This department is typically divided into several key areas, such as the Operations Management ,the Customer

Service, and the Tenant Services. It is responsible for overseeing the overall operation of the shopping center, including maintenance, security, and cleanliness , for providing assistance to shoppers and handling customer inquiries or complaints as well as for managing the relationships with tenants. By dividing the department into these key areas, the Shopping Center Operation Department can effectively manage the complex needs of a shopping center and ensure a successful operation.

Services Division in City Properties Company Limited has organized its structure into five key departments: Tenancy department, Technical department, Solar department, Tenancy services department, and Hostel & Ferry department. These departments play a crucial role in providing operational and maintenance support to internal sectors and sister companies within the organization. Tenancy team is responsible for managing the relationships with tenants, including design negotiations, fit out progress , and tenant support while tenant move in /move out period. Technical department focuses on technical aspects at centers and properties, the Solar department deals with solar-related services for internal companies, the Tenancy services department manages tenant-related services, and the Hostel & Ferry department oversees accommodation and transportation services for employees in sister companies. This divisional structure ensures efficient and effective operation and maintenance services for the organization's internal sectors and sister companies.

Sales and Marketing Division in City Properties Company Limited within a company is responsible for promoting the organization's brand, maintain the revenue growth and improving customer services. This division is typically divided into four main departments: Marketing, Sales, Leasing, and Contract departments. Marketing department is responsible for developing and implementing marketing strategies and activities for shoppers awareness and increasing footfall for centers while the Leasing department is responsible for managing leasing occupancy for the company's properties and maintaining the main income source. Contract department handles the preparation and negotiation of legal contracts and document process due to the governmental law and compliance rules. Sales department is responsible for selling the residential plots and apartment as well as renting process. These departments work together to support revenue growth, manage marketing activities, and ensure the occupancy of tenants' shops, as well as handle documentation processes including contract preparation and legal discussions.



Project Division in City Properties Company Limited is a critical department within a company that is responsible for managing various aspects of projects, including managing internal tenants, preparing layouts for external tenants, and overseeing quality control and quality assurance tasks. Specifically, the Project Design team within this division is responsible for managing the internal tenants, such as supermarkets and retail shops, and ensuring that their layouts are designed to meet the company's standards and requirements. The team also manages the design layouts for external tenants, ensuring that they are compliant with the company's policies and regulations. Additionally, the team is responsible for quality control and quality assurance tasks, ensuring that all projects and tasks are completed to the highest standards. The team also oversees site management, ensuring that all projects are completed on time and within budget. By managing these various aspects of projects, the Project Division plays a crucial role in ensuring the success of the company's operations.

Finance and Account Department in City Properties Company Limited is a vital division within a company that plays a crucial role in managing the financial aspects of the organization. This department is responsible for a range of financial functions, including budgeting, financial planning, accounting, and financial reporting. The budgeting process involves estimating the financial resources required for various projects and initiatives, and allocating those resources accordingly. Financial planning involves developing long-term financial strategies to ensure the company's financial stability and growth. Accounting involves managing the company's financial transactions, including recording and reporting financial data. Financial reporting involves preparing and presenting financial statements, such as balance sheets and income statements, to stakeholders. Finance and Account Department is also responsible for managing the company's financial risks, ensuring compliance with financial regulations, and providing financial advice to management. By managing these various financial aspects, the Finance and Account Department plays a critical role in ensuring the financial success of City Properties Company Limited .

City Properties Audit Department is a fundamental division within the city's administration that holds a significant role in overseeing and evaluating the financial activities and compliance of City Properties. This department is tasked with conducting audits, examining financial records, and ensuring adherence to regulations and policies governing city properties. The primary responsibilities of the City Properties Audit

Department include assessing the financial integrity of property transactions, verifying compliance with legal requirements, and identifying areas for improvement in financial management practices. Through their audits, this department plays a crucial role in promoting transparency, accountability, and efficiency in the management of city properties. Furthermore, the City Properties Audit Department is instrumental in providing recommendations for enhancing financial controls, mitigating risks, and optimizing the utilization of city resources. By fulfilling these responsibilities, the department contributes to the overall effectiveness and integrity of the city's property management practices.

### **3.2 Business Intelligence of City Properties Co., Ltd.**

The business intelligence mainly used in the City Properties Co., Ltd. as the “City Partner” website. This site allows organizations to understand every aspect of the customer known as tenants including the space occupations, leasing as well as the payments and trends of the tenants within the shopping center. The full functionality of the City Partner system includes customer functions, invoicing function, help and support function and contract management functions

#### **3.2.1 Response**

The customer function can greatly improve the response of the organization as full information of the customer can be used in the potential leasing scenario. The customer function records the tenant full information who lease the shopping center spaces and when the new tenant is preparing to lease the space, they must create their new entry in this function. As the tenant may want to open in their shops in various super markets space across the country, the system allows to record the tenant information together with their total shops in different branches. The organization can respond what tenants is opening how many shops in what branches of the supermarket or shopping centers. When the financial controller wants to understand the payments of a particular tenant, they can obtain such information from the customer function which enable for efficient operations and faster decision-making process and response to the changes in trends. Moreover, it can also show how many new tenants are leasing the space and how many of the old tenants are leaves in monthly basis.

The invoicing system also help to response the external changes in leasing price as the system record all the record of the old or new tenants as well as their numbers in each

shopping centers. The financial related data for each tenant from each branch of the super markets can be retrieve in detail such as electricity bills, leasing bills and other utilities bills. There are three sections in the invoicing system; rental invoice, utility invoice and credit notes.

Each of the invoice is separately responded to the tenants. The rental invoice includes the leasing charges for the tenants while the utility invoice includes the electricity and water bills as well as cleaning charges. The credit notes are the separated list of the tenants who still have credit to the organization. Combined with the customer function, it can help the management on understanding and deciding on leasing charges for the tenants. From the invoicing function, management can know the what are the credits and how well the tenants can fulfill the financial obligations and then decide on the leasing charges.

### **3.2.2 Flexibility**

The contract function of the City Properties Co., Ltd. can greatly increase the flexibility of the organization which in turn increase the organization flexibility. The contract management function record all of the contract related matters for the City Properties Co., Ltd. partners. The main function of the contract management is to prepare contract for various partners of City Properties Co., Ltd. Additionally, the contract management function allow management to review the contract condition of each tenant in each branch of supermarkets. There are variety of partners for the supermarkets such as shops, mobile vendors and push cart vendors. Therefore, City Properties has to prepare for the different contracts for different kinds of vendors as there are variety of different contract terms, format and conditions. Thus, they prepared the E-form templates which can be used efficiently for different types of the vendors and tenants. Additionally, the function has the filter system for each supermarket branch which management can easily near expired contract shops in each supermarket branch. The contract management function, thus, greatly contribute the organization flexibility. City Properties Co., Ltd. review the contract terms yearly to understand the tenant traffic and contract conditions of the tenants together with the changing updated leasing rates. Combined with the various data such as previous contract rates and customer traffic, the management can simulate and decide the lease rate for the next year. This can quicken the decision process of defining yearly leasing rate of the tenants.

### **3.2.3 Speed**

Help and support function is basically improving the existed for the tenants. All of the complaints and requirements demand by tenants are record by this help and support function. This can significantly increase the speed of the organization when solving tenant issues. The help and support function allow tenants to make complaints and demand for their requirements. All of their complaints and requirements data are push into the respective departments and the respective departments can therefore, address their complaints and issues. This can extremely efficiently improve processing speed for the management teams to handle the issues that encounter by the tenants. Moreover, improving the processing speed means City Properties Co., Ltd. can better response to the changes that is occur within both external or internal events such as adapting new technologies and making decisions. They can further prepare for the potential requirements and complaints by reviewing the frequency of the issues that tenants made. Thus, this function also contributes to improve the process speed of the organization which in turn improve organizational agility and efficiency.

### **3.3 Organizational Agility**

Organizational agility is an organization's ability to rapidly adapt and evolve in response to changes in the market, technology, and customer demands. Organizational agility is when a company can quickly adapt to changes in their business environment. Being agile means that City Properties Co., Ltd. can adjust their strategies effectively to react to shifting markets, new technologies, and competition. The organizational agility of City Properties Co., Ltd. also focuses on creating a more collaborative and innovative work environment and culture. This could mean using new technologies to streamline processes or enabling cross-team collaboration for better project success. Being able to improve or implement agility is rooted in the company culture. City Properites Co., Ltd. facilitates a culture that openly embraces change and is willing to adapt to new scenarios. Agility helps the company stay ahead of the competition and respond to turbulence and change. As such, all companies should consider taking a more agile approach. It can help improve multiple aspects of an organization and lead to successful growth and development in the long run.

### 3.4 Reliability Analysis

The method of ascertaining a scale's or measuring tool's consistency is known as reliability analysis. It concerns determining if a scale yields same findings in uniform circumstances after several applications (Julius, 2024). This study used Cronbach's Alpha method to test the reliability of the questions. The value of the reliability is varying from 0 to 1 where the higher the value of Cronbach Alpha is, the better the reliability is of internal consistency is. The following Table (3.1) presents the Cronbach Alpha test for all of the study variables. A Cronbach's Alpha value of 0.9 and higher indicates excellent reliability, between 0.8 and 0.9 is considered good, between 0.7 and 0.8 is acceptable, between, 0.6 and 0.7 is questionable, between 0.5 and 0.6 is poor, and below 0.5 is deemed unacceptable.

**Table (3.1) Reliability Analysis**

<b>Sr.No.</b>	<b>Variables</b>	<b>No. of Item</b>	<b>Cronbach Alpha</b>	<b>Internal Consistency</b>
1.	Flexibility	5	.815	Good
2.	Response	5	.747	Acceptable
3.	Speed	5	.709	Acceptable
4.	Organizational Agility	5	.778	Acceptable
5.	Environmental Turbulence	5	.729	Acceptable
6.	Competitive Advantage	5	.707	Acceptable

Source: Survey Data (2024)

According to Table (3.1), Cronbach Alpha values of all variables are greater than 0.7. Therefore, items of the variables are reliable to conduct the analysis.

## CHAPTER 4

### **ANALYSIS ON THE EFFECT OF BUSINESS INTELLIGENCE ON ORGANIZATIONAL AGILITY AND COMPETITIVE ADVANTAGE OF CITY PROPERTIES CO., LTD.**

This chapter consists of the analysis on the effect of business intelligence on organizational agility and competitive advantage of City Properties Co., Ltd. The mean value analysis is carried out for business intelligence, organizational agility and competitive advantage. The results of the regression as well as the moderating effect of the environmental turbulence are also presented in this chapter.

#### **4.1 Research Methodology**

This study used quantitative research approach to analyze the effect of business intelligence on organizational agility and competitive advantage of City Properties Co., Ltd. as well as the moderating effect of environmental turbulence. Both primary and secondary data are used for this study. The structured questionnaires is used to collect the primary data. There are 4 parts included in the questionnaires. For the first parts, the demographic information of the respondents is asked with 7 questions. For the second part, the business intelligence variables (flexibility, response and speed) are asked with five questions each. In part 3 of the questionnaires, organizational agility and competitive advantages are asked with 5 questions each. In the final part of the questionnaires, the moderating variable, the environmental turbulence is asked with total 5 questions.

The survey is performed by distributing the questionnaires to 97 respondents among 156 employees from the City Properties Co., Ltd. including assistant, officer, supervisor, assistant executive and executive level of City Properties Co., Ltd. who are currently working in the company. For the mean value analysis, the following mean scale is used; 1 – 1.08 (Strongly Disagree), 1.81 – 2.60 (Disagree), 2.61 – 3.40 (Neutral), 3.41 – 4.20 (Agree), 4.21 – 5.00 (Strongly Agree).

To understand the effect of the business intelligence on the organizational agility and competitive advantage as well as the moderating effect of environmental turbulence, the correlation and regression analysis is used. The data reliability is performed before the analysis is carried out.

## 4.2 Profile of Respondents

Demographic profile of the respondents is asked with 7 questions including age, gender, education, position, experiences, marital status and monthly salary to capture the demographic background of the employees of City Properties Co., Ltd. Table (4.1) presents the demographic information of the respondents.

**Table (4.1) Demographic Profile of Respondents**

Sr. No.	Items	Respondents	Percentage
1	<b>Gender</b>		
	Male	42	43.30
	Female	55	56.70
2	<b>Age (Years)</b>		
	Below 25	28	28.70
	26 to 35	54	55.70
	36 to 45	11	11.30
	45 to 55	2	2.10
	Above 55	2	2.10
3	<b>Education</b>		
	Undergraduate	26	26.80
	Bachelor Degree	54	55.70
	Master	15	15.50
	Ph.D	2	2.10
4	<b>Position</b>		
	Supervisor	65	67.00
	Assistant Executive	24	24.70
	Manager and above	8	8.20
5	<b>Experiences</b>		
	Below 1 year	14	14.40
	1 to 2 years	26	26.80
	3 to 4 years	32	33.00
	5 to 6 years	14	14.40

	More than 6 years	11	11.30
6	<b>Marital Status</b>		
	Single	52	53.60
	Married	45	46.40
7	<b>Monthly Salary (Kyats)</b>		
	200,001 to 400,000	21	21.60
	400,001 to 600,000	43	44.30
	600,001 to 800,000	3	3.10
	800,001 to 1,000,000	17	17.50
	Above 1,000,000	13	13.40
<b>Total</b>		<b>97</b>	<b>100.00</b>

Source: Survey Data (2024)

It is also found that majority of respondents are the female (56.7%) followed by the male (43.3%) indicating that female population is more than that of male in the workplace since most of the works required paper works. According to the demographic analysis results as presented in the Table (4.1), the major group of employees are between 26 to 35 years old which is 54 respondents (55.7%) followed by below 25 years 28 respondents (28.7%), 36 to 45 years above 11 respondents (11.3%) and 45 to 55 years old and above 55 years are 2 respondents (2.1%) each orderly. According to the analysis to the age, it is found that majority of employee of the City Properties Co., Ltd are compose of young adult people age between 26 to 35 years old as a lot of young people are required for creative ideas.

The majority of the respondents 54 (55.7%) are holding bachelor degree followed by the 26 (26.8%) are undergraduate, 15 (15.5%) respondents are master degree holder and 2 respondents (2.1%) are Ph.D degree holders orderly. The bachelor as employee of the City Properties Co., Ltd required to operate complex operations and conditions.

Regarding with the position, the analysis results indicates that 65 (67%) of the respondents are the supervisors, assistant executives are 24 (24.7%) and manager and above are 8 (8.2%) where supervisors dominated and are required to monitor the complex ground operations. Majority of the employee 32 (33.0%) have experiences between 3 to 4 years at the City Properties Co., Ltd. It is followed by 1 to 2 years 26 (26.8%), below 1 years and between 5 to 6 years is 14 (14.4%), more than 6 years is 11 (11.3%) orderly. Majority of



the respondents has experiences between 3 to 4 years showing that City Properties Co., Ltd. have loyal employee and they are attractive to the organization.

Among the employee, most of employee are single with 52 (53.6%) and 45 (46.4%) are married employee as City Properties Co., Ltd needs fresher and younger employee for creative ideas. Regarding with the salaries, the majority of the respondents 43 (44.3%) have the income of 400,000 to 600,000 and followed by 200,000 to 400,000 kyats 21 respondents (21.6%), 17 respondents (17.5%) have income of 800,000 to 1,000,000 kyats, 13 respondents (13.4%) have income of above 1,000,000 kyats and only 3 respondents (3.1%) have income of between 600,000 to 800,000 kyats. According to the analysis, it is found that City Properties Co., Ltd. have good pay structure and majority of the employee have good salaries.

In summary, the majority of employees of City Properties Co., Ltd. are young and energetic. Additionally, most of the employees of City Properties Co., Ltd. hold bachelor degrees. Therefore, City Properties Co., Ltd. actively encourages continuing education by allowing young employees to participate in the training concerning customer relationship management and language skills. The majority of respondents are supervisors. This is likely because many fresh graduates want to gain experience at City Properites Co., Ltd.

### **4.3 Respondent Perception on Business Intelligence**

In this study, the business intelligence of City Properties Co., Ltd. is measured with 3 attributes namely, response, flexibility and speed. The business intelligence of City Properties is analyzed with descriptive analysis and calculate the mean values and standard deviations for each of the questions of each variable of the study.

#### **4.3.1 Response**

For the response of the business intelligence, 5 questions are asked to the respondents. The results of the mean values for the response are shown in Table (4.2) including standard deviation.

**Table (4.2) Response**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Having the ability to respond quickly to new customer needs compared to the competitors	3.91	.693
2.	Having the ability to better tailor services to individual customer needs compared the competitors	4.01	.586
3.	Having the ability to quickly enter new service markets compared to the competitors.	4.01	.604
4.	Having a better rate of introduction of new services compared to the competitors.	3.89	.776
5.	Having ability to change and response the external impact in quick manner.	4.07	.767
	<b>Overall Mean</b>	<b>3.97</b>	

Source: Survey Data (2024)

According to the mean value including the overall mean values between 3.41 and 4.20 as shown in Table (4.2), it can be concluded that most of the respondents agree they can response quickly. Respondents agree that the organization has ability to response quickly to the customer demand compare to its competitors, offer better tailor services to individual customers. They also agree that the organization has ability to quickly enter into the new markets and have better rate of introduction for new services. Moreover, the organization have the ability to response faster to the external changes and impact. According to the results, it is found that employee agree that organization can response well to the customer demand, changing patterns, introduction of new services and external impact.

#### **4.3.2 Flexibility**

For the flexibility of the business intelligence, 5 questions are asked to the respondents. The results of the mean value analysis for the flexibility is shown in Table (4.3) including standard deviation.

**Table (4.3) Flexibility**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Being compared and contrasted different aspects of the data	3.68	.587
2.	Being used on-the-fly analysis of current and past data	3.76	.689
3.	Deriving insightful conclusions from data.	3.90	.743
4.	Getting regular, standardized reports on key performance indicators	4.03	.742
5.	Drilling down into data to understand the root causes of the partners and tenants' exceptions	4.01	.797
	<b>Overall Mean</b>	<b>3.87</b>	

Source: Survey Data (2024)

According to the mean value including the overall mean values between 3.41 and 4.20 as shown in Table (4.3), it can be concluded that most of the respondents agree to the good flexibility of the business intelligence. Respondents agree that they can compare various organizational data, perform on the fly analysis for current and past data as well as the system included the features that can derive the useful and insightful conclusions from data. Moreover, respondents also agree that organization can also perform the regular or standard report for the key performance indicators. They also agree that they have the ability to drill down the root cause of the both partner and tenants. According to the results, it is found that the employee agree that they are flexible and can be used in various conditions and context such as comparing data, analysis, drawing conclusions, producing reports and understanding the patterns and expectation of partners and tenants.

### **4.3.3 Speed**

For the speed of the business intelligence 5 questions are asked to the respondents. The results of the mean value analysis for the speed is shown in Table (4.4) including standard deviation.

**Table (4.4) Speed**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Having capabilities to response quickly for the changes in aggregate tenants and partner's demand.	3.74	.634
2.	Having capabilities to response quickly to customize a service to suit an individual partner and tenant's needs	3.91	.737
3.	Having capabilities to response quickly to new services launched by the competitors	3.91	.631
4.	Having capabilities to quickly adopt new technologies to offer better and faster services.	4.18	.750
5.	Having capabilities to quickly switch partners to take advantage of lower costs, better quality or improved service times.	4.27	.757
<b>Overall Mean</b>		<b>4.00</b>	

Source: Survey Data (2024)

According to the mean value including the overall mean values between 3.41 and 4.20 except having the capability to quickly switch partners, as shown in Table (4.4), it can be concluded that most of the respondents agree to the organization has good speed. Respondents agree that the organization has ability to react quickly to the changes of partners and tenants demand, the capabilities to react quickly to provide the customize services to the partners and tenants. Respondents also agree that organization has the ability to react the new launches of the competitor as well as adopting the new technologies to provide better service and products than that of competitors.

According to the mean value between 4.20 and 5.00, respondents strongly agree that the organization is able to quickly switch between partners who are lower in cost, better in quality and improved service time. According to the results, employee agree that organization has good response speed to the external environment changes, as well as competitor changes and partners or tenant changes.

#### 4.4 Respondent Perception on Organizational Agility

For the organizational agility, 5 questions are asked to the respondents. The results of the mean value analysis for the organizational agility is shown in Table (4.5) including standard deviation.

**Table (4.5) Organizational Agility**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Having capabilities to response quickly to introduce new leasing price to changes in competitors' prices.	3.80	.571
2.	Having capabilities to quickly develop and expand new super market spaces	3.91	.542
3.	Having capabilities to change quickly to expand or reduce the service offered	3.86	.645
4.	Having capabilities to quickly address the partners and tenants' complaints	4.00	.722
5.	Having capabilities to quickly change the service procedures for tenants and partners	4.02	.707
<b>Overall Mean</b>		<b>3.94</b>	

Source: Survey Data (2024)

According to the mean value including the overall mean values between 3.41 and 4.20 as shown in Table (4.5), it can be concluded that most of the respondents agree the agility of the organization. Respondents agree that the organization has ability to react quickly to introduce new leasing price when competitor changed theirs. Respondents also agree that organization has the ability change quickly for the expansion of the super market space. Respondents also agree that the organization is able to quickly adjust the service offered and can quickly change the service procedures for their partners and tenants. According to the results, employee agree that organization has good agility to address the changes in pricing, expansion as well as changes in service offering, complaints and service procedures.

#### 4.5 Respondent Perception on Environmental Turbulence

For the environmental turbulence, 5 questions are asked to the respondents. The results of the mean value analysis for the environmental turbulence is shown in Table (4.6) including standard deviation.

**Table (4.6) Environmental Turbulence**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	The environment in the industry is continuously changing	3.05	.635
2.	Customers' preferences change quite a lot over time.	2.85	.618
3.	New service introductions are very frequent in this industry.	3.31	.698
4.	Environmental changes in the industry are very difficult to forecast.	2.67	.718
5.	The environmental turbulence in the industry is high	2.64	.753
<b>Overall Mean</b>		<b>2.90</b>	

Source: Survey Data (2024)

According to the mean value including the overall mean values between 2.61 and 3.40 as shown in Table (4.6), the mean value 2.94 indicating that respondents are neither agree nor disagree to the environmental turbulence of the industry. Respondents are stay neutral on the fact that the environment of the industry is constantly changing and changing customer preferences. Respondents also stay neutral that rapid frequency of new service introduction within the industry. Respondents also neutral that the industry changes are difficult to forecast and the environmental turbulence is high within the industry. According to the results, employee is neutral on the fact that environmental turbulence is high on the industry meaning that they do not agree on the fact that environmental turbulence is high in the industry.

#### 4.6 Respondent Perception on Competitive Advantage

For the competitive advantage, 5 questions are asked to the respondents. The results of the mean value analysis for the competitive advantage is shown in Table (4.7) including standard deviation.

**Table (4.7) Competitive Advantage**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Having the ability to offer services at a lower cost compared to competitors	3.87	.552
2.	Having the ability to charge competitive prices for offered services compared to competitors	3.88	.582
3.	Having higher efficiency in offering services compared to competitors	3.95	.713
4.	Having the capabilities to understand the partners and tenants' requirements than the competitors	3.91	.765
5.	Tenant leasing and contract to partners procedures is much shorter and easier than that of competitors	4.16	.731
<b>Overall Mean</b>		<b>3.95</b>	

Source: Survey Data (2024)

According to the mean value including the overall mean values between 3.41 and 4.20 as shown in Table (4.7), it can be concluded that most of the respondents agree the competitive advantage of the organization. Respondents agree that organization has the capability to offer the lower cost compare to its competitors and offer competitive price. Respondents also agree that organization can efficiently deliver the services compare to its competitors. Respondents also agree that they have more insight and understand the requirement of their partners and tenant than its competitors and the shopping centre space leasing process is better and quicker than that of competitors. According to the results, employee agree that the organization has competitive advantages over its competitors.

#### **4.7 Analysis on the Effect of Business Intelligence on Organizational Agility**

The multiple linear regression analysis is conducted to analyse the effect of business intelligence on the organization agility of City Properties Co., Ltd. It is also used to test the effect of business intelligence including flexibility, response and speed on the organization agility. The following Table (4.8) presents the regression results of the effect of business Intelligence on organization agility.

**Table (4.8) Effect of Business Intelligence on Organizational Agility**

Independent Variables	Unstandardized Coefficient		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	- 2.787	.081	-	.000	.000	-
Response	.199**	.108	.199	1.839	.019	1.781
Flexibility	.237**	.107	.237	2.207	.030	1.753
Speed	.299***	.105	.299	2.837	.006	1.692
R	.624					
R Square	.590					
Adjusted R Square	.570					
Durbin-Watson	2.258					
F Value	19.787***					

Source: Survey Data (2024)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level

As present in the Table (4.8), in the results of the regression analysis, the R value of the model is  $r = .624$  indicating that the model is strong and has strong relationship between the business intelligence variables (response, flexibility and speed) and organizational agility. Moreover, the R square value is .590 indicating that, 59% of the variation in dependent variable organizational agility can be explained by the independent variables (response, flexibility and speed). Moreover, the Durbin-Watson value is 2.258 which is fall between the range of 1.5 and 2.5 indicating that the sample size is enough for survey. According to the regression analysis, it is found that all the independent variables of business intelligence have significant effect on the organizational agility.

For the response, regression result beta value ( $\beta = .199$ ) means that every one-unit change in rseponse, organizational agility can improve .199 units. This mean that response has significant influence on the organizational agility. Additionally, the P value ( $p\text{-value} < 0.05$ ) presents that the association is significant at 5% level. Therefore, according to the regression result for reponse and organizational agility, response has significant effect on the organizational agility. From managerial point of view, improving the response to the customers such as offering new services as well as the response to the market such as



entering into the new market can improve the organizational agility. Thus, according to the analysis, City Properties Co., Ltd. need to improve to the response to the customer demand and market changes, to improve the organizational agility.

For the flexibility, regression result beta value ( $\beta = .237$ ) means that every one-unit change in flexibility, organizational agility can improve .237 units. This mean that flexibility has significant influence on the organizational agility. Additionally, the P value (p-value < 0.05) presents that the association is significant at 5% level. Thus, according to the regression result for flexibility and organizational agility, flexibility has significant effect on the organizational agility. From managerial point of view, the better the flexibility of the organization such as better contract management system and better management system can provide the quick response to the changes in the tenant and shops and therefore improve the organizational agility.

For the speed, regression result beta value ( $\beta = .299$ ) means that every one-unit change in speed, organizational agility can improve .299 units. This mean that speed has significant influence on the organizational agility. Additionally, the P value (p-value < 0.01) presents that the association is significant at 1% level. Therefore, according to the regression result for speed and organizational agility, speed has significant effect on the organizational agility. From managerial point of view, this means that the improvement on the recording all of the tenant and partner complaints and issues can improve the speed of processing and therefore, improve the response on such issues can improve the organizational agility.

In City Properties Co., Ltd., the customer function can greatly improve the response of the organization as full information of the customer can be used in the potential leasing scenario. The contract function of the City Properties Co., Ltd. can also greatly increase the flexibility of the organization which in turn increase the organizational agility. Help and support function of City Properties Co., Ltd. is basically improving the existed for the tenants. All of the complaints and requirements demand by tenants are record by this help and support function.

#### **4.8 Analysis on the Effect of Organizational Agility on Competitive Advantage**

The multiple linear regression analysis is conducted to analyse the effect of organizational agility on the competitive advantage of City Properties Co., Ltd. The

following Table (4.9) presents the regression results of the effect of business intelligence on organizational agility.

**Table (4.9) Effect of Organizational Agility on Competitive Advantage**

Independent Variables	Unstandardized Coefficient		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	1.678	.367	-	4.570	.000	-
Organizational Agility	.581***	.093	.539	6.229	.000	1.000
R	.539					
R Square	.490					
Adjusted R Square	.483					
Durbin-Watson	2.174					
F Value	38.8***					

Source: Survey Data (2024)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level

As present in the Table (4.9), in the results of the regression analysis, the R value of the model is  $r = .539$  indicating that the model is strong and has strong relationship between the organizational agility and competitive advantage. Moreover, the R square value is .490 indicating that, 49% of the variation in dependent variable competitive advantage can be explained by the dependent variable organizational agility. Moreover, the Durbin-Watson value is 2.174 which is fall between the range of 1.5 and 2.5 indicating that the sample size is enough for survey.

According to the regression analysis, organization agility has significant effect on the competitive advantage. It is found that organizational agility has 1% level of significant effect with the beta value of  $\beta = .581$ . Therefore, according to the results, it is evident that organizational agility has significant and have positive effect on the competitive advantage. Thus, organizational agility is crucial for improving the competitive advantage. This means that, if the organizational agility is better, the performance of the organization will be better. From managerial point of view, the more agile the organization such as responding to the the external environment and offering services to the tenants better than competitor, the more competitive advantage the organization can gain.

#### 4.9 Analysis on the Moderating Effect of Environmental Turbulence on the Relationship between Business Intelligence and Organizational Agility

In the analysis on the moderating effect of environmental turbulence on the relationship between business intelligence and organizational agility, the regression analysis is used. The results of the analysis are presented in the following Table (4.10).

**Table (4.10) Moderating Effect of Environmental Turbulence on the Relationship between Business Intelligence and Organizational Agility**

Variables	Model 1				Model 2			
	B	SE	Beta	Sig.	B	SE	Beta	Sig.
(Constants)	1.504	.447		.001	-2.522	.263		.442
Response	-.205**	.105	-.215	.045	-.464	.880	-.487	.299
Flexibility	-.190**	.084	-.243	.007	1.332 **	.641	1.703	.041
Speed	-.269**	.105	-.279	.012	.834	.708	.865	.242
Environmental Turbulence	-.073	.94	-.065	.442	1.258	1.097	1.124	.254
Response x Environmental Turbulence					.214	.293	1.060	.730
Flexibility x Environmental Turbulence					-.390*	.220	-2.047	.080
Speed x Environmental Turbulence					-.168	2.34	-.746	.475
R	.627				.615			
R Square	.394				.329			
Adjusted R Square	.367				.354			
R Square Change	.394				.035			
F Value	14.925***				1.824***			

Source: Survey Data (2024)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level

In Table (4.10), provides insight into the moderating effect of environmental turbulence on the relationship between business intelligence and organizational agility, represented by two models, Model 1 and Model 2. The environmental turbulence has negative and partial moderating effect on the relationship between flexibility and organizational agility. This means that environmental turbulence can reduce the performance of the business intelligence with flexibility and affect negatively to the organizational agility. The regression result also shows that environmental turbulence does not have moderating effect on the response and speed of the business intelligence. From managerial point of view, the environmental turbulence such as dramatic shift in customer trends and industry changes can reduce the flexibility of the organization which slow the organizational agility.

#### **4.10 Analysis on the Moderating Effect of Environmental Turbulence on the Relationship between Organizational Agility and Competitive Advantage**

In the analysis on the moderating effect of environmental turbulence on the relationship between organizational agility and competitive advantage, the regression analysis is used. The results of the analysis are presented in the following Table (4.11).

**Table (4.11) Moderating Effect of Environmental Turbulence on the Relationship between Organizational Agility and Competitive Advantage**

Variables	Model 1				Model 2			
	B	SE	Beta	Sig.	B	SE	Beta	Sig.
(Constants)	1.129	.486		.022	-.552	.348		.442
Organizational Agility	-.590***	.092	-.547	.000	1.019	.851	.945	.234
Environmental Turbulence	.176	.104	.146	.092	.746	1.128	.618	.510
Organizational Agility x Environmental Turbulence					-.146	.287	-.600	.613
R	.558				.540			
R Square	.311				.310			

<b>Variables</b>	<b>Model 1</b>	<b>Model 2</b>
Adjusted R Square	.297	.291
R Square Change	.311	.002
F Value	21.236***	1.824***

Source: Survey Data (2024)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level

In Table (4.11), provides insight into the moderating effect of environmental turbulence on the relationship between organizational agility and competitive advantage, represented by two models, Model 1 and Model 2. According to the analysis results presented above, the environmental turbulence has no moderating effect on the relationship between the organizational agility and competitive advantage. Therefore, for City Properties Co., Ltd, environmental turbulence has no effect on the relationship between organizational agility and competitive advantage. From managerial point of view, this means that, environmental turbulence such as changes in customer trends and industry changes as well as policy changes is not affect the on how organization can response quickly to those chages which is organizational agility and consequencely competitive advantages.

## **CHAPTER 5**

### **CONCLUSION**

This chapter is composed of findings and discussions, suggestions and recommendations. This study also includes suggestions for the further research.

#### **5.1 Findings and Discussions**

This study focuses on the effect of the business intelligence on the organizational agility and the competitive advantage of City Properties Co., Ltd. The structure questionnaires are used to collect the primary data. 97 samples are selected from 156 organization employee including, assistant, officer, supervisor, assistant executive and executive level of City Properties Co., Ltd. who are currently working in the company. The data are analysed with the descriptive and regression analysis.

According to the demographic analysis, majority of the employee in the city properties are age between 26 to 35 years old who are young adult age and are female employee. Most of the employee are holding bachelor degrees and are working as supervisor positions. Majority of the employee have experience between 3 to 4 years at the City Properties Co., Ltd. and are single and have salaries of between 400,000 kyats to 600,000 kyats.

Employee agree on the response of the business intelligence. This means that business intelligence can enable organization to response quickly to the new customer needs compare to the competitors, offering the tailer and customize service to individual customer and introduce new products and response customer than that of competitors. This means that City Properties Co., Ltd has the response of external changes, meeting customer desire and providing new services in accordance with the changing external pattern than that of their competitor.

The results of the mean value analysis shows that employee agree the flexibility of the business intelligence used in City Properties Co., Ltd. This means that the business intelligence is flexible enough to compare and contrast the data, doing on the fly analysis of data, drawing conclusions and producing reports and so forth.

Employee agree on the speed of the business intelligence used in City Properties Co., Ltd. This means that the speed of the business processes can response quickly to the

external and internal changes as well as providing custom services to partner and tenants, adopting new technologies for better services and switching between partners for low cost and better quality in order to improve the service time. This indicates that business intelligence can improve speed of the business process to satisfy both internal and external customers.

The results also indicates that employee also agree on the organizational agility of the City Properties Co., Ltd. This means that City Properties Co., Ltd. have organizational agility which enable the capabilities to quickly change the leasing price when the competitor's price change. Employee also agree that the organization is agile enough to develop and expand new super market space as well as expanding or reducing the service offered. They also agree that organization can quickly handle the complaint of the customer and partners as well as ability to quickly change the service procedures. This can conclude that City Properties Co., Ltd. has good organizational agility.

Regarding to the environmental turbulence, employee neither agree nor disagree on the factor. This means that environmental turbulence within the industry is not continuously changing as well as the customer preferences and service introduction. Moreover, the results of the analysis pointed out that environmental changes in the shopping industry can be forecast to some level of extent and environmental turbulence is not high within the industry. Employee are neutral for the environmental turbulence factor and thus, it can be concluded that the industry has little or low environmental turbulence and changes are predictable to some degree.

For the competitive advantage, employee agree that City Properties Co., Ltd. has competitive advantage over its competitors. This means that City Properties can offer services at lower cost, competitive pricing, having high efficiency in offering services than its competitors. Employee also agree that City Properties Co., Ltd. can better understand the needs of customers, tenant and partners than its competitors as well as the business procedure are shorter and more effective than its competitors.

For the first objective of the study, according to the regression analysis, it is found that all of the business intelligence factors (flexibility, response and speed) have significant and positive effect on organizational agility. This means that business intelligence is crucial for organizational agility. For the second objective of the study, the regression results also

indicates that organizational agility has significant positive effect on the competitive advantage. This means that the improve organizational agility can improve the competitive advantage. For the third objective of the study, the environmental turbulence has negative and partial moderating effect on the relationship between flexibility and organizational agility. This means that the present of environmental turbulence, may hinder the flexibility and ultimately affect the organizational agility. For the fourth objective of the study, there is no moderating effect between organizational agility and competitive advantage.

## **5.2 Suggestions and Recommendations**

Based on the results and findings, the following recommendation can help to improve the business intelligence, organization agility and competitive advantage in the City Properties Co., Ltd.

According to the results, response is agreed by employees and it is a significant factor affecting the organizational agility meaning that organizational agility is depend upon how quick the response of the organization for both external and internal issues. Therefore, City Properties Co., Ltd should invest to quickly response the external changes as well as the complaints and issues of internal environment. City Properties Co. Ltd. should implement the system that will understand and highlight the loyal customer to provide better tailored service to the customers as well as arranging time frames functions in business intelligence system to quickly access the new service areas compared to the competitors. City Properties Co., Ltd. should emphasizes on the response to improve the agility as it has significant effect to the organization agility and ultimately lead to the competitive advatange of the company.

According to the results, it is also found that flexibility has significant and positive effect on organizational agility. Therefore, City Properties Co., Ltd. should improve the flexible operating process by creating the compare and contrast data processes. The lease agreements of City Properties Co., Ltd. would be flexible, which increases organizational agility. Moreover, the help and support function of that system should be understood and flexible for the tenants, because all the complaints and requirements by tenants are recorded in this function. Business Intelligence from the City Properties Co., Ltd. should also provide the information anlysis in immediate manner and therefore organization can have quick decision making for the changes and enchance the better flexibility. Additionally,



business intelligence of City Properties Co., Ltd. should produce reports that highlight the key performance indicators organization can have greater flexibility for which factors to emphasis in order to gain competitive advantage.

Among the variables, speed is also the significant factor on organizational agility. Therefore, organization is necessary to focus on the speed aspect of the business intelligence by improving the capabilities to quickly response for the demands and needs of external and internal customers as well as maintaining the quick response to the service launched by the competitors. As being the customer service organization, one of the important tasks for City Properties Co., Ltd. is handling the issues with customer complaints and fulfilling various customer demand. Understanding such in quick manner and resolve the issues with fast process promote the speed of the organization. City Properties Co., Ltd. should be up-to-date with the new technologies and quickly adopt the technologies that can influence the organization's agility. It is also important to note that although environmental turbulence is low in within the industry, the moderating effect on the relationship of flexibility and organization agility as well as the organization agility and competitive advantage is significant. Therefore, organization should follow up on the changes of the business environmental turbulence such as disruptive technology changes or shifting major customer patterns within industry.

### **5.3 Needs for Further Research**

This study focuses on the effect of business intelligence on the organizational agility and competitive advantage of City Properties Co., Ltd. This study used the cross-sectional data at one point of the time. Therefore, this does not provide the historical data on the independent variables which are flexibility, response, speed and organizational agility impact the dependent variable in long run. In competitive advantage research landscape, it is important to understand how the competitive advantage can be sustained. This study, confirmed that flexibility, response and speed significantly contribute to the organizational agility and ultimately to the competitive advantage.

Further study should explore other aspects of competitive advantage. As this study only focus on the City Properties Co., Ltd. at certain time, other similar companies' view on the environmental turbulence is neglected. Although, the study confirmed that environmental turbulence plays crucial roles for the City Properties Co., Ltd., there is still

need to find out about the other organization view on environmental turbulence in future studies. Moreover, this study focuses and specific for City Properties Co., Ltd. Thus, this model may not be able to generalize for all aspect of business activities and other organizations. Thus, future research may require to research for other specific organization with same model or different business context such as in the field of operation or customer relationship management.

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# APPENDIX I

## Questionnaire

### Part 1: Demographic

Please select the check box for each question.

1. What is your age?

Below 25  26-35  36-45  45-55  Above 55

2. What is your gender?

Male  Female

3. What is your education?

High school  Undergraduate  Bachelor degree  Master  Other

4. What is your current position?

Supervisor  Assistant Executive  Manager and above

5. What is your work experience in this company?

Below 1 year  1 year – 2 years  3 years – 4 years  5 years – 6 years  
 More than 6 years

6. Marital Status;

Single  Married

7. Monthly Salary (Kyats);

Below 200,000  200,001 – 400,000  400,001 – 600,000  600,001 – 800,000  
 800,001 – 1,000,000  Above 1,000,000



## Part 2: Business Intelligence

The following 15 statements are about how you feel about the business Intelligence of City Properties Co., Ltd. Please read each statement carefully and decide if you ever feel this way about the business Intelligence of City Properties Co., Ltd. And please choose how much you agree or disagree with each statement by crossing **ONE** number for each statement.

5 = Strongly Agree    4 = Agree    3 = Natural    2 = Disagree    1 = Strongly Disagree

Questions		Select Points
<b>Flexibility</b>		
1.	Business Intelligence can compare and contrast different aspects of the data	(1) (2) (3) (4) (5)
2.	Business Intelligence can use on-the-fly analysis of current and past data	(1) (2) (3) (4) (5)
3.	Features of Business Intelligence in my organization can derive insightful conclusions from data.	(1) (2) (3) (4) (5)
4.	Business Intelligence can get regular, standardized reports on key performance indicators	(1) (2) (3) (4) (5)
5.	Business Intelligence can drill down into data to understand the root causes of our partners and tenants' exceptions	(1) (2) (3) (4) (5)

Questions		Select Points
<b>Response</b>		
1.	My organization has the ability to respond quickly to new customer needs compared to our competitors	(1) (2) (3) (4) (5)
2.	My organization has the ability to better tailor services to individual customer needs compared to our competitors	(1) (2) (3) (4) (5)

3.	My organization has the ability to quickly enter new service markets compared to our competitors.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
4.	My organization has a better rate of introduction of new services compared to our competitors.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
5.	My organization has ability to change and response the external impact in quick manner.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5

Please choose how much you agree or disagree with each statement by crossing **one** number for each statement.

5 = Strongly Agree    4 = Agree    3 = Natural    2 = Disagree    1 = Strongly Disagree

Questions		Select Points
<b>Speed</b>		
1.	My organization have capabilities to response quickly for the changes in aggregate tenants and partner's demand.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
2.	My organization have capabilities to response quickly to customize a service to suit an individual partner and tenant's needs	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
3.	My organization have capabilities to response quickly to new services launched by our competitors	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
4.	My organization have capabilities to quickly adopt new technologies to offer better and faster services.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
5.	My organization have capabilities to quickly switch partners to take advantage of lower costs, better quality or improved service times.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5

### PART 3: Organizational Agility & Competitive Advantage

The following 10 statements are about organizational agility and competitive advantage of City Properties Co., Ltd. Please read each statement carefully and decide if you ever feel this way about the organizational agility and competitive advantages of City Properties Co., Ltd. Please choose how much you agree or disagree with each statement by crossing **one** number for each statement.

5 = Strongly Agree    4 = Agree    3 = Natural    2 = Disagree    1 = Strongly Disagree

Questions		Select Points
<b>Organizational Agility</b>		
1.	My organization have capabilities to response quickly to introduce new leasing price to changes in competitors' prices.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
2.	My organization have capabilities to quickly develop and expand new super market spaces	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
3.	My organization have capabilities to change quickly to expand or reduce the service offered	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
4.	My organization have capabilities to quickly address the partners and tenants' complaints	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
5.	My organization have capabilities to quickly change the service procedures for tenants and partners	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5

Please choose how much you agree or disagree with each statement by crossing **one** number for each statement.

5 = Strongly Agree    4 = Agree    3 = Natural    2 = Disagree    1 = Strongly Disagree

Questions		Select Points
<b>Competitive Advantage</b>		
1.	My organization has the ability to offer services at a lower cost compared to our competitors	(1) (2) (3) (4) (5)
2.	My organization has the ability to charge competitive prices for offered services compared to our competitors	(1) (2) (3) (4) (5)
3.	My organization has higher efficiency in offering services compared to our competitors	(1) (2) (3) (4) (5)
4.	My organization has the capabilities to understand the partners and tenants' requirements than the competitors	(1) (2) (3) (4) (5)
5.	Tenant leasing and contract to partners procedures is much shorter and easier than that of our competitors	(1) (2) (3) (4) (5)

#### **PART 4: Environmental Turbulence**

The following 5 statements are about environmental turbulence. Please read each statement carefully and decide if you ever feel this way about the environmental turbulence effect. Please choose how much you agree or disagree with each statement by crossing **one** number for each statement.

5 = Strongly Agree    4 = Agree    3 = Natural    2 = Disagree    1 = Strongly Disagree

Questions		Select Points
<b>Environmental Turbulence</b>		
1.	The environment in our industry is continuously changing.	(1) (2) (3) (4) (5)
2.	In properties management business, customers' preferences change quite a lot over time.	(1) (2) (3) (4) (5)

3.	New service introductions are very frequent in this industry.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
4.	Environmental changes in our industry are very difficult to forecast.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
5.	The environmental turbulence in our industry is high	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

**--End of Questionnaire--**

## APPENDIX II

### SPSS Output

#### Regression Analysis

##### Business Intelligence and Organization Agility

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.624 <sup>a</sup>	.590	.570	.537	.590	19.787	3	93	.000	2.258

a. Predictors: (Constant), Speed, Flexibility, Response

b. Dependent Variable: Organizational Agility

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.402	3	12.467	19.787	.000 <sup>b</sup>
	Residual	58.598	93	.630		
	Total	96.000	96			

a. Dependent Variable: Organizational Agility

b. Predictors: (Constant), Speed, Flexibility, Response

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.787	.081		.000	.000		
	Flexibility	.237	.107	.237	2.207	.030	.570	1.753
	Response	.199	.108	.199	1.839	.019	.562	1.781
	Speed	.299	.105	.299	2.837	.006	.591	1.692

a. Dependent Variable: Organizational Agility

## Business Intelligence and Organization Agility with Environmental Turbulence Moderating Effect

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1		
1	.627 <sup>a</sup>	.394	.367	.337	.394	14.925	4	92	.000
2	.655 <sup>b</sup>	.429	.354	.333	.035	1.824	3	89	.000

a. Predictors: (Constant), Environmental Turbulence, Flexibility , Speed, Response

b. Predictors: (Constant), Environmental Turbulence, Flexibility , Speed, Response, OS\_OET, OF\_OET, ORE\_OET

c. Dependent Variable: Organizational Agility

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.793	4	1.698	14.925	.000 <sup>b</sup>
	Residual	10.468	92	.114		
	Total	17.260	96			
2	Regression	7.399	7	1.057	9.539	.000 <sup>c</sup>
	Residual	9.861	89	.111		
	Total	17.260	96			

a. Dependent Variable: Organizational Agility

b. Predictors: (Constant), Environmental Turbulence, Flexibility , Speed, Response

c. Predictors: (Constant), Environmental Turbulence, Flexibility , Speed, Response, OS\_OET, OF\_OET, ORE\_OET

Coefficients <sup>a</sup>										
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.504	.447		3.364	.001					
Flexibility		.084	-.243	2.251	.007	.524	.228	.183	.568	1.762
Response		.105	-.215	1.946	.045	.512	.199	.158	.542	1.844
Speed		.105	-.279	2.559	.012	.548	.258	.208	.556	1.798
Environmental Turbulence		.094	-.065	-.772	.442	-.061	-.080	-.063	.929	1.077
2 (Constant)	-2.522	3.263		-.773	.442					
Flexibility		.641	1.703	2.077	.041	.524	.215	.166	.010	104.692
Response		.880	-.487	-.528	.299	.512	-.056	-.042	.008	132.384
Speed		.708	.865	1.178	.242	.548	.124	.094	.012	83.882
Environmental Turbulence		1.097	1.124	1.147	.254	-.061	.121	.092	.007	149.480
OF_OET		.220	-2.047	-1.770	.080	.326	-.184	-.142	.005	208.298
ORE_OET		.293	1.060	.730	.467	.274	.077	.058	.003	328.650
OS_OET		.234	-.746	-.718	.475	.327	-.076	-.058	.006	168.187

a. Dependent Variable: Organizational Agility



## Organizational Agility and Competitive Advantages

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.539 <sup>a</sup>	.490	.483	.387	.290	38.800	1	95	.000	2.174

a. Predictors: (Constant), Organizational Agility

b. Dependent Variable: Competitive Advantages

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.818	1	5.818	38.800	.000 <sup>b</sup>
	Residual	14.244	95	.150		
	Total	20.062	96			

a. Dependent Variable: Competitive Advantages

b. Predictors: (Constant), Organizational Agility

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.678	.367		4.570	.000		
	Organizational Agility	.581	.093	.539	6.229	.000	1.000	1.000

a. Dependent Variable: Competitive Advantages

Organization Agility and Competitive Advantages with Environmental Turbulence Moderating Effect

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson	
					R Square Change	F Change	df1			
1	.558 <sup>a</sup>	.311	.297	.383	.311	21.236	2	94	.000	
2	.540 <sup>b</sup>	.310	.291	.385	.002	.258	1	93	.613	2.161

a. Predictors: (Constant), Environmental Turbulence, Organizational Agility

b. Predictors: (Constant), Environmental Turbulence, Organizational Agility, Intercept OOA\_ET

c. Dependent Variable: Competitive Advantages

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.244	2	3.122	21.236	.000 <sup>b</sup>
	Residual	13.818	94	.147		
	Total	20.062	96			
2	Regression	6.282	3	2.094	14.131	.000 <sup>c</sup>
	Residual	13.780	93	.148		
	Total	20.062	96			

a. Dependent Variable: Competitive Advantages

b. Predictors: (Constant), Environmental Turbulence, Organizational Agility

c. Predictors: (Constant), Environmental Turbulence, Organizational Agility, Intercept OOA\_ET

Model	Coefficients <sup>a</sup>									
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.129	.486		2.323	.022					
Organizational Agility	-.590	.092	.547	6.382	.000	.539	.550	.546	.996	1.004
Environmental Turbulence	.176	.104	.146	1.702	.092	.113	.173	.146	.996	1.004
2 (Constant)	-.552	3.348		-.165	.869					
Organizational Agility	1.019	.851	.945	1.198	.234	.539	.123	.103	.012	84.265
Environmental Turbulence	.746	1.128	.618	.662	.510	.113	.068	.057	.008	118.139
Intercept OOA_ET	-.146	.287	-.600	-.508	.613	.443	-.053	-.044	.005	189.414

a. Dependent Variable: Competitive Advantages