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THE MEDIATING ROLE OF ORGANIZATIONAL AGILITY ON THE RELATIONSHIP BETWEEN PLANNING OF MARKETING POLICIES AND MARKETING PERFORMANCE: FIELD STUDY OF A SAMPLE OF FOOD INDUSTRY COMPANIES IN ALGERIA

The current study aimed to reveal the impact of the marketing policy planning process on the marketing performance of food industry companies in Algeria, given the presence of organizational flexibility as an intervening variable. To achieve the objectives of this study, an online survey was designed to collect primary information from the study sample. In light of this, data were collected, analyzed, and hypotheses were tested using the Statistical Package for the Social Sciences (SPSS) and path analysis using the Amos program. The study sample consisted of (373) units. Results showed a statistically significant relationship between marketing policy planning and marketing performance. The results also indicated the impact of organizational flexibility dimensions on the relationship between marketing policies planning process and marketing performance. In addition, the study presented a set of recommendations, most notably: the need to support and assist senior management. Senior management must commit to planning as a business philosophy and best practices, and middle management must see, witness, and sense this commitment.

Keywords: organizational agility, planning, marketing policies, marketing performance, food industries.

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1. INTRODUCTION

Marketing policy planning has garnered significant attention among researchers in management sciences, as it is a key determinant of a company's success or failure. This is especially true given the ongoing transformations in the global economy, characterized by trends such as globalization, the liberalization of international trade, and a surge in mergers across various business sectors. One of the most notable recent developments is the subprime mortgage crisis and its impact on corporate performance. As part of the global economic system, the Algerian economy has not been immune to the effects of these changes.

In response to these global shifts, it has become essential for Algerian companies to strengthen their performance across all areas of operation. Since marketing is inherently integrated with other business functions, companies must prioritize marketing in order to survive and continue generating economic value. This value stems from designing and marketing goods, services, and ideas that meet the evolving needs and desires of consumers. Nevertheless, the significance of marketing in ensuring corporate success has only been acknowledged relatively recently.

Given that the success of businesses that rely on organizational agility lies in their ability to align with the planning processes of various marketing policies, this requires them to place greater importance on marketing performance, which is reflected in the achievement of their objectives and gives them the ability to adapt and be organizationally agile quickly to changes in internal and external environmental factors (Croteau and Raymond, 2004).

- A study by Sangari and Razmi (2015) confirmed that the marketing policy planning process has an impact on organizational agility. Another study by Chakravarty et al. (2013) also demonstrated that marketing policies influence the formation of organizational agility and the marketing performance of an organization. Meanwhile, a study by Olszak and Zurada (2015) indicated that marketing policy planning processes significantly contribute to and influence the development and success of business organizations' marketing performance.
- Given the critical role of the food industry in Algeria – both in advancing national self-sufficiency and adapting to the transition toward a global knowledge economy – it is imperative for these companies to adopt effective marketing policies to enhance their performance. These policies must be responsive to evolving market conditions and embedded within strategic business planning, as these changes directly impact organizational success.
- Accordingly, this study aims to explore the mediating role of organizational agility in the relationship between marketing policy planning and marketing performance in Algerian food industry companies.

1.1. Study problem

Algerian food industry market is witnessing intense competition among companies marketing this type of product, with each company seeking to increase or maintain its market share. Others are seeking a foothold within this market. Marketing policy planning – comprising product policy, pricing policy, marketing communications policy, distribution policy, marketing research policy, and market segmentation policy – is the tool directed toward increasing the effectiveness of marketing performance in terms of profitability, market share, productivity, and consumer satisfaction.

The industrial sector in Algeria is largely dependent on food industries, given that food products are the most widespread and diverse in terms of the companies that produce them. They are often simple to manufacture, and their production costs are relatively low compared to other industries. This increased demand for their production. These companies emerged under the protection of the Algerian state and within a monopoly market that later became an oligopoly. As the state's policy evolved towards market liberalization, the supply of food products to the market became the responsibility of private operators. While the state was entrusted with regulating the market within the framework of the principle of free pricing for goods and services, as well as monitoring commercial practices and ensuring that products offered for consumption conform to legal specifications, all of this has led to a recent increase in the flow of consumer goods into the Algerian market, in various types, from different sources, and often at competitive prices.

Therefore, achieving the desired marketing objectives requires marketers to plan effective marketing policies to maintain a good relationship with the target consumer. This is achieved by adopting organizational agility in terms of (consumer agility, process agility, individual agility, and partner agility).

To highlight the significance of this study, we seek to answer the central research question: **Is the marketing policy planning process in Algerian food industry companies grounded in principles that aim to enhance marketing performance through the adoption of organizational agility strategies?**

To explore this overarching question and derive logical, evidence-based conclusions, the following sub-questions are asked:

- To what extent does the marketing policy planning process influence the marketing performance of Algerian food industry companies?
- How does marketing policy planning affect their level of organizational agility?
- What is the impact of organizational agility on their marketing performance?
- To what extent does organizational agility serve as a mediating variable in strengthening the effect of marketing policy planning on marketing performance?

1.2. Background and importance of the study

The background of any study is the main part of any scientific research. It explains to the reader the context and significance of the research study. It aims to provide a comprehensive understanding of the topic, provide an overview of previous related research, and identify knowledge gaps that the research seeks to fill. Moreover, the background helps highlight the importance of the current research and justify the need for it.

1.2.1. Study objectives

This study mainly aims to shed light on the mediating role of organizational agility in the relationship between marketing policy planning and marketing performance of Algerian agri-food companies. The specific objectives are as follows:

- To determine the direct impact of marketing policy planning determinants on the marketing performance of the companies studied. Test the impact of organizational agility determinants on the marketing performance of the companies under study.
- Test the impact of marketing policy planning determinants on organizational agility of the companies under study.
- Measure and analyze the impact of marketing policies on marketing performance in the presence of organizational agility as an intervening variable.

- Providing a set of recommendations and proposals that help decision-makers in food industry companies in Algeria activate the role of the marketing policy planning process in order to enhance their marketing performance based on organizational agility.

1.2.2. Importance of the study

The importance of the current study stems from its focus on an essential element that significantly impacts business organizations: organizational agility. This concept represents an administrative activity carried out by senior management within the organization as a form of creative output. Providing appropriate support for this activity – considering its specific characteristics – enables the organization to achieve a competitive advantage. It also highlights the importance of managers working in Algerian companies to possess the ability to respond quickly to change, which represents the prominent feature of the current era in which the organization operates.

In terms of the academic importance of the study, it is evident in its opening new avenues for researchers to view the results produced and reached by this study, adding them to the body of knowledge. It is also one of the important studies that can be referred to and benefit from, especially in the field of application. It also benefits and assists future studies related to this topic, providing the data, information, and studies they will need. Therefore, this study derives its importance from the following scientific and applied considerations:

- The importance of the research sector: The study focuses on food industry companies in Algeria. The study variables were measured among marketing managers within the same companies, in order to test the study's hypotheses and demonstrate the impact of marketing policy planning practices on improving marketing performance through organizational agility. This will enable greater focus and exploitation of these practices by food industry companies in Algeria.
- The importance of the research topic: This study will provide an overview of the variables (organizational agility, marketing policies, and marketing performance) and their interrelationships. The study variables and results can be generalized to cover many food industry companies in Algeria.
- Results: The results of this study will inform Algerian companies about how to deal with the nature of the activities involved in the marketing policy planning process and how to properly handle them, which can lead to successful and sustainable marketing performance.

1.3. Study questions and hypotheses

To underscore the importance of our current research, this study attempts to answer the following question: Is the marketing policy planning process in Algerian food industry companies based on principles that ensure organizational agility that improves their marketing performance? Based on the study's problem, its main question, and its specific objectives, the following sub-questions were formulated:

- To what extent does the marketing policy planning process (product policy, pricing policy, marketing communications policy, distribution policy, marketing research policy, and market segmentation policy) affect marketing performance (profitability, market share, productivity, and consumer satisfaction) for food industry companies in Algeria?
- To what extent does the marketing policy planning process (product policy, pricing policy, marketing communications policy, distribution policy, marketing research

policy, and market segmentation policy) affect organizational agility (consumer agility, process agility, individual agility, and partner agility) for food industry companies in Algeria?

- To what extent does the organizational agility process (consumer agility, process agility, individual agility, and partner agility) affect marketing performance (profitability, market share, productivity, and consumer satisfaction) for food industry companies in Algeria?
- To what extent is the organizational agility process for food industry companies in Algeria considered an intervening variable in enhancing the impact of the marketing policy planning process on marketing performance.
- Accordingly, based on the study's questions and model, the following main hypotheses were formulated, which will be tested and from which conclusions and recommendations will be drawn, as follows:
- The first main hypothesis: “There is no statistically significant effect of the marketing policy planning process on the marketing performance of food industry companies in Algeria at a significance level of ($\alpha \leq 0.05$)”.
- The second main hypothesis: “There is no statistically significant effect of the marketing policy planning process on organizational agility of food industry companies in Algeria at a significance level of ($\alpha \leq 0.05$)”.
- The third main hypothesis: “There is no statistically significant effect of organizational agility on the marketing performance of food industry companies in Algeria at a significance level of ($\alpha \leq 0.05$)”.
- The fourth main hypothesis: “There is no statistically significant effect of the marketing policy planning process on the marketing performance of food industry companies in Algeria in the presence of organizational agility as an intervening variable at a significance level of ($\alpha \leq 0.05$)”.

1.4. Study model

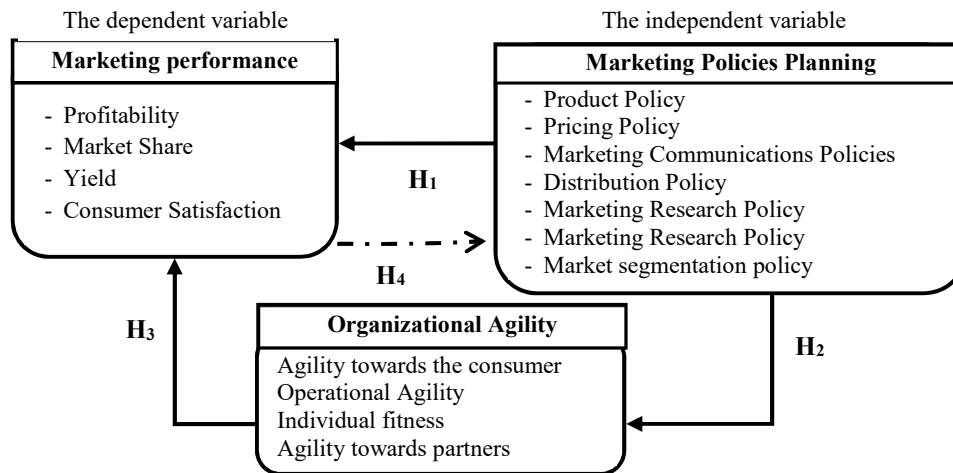


Figure 1. Study Model

Source: Generated by the researchers.

1.5. Limitations of the study

- ing levels (general manager, director, and head of department/service/department).
- Time Limits: This study was conducted from September 2024 to March 2025.
- Spatial Limits: This study included a sample of food industry companies operating within the Algerian national territory.
- Scientific Limits: The current study focused on identifying the dimensions of organizational agility through (consumer agility, operational agility, individual agility, and partner agility). Regarding the dimensions of the marketing policy planning process, we relied on (product policy, pricing policy, marketing communications policy, distribution policy, marketing research policy, and market segmentation policy). Marketing performance was measured according to the following dimensions (profitability, market share, productivity, and consumer satisfaction).

2. THE THEORETICAL FRAMEWORK OF THE STUDY

2.1. Literature review

Many theoretical and empirical studies have addressed the subject of this research, collectively contributing to the identification of a research gap that this study seeks to address. Given the limitations of space, a comprehensive review cannot be provided here; however, selected studies will be referenced as supporting evidence, as follows:

Study of (Bahrami, Kiani, Montazeralfaraj, Zadeh, Zadeh, 2016), Titled “The Mediating Role of Organizational Learning in the Relationship of organizational Intelligence And organizational Agility”. Organizational learning is defined as creating, absorbing, retaining, transferring, and applying of knowledge within an organization. This article aims to examine the mediating role of organizational learning in the relationship of organizational intelligence and organizational agility. The findings of this study suggest that the improvement of organizational learning abilities can affect an organization's agility which is crucial for its survival. And (Yao-Ping Peng, Ku-Ho Lin, Peng, Chen, 2019) touched upon it “inking Organizational Ambidexterity and Performance: The Drivers of Sustainability in High-Tech Firms”. Importantly, transformed high-tech firms are obliged to manage the tensions and conflicts that arise from the exploration of new knowledge and the exploitation of existing knowledge to find an appropriate balance between the two to yield synergistic effects. In this study, an original method was used to measure differences in the degree of ambidexterity. The results indicate that exploitation has a positive effect on performance, and there is an inverse U-shaped correlation between exploration/exploitation and performance however (Hadrian, Milichovský, Mráček, 2021) study came about “The Concept of Strategic Control in Marketing Management in Connection to Measuring Marketing Performance”. The main objective of the study was to define key factors in individual areas that are connected to business activities and show their interconnection. And the obtained results of this study show that companies primarily use financial indicators to monitor and check their activities in the marketing area. The usage of financial indicators in connection to the marketing area is based mainly on the traditional approach of companies in the measuring process. And Study of (Vrontis et al., 2021) Titled “Strategic agility, openness and performance: a mixed method comparative analysis of firms operating in developed and emerging markets”. This research finds that strategic agility is vital for firms' performance in both developed and developing markets.

Moreover, through the study it was found that while search depth amplifies the above relationship in both contexts, search breadth does it only in the context of foreign firms operating in emerging markets. The value of these findings stems from their elucidation of the role of strategic agility in emerging markets and its comparison to that of firms operating in developed countries; their insights into strategic agility's relationship with openness; their schematic culmination into a systemically and contextually depicted framework; and their prescriptive managerial implications. While (Ludviga, Kalvina, 2023), study about "Organizational Agility During Crisis: Do Employees' Perceptions of Public Sector Organizations' Strategic Agility Foster Employees' Work Engagement and Well-being?". The purpose of this paper is to examine the mediating role of a public sector organization's perceived strategic agility in relation to employee outcomes in times of crisis. They conclude that if employees are supported by leaders who sense change, make timely decisions, and act in an agile way, they will experience higher work engagement during a crisis, thus positively contributing to their well-being and organizational performance.

2.2. Key terms and concepts

- **Organizational agility:** It is the organization's ability to anticipate and exploit available opportunities in the surrounding environment in a proactive manner, which will help the organization adjust its position and strategies and use modern work methods to gain a competitive advantage over others (Dikici, 2024).
- **Agility towards consumers:** The ability of food industry companies in Algeria to sense and respond quickly to customer requirements and desires with the aim of innovation and taking proactive approaches to meet their needs and implement their suggestions (Huang et al., 2021).
- **Operational Agility:** The ability of food industry companies in Algeria to redesign their operations and develop and organize new work methods to provide services at a low cost and high speed, achieving excellence and creativity (Tallon, Pinsonneault, 2011).
- **Individual agility:** The ability of food industry companies in Algeria to develop the element of surprise, manage employee knowledge, and add capabilities to deal with changes in a turbulent market (Sherehiy, 2008).
- **Agility towards partners:** The ability of food industry companies in Algeria to respond quickly to business requirements with their strategic partners, and the ability to choose appropriate partners and work with them cooperatively (Park, 2011).
- **Marketing Policy Planning Processes:** Marketing planning refers to "the process of setting a set of achievable objectives based on the impact of various factors on the project" (Huang et al., 2021). In light of this definition, marketing planning means directing a company toward the products it will offer to its target markets in order to achieve its objectives. Policies, on the other hand, refer to a set of directives, rules, and principles that planners and implementers adhere to and are guided by at every stage of the process.
- **Product Policies:** McCarthy & Perreault (2000) defined a product as "a source of satisfaction of consumer needs and desires, a source of profit sought by both the company and the distributor, and extending beyond that to all dimensions that can achieve the benefits sought by the consumer". And Kotler (2000) defined it as "anything presented to the market for attention, possession, use, or consumption,

where it works to satisfy a need or desire”. From the above, we find that a product may be a good, service, or idea presented in the market in a manner that attracts the attention of the consumer, who purchases or consumes it to satisfy a need. From a marketing perspective, it can be said that it is a set of benefits based on real and assumed characteristics of the consumer.

- **Pricing Policy:** Pricing policy and related decisions are among the most sensitive marketing policies for management, as they significantly impact a company's ability to achieve its marketing objectives (Dikici, 2024). Pricing policy is also considered “the information hub that allows consumers to infer quality, position a product, or form a brand image. Pricing policy also concerns decisions related to setting the prices of a company's products” (Huang et al., 2021). In its broadest sense, it represents all direct and indirect means influencing the price structure and its components, including the cost structure, margins, fees, and taxes that can influence the level and forces of the market.
- **Marketing Communications Policies:** Kotler & Keller (2009) view marketing communications as “an activity within the marketing effort that involves a persuasive communication process”. Although this definition is considered a succinct one, Kotler acknowledged the great difficulty of defining marketing communications. Price, quality, and branding all constitute promotional content that can be used to entice purchasing behavior. In a comprehensive definition, (Darymple, Parsons, 2000) stated that it is “all forms of communication between a company and its audience that involve mutual understanding to achieve an appropriate purchase and build long-term trust in the company or its products”. Marketing communications therefore organizes the communication process with target audiences through available means to create a response to the company's products. The consumer may express this response by making a purchase or requesting additional information.
- **Distribution Policies:** Kotler defined it as “the set of activities that take place from the time a commodity enters its usable form at the commercial warehouse or final converter until the time it is received by the consumer” (Kotler, 2000). From this definition, we find that many companies that are critical to the performance of distribution activity have been left out of the picture. It has been overlooked that when marketing some commodities, they must be transported by rail, ships, cars, etc. to warehouses, as these are also included in the distribution process.
- **Marketing Research:** The American Marketing Association defines it as “the process of collecting and analyzing data to assist company management in making decisions related to product, price, promotion, distribution, and other areas” (McCarthy, Perreault, 2000). This definition may be incomplete, as it explains the tool underlying marketing research, but it does not mention the purpose of conducting this research. Therefore, we can add that the purpose of marketing research is to increase a company's productivity, enabling it to satisfy the needs and desires of its consumers with minimal effort and at the lowest cost.
- **Market Segmentation:** Before delving into the definition of market segmentation, we must define the market. The American Marketing Association defines it as “the set of forces or conditions under which buyers and sellers make decisions that result in the transfer of goods and services” (Ambler, Kokkinaki, 2004). According to the American Marketing Association, market segmentation is defined as “the process of

dividing a market into distinct groups based on buyers or consumers who have distinct product or marketing mix needs” (Park, 2011). This definition demonstrates that the segmentation process is based on two elements: consumer characteristics and an appropriate marketing mix.

- **Marketing performance:** Marketing performance can be defined as the relationship between marketing activities and an organization's business performance (Clark, 1999). Marketing performance, in its simplest form, is “the degree of an organization's success in the marketplace, achieved through marketing activities” (Ambler, Kokkinaki, 2004). In other words, marketing performance is part of the company's performance measurement process, which includes generating a framework of metrics to monitor performance and developing and using methods by which marketing management can verify the extent to which marketing objectives are being achieved, take the necessary actions to improve performance, or modify objectives if actual performance differs from plan.
- **Profitability:** It represents the net results of a large number of policies and decisions and measures the efficiency and effectiveness of a company's management in generating profits through the efficient use of its assets (Kotler, Keller, 2009). Kotler (2000) referred to profitability in this regard, explaining that the purpose of adopting the modern marketing concept is to help the company achieve its goals in light of the surrounding circumstances. Undoubtedly, the most important goal a company aspires to is profit. The modern marketing philosophy believes that the best way to achieve profitability is to satisfy and meet consumers' needs better than competitors. Furthermore, the modern concept of marketing is not limited to satisfying consumers at the expense of the company's interests or vice versa, but rather requires the company to strike a balance between the consumer and its own interests.
- **Market share:** “It is an important measure of good performance, by which successful and unsuccessful companies are distinguished in their activity” (Kotler, 2000). In another definition, it refers to “the total sales of a company out of the total sales of companies in that market” (Kaplan, Norton, 1996). From this, we conclude that market share expresses a company's ability and efficiency to control the market in which it operates and at the expense of competitors, as the number of units sold determines competitiveness. Market share, especially with regard to targeted market segments, reveals the extent of the company's skill in penetrating the desired market. For example, a company may experience temporary success in growing sales by retaining customers in non-targeted segments, but without increasing its share in the targeted segments. In this case, the market share measure with targeted customers will monitor a financial indicator (sales) to indicate whether the prepared marketing policy is achieving the expected results.
- **Productivity:** is an indicator that measures outputs, whether products or services, in relation to inputs, whether workers, materials, energy, or other resources (Srevenson, 2007). We conclude from this that productivity represents the ratio of outputs to inputs.
- **Consumer satisfaction:** is the feeling that suggests to the consumer pleasure or displeasure (a positive or negative impression perceived by the consumer) that results when comparing the observed performance of the product with the consumer's expectations (Kotler, Keller, 2009).

3. DATA COLLECTION AND ANALYSIS PROCEDURES

3.1. Data analysis

This study will apply partial least squares structural equation modeling (PLS-SEM) to test the hypotheses with SmartPLS 3 (Hair et al., 2019). The Two-step PLS approach will be conducted consists of estimation of the measurement model and examination of the structural model. The final fitting indexes (SRMR, duls, dg) of original data meet the standardized requirements (Dijkstra and Henseler, 2015). The convergent validity, discriminant validity, and reliability of the scale are calculated for testing the measurement model (Henseler et al., 2016).

3.1.1. Descriptive statistics

It is clear from Table 1 that the arithmetic means of all variables ranged between (3.09–4.56) and were relatively very high from the point of view of the sample members, while the values of standard deviations ranged between (0.49-1.06), which are relatively large values, indicating the dispersion of the sample members' answers. The table also shows that all values of skewness were less than one, and accordingly we consider the data to be normally distributed.

Table 1. Descriptive statistics for study variables

Main variables	Subvariables	Mean	S. D	Skewness	Kurtosis	Response
Marketing Policies Planning X	Product Policy (X ₁)	4.56	0.56	-0.979	-0.360	V. High
	Pricing Policy (X ₂)	4.28	0.49	0.584	-1.146	V. High
	Marketing Communications (X ₃)	4.39	0.68	-0.525	-1.207	V. High
	Distribution Policy (X ₄)	4.53	0.45	-0.856	-0.625	V. High
	Marketing Research (X ₅)	3.09	0.61	-0.097	-0.788	High
	Market segmentation(X ₆)	3.5	0.88	0.251	-1.010	High
Organizational Agility Z	Agility towards the consumer (Z ₁)	3.97	1	-0.559	-1.126	High
	Operational Agility (Z ₂)	4.27	0.59	-0.114	-1.081	V. High
	Individual fitness (Z ₃)	4.3	0.62	-0.445	-0.655	V. High
	Agility towards partners (Z ₄)	3.86	0.79	-0.370	-0.700	High
Marketing Performance Y	Profitability (Y ₁)	3.67	1.06	-0.285	-1.339	High
	Market Share (Y ₂)	3.47	1.02	-0.208	-1.292	High
	Yield (Y ₃)	4.11	0.62	-0.008	-0.711	V. High
	Consumer Satisfaction (Y ₄)	4.2	0.83	-0.438	-1.477	V. High

Source: Generated by the researchers using SPSS.

3.1.2. Correlation coefficient

Table 2 shows the Pearson correlation coefficient between the variables. The results showed that all correlations between all variables are positive and significant at a significance level of (P<0.01).

Table 2. Correlation coefficient

Variables	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	Y ₁	Y ₂	Y ₃	Y ₄	Z ₁	Z ₂	Z ₃	Z ₄
X ₁	1													
X ₂	.640**	1												
X ₃	.926**	.686**	1											
X ₄	.904**	.706**	.859**	1										
X ₅	.840**	.889**	.844**	.912**	1									
X ₆	.797**	.914**	.844**	.821**	.949**	1								
Y ₁	.944**	.764**	.919**	.946**	.920**	.880**	1							
Y ₂	.820**	.887**	.866**	.841**	.939**	.958**	.904**	1						
Y ₃	.882**	.844**	.910**	.860**	.930**	.946**	.918**	.973**	1					
Y ₄	.897**	.817**	.901**	.945**	.967**	.926**	.947**	.912**	.924**	1				
Z ₁	.922**	.804**	.932**	.924**	.937**	.919**	.980**	.921**	.932**	.964**	1			
Z ₂	.898**	.775**	.923**	.909**	.911**	.902**	.950**	.875**	.887**	.962**	.979**	1		
Z ₃	.809**	.899**	.819**	.898**	.971**	.939**	.880**	.926**	.910**	.951**	.902**	.896**	1	
Z ₄	.935**	.703**	.944**	.894**	.857**	.844**	.972**	.861**	.883**	.910**	.976**	.960**	.816**	1

Source: Generated by the researchers using SPSS.

3.1.3. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) was used to evaluate the model after each analysis in order to know how the variables are related to the questionnaire questions using the following goodness of fit indexes: Chi-square ratio to degrees of freedom (X²/df), goodness of fit (GFI), comparative fit (CFI), root mean square error of approximation (RMSEA). The results in Table 1 show that the goodness of fit indexes of the three models (marketing policies, organizational agility, marketing performance) meet the acceptance rule.

Table 3. Goodness-of-fit indicators

Y	Z	X	Acceptable value for matching
X2/df =1.707	X2/df =1.693	X2/df =2.328	X2/df <3
GFI=0.943	GFI=0.944	GFI=0.951	GFI > 0.90
CFI=0.91	CFI=0.921	CFI=0.925	CFI > 0.90
TLI=0.938	TLI=0.914	TLI=0.903	TLI > 0.90
RMSEA=0.053	RMSEA=0.0621	RMSEA=0.06	RMSEA < 0.08

Source: Generated by the researchers using SPSS.

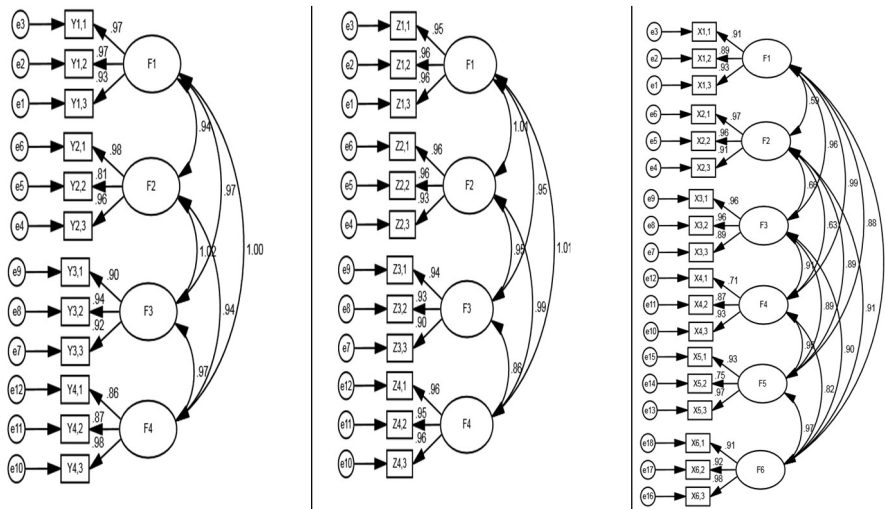


Figure 2. Path analysis goodness-of-fit indicators

Source: Generated by the researchers using SPSS.

3.2. Model validity and reliability

In research, reliability and validity are two crucial concepts used to assess the quality of a measurement or a study. Reliability refers to the consistency and stability of a measurement, while validity refers to the accuracy of a measurement. A reliable measure produces similar results under consistent conditions, while a valid measure accurately reflects the concept it is intended to measure.

3.2.1. Convergent validity

Convergent validity refers to the extent to which statements (measurement items) are consistent with each other. The following indicators were used to evaluate convergent validity: (1) Cronbach's alpha coefficient (α), where (Hair et al., 2010) indicates that the acceptable value (α) should be greater than 0.60. The results in Table 4 showed that all values of (α) are greater than 0.60, which means that the items measuring the variables are internally consistent. (2) Factor Loading, where (Hair et al., 2006) considered that the measurement items with a factor loading greater than 50 are acceptable, as the results in Table 4 show that the factor loading for all items is greater than 50 at a statistical

significance level ($p < 0.05$). (3) Composite Reliability (CR), where the results showed that the value of (CR) for all items ranges from 0.971 to 0.876, which is greater than the acceptable value of 50 proposed by (Hair et al., 2012). Accordingly, the composite reliability can be accepted for all items. Variables. (4) Average variance extracted (AVE) where (Hair et al., 2010) suggested that measurement items with an average variance extracted greater than 50 are considered acceptable as the results in Table 4 showed that the average variance extracted for all items is greater than 50.

Table 4. Convergent Validity Indices

Variable	Measurement items	Factor Loading	A	CR	AVE	P.V
X ₁	X11	0.911	.919	0.936	0.829	0.000
	X12	0.892				0.000
	X13	0.929				0.000
X ₂	X21	0.975	9.57	0.965	0.903	0.000
	X22	0.964				0.000
	X23	0.911				0.000
X ₃	X31	0.958	9.36	0.955	0.877	0.000
	X32	0.963				0.000
	X33	0.886				0.000
X ₄	X41	0.713	.812	0.876	0.705	0.000
	X42	0.865				0.000
X ₅	X51	0.933	.903	0.918	0.79	0.000
	X52	0.75				0.000
	X53	0.968				0.000
X ₆	X61	0.906	.951	0.955	0.876	0.000
	X62	0.916				0.000
	X63	0.983				0.000
Y ₁	Y11	0.966	.956	0.968	0.91	0.000
	Y12	0.966				0.000
	Y13	0.929				0.000
Y ₂	Y21	0.984	.927	0.943	0.848	0.000
	Y22	0.81				0.000
	Y23	0.959				0.000
Y ₃	Y31	0.898	.914	0.944	0.849	0.000
	Y32	0.941				0.000
	Y33	0.924				0.000
Y ₄	Y41	0.863	.919	0.932	0.82	0.000
	Y42	0.871				0.000
	Y43	0.978				0.000
Z ₁	Z11	0.948	.967	0.969	0.913	0.000
	Z12	0.955				0.000
	Z13	0.963				0.000

Table 4 (cont.). Convergent Validity Indices

Variable	Measurement items	Factor Loading	A	CR	AVE	P.V
Z₂	Z21	0.964	.964	0.967	0.906	0.000
	Z22	0.959				0.000
	Z23	0.933				0.000
Z₃	Z31	0.935	.944	0.945	0.852	0.000
	Z32	0.933				0.000
	Z33	0.935				0.000
Z₄	Z41	0.963	.971	0.971	0.918	0.000
	Z42	0.954				0.000
	Z43	0.963				0.000

Source: Generated by the researchers using SPSS.

3.2.2. Discriminant validity

Table 5 indicates the extent of variation of the latent variables, and to verify that each latent variable is distinct from the other latent variables in the model. To measure discriminant validity, the method of (Fornell, Larcker, 1981) was used, which suggests that discriminant validity is supported if the square root of the AVE of the latent variable is greater than the correlation values between all latent variables. Table 5 shows that the square root of the AVE values for all latent variables is greater than the intercorrelations of each latent variable, and therefore discriminant validity can be accepted for all latent variables.

Table 5. Discriminant Validity

Z ₄	Z ₃	Z ₂	Z ₁	Y ₄	Y ₃	Y ₂	Y ₁	X ₆	X ₅	X ₄	X ₃	X ₂	X ₁	AVE	
													0.910	0.829	X₁
												0.950	0.823	0.903	X₂
											0.936	0.817	0.816	0.877	X₃
										0.840	0.866	0.827	0.785	0.705	X₄
									0.889	0.421	0.781	0.721	0.532	0.79	X₅
								0.936	0.723	0.305	0.801	0.608	0.621	0.876	X₆

Table 5 (cont.). Discriminant Validity

Z ₄	Z ₃	Z ₂	Z ₁	Y ₄	Y ₃	Y ₂	Y ₁	X ₆	X ₅	X ₄	X ₃	X ₂	X ₁	AVE	
							0.954	0.850	0.801	0.541	0.601	0.512	0.712	0.91	Y ₁
						0.921	0.737	0.708	0.721	0.850	0.821	0.836	0.798	0.848	Y ₂
					0.921	0.836	0.421	0.737	0.765	0.708	0.771	0.648	0.788	0.849	Y ₃
				0.906	0.785	0.648	0.305	0.421	0.321	0.737	0.754	0.744	0.068	0.82	Y ₄
			0.956	0.821	0.532	0.744	0.541	0.305	0.723	0.421	0.866	0.817	0.823	0.913	Z ₁
		0.952	0.541	0.771	0.621	0.817	0.850	0.541	0.801	0.305	0.781	0.827	0.816	0.906	Z ₂
	0.923	0.541	0.850	0.754	0.712	0.827	0.737	0.850	0.721	0.541	0.801	0.721	0.785	0.852	Z ₃
0.958	0.708	0.850	0.708	0.866	0.798	0.721	0.421	0.850	0.765	0.850	0.601	0.608	0.532	0.918	Z ₄

Note: The bolded values represent the square root of AVE

Source: Generated by the researchers using SPSS.

3.3. Hypothesis testing

After ensuring the validity and reliability of the measured model, the next step is to test the hypotheses of direct and indirect influence in the measured model. To test the hypotheses, structural equation modeling (SEM) was used.

3.3.1. First hypothesis is the direct impact of marketing policy planning on marketing performance

We conclude from Table 6 and Figure 3 that there is a statistically significant effect between marketing policy planning and marketing performance at a significance level ($\beta=1.01$, $p < 0.001$) and therefore the first hypothesis H1 was accepted. The results of the quality or goodness of fit indicators of the measured model were acceptable ($X^2/df= 2.018$, $GFI=0.901$, $TLI=0.936$, $CFI=0.922$, $RMSEA=0.042$).

Table 6. Results of the first hypothesis test

Hypothesis	Hypothesis path	Beta Coefficient	P. Value	The result
H1	Marketing Policy Planning → Marketing Performance	1.01	0.001	Acceptable

Source: Generated by the researchers using SPSS.

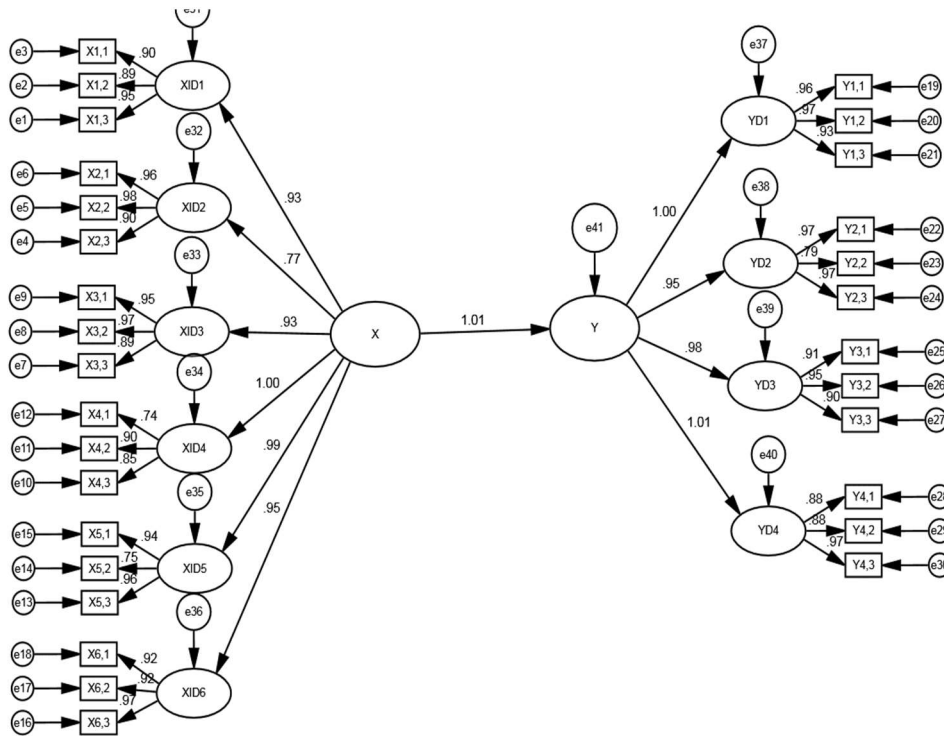


Figure 3. Model of the direct impact of marketing policy planning on marketing performance

Source: Generated by the researchers using SPSS.

3.3.2. Second hypothesis is the direct impact of marketing policy planning on organizational agility

The results in Table 7 and Figure 4 showed that marketing policy planning has a positive and significant impact on organizational agility at a significance level ($\beta=.990$, $p < 0.001$), and thus the second hypothesis H2 was accepted. The results of the quality or goodness of fit indicators for the measured model were acceptable ($X^2/df=1.015$, $GFI=0.907$, $TLI=0.954$, $CFI=0.900$, $RMSEA=0.061$).

Table 7. Results of the second hypothesis test

Hypothesis	Hypothesis path	Beta Coefficient	P. Value	The result
H ₂	Marketing Policy Planning → Organizational Agility	.990	0.001	Acceptable

Source: Generated by the researchers using SPSS.

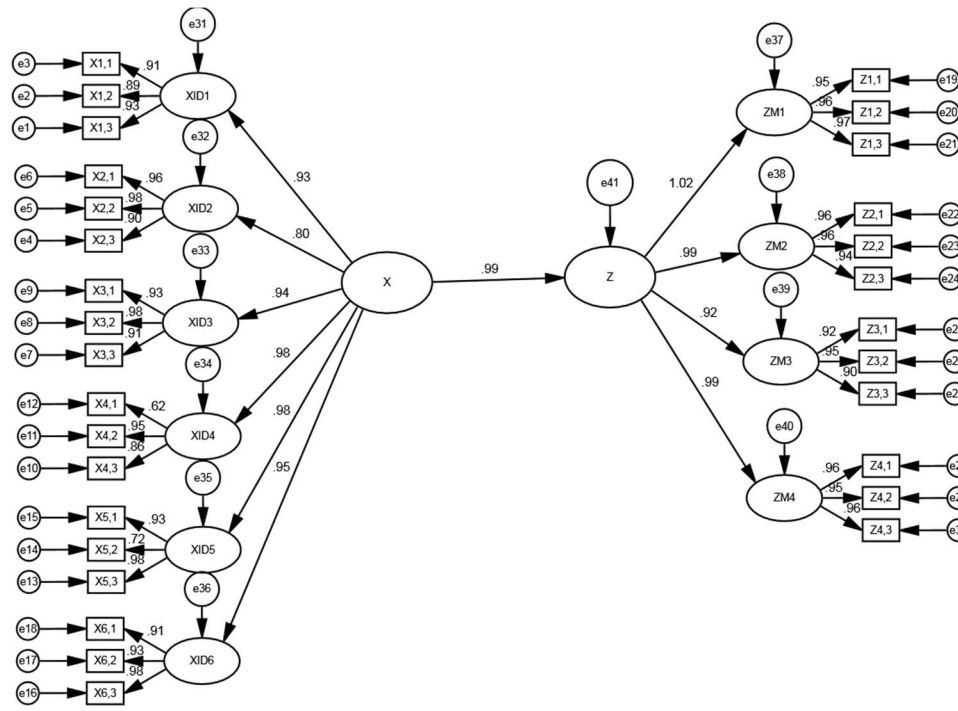


Figure 4. Results of the direct impact model

Source: Generated by the researchers using SPSS.

3.3.3. Third hypothesis: the direct effect of organizational agility on marketing performance

The results in Table 8 and Figure 5 showed that there is a statistically significant effect between organizational agility and marketing performance at a significance level ($\beta=.980$, $p < 0.001$), and thus the third hypothesis H₃ was accepted. The results of the quality or goodness of fit indicators for the measured model showed that they were acceptable ($X^2/df= 1.121$, $GFI=0.911$, $TLI=0.930$, $CFI=0.970$, $RMSEA=0.051$).

Table 8. Results of the third hypothesis test

Hypothesis	Hypothesis path	Beta Coefficient	P. Value	The result
H ₃	Organizational Agility → Marketing Performance	.980	0.001	Acceptable

Source: Generated by the researchers using SPSS.

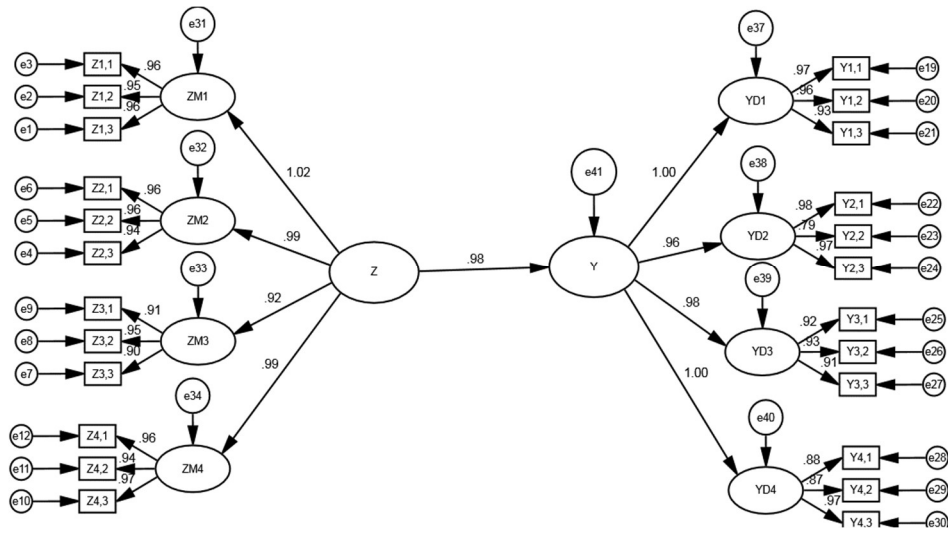


Figure 5. Results of the direct impact model of organizational agility on marketing performance

Source: Generated by the researchers using SPSS.

3.3.4. Fourth hypothesis: the indirect effect of marketing policy planning on marketing performance

The results shown in Table 9 and Figure 6 indicate that organizational agility positively and significantly mediates the relationship between marketing policy planning and marketing performance ($\beta = 0.616$, $p < 0.001$). Also, the bootstrap method was used to calculate the 95% confidence interval of the indirect effect. The results show that there is no zero between the lower and upper limits, which provides evidence to support the fourth hypothesis H₄. The results of the goodness-of-fit indices of the measured model were acceptable ($X^2/df = 1.218$, $GFI = 0.925$, $TLI = 0.946$, $CFI = 0.942$, $RMSEA = 0.054$).

Table 9. Results of testing the indirect effect hypotheses

Hypothesis	Hypothesis path	Beta Coef.	P. Value	95% LL	95% UL	The result
H ₄	Marketing Policy Planning → Organizational Agility → Marketing Performance	.616	0.012	.522	.678	Acceptable

Source: Generated by the researchers using SPSS.

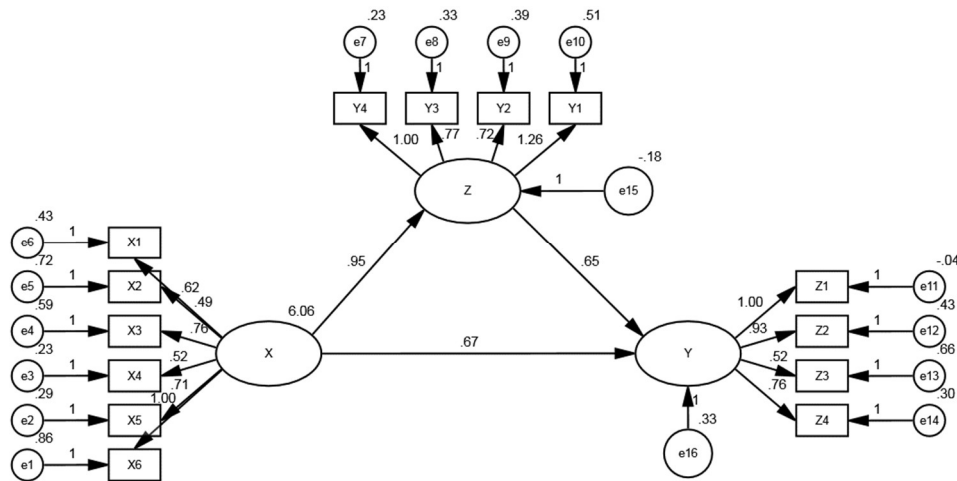


Figure 6. Results of the indirect impact model of marketing policy planning on marketing performance

Source: Generated by the researchers using SPSS.

4. CONCLUSIONS

Through our study, we reached several conclusions based on a cognitive and methodological context intertwined with the problem under study. The following are the most important findings from this study:

- The marketing planning process is closely linked to organizational agility studies, making it difficult for a marketer to design an effective marketing program that aligns with the desired marketing performance without a solid understanding of the latter.
- Marketing policies aim to achieve many objectives, which are summarized in the general or basic objectives of the company. It is worth noting here that marketing policies also contribute not only to identifying organizational agility or discovering new marketing opportunities, but also to identifying specific needs that can be translated into strong marketing performance.
- Organizational agility has received considerable attention not only among marketing researchers, but also among managers and businesspeople. On the one hand, it directly and significantly impacts the marketing policy planning process and marketing performance.
- There is a statistically significant impact of the elements of the marketing policy planning process on marketing performance in food industry companies in Algeria. There is a statistically significant effect of organizational agility elements on the marketing performance of food industry companies in Algeria.
- There is a statistically significant effect of the marketing policy planning process on organizational agility in food industry companies in Algeria.
- There is a statistically significant effect of the policy planning process on the marketing performance of food industry companies in Algeria, given the presence of organizational agility as an intervening variable.

In light of the study's findings, and in order to develop the role of marketing planning in improving the marketing performance of food industry companies in Algeria by relying on organizational agility, the researchers propose a set of recommendations, as follows:

- The need for senior management support and assistance. Senior management must have a commitment to planning as a business philosophy and best practice, and middle management must see, witness, and sense this commitment. Furthermore, senior management's support and assistance for the planning effort must be continuous and ongoing, not temporary or merely an obsessive fascination that only takes hold for a short period. Training: Marketing personnel should be trained and qualified in the marketing skills and knowledge necessary to perform the planning function. It would be preferable for the management team to attend the same training course to share a common understanding of organizational agility concepts.
- It is essential for food industry companies in Algeria to develop appropriate, capable, and effective marketing policies that are in line with current environmental conditions and changes, particularly the social and economic environment, while also maintaining targeted marketing performance and taking organizational agility into account.
- Periodic monitoring of various marketing activities, including on-the-ground distribution work, to identify distribution problems and obstacles, such as costs, time, and speed, and work to identify them appropriately to ensure the smooth running of distribution operations across various sales areas.
- Increased attention should be given to marketing personnel working in food industry companies by continuing to develop training and development policies to help them acquire skills, competencies, and experience, while enhancing their knowledge and qualifications.
- There are some limitations to this study. First, the data were collected from marketing managers or executives in Algeria. Therefore, caution should be exercised when generalizing the results. Second, the results may not be generalizable to other companies in Algeria besides those in the food industry. Third, we used a small sample size.
- There are several areas for future research, namely: (1) alignment between organizational and regulatory sectors, (2) finding ways to achieve organizational agility, (3) conducting similar studies in other regions of Algeria, (4) Conduct further comparative studies in other sectors such as the cosmetics and household appliances industry, (5) Study the relationship between organizational agility and organizational excellence.

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