
THE ROLE OF ORGANIZATIONAL AGILITY DIMENSIONS IN IMPROVING JOB PERFORMANCE: AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF TIKRIT UNIVERSITY LEADERS

Dr. Firas Hassan Rashid Salman

Tikrit University / College of Administration and Economics

Alrshydfiras780@tu.edu.iq

009647711983912

Abstract

The purpose of the study was to examine the role of organizational agility in improving job performance. This was done through a random sampling of university leaders at Tikrit University, which included 66 people, including the Dean of the College and the Heads of Departments. The researchers relied on descriptive analysis and a series of SPSS statistical methods for data processing. The statistical analysis revealed several results, the most striking of which was a statistically significant effect of organizational agility dimensions (perceived agility, decision-making agility, and practiced agility) in improving functionality.

Keywords: Organizational agility, job performance, Tikrit University.

Introduction

Organizational agility has become necessary for the success and continuity of modern organizations as it helps improve the organization's ability to sense, respond and adapt to surrounding variables to achieve current and future goals. It is increasingly relevant to the success of organizations in today's competitive environment and is seen as a fundamental efficiency and competitive advantage. (Doaa, 2020, p. 43)

Organizational agility is one of the tools that most modern organizations rely on to operate in unstable and complex environments due to environmental developments such as B. Political conditions, rapid advancement of modern technology, and other changes that directly or indirectly affect the organization (Al-Enezi, 2022, p. 612).

Organizational agility is one of the factors that improve organizational efficiency, increase performance and continuity, achieve future goals, sense and adapt to the environment, and speed of decision-making. Organizational agility is defined as the ability of an organization to respond quickly and effectively to sudden changes in the external environment and adapt with a high degree of flexibility and speed to ensure its continued survival and secure success and prosperity (Al-Obaidi and Al-Jafri, 2020, p. 490).

Organizational agility is one of the modern management methods because it is a set of management procedures that allow organizations to respond quickly to changes and events

around them. Organizational agility contains many elements, including responsiveness, flexibility, speed of decision-making, adapting to the environment, and taking advantage of opportunities.

Through organizational agility, organizations also try to identify opportunities and establish monitoring systems to monitor and record information to strengthen initiative and respond at the required speed, making fast and effective decisions. This is ideal for dealing with crises and maintaining stability and sustainability. (Hawazen, 2023, p. 545).

Therefore, recent research specializing in management science has focused on studying performance evaluation and factors that affect performance evaluation. In this study, the researcher will focus on one of these factors, the organizational agility factor, and try to find out the nature of the relationship between these two variables, namely organizational agility and work performance.

I. SECOND, PREVIOUS COGNITIVE CONTRIBUTIONS:

A. 1 Previous cognitive contribution that dealt with organizational agility:

- **Qandil study (2020):** This study examined the impact of organizational agility on organizational excellence in telecommunication companies operating in Jordan and found that organizational agility has statistically significant ethical implications for organizational excellence.
- **Al-Enezi study (2022):** The study aimed to determine employees' attitudes towards organizational agility as the independent variable and job performance as the dependent variable. The study found several findings, the most important of which was the difference between the attitudinal evaluation of organizational agility and employees' job performance in the State of Kuwait public sector.
- **Al-Hashemi Study (2020):** This study explores the possibility of rationalizing the company's organization according to strategic planning norms. The statistical methods used led to several conclusions. The most important is the lack of rapid response to environmental variables and the arbitrary and indiscriminate selection of labour cadres.
- **Al-Obaidi and Al-Jafri study (2020):** The study aimed to reveal the reality of organizational agility in three dimensions: perception, decision-making, and practice. The results showed that the organizational agility of educational institutions in Jeddah province was average.

B. 2 Previous cognitive contributions that dealt with job performance:

- **Marzouk study (2020):** This study explored the impact of employee well-being on job performance in Egyptian commercial banks. The results showed a significant correlation between well-being and employee performance.
- **Abdel Hadi (2020):** The study aims to explore the impact of talent management on employee performance at Telecom Egypt. The study made several recommendations, the most important of which is to attract and develop talent and focus on participation in the decision-making process.

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- **Nairat Study (2022):** The study aimed to identify the factors that influence the performance of employees in public institutions. It identified many factors and suggested examining other factors that impact job performance the most.
 - **Study of Al-Sayegh et al. (2019):** The study aimed to examine the correlation and connection between the impact of dashboards on the IQ performance of leaders, managers, and employees in Sulaymaniyah. The results showed statistically significant relationships between the studied variables, confirming that applying these panels can improve job performance.

II. THIRD: RESEARCH PROBLEM:

The research problem is summarized in the following questions:

1. To what extent are university managements aware of the loss of organizational agility in the surveyed universities?
2. To what extent do the dimensions of organizational agility affect the performance of the relevant university staff?

III. FOURTH: RESEARCH OBJECTIVES:

IV. THE STUDY AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

V. 1. TO DETERMINE THE EXTENT TO WHICH UNIVERSITY MANAGEMENT IS AWARE OF THE LOSS OF ORGANIZATIONAL AGILITY IN THE UNIVERSITIES STUDIED.

VI. 2. TO DETERMINE THE EXTENT TO WHICH THE VARIOUS DIMENSIONS OF ORGANIZATIONAL AGILITY AFFECT THE PERFORMANCE OF STAFF IN THE UNIVERSITIES CONCERNED.

VII. FIFTH: THE IMPORTANCE OF RESEARCH: THE IMPORTANCE OF THE RESEARCH IS MAINLY REFLECTED IN TWO ASPECTS:

1- **Scientific importance:** This study is of great scientific importance because it is the first to explore the importance of organizational agility and its role in improving job performance. It is the first scientific effort because researchers have learned to take these variables into account. It is a scientific addition that enriches the libraries of colleges and universities on the one hand and supports the efforts of researchers on the other.

2- **Practical importance:** In terms of application and subject area, the study is critical because it highlights the prominent role of organizational agility and its sub-variables in increasing and improving job performance through the studied sub-variables, as the organizational agility principle is one of the essential elements, supporting the implementation of organizational and administrative processes, which makes this study highly relevant in terms of application.

VIII. SIXTH: VARIABLES AND RESEARCH MODEL:

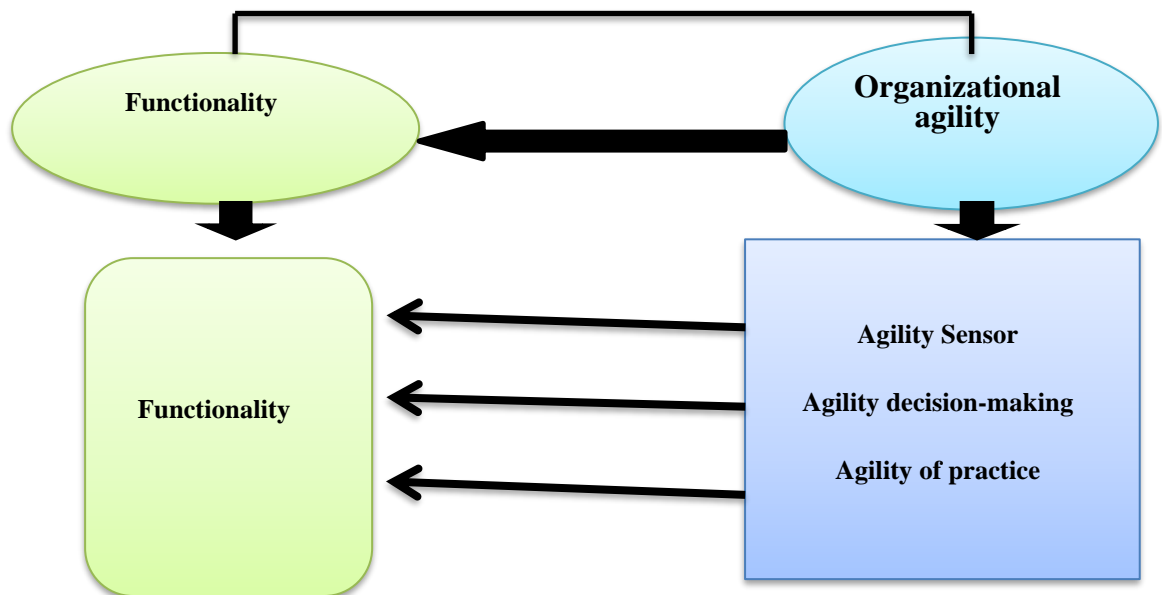


Figure (1/1) Research Form

Source: Prepared by the researcher.

IX. SEVENTH: RESEARCH HYPOTHESES:

Through the extended presentation of the research questions, through the problem formulation and based on the expected objectives, a central hypothesis (organizational agility has a statistically significant effect on job performance) was proposed, and three sub-hypotheses were generated: these objectives were achieved as follows:

1. Sensor agility has a statistically significant effect on job performance.
2. Decision agility has a statistically significant effect on job performance.
3. Practice agility has a statistically significant effect on job performance.

X. EIGHTH: RESEARCH METHODOLOGY:

1. Research limits: The research limits are as follows:

- **Objective limitation:** The study's objective limitation is its focus on the dimensions of organizational agility (perceived agility, decision agility, practice agility) and their impact on improving job performance.
- **Human limitation:** Human research is limited to the deans of the faculties and heads of scientific departments of Tikrit University.

2. RESEARCH POPULATION AND SAMPLE:

The research community is limited to the deans of colleges and heads of scientific departments working at the University of Tikrit, which number (66) sixty-six individuals representing the research community.

3. *Statistical methods used in data analysis: The researcher will use the package of statistical programs for the social sciences (SPSS).*

4. RESEARCH MEASURING TOOL:

The researcher measured the research variables presented in organizational agility and job performance by developing a measurement instrument based on the theoretical framework of the research dimensions on the one hand and the other based on his understanding of the university work environment.

The second topic

The theoretical framework of research

The first requirement of organizational agility:

XI. FIRST, THE CONCEPT OF ORGANIZATIONAL AGILITY:

There have been many attempts by researchers and authors to develop a comprehensive definition of the concept of organizational agility that includes all dimensions and essential aspects. It is defined as a manufacturing system with tangible and intangible technological, human resource, information and conscious management capabilities to meet the changing and rapidly evolving market demands with complete flexibility and high efficiency (Doaa, 2020, p. 49).

Organizational agility is defined as the ability to remain flexible in the face of new developments, continuously adjust the organization's strategic direction, and develop innovative means and methods to add value and thus achieve competitive advantage (Shaaban, 2021, p. 503).

Organizational agility is also defined as the ability of an organization to achieve its goals by increasing its knowledge of its human resources and developing its products. This positively impacts the organization's development in a rapidly changing environment. (Al-Anzi, 2022, p. 614)

XII. SECOND, THE IMPORTANCE OF ORGANIZATIONAL AGILITY:

Organizational agility is an essential concept for modern organizations operating in unstable environments. It enables organizations to respond to constant change, exploit new opportunities in the business environment and meet unexpected customer needs. (Kandil, 2020, p. 15)

XIII. THIRD: DIMENSIONS OF ORGANIZATIONAL AGILITY:

Organizational agility consists of three dimensions: perception, decision, and practice. Below, we briefly explain these dimensions from the perspective of researchers in this field: -

1 Agility sensor: An organization can study, monitor and capture environmental change events promptly, such as customer preferences, competitor movements, new technologies, etc. Perception agility also refers to the ability of an organization to discover new opportunities available to the organization and to capture and exploit these opportunities. The first step in perception is to fully understand the internal and external environment of the organization and the

ability to predict, prepare and formulate strategies for possible future changes. (Doaa, 2020, p. 56)

2- Agility of decision-making: An organization can collect information from various sources, structure information, interpret the impact of events, identify existing opportunities and threats, and develop appropriate plans to guide resource reconfiguration and create new competitive methods.

The decision-making process consists of several interrelated activities that interpret many specific events, collect, accumulate and evaluate the organization, and identify opportunities, risks and related information from multiple sources. (Al-Enezi, 2022, p. 614)

3- Agility of practice: Refers to the ability of an organization to dynamically and effectively reconfigure available resources, structure relationships, deliver products and services, and implement tasks and processes according to new practical plans to effectively adapt to changes and implement these changes in the shortest possible time. (Al-Hashemi, 2020, 124)

Fourth: Elements of organizational agility: The elements of organizational agility and their benefits are as follows (Hawazen, 2023, 555):

1. Universal participation in strategic decision-making: It is a consensus process in which working people participate in the decision-making and execution process of administrative decisions and contribute to and participate in its implementation.
2. Optimal use of information technology: Technology catalyses knowledge management, helping individuals communicate with information and each other and enabling technological needs to support organizational agility.
3. Create a flexible network organizational structure: The availability of a flexible network structure depends on technology, communication between members, and overcoming hierarchy.
4. Participate in the decision-making process and support decentralization at work: Organizational agility is challenging to implement or apply in a hierarchical environment because one requirement is a dynamic and flexible organizational structure that follows a decentralization model.
5. The efficiency of individuals in the organization: People working in the organization must be very capable and have many skills that qualify them to perform management tasks and allow them to cope with changes and self-renewal.
6. Innovation: Innovation is one of the cornerstones of organizational agility. Organizations that adopt an innovative culture are more capable of change because they know that innovation is not a prerequisite for agility. An organization can be agile but not innovative or innovative but not nimble, and the most essential thing for innovation is the adoption and spread of a creative culture.

Second Requirement / Job Performance

XIV. FIRST, THE CONCEPT OF JOB PERFORMANCE:

Job performance results from a comprehensive system of organizational work success and its interaction with internal and external environmental elements. Thinkers and researchers agree that focusing on individual performance makes the organization its biggest goal and objective. Researchers define job performance as the behaviour and performance of organizational activities, planning, leadership and evaluation performed by individuals in performing the work assigned by the organization's management or the services provided by individuals to the organization. It is defined as the behaviour and performance of individuals' organizational activities, planning, leadership and evaluation. It is formulated by employees responsible for performing various jobs, which are the responsibilities, duties, activities and tasks that constitute the work individuals must perform.

Job performance is defined as a set of goals and results that the organization aims to achieve through the efforts of working individuals. It is also defined as the net performance of individuals. It starts with skills and awareness of roles and tasks and aims to achieve personal and institutional goals (Enairat, 2022: 8).

On the other hand, performance is the sum of the outputs of working individuals and work teams in various jobs aimed at achieving organizational goals previously completed within the scope of the organization's mission through internal operational efficiency (Abdulhadi, 2020: 633).

Job performance is also defined as the goal-oriented work behaviour of individual workers in completing assigned tasks and their degree of discipline related to work policies. (Marzouk and Khattab, 2020: 270)

XV. SECOND, ELEMENTS OF JOB PERFORMANCE:

Job performance consists of many elements without which job performance loses its effectiveness, and researchers agree that these elements contribute to the development of job performance and effectiveness, as discussed below. **(Omar et al., 2019: 634 635):**

1- **Employee efficiency:** Employee effectiveness refers to all the information, experience, skills, and personal characteristics that an employee has that distinguishes them from other employees when performing a job.

2- **Basic requirements for work (job):** These are primary job or functional requirements represented by the tasks, roles, skills, and experience needed for the job or company.

3- **Work environment or organization:** It refers to the internal factors that influence the effectiveness of work and performance, including resources, goals, organizational and strategic structures, procedures and work policies adopted, as well as external factors, including economic, political, social, technological, cultural and other aspects.

4- **Performance standards and determinants:** This includes determining the individual's performance level and requirements, the factors that affect the effectiveness of such performance and the degree of effectiveness, and the factors that determine the worker's performance level.

The third topic

A statistical framework for research

1) *First, the test of stability and honesty (Cronbach's alpha test):*

Table No. (1)

Test the reliability and honesty of polling list statements

Number of ferries	Coefficient of stability (alpha)	Honesty coefficient
24	0.82	0.94

The table above shows that the alpha stability coefficient of the research variable phrase is 0.82, and the authenticity coefficient (square root of the stability coefficient) is 0.94, reflecting the research variable's sincerity. The high level of expression of the questionnaire phrases and the research topic also indicates a high internal consistency between the paragraphs of the questionnaire list, making the paragraphs very easy to accept.

B. Second, descriptive analysis: It includes:

1) *1- Descriptive Testing of Organizational Agility: Descriptive testing involves statistical measurements (arithmetic mean, standard deviation, relative importance).*

Table No. (2)

Descriptive statistics on respondents' views on organizational agility

t	Phrases	Arithmetic mean	Standard deviation	Materiality
	Agility Sensor			
1	University management is trying to understand the general situation	4.11	1.23	High
2	University cultivates a culture of adapting to the environment	3.93	1.25	High
3	The provost is trying to solve labour issues	4.98	1.42	High
4	The administration is trying to introduce agile management methods	4.22	1.32	High
	Overall rate	4.38	0.024	
	Agility decision-making			
5	Management relies on participatory decision-making	4.7	1.098	High
6	Make informed decisions	3.92	1.069	High
7	Decisions made have an impact on performance	3.88	1.126	High
8	Decisions made help administrative processes run smoothly	3.97	1.109	High
	Overall rate	3.96	0.0449	
	Agility of practice			
9	Management practices are fast and flexible	4.2	0.870	High
10	Administrative issues are handled quickly and accurately	3.98	0.903	High
11	Abundant information makes it easier to complete tasks	4.12	0.790	High
12	Tasks are carried out in a positive atmosphere	4.20	0.922	High
	Overall rate	4.09	0.0822	

Source: Researchers prepare based on statistical analysis results.

Table (2) includes arithmetic mean, standard deviation and relative importance, showing the following results:

- The arithmetic mean percentage of respondents' opinions on the sensor agility dimension is (4.38), and the standard deviation is (0.024). According to the highest value of the opinion statement, paragraph (3) has the lowest value for the respondents' opinions. The

percentage also shows that the respondents tend to agree with the statements related to the sensor agility dimension.

- The arithmetic mean percentage of respondents' opinions on the decision flexibility dimension is (3.96), and the standard deviation is (0.0449). According to the highest value of the respondents' views, statement (5) has the lowest value for the respondents' opinions. Item (7) has the lowest value for the respondents' views. The percentage also shows that the respondents tend to agree with the statements related to the decision flexibility dimension.

- The arithmetic mean percentage of respondents' opinions on the practice flexibility dimension is (4.09), and the standard deviation is (0.0822). The highest value of the respondents' opinions is statement (12), and statement (12) is the lowest. (10) has the lowest value for the respondents' opinions, and the percentage also indicates that the respondents tend to agree with the statements related to the dimension of practice flexibility.

- The above table shows that the sample members are highly aware of organizational agility and its importance in the work environment.

2) 2- Descriptive tests of job performance aspects include statistical measures (arithmetic mean, standard deviation, relative importance).

Table No. (3)

Statistical description of sample members' opinions on job performance

	Paragraph	Arithmetic mean	Standard deviation	Maturity
	Functionality			
1	Agility helps increase the speed of administrative procedures	3.93	1.097	High
2	Task allocation proceeds smoothly	3.84	1.069	High
3	Organizational agility reduces management complexity	3.85	1.079	High
4	Management applies all methods that contribute to organizational agility	4.16	1.087	High
5	Speed in solving work problems is caused by performance agility	3.15	1.071	High
6	Speed in keeping up with development is caused by organizational agility	4.16	1.082	High
7	Work performance in colleges and universities can be attributed to organizational agility	3.18	1.077	High
8	The university administration trains its members to adopt agile performance	3.14	1.081	High
9	The university is committed to instilling an agile culture to support performance	4.17	1.079	High
10	The university's performance success is attributed to organizational agility	3.15	1.082	High
11	The university values organizational agility in providing educational services	3.18	1.086	High
12	The university values organizational agility when awarding employment rights	4.17	1.076	High
	Overall rate	3.94	0.0188	

Source: Prepared by researchers based on statistical analysis results.

Table (2) includes the arithmetic mean, standard deviation and relative importance, showing the following results:

- The arithmetic means representing people’s opinions on the statements regarding job performance measurement is (3.94), and the standard deviation is (0.0188) as these percentages indicate that the respondents tend to agree with the statements regarding the job performance variables.

XVI. THIRD: CORRELATION ANALYSIS AND HYPOTHESIS TESTING:

The hypotheses proposed to answer the questions that intersect with the research question will be tested. The researcher will apply the Pearson test to analyze the correlation and test the validity of the hypothesis, as shown in Table (4).

Table (4) shows the effect of organizational agility as an independent variable on job performance development as a dependent variable according to the Pearson test

Dimensions of organizational agility	Correlation coefficient R	Significance ratio SIG	Significance and moral
Agility Sensor	0.75	0.01	D and moral
Agility of resolution	0.82	0.01	D and moral
Agility of practice	0.74	0.01	D and moral

The statistical analysis results of the above table are shown as follows:

- The results show the validity of the first sub-hypothesis (Sensor agility has a statistically significant moral effect on job performance), and the correlation coefficient with employment growth reached (0.75), indicating that the statistical percentage is high and essential. The (0.01) level shows that sensor agility significantly affects job performance.
- The results show the validity of the second sub-hypothesis (Decision agility has a statistically significant moral effect on job performance), and the correlation coefficient with employment growth reached (0.82), with statistical significance and significant percentage at the (0.01) level, indicating that decision agility has a significant effect on job performance.
- The results show the validity of the third sub-hypothesis (Practical agility has a statistically significant moral effect), where the correlation coefficient of employment growth is (0.74), with a high statistical percentage and significance. At the (0.01) level, practical agility significantly affects job performance.

From the above statistical analysis, it can be seen that the validity of this study's central hypothesis, that organizational agility has a statistically significant effect on improving work performance, reflects the achievement of the research objectives.

Fourth topic

Results and recommendations

First, the results:

The statistical processing of the data allows the following conclusions to be drawn:

1. The study's central hypothesis, which is valid, states that organizational agility significantly impacts work performance through its three dimensions.

2. All calculation circles and standard deviations indicate the respondents' identification tendency with the organizational agility dimensions (perceived agility, decision agility, and practice agility), indicating the high awareness of the sample members on the importance of organizational agility in improving work performance.
3. Based on the results of the statistical analysis, they decided to list agility as one of the organizational agility dimensions that significantly improve work performance.

Second: Recommendations:

Based on the results of the statistical analysis of the data used in the study and its relationship with the theoretical aspects, the researchers have made a series of recommendations as follows:

1. Develop work policies that ensure rapid response and capture of work requests that contribute to the workflow and procedural hierarchy.
2. Develop a working system that ensures agility and speed in decision-making. This will improve work performance and create conditions for flexibility and adaptation to the internal and external environment.
3. Work policies must be designed to ensure freedom in task execution by providing opportunities to utilize experience in solving work problems and developing work methods to ensure agility and performance improvement.
4. Provide an appropriate organizational environment that concretizes the requirements of agility in the work environment and opportunities for its development.
5. Spread the culture of organizational agility and demonstrate its positive impact on organizational and internal performance.
6. Encourage universities and academic institutions to encourage their researchers to carry out research and studies with organizational agility as a link to ensure synchronization with external developments.

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