

The Effectiveness of Organizational Agility on the Organizational Performance Excellence of Jordanian National Industrial Companies

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Abstract

The main aim of this study was to identify the effectiveness of organizational agility on the organizational performance excellence of the Jordanian national industrial companies. The study sample included 160 employees of the Jordanian Industrial Construction Company with a reliability coefficient of 95% and an error of 5%. The study adopted the descriptive analytical method (survey), and the study used the questionnaire as an instrument for collecting information. The study concluded with a set of results among them the importance of the requirements of organizational agility in the industrial construction company through its various dimensions, where the selection of strategic objectives is in the first place. This is followed by partnership in responsibility, followed by clarity of vision, followed by business execution, and lastly, strategic sensitivity. The findings of the field investigation revealed that the dimensions have a statistically significant association. of strategic agility represented in its dimensions (strategic sensitivity, partnership responsibility, clarity of vision, strategic objectives, business execution) and excellence in organizational performance.

Keywords: Organizational Agility, Organizational Performance Excellence.

Introduction

Organizations of all types and sizes strive to achieve excellence and distinction in their performance to ensure their growth, continuity and survival, especially their work in an uncertain competitive environment (Ravichandran, 2018). In order for organizations to be capable to know their competitive position in their changing environment so they can increase their market share and work to sustain their services, organizational agility must be used (Tallon et al, 2019). Thus, to achieve excellence in performance, organizations must take a set of measures with the development of strategies that enable them to be adaptive and agile organizationally to improve and diversify their services to suit the aspirations and desires of their customers and to identify the perceived value on their part in the hope of distinguishing their organizational performance to reach a degree of excellency (Darvishmotevali et al, 2020).

Therefore, excellence in organizational performance is a behavior that occurs in response to a specific task, whether it is imposed by others or is performed spontaneously, and performance may be a response that can be identified as actions or reactions that carry the principles of a particular member of an organizational group (Almahirah, 2016). Excellence in organizational performance at the same time represents the individual's ability to achieve job expectations in many aspects such as quantity and quality of production, planning, cooperation, reliability, effort, care at work, innovation and creativity (Park et al, 2017). Achieving excellence in organizational performance also requires the availability of several elements, perhaps including the adoption of organizational agility, which has also become one of the important topics, especially in light of the transition to knowledge economies and the technical development witnessed in the world that includes all areas of life and has been affected by business organizations directly or indirectly (Cheng et al, 2020).

However, organizational agility is the organization's capability to reshape its strategies in its current environment through constant anticipation and adaptation to customer requirements and needs (Felipe et al, 2017). The areas of organizational agility are represented in the field of strategic sensitivity, and it reflects the organization's ability to adapt to the external environment in terms of formulating an open strategy with its mission and objectives (Harsch&Festing, 2020). In addition to the partnership in responsibility, which reflects the organization's dependence on the participation of all its departments in bearing responsibility (Akkaya&Tabak, 2020). In addition to the clarity of vision, in terms of the ability to formulate the organization through a clear vision of what it wants to be in the future, and finally the selection of strategic goals, which is to align the organization's goals with the available opportunities, which contributes to dividing customers into various categories and providing appropriate services, in light of the competencies necessary for development, and the ability to determine the procedures that develop its services (Almahirah, 2020).

Accordingly, the approach to organizational agility is one of the modern administrative approaches that demonstrated the inability of many industrial organizations to compete against their counterparts in worldwide labor markets. (Walter, 2021). In this regard, the Lehigh Report came from Lehigh University in Pennsylvania, USA, revealed that the rate of change in the workplace increased at a faster rate than the rates required for competition. The paper advocated for the use of innovative tactics, systems, and work techniques to help institutions compete. The importance of organizational agility was highlighted in the research because it allows organizations to respond quickly to changing and unpredictable client needs. (Priyono et al, 2020).

Organizational agility is a strategic entry point in business management, therefore its importance and effectiveness in boosting organizational competitiveness are obvious. This necessitates those enterprises in Jordan's industrial sector possess the ability to use organizational agility to favorably impact the local and global business environment.

Based on the foregoing, the research on the effectiveness of organizational agility on the excellence of the organizational performance of Jordanian national industrial companies is justified, considering the procedures that are offered to the economic and administrative arena in relation to Jordan's desire to grow and update its industrial sectors. One of these justifications is that industrial sectors become more capable of creativity, invention, excellence, and keeping up with scientific and technological breakthroughs, allowing them to contribute to the development of appropriate technologies.

Problem of the Study

The significance of organizational agility in the organization is based on providing employees with high skills, restructuring and organizational procedures and benefiting from modern technology. The business environment of any organization in the world today has become very complex and dynamic. The business environment of any organization in the world today has become very complex and dynamic. Based on this vision, the organization needs flexible human capital, as well as new strategies, systems, and working methods to make the organization competitive. Given the changes and complexity of corporate governance, Jordan's industrial sector is an important source of development because it provides products and services that meet the needs of citizens and society. Therefore, Jordanian industrial companies must reorganize their operations, structure, and human capital to adapt to these changes.

It should be noted that there are various studies emphasized the importance of organizational agility, as the study of Cai et al (2020) demonstrated the impact of organizational agility on innovation, service quality, delivery reliability, process flexibility and cost leadership. The study of Chen & Siau (2020) also showed the appropriateness of organizational agility as a strategic framework for small and medium-sized companies. The study of Liu & Yang (2020) came to show the effect of organizational agility on performance, and the study concluded that there is a significant positive relationship between organizational agility and organizational performance.

Objectives of the Study

- Identifying the nature of the connection between strategic sensitivity and excellence in organizational performance.
- Determining the relationship between partnership in responsibility and excellence in organizational performance.
- Describing the relationship between clarity of vision and excellence in organizational performance.
- Identifying the relationship between the selection of strategic objectives and excellence in organizational performance.
- Identifying the relationship between business execution and excellence in organizational performance.

Hypotheses of the Study

- There is a statistically significant relationship between strategic sensitivity and excellence in organizational performance.
- There is a statistically significant relationship between partnership in responsibility and excellence in organizational performance.
- There is a statistically significant relationship between clarity of vision and excellence in organizational performance.
- There is a statistically significant relationship between the selection of strategic objectives and

excellence in organizational performance.

- There is a statistically significant relationship between business execution and organizational performance excellence.

Significance of the Study

- Enabling Jordanian industrial companies to leverage organizational agility and rely on its elements that enable them to survive and move on in the business world.
- Examining the concept of organizational agility and its significance for improving the competitiveness of the organization.
- Getting people who work in Jordanian companies to devote their efforts and knowledge to achieving their goals by using the dimensions of organizational agility.
- Addressing an issue faced by the majority of Jordanian companies, which is reflected in the high complexity of the environment and the speed of change reflected in organizational performance, so the results of this study can be used in industrial sectors in Jordan.

Field Study

Methodology of the Study

The researcher relied on the descriptive analytical approach (survey), which is based on interpreting the current situation of the phenomenon under study and research and determining the dimensions and conditions of the phenomenon, in addition to conducting analysis and interpretation of the data about the phenomenon. The researcher can also review the research methodology through the following elements:

Determining the type and sources of data. When collecting the primary data necessary for the study, the researcher relied on the survey method through personal interviews and e-mail. The research community’s members were asked from managers and employees of the companies under study for their views on the dimensions of organizational agility, and excellence in organizational performance.

Population and Sample of the Study

The study population consists of all (800) managers and employees of the industrial construction company under study at the various job levels. The researcher adopted a simple random sample from the company. The sample size was determined of the previous research community with a reliability coefficient of 95% and an error of 5%. The sample size was 160 individuals, and the research sample can be distributed as follows:

Table (1) Distribution of the Study Sample

The company	No.	Distribution of the study sample
Higher Management	23	4
middle management	93	16
Executive Management	684	140
Total	800	160

Instrument of the Study

The study instrument consisted of a questionnaire form in order to collect data from the study population, through interviews and a survey of the opinions of the research sample about the items aimed at verifying the hypotheses of the study.

Validity of the Study

The validity of the questionnaire was confirmed through the internal consistency validity, as the questionnaire was distributed to a survey sample consisting of (42) workers in the industrial construction company. Their answers were transcribed into the Statistical Package for the Social Sciences (SPSS). After that, the correlation coefficients were calculated between the total score for each dimension of study through the significance degrees of the values of the correlation coefficients. Table (2) clarifies.

Table (2) Pearson Correlation Coefficients for the Degrees of the Dimensionsof the Study and their Significance value

Dimensions	correlation coefficients	Value of Significance
organizational agility	0.72**	0.000
Excellence in organizational performance	0.77**	0.000

Table (2) shows that the correlation coefficients are high, and they are statistically significant at the level of significance (0.01). This indicates that the dimensions have internal consistency validity.

Reliability of the Questionnaire

The researcher followed Cronbach's Alpha method, and the following table shows the reliability coefficients of the questionnaire.

Table (3) Cronbach's Alpha Coefficients for the Questionnaire Reliability

Dimensions	Cronbach's alpha coefficients
organizational agility	0.74
Excellence in organizational performance	0.71
Total	0.87

It is clear from Table (3) that the total reliability coefficient Alpha Cronbach reached (0.87), which is a high stability coefficient, and this indicates that the questionnaire has a high degree of reliability and can be relied upon in the field application of the study.

Results and Discussions

The first hypothesis Test:

There is a statistically significant relationship between strategic sensitivity and excellence in organizational performance.

To test the validity of the first hypothesis, the results of linear regression were analyzed, and the following table shows that:

Table (4) Analysis of Regression Results for the First Hypothesis

Independent Variable	B	Standard Error	Beta	T Value	Dependent Variable
Strategic Sensitivity	0.311	0.028	0.676	39.41R	Excellence In Organizational Performance

Considering the previous table, it is clear that "T" values of the test for all items of the strategic sensitivity variable are significant at the level of significance of 0.05. This shows the strength of the regression relationship, and the level of significance of each of the correlation coefficient and regression coefficient is less than a value of 0.05. Which means that there is a statistically significant relationship, and that the sign of the correlation coefficient is positive. This means that there is a direct statistically significant relationship between strategic sensitivity and excellence in organizational performance, and the value of the level of significance for the regression equation test as a whole ANOVA (F-test) less than the significance level value of 0.05, which means that it is possible to rely on the estimated regression model. Thus, the possibility of generalizing the results of the sample to the sample under study, from the above, the researcher can accept the first hypothesis.

The Second Hypothesis Test

There is a statistically significant relationship between partnership in responsibility and excellence in organizational performance.

To test the validity of the second hypothesis, the results of linear regression were analyzed, and the following table shows that:

Table (5) Analysis of Regression Results for the Second Hypothesis

Independent Variable	B	Standard Error	Beta	T Value	Dependent Variable
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Partnership In Responsibility	0.212	0.329	0.810	23.477	Excellence In Organizational Performance
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It appears from the previous table that that "T" values of the test for all the items of the Partnership in Responsibility variable are significant at the level of significance of 0.05. This shows the strength of the regression relationship, and the level of significance of each of the correlation coefficient and regression coefficient is less than a value of 0.05. This means that there is a statistically significant relationship, and that the sign of the correlation coefficient is positive. This means that there is a direct, statistically significant relationship between the partnership in responsibility and excellence in organizational performance, and the value of the level of significance for the regression equation test as a whole ANOVA (F-test) less than the value of the significance level 0.05. This means the possibility of relying on the estimated regression model, and thus the possibility of generalizing the results of the sample to the population under study, from the above, the researcher can accept the second hypothesis.

The Third Hypothesis Test

There is a statistically significant relationship between clarity of vision and excellence in organizational performance.

To test the validity of the third hypothesis, the results of linear regression were analyzed, and the following table shows that:

Table (6) Analysis of Regression Results for the Third hypothesis

Independent Variable	B	Standard Error	Beta	T Value	Dependent Variable
Clarity Of Vision	0.418	0.096	0.787	25.827	Excellence In Organizational Performance

The previous table clarifies that the values of "T" values of the test for all the items of the clarity of vision variable are significant at the level of significance of 0.05. This shows the strength of the regression relationship, and the level of significance of each of the correlation coefficient and regression coefficient is less than a value of 0.05. This means that there is a statistically significant relationship, and that the sign of the correlation coefficient is positive. This means that there is a direct, statistically significant relationship between clarity of vision and excellence in organizational performance, and the value of the level of significance for the regression equation test as a whole ANOVA (F-test) less than the significance level value of 0.05. Which means that it is possible to rely on the estimated regression model, and thus the possibility of generalizing the results of the sample to the population under study. From the above, the researcher can accept the third hypothesis.

The Fourth Hypothesis Test

There is a statistically significant relationship between the selection of strategic objectives and excellence in organizational performance.

To test the validity of the fourth hypothesis, the results of linear regression were analyzed, and the following table shows that:

Table (7) Analysis of Regression Results for the Fourth Hypothesis

Independent Variable	B	Standard Error	Beta	T Value	Dependent Variable
Strategic Goals	0.339	0.144	0.709	31.578	Excellence In Organizational Performance

It appears from the previous table that "T" values of the test for all the items of the strategic goals variable are significant at the level of significance of 0.05. This shows the strength of the regression relationship, and the level of significance of each of the correlation coefficient and regression coefficient is less than a value of 0.05. This means that there is a statistically significant relationship, and that the sign of the correlation coefficient is positive. Which means that there is a direct statistically significant relationship between strategic goals and excellence in organizational performance, and the value of the level of significance for the regression equation test as a whole ANOVA (F-test) less than the value of the significance level 0.05. Which means that it is possible to rely on the estimated regression model and thus the possibility of generalizing the results of the sample to the population under study. From the above, the researcher can

accept the fourth hypothesis.

The Fifth Hypothesis Test

There is a statistically significant relationship between business execution and organizational performance excellence.

To test the validity of the fifth hypothesis, the results of linear regression were analyzed, and the following table shows that:

Table (8) Analysis of Regression Results for the Fifth Hypothesis

Independent Variable	B	Standard Error	Beta	T Value	Dependent Variable
Business Execution	0.452	0.106	0.720	16.203	Excellence In Organizational Performance

It is evident from the previous table that "T" values of the test for all the items of the Business Execution variable are significant at the level of significance of 0.05. This shows the strength of the regression relationship, and the level of significance of each of the correlation coefficient and regression coefficient is less than a value of 0.05. This means that there is a statistically significant relationship, and that the sign of the correlation coefficient is positive. Which means that there is a direct statistically significant relationship between the Business Execution and excellence in organizational performance, and the value of the level of significance for the regression equation test as a whole ANOVA (F-test) less than the value of the significance level 0.05. Which means that it is possible to rely on the estimated regression model, and thus the possibility of generalizing the results of the sample to the population under study. From the above, the researcher can accept the fifth hypothesis.

Results

- The importance of organizational agility requirements in the Industrial Construction Company differed through its various dimensions, where the selection of strategic objectives comes first, followed by partnership in responsibility, followed by clarity of vision, followed by business execution, and lastly, strategic sensitivity.
- The Industrial Construction Company sought to achieve excellence in organizational performance through its various dimensions, where leadership comes first, followed by the results of individuals, followed by the impact on society, followed by personnel management, followed by the main performance results, followed by human resources, followed by customer results, and finally the strategic policy.
- The results of the field study showed the existence of a statistically significant relationship between the dimensions of strategic agility represented in its dimensions (strategic sensitivity, partnership responsibility, clarity of vision, strategic objectives, business execution) and excellence in organizational performance.

Recommendations

- *The need for organizations to continue working on owning and developing an effective strategic agility system so that this system includes all forms of competitive, technological, and commercial strategic agility, which helps them acquire useful information that gives them a competitive edge.*
- Adopting the planning of the future scenario for the organizations to achieve effectiveness and reveal the opinions, trends, and future tendencies towards creativity.
- The necessity of exploiting human energies and their creative abilities and encouraging them to take initiative, innovate and develop.
- The necessity of setting regulations on the importance of organizational agility and creativity management and its role in achieving competitive advantage through workshops and conferences.
- The importance of directing the senior management in the company, the research sample, to establish a team of experts, and to hold workshops and educational lectures regarding speed, flexibility, responsiveness, and adaptability to work afterwards are essential components of an agile organization.
- Providing a database and information in the company under study, which helps in clarifying the vision of decision makers regarding organizational performance, by making critical decisions whose results may change the future of the researched companies and their cadres.

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