

The Role of Organizational Agility and its Impact on Achieving Organizational Commitment a Field Study: Jordan Cement Company

¹Dr Mohd Ahmad Abdel Qader, ²Dr faraj harahsheh, ³Dr Mohammad Abu Qulah

¹Isra University-Amman- Jordan

²Isra University -Amman-Jordan

³Isra University-Amman - Jordan

Abstract

This research aims to find out the relationship between the variables of organizational agility and organizational Commitment in the Jordanian Cement Company. We used descriptive analyses. The questionnaire was distributed, which was divided into two parts, the first part is to measure organizational agility, and the second part to measure organizational commitment. The sample was (302) individuals working in the Jordan Cement Company. The researchers reached several results, "The dimensions of organizational agility (sensing agility, decision-making agility) have a statistically significant effect on the extent to which organizational commitment is achieved (emotional commitment, continuous commitment, and normative commitment) in the company under study." There is an effective relationship between "agility of practice" and organizational commitment.

The researchers recommended 'business organizations and managers in the Jordan Cement Company must interested in concept of organizational agility and priority at work, also rapid response, flexibility, speed and initiative, meeting the needs and desires of customers, analyzing the external environment, good forecasting, and reducing risks

Keywords: organizational agility, organizational commitment, Jordanian Cement Company

Introduction

Our contemporary world is witnessing tremendous development in various fields, Especially in the fields of business, economics and globalization, these development affected many challenges faced organizations and companies, The environment of business organizations has become complex and intertwined and faces a variety of risks, including security, health, economic, competitive and political, making these organizations. This requires from business organizations at all kinds to search for competitive advantage, growth and development and remain as smart organization. In light of these changing circumstances and organizations trying to adapt to them, agility emerged as a concept, which is the ability to detect and respond to opportunities and threats easily, quickly and effectively (Ahmed, 2016).

In the context of the challenges of the twenty-first century, organizations are always looking for agility, for the following reasons (Shiri, 2014):

- Modern organizations face increasing pressure to seek new technologies from effective competition in more dynamic global markets.

- Organizational agility enhances the production of high-quality products and services, as agility becomes an important factor in the organization's productivity.
- Many organizations in the work environment need strategies to adapt with rapid changes, and in fact the problem lies in how organization achieve success in competitive and changing environment, Predicting and minimizing risk, which is considered the most important challenge in today's world.

Also, there are different solutions to the current variables, such as: just-in-time production, restructuring, virtual organizations, smart organization, learning organization and networks, organizational agility is the most demanded organizational approach, as agility has become an influential ability, and has significant effects on the organization's performance and productivity.

It also requires all of this to focus on human resources and qualify them with knowledge, experience and skill to perform work efficiently and effectively, and to enhance the organizational commitment of employees. Where organizational commitment expresses the individual's attitudes toward the organization in which he works, as well as his commitment to make more effort in performing the work in addition to the individual's strong desire to remain as a member of the organization. The focus on organizational commitment as a strategy of institutional development has become urgent, and the emotional association of workers with the organization requires new pauses with organizational commitment that address the variables that support it and help in its development (Mercurio, 2015)

Problem of the Study

The organizational agility and organizational commitment are relatively recent management concepts compared to other concepts and terms in contemporary management thought, which need further research and study. Organizational agility describes the organization capacity to Initiative and rapid response to opportunities and advantages in the external environment for opportunities compared to competitors, and finding solutions to meet the needs and desires of customers at the right time and place. Organizational commitment is also considered one of the most important factors affecting the effectiveness of the organization, which helps it achieve the goals of survival, growth, continuity and improve the competitiveness of the organization.

There is also a scarcity - as we mentioned earlier - in the research that dealt with the relationship between organizational agility and organizational commitment, and this indicates the existence of a knowledge gap that must be addressed, the researches made interviews were conducted with a number of managers and employees of the study population and they found that there is a lack of awareness of some Employees and managers about the importance and concept of organizational agility and its impact on organizational commitment.

By reviewing previous research and studies, the research problem can be formulated in the following main question:

(Does organizational agility contribute to achieving organizational commitment among individuals working in the cement company in Jordan)?

Importance of the Study

This study is important and useful to know the role of organizational agility and its impact on organizational commitment, as well as how business organizations and managers benefit from the results and recommendations of the study, and pay attention to aspects of organizational agility and organizational commitment in business organizations to achieve growth sustainability and competitive advantage.

Objectives of the Study

The study aims to identify “organizational agility and its relationship to organizational commitment for a sample of individuals working in the Cement Company through the following sub-objectives:

- Determining the extent to which employees in the organization under study are aware of the dimensions of organizational agility.
- Determining the extent to which employees in the organization under study are aware of the dimensions of organizational commitment.
- Determining the nature and direction of the relationship between organizational agility and organizational commitment in the organization under study.
- Presenting a set of proposals and recommendations in light of the results of the study, which may help the organization under study to achieve organizational agility, which in turn affects the work environment, and achieve organizational commitment.

Theoretical Framework

First - The Organizational Agility

- The concept of organizational agility

The concept of agility is a modern concept in contemporary management thought, and it is considered a multi-faceted concept, as there are a large number of different terms around this concept.

(Swafford et al ,2006) defined organizational agility: It is the ability to use the organization's resources to respond in a proactive manner and its adaptability and flexibility to changes and market conditions, and to meet the requirements of customers.

Or the organization's ability to respond quickly and proactively to sudden changes in market conditions and to deal flexibly with those variables, and organizational agility can be measured through response, flexibility and speed. (2006., al et Swafford.

Where (Al-Ajri, 2017) explained that organizational agility refers to the organization’s ability to sense the expected and unexpected changes that occur in its internal and external work environment (which are characterized by complexity, intertwining and uncertainty), provided that this sensing is accompanied by the organization developing an innovative and dynamic response to those changes from Through redesigning operations, redistributing organizational resources, and reshaping the organizational

structure, in a way that enhances the organization's ability to survive and continue in the business world and supports its competitive position.

Sherehiy (2008) summarized the main elements of the various definitions of organizational agility, as follows: Speed and flexibility. Responding to change and uncertainty. High quality and highly customized products. Products and services characterized by high information and value-added content. Responding to social and environmental issues. Compilation of different technologies. Integration between institutions internally, and integration between institutions each other. Despite the differences between the concepts of organizational agility (agility), all definitions of agility are Organizational » Emphasizes speed and flexibility as one of the most basic features of organizational agility. The second important characteristic of organizational agility is the rapid response to external environment changes, meeting the needs and desires of customers, providing products and services in a timely manner, good forecasting, and reducing risks.. (Sherehiy, 2000).

Dimensions of Organizational Agility

There are three dimensions of organizational agility: sensing agility, decision agility, and practice agility. The time component of expectations management is important, and the amount of time that allows organizations to complete a task without delay so that it cannot affect other tasks, as follows: (Park, 2011)

- Sensing Agility: The organizational ability to screen, monitor and capture events of environmental change (changing customer preference, new competitor moves, new technology) in the best time.
- Decisionmaking agility: The ability to collect, build and evaluate relevant information from a variety of sources to interpret the business implications of special events without delay, identify opportunities and threats based on the interpretation of events, and develop action plans facing how to reconfigure resources and create new competitive procedures.
- Acting Agility: The ability to dynamically and radically reconfigure resources, modify operations, restructure supply change relationships based on actual plans, and deliver new products and services and rapid market models in a timely manner.

Second - Organizational Commitment

The concept of Organizational Commitment

The interest in the issue of organizational commitment began from the beginning of the second half of the twentieth century to the present, as the concept of commitment emerged in organizational behavior in the early 1950s, when most studies and research focused on the interpretation of the nature and relationship of the individual to the organization according to the compatibility of values and goals between the two parties (Rowden, 2000) Therefore, the concept of organizational commitment has received great attention by researchers over the past decades. (Mowday et al., 1982) The concept of organizational commitment is completely different from the concept of job satisfaction, because the individual may be satisfied with his work, but hates the organization in which he works, and would like to practice the same work in another organization, and on the contrary, the individual may like to work in an organization certain, but he hates the work he does, while (Rahman et al., 2016) believes that

organizational commitment is the binding force that pushes the individual to a specific course of action with the aim of achieving certain goals, and it is the intensity of factors that link the individual with the organization as a whole.

In addition, (Wolowska, 2014) adds that organizational commitment is the position and strength of the individual's participation and identification in the organization. It is the force that binds the individual to the course of action, as this strength represents a psychological and mental state that can take different forms: the desire, and the obligation to continue working.

Dimensions of Organizational Commitment

There are three dimensions of organizational commitment, as follows (Wolowska, 2014), (Allen and Meyer, 1990).

1. Affective Commitment

It means the emotional attachment of the individual to the organization and its goals, and this concept confirms that the emotional commitment of the individual

It is his belief in the organization, acceptance of its goals and values, his willingness to do more for the organization and his strong desire to remain as a member of the organization.

2. Continuance Commitment

It is meant to integrate into the activities of the organization taking into consideration the costs that will be incurred by the individual if he leaves the organization. This type of loyalty increases when the individual believes that he has no alternative job opportunities, or when the personal costs of leaving a job in the organization are high, or the returns he gets from leaving the organization and joining another organization are low.

3. Normative Commitment

It is the perceived obligation on the part of an individual to remain in the organisation. According to him, it is a kind of duty on the individual, as it results from the development of the individual's experiences and cultural accumulations before and after joining the organization, which results in a moral obligation towards it.

Previous Studies

A study (Al-Otaibi, 2018), entitled “**Psychological Empowerment and its Relationship to Organizational Commitment and Work Integration for Workers in Private Insurance Companies in Riyadh**”, and it identifies the nature of the relationship between psychological empowerment and both organizational commitment and work integration among a sample of workers in companies Insurance for the city of Riyadh,. The study was conducted on 221 employees working in private insurance companies. The results showed a positive correlation between psychological empowerment and both organizational commitment and work integration. It also found that the psychological empowerment variable

contributed a statistically significant percentage in predicting both organizational commitment and work integration among workers in private insurance companies. Al-Shawabkeh, et al., 2018 study, entitled **“The Role of Transformational Leadership in Achieving Organizational Commitment among Workers in the Jordanian Income and Sales Tax Department”**, the study aimed at identifying the extent of the contribution of different leadership (ideal leadership influence, inspirational motivation, intellectual arousal, and individual consideration) In achieving organizational commitment among employees of the Income and Sales Tax Department. The comprehensive survey method was used to collect data from the study community, and the survey list was distributed to all workers in leadership and supervisory positions in this department, where 142 forms. The study reached a set of results, the Income and Sales Tax Department is characterized by the use of the transformational leadership style with its various dimensions (ideal influence of leadership, inspirational motivation, intellectual arousal, and individual consideration), in addition to the distinction of the department’s employees with organizational commitment. Transformational leadership, with its various dimensions, contributes significantly to achieving organizational commitment among workers in the department. A study (Al-Ajri, 2017), **“Organizational Agility and its Role in Strengthening the Relationship between Business Intelligence and Organizational Performance by Application to the Pharmaceutical Sector,”** and tested the impact of organizational agility as a mediating variable on the relationship between business intelligence and organizational performance. The sample of study (400) managers working in the top (general manager, executive director, and deputy general manager) and middle (production, marketing, human resources, financing) departments in pharmaceutical companies affiliated with the Holding Company for Pharmaceuticals. The study found that the dimensions of organizational agility as intermediate variables have a significant effect on the relationship between business intelligence and organizational performance. A study of (Ahmed, 2016), **“Improving the administrative performance of the faculties of Jazan University in light of the approach to organizational agility,”** the study aimed to develop a proposed vision for improving the administrative performance of the faculties of Jazan University in the light of the approach of organizational agility. The study sample of (240) faculty members and the like, lecturers and teaching assistants in seven faculties of Jazan University. The study found that there were statistically significant differences between the averages of the sample members at the level (0.05) in the overall organizational agility axes that are attributed to the variable (college) in favor of colleges of a practical nature in general, and attributed to the variable (type) in favor of the male sample. A study (Alhadid& Abu-Rumman, 2015), **Effective Determinations on Organization Agility Practices: Analytical Study on Information Technology Organization in Jordan**, and identified the effective determinants that affect organizational agility practices within the organization. The study sample is (250) employees (working at the senior management level and middle management level) in 12 major organizations in the field of communications and information affiliated to the Jordanian Ministry of Industry and Trade. The study concluded that the determinants of organizational agility (human resource management, information technology, and innovation) have a positive impact on the organizational performance of the organization, which is represented in (financial performance, and operational performance). A study (Harraf et al., 2015), **“Organizational Agility”**, which aimed to identify the concept of organizational agility by analyzing some relevant literature and developing a conceptual framework for it. The study found a framework for organizational agility, based on ten foundations and pillars necessary for the transformation of organizations into agile organizations, as follows: (spreading a culture of innovation, empowerment,

facing ambiguity, having a vision and strategic direction, managing change, organizational communication, and environmental analysis and response to it Operations management, organizational flexibility, and organizational learning).A study (Paşaoğlu. 2015), entitled: **(Analysis of the Relationship Between Human Resources Management) Practices and Organizational Commitment from a Strategic Perspective:** Findings from the Banking Industry and sought to assess the impact of human resource management practices on organizational commitment in a number of different banks in The city of Eskişehir, Turkey. The study relied on distributing survey lists to 304 individuals working in the banking sector. To analyze the data, the study relied on correlation and multiple regression analysis. The study found a positive impact of human resource management practices (selection, training, performance evaluation, promotion, performance-based rewards, information sharing, job security, and human resources information system) on organizational commitment. A study (Daresh, 2014) entitled **(The Effect of Using Negative Incentives on Organizational Commitment and the Spread of Negative Behaviors An Applied Study on Workers in the Commercial Banks Sector**", and sought to examine the relationship between public and private commercial banks' use of negative incentives, and their impact on the positive behavior of employees in these banks represented in: Organizational commitment and negative behavior represented by a group of negative behaviors. The study was conducted on a sample of 307 individual employees in these banks. The study found a strong inverse relationship between commercial banks' use of negative incentives and organizational commitment, in addition to a strong direct correlation between the use of banks It was found that negative incentives explain 92% of the changes in the organizational commitment of employees, and 95% of the changes in the spread of negative behaviors of employees in commercial banks.A study (Al-Abedy, 2012), entitled **"Organizational Agility: A strategic approach to the process of enhancing employee engagement: An empirical study of a sample of industrial sector companies in the Ministry of Industry and Minerals"**, and it identifies the types of organizational agility) sensing agility, decision-making agility, and agility of practice, in the organizations operating in the industrial sector. The study data were collected from (100) employees in (5) companies affiliated with the Ministry of Industry and Minerals, through a questionnaire to measure organizational agility and job engagement. The study found that organizational agility directly affects the dimensions of job engagement, and enhances the process of employee engagement in the companies under study.

Research Methodology

The research relied on the descriptive analytical method, to describe the phenomenon under study and identify its components, and to analyze the trends of the respondents towards the availability of dimensions of organizational agility and its role in achieving organizational commitment for employees.

Data Collection Sources

Both secondary and primary sources were referenced to obtain the necessary data to conduct the research, as follows:

Secondary sources: by reading books, modern references, periodicals, and unpublished scientific theses related to the subject of Arabic and foreign research.

Primary sources: by conducting a field study in order to collect primary data through a random

sample representing the employees of the organization under study.

Study Population

The research population is represented by all the employees of the Jordanian Cement Company, which numbered 1409 employees. The company was established in January 1956 as a Jordanian shareholding company and began its activities in 1960

The study was conducted on a random sample of (302) employees, and the sample size was determined by the following Herbert Arkin equation:

$$n = \frac{p(1 - p)}{(SE \div t) + \{p(1 - p) \div N\}}$$

Where the sample size (n) is determined based on:

- N = population size, t = standard score corresponding to the significance level 0.95 and equal to 1.96
- SE = error rate, and p = 0.05, the percentage of availability and neutrality (0.50)

The sampling unit was represented by: (administrators, engineers, and technicians) in the Potash Company, and by reviewing the recovered survey lists, it was found that the correct and valid lists for statistical analysis (294) had a response rate of (97%). The following is the description of the study sample in Table No. (1).

Table (1): Description of the study sample according to demographic and functional variables

Variable	No.	Percentage %
1- Type		
Male	271	92.2
Female	23	7.8
Total	294	100
2- Age		
Less than 35	60	20.6
from 35 to 40	75	25.5
From 40 to less than 45	53	18
From 45 to less than 50	54	18.4
From 50 to less than 55	27	9.2

Variable	No.	Percentage %
From 55 and more	25	8.5
Total	294	100
3- Service years		
Less than 5 years	61	20.7
5 years to less than 10 years	76	25.9
10 years to less than 15 years	51	17.3
15 years to less than 20 years	57	19.4
20 years to less than 25 years	25	8.5
25 years & more	24	8.2
Total	294	100
4- Occupational level		
Administrators	89	30.3
Technical	100	34
Engineers	105	35.7
Total	294	100

Study Measurement Tools

First Scale - Independent Variable (Organizational Agility)

The organizational agility scale has been prepared, based on the scale prepared by (Park, 2011), and the scale consists of (15) sentences distributed over three dimensions, as follows:

- Sensing Agility
- Decision-Making Agility
- Agility Practice and Acting Agility App

The following table No. (2) showed the distribution of dimensions of the organizational agility scale.

Table (2): Distribution of organizational agility scale statements

Factors	Statements
---------	------------

Sensing Agility	1.2.3
Decision-Making Agility	4.5.6.7.8
Acting Agility	9.10.11.12.13.14.15

Second Scale - Dependent Variable (Organizational Commitment)

The organizational commitment scale was prepared according to the scale (Meyer et al., 1993), which developed a scale of organizational commitment to consist of (18) sentences distributed over three dimensions, with (6) sentences for each dimension, as follows:

- Affective commitment
- Continuance commitment
- Normative commitment

Table (3) shows the distribution of statements on the organizational commitment scale:

Table (3): Distribution of statements on the organizational commitment scale

Factors	sentences
Emotional commitment	1.2.3.4.5.6
Ongoing commitment	7.8.9.10.11.12
Normative commitment	13.14.15.16.17.18

Demographic and Functional Characteristics

The demographic characteristics are (gender, age), while the functional characteristics are (experience and job grade).

The statistical Methods used

The following statistical methods were used to analyze the study data, and to prove the validity of the study's hypotheses, according to the Statistical Package for Social Sciences (SPSS) (Version 24), as follows:

- Alpha Cronbach coefficient to measure the stability of study scales.
- Descriptive statistics methods represented in arithmetic averages, standard deviations, and coefficients of variation.
- Pearson Correlation Coefficient to measure the strength and direction of the relationship between the study variables (organizational agility, and organizational commitment).
- The Simple Linear Regression model to determine the impact of organizational agility on organizational commitment, and the Stepwise Multiple Linear Regression model to determine the most important

dimensions of organizational agility for leaders that have an impact on organizational commitment.

Study Limits

- The study was limited to examining the role of organizational agility (sensing agility, decision-making agility, and agility in practice) in achieving organizational commitment (emotional commitment, continuous commitment, and normative commitment).
- Conducting the study was limited to the main center of the Jordan Potash Company.
- The field part of the research was implemented during the period March 2021/August 2021.

Table (4): The validity and reliability coefficient of the total dimensions (measuring organizational agility and organizational commitment of employees)

Dimensions	No. of statements	Validity	Reliability
organizational agility			
Agility sensor	3	0.779	0.882
Agility of decision making	5	0.793	0.890
Agility practice	7	0.798	0.893
Overall: Organizational Agility	15	0.764	0.874
The dimensions of organizational commitment			
Amotional commitment	6	0.792	0.889
Ongoing commitment	6	0.788	0.887
Normative commitment	6	0.776	0.880
Total organizational commitment	18	0.815	0.902
Total dimensions of the scale)	33	0.871	0.933

Field Study

This part deals with the results of analyzing the data of the field study, by measuring the extent to which workers in the organization under study are aware of the research variables, as well as the results of testing the validity of the main hypothesis of the research, as follows:

Measuring the extent to which employees in the organization under study are aware of the variables of the stu

Organizational Agility

Using the scale applied in the research, the arithmetic mean, standard deviation, and coefficient of variation were calculated for each dimension of organizational agility to determine the relative importance, as shown in Table (5), and Table (1) in Appendix (2).

Table (5): Mean, and coefficients of variation for the dimensions of organizational agility

Organizational agility dimensions	Mean	Standard deviation	Coefficient variable	%	Order
agility sensor	2.26	0.833	21.2	45.2	3
Agility of decision making	3.93	0.816	20.7	78.6	1
agility practice	3.84	0.755	19.6	76.8	2
overall average	3.34	0.732	18.8	66.8	-

The previous table shows the following:

- The trends of the sample items towards the dimensions of "organizational agility" were positive, as the total average of the dimensions of (organizational agility) was (3.34), and a coefficient of variation (18.8%).
- The relative importance of the dimensions of "organizational agility" varies according to the arithmetic averages, and they were arranged as follows: (decision-making agility - practice agility - sensing agility).
- The dimension of "decision-making agility" is considered the first in terms of relative importance, as trends in the sample vocabulary were positive, with a mean of (3.93) and a coefficient of variation (20.7).
- Then after "Practice Agility" came in second place in terms of relative importance, where the trends of the study sample's vocabulary towards it were positive, with an arithmetic mean (3.84) and a coefficient of variation (19.6).

Finally, the dimension of "sensing agility" came in the third and last place in terms of relative importance, and the trends of the study sample's vocabulary towards it were negative - as the expressions of this dimension are all negative and not positive - with an arithmetic mean (2.26) and a coefficient of difference of (21.2).

Organizational Commitment

Table No. (6), and Table (2) in Appendix (2) show the results related to measuring the extent of employees' awareness of organizational commitment. The previous table shows the following:

- The trends of the sample items towards the dimensions of "organizational commitment" were positive, as the total general average of the dimensions of (organizational commitment) reached (3.79), and a coefficient of variation (16.0%).
- The relative importance of the dimensions of "organizational commitment" varies according to the arithmetic averages, and they were arranged as follows: (normative commitment - emotional commitment - continuous commitment).

Table (6): Mean, standard deviations, and coefficients of variation for the dimensions of organizational agility

Dimensions of organizational commitment	SMA	standard deviation	Variation coefficient	Relative importance%	ranking
emotional commitment	3.84	0.985	25.7	76.8	2
Ongoing commitment	3.44	0.591	17.2	68.8	3
normative commitment	4.10	0.794	19.4	82	1
The overall average of the total dimensions of organizational commitment	3.79	0.607	16.0	75.8	-

The dimension of “standard commitment” is considered the first in terms of relative importance, as the trends of the sample items were positive, with a mean of (4.10) and a coefficient of variation (19.4). Then came after “emotional commitment” in the second place in terms of relative importance, as the trends of the study sample’s vocabulary towards it were positive, with an arithmetic mean (3.84) and a coefficient of variation (25.7). Finally, the dimension of “continuous commitment” came in the third and last place in terms of relative importance, and the trends of the study sample’s vocabulary towards it were positive, with an arithmetic mean (3.44) and a coefficient of difference of (17.2).

Research Hypothesis Test Results

Measuring the relationship between the dimensions of organizational agility and organizational commitment to determine the strength and direction of the correlation between the research variables, Pearson correlation coefficients were used, as is:

It is shown in the following table No. (7)

- There is a direct, statistically significant relationship between “the total dimensions of organizational agility and the dimensions of “commitment organizational”, where the correlation coefficient was (0.687), with a level of significance less than (0.01), this indicates that the greater factors of organizational agility, the greater of employees' sense of organizational commitment.
- There is a direct statistically significant relationship between the dimensions of organizational agility (sensing agility, decision-making agility, practice agility) and organizational commitment, the correlation coefficient reached (0.667, 0.605, 0.608), respectively, at a level of significance less than (0.01) and this indicates that The more the organization is characterized by organizational agility, the more employees feel the organizational commitment.

Table (7): The correlation matrix between the dimensions of organizational agility and organizational commitment

Dimensions of organizational agility	correlation coefficient	morale level	result (indication)
The first dimension: sensing agility	0.667	**0.01	Seg.
The second dimension: the agility of decision-making	0.605	**0.01	Seg.
The third dimension: agility of practice	0.608	**0.01	Seg.
Overall: Dimensions of Organizational Agility	0.687	**0.01	Seg.

Measuring the impact of the total dimensions of organizational agility on the total dimensions of organizational commitment based on the confirmation of the relationship between the total dimensions of organizational agility and the dimensions of organizational commitment, a simple linear regression analysis can be performed to determine the significance of the effect, the form of the relationship, and whether it is relevant.

Significant effects or not statistically significant. This is as shown in Table No. (7)

Coefficient of (R²): We see the independent variable “total dimensions of organizational agility” explains (47.2%) of the change of (organizational commitment). The rest of the percentage is due to a random error in the equation or perhaps to the lack of other independent variables that were from It should be included in the form.

Test the significance of the independent variable: using the we find that the independent variable “dimensions of organizational agility,” has a significant effect on the dependent variable (organizational commitment), where the value of (T: 16.151) is at a level of morale less than (0.01).

Testing the significance of the regression model’s goodness of fit: To test the significance of the quality of the fit of the model as a whole, the (F-test) test was used, and where the value of the (F-test) is (260.84), which is significant at a level less than (0.001), which indicates On the quality of the effect of the regression model on organizational commitment.

Model equation: Organizational commitment = 1.570 constant + 0.570 dimensions of organizational agility.

From the previous regression relationship model, it is possible to predict the degrees of organizational commitment by measuring the total organizational agility, and applying that model, which indicates that every change of one unit in the total dimensions of organizational agility may lead to a change in the workers’ sense of organizational commitment by (0.570).

Stepwise multiple linear regression analysis to determine the most influential dimensions of organizational agility on organizational commitment.

Table No. (8) shows the dimensions of organizational agility that most affect organizational

commitment by performing a stepwise multiple linear regression analysis as follows:

Table (8):A stepwise multiple linear regression model to predict the most dimensions of organizational agility over organizational commitment

	β_i	t-test		F. test		VIF	R ²
independent variable		t-value	Sig.	F-value	Sig.		
stator	1.576	11.382	0.01**			-	%48.9
The first dimension: sensing agility	0.328	7.271	0.01**			2.178	
The second dimension: the agility of decision-making	0.126	2.61	0.01**	92.532	0.01**	3.907	
The third dimension: agility of practice	0.076	1.065	0.01**			4.421	

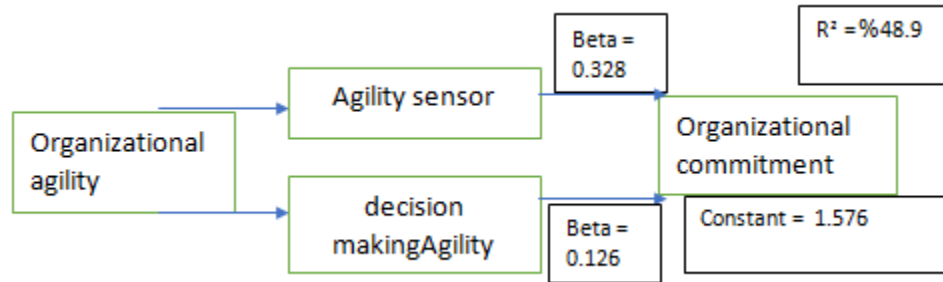
** A function at a level of significance less than (0.01).

It is clear from the previous table that:

- **Coefficient of (R²):** we find that the variable (dimensions of organizational agility) explain (48.9%) of the total change in the dependent variable represented in organizational commitment, other independent variables were not included in the equation. It should be included in the model or because the nature of the regression model is different from the linear model.
- **Test the significance of the independent variable:** using the (T-test) test, we find that the independent variables that have the most impact on organizational commitment are: (sensing agility, decision-making agility), where the T-values amounted to (7.271), (2.61), respectively, when A level of significance less than (0.01). While there is no effective relationship between agility of practice and organizational commitment, where the value of "t" was not significant.
- **Test the significance of the regression model's fit quality:**we used (F-test) test , we find the value of the (F-test) is (92.532) and it is significant at a level less than (0.01), which indicates that The quality of the effect of the regression model on organizational commitment.
- **Variance inflation factor (VIF):** To determine the extent to which there is a linear multi-collinearity, between the independent variables and each other, VIF, which is the abbreviation of Variance inflation factor, was calculated for each independent variable separately with the rest of the independent variables. Multiple linearity does not suffer from the problem of duplication in any of these variables, as VIF values are less than (10) which indicates that there is no problem.
- **Model equation:** Organizational commitment = 1.576 (fixed) + 328.0 sensing agility + 0.126 decision making agility. Through the previous regression relationship model, it is possible to predict the degrees of organizational commitment, by measuring the dimensions of Organizational agility, and the application of that model, which indicates that:

- Every change by one unit in the agility of the sensor may lead to a change in organizational commitment by (328.0).
- Every change of one unit in the agility of decision-making may lead to a change in organizational commitment by 0.126.

The following figure shows a schematic diagram of the model:



Based on the previous results, the following can be concluded:

- The significant and effective effect of the dimensions of organizational agility (sensing agility, decision-making agility) on organizational commitment, while the practice agility dimension came out of the model because there is no effective relationship between it and organizational commitment.
- Then, based on the previous results, the main hypothesis of the research can be partially accepted, which states: “The dimensions of organizational agility (sensing agility, decision-making agility, practice agility) have a statistically significant effect on the extent to which organizational commitment is achieved (emotional commitment, commitment continuous, normative commitment) in the organization under study.

Findings and Recommendations

Results

The following set of results were obtained: -

- The attitudes of the workers in the organization towards the dimensions of “organizational agility” were positive, and the relative importance of the dimensions of “organizational agility” varied, according to the arithmetic averages, and they were arranged as follows: (agility of decision-making - agility of practice - agility of sensing).
- The attitudes of the employees in the organization towards the dimensions of “organizational commitment” were positive, and the relative importance of the dimensions of “organizational commitment” varied, according to the arithmetic averages, and they were arranged as follows: (normative commitment – emotional commitment – continuous commitment) .
- There is a statistically significant relationship between the total dimensions of organizational agility and the dimensions of organizational commitment, that is, the greater the factors of organizational agility, the greater the employees' sense of organizational commitment in the organization under study.
- There is statistically significant relationship between the dimensions of organizational agility (sensing

agility, decision-making agility, practice agility) and organizational commitment, which indicates that the more the organization is characterized by organizational agility, the more employees feel the organizational commitment in the organization under study.

- The dimensions of organizational agility most influential on organizational commitment in the organization under study were: the dimension of "sensing agility" followed by the dimension of "decision-making agility". While there is no significant effect relationship between the dimension of "agility of practice" and organizational commitment.

Recommendations

The researchers reached the following recommendations reached:

- Managers must be interested in concept of organizational agility and priority at work, also rapid response, flexibility, speed and initiative, meeting the needs and desires of customers, analyzing the external environment, good forecasting, and reducing risks
- The senior management must pay attention to conducting educational seminars and lectures related to speed, flexibility, response, adaptation and keeping pace with contemporary dynamic changes.
- Working to enhance the emotional commitment of the employees by strengthening the system of values that contribute the individual's, and meet the needs of the employees.
- The organization's management plans and implements training programs aimed at increasing the levels of organizational commitment among the organization's employees.
- The organization must enhance the organizational commitment of working individuals by emphasizing the value and importance of the work they perform, involving them in the decision-making process, and giving them sufficient flexibility to allow them to perform their work effectively and efficiently.

References

- Ahmed, Kamal Abdel Wahab. (2016). Improving the administrative performance of the faculties of Jazan University in light of the organizational agility approach, *Journal of Educational Administration*, No. 3, No. 8, pp. 15-116.
- Al-Abedy, Ali RazzaqJiyad. (2012). Organizational agility: a strategic approach to the process of enhancing employee engagement: an empirical study of a sample of industrial sector companies in the Ministry of Industry and Minerals. *Al-Ghari Journal of Economic and Administrative Sciences*, No. 24, pp. 147-174.
- Al-Ajri, Dina Farouk Ibrahim. (2017). Organizational agility and its role in enhancing the relationship between business intelligence and organizational performance by applying to the pharmaceutical sector, Ph.D. Thesis, Department of Business Administration, Faculty of Commerce, Al-Azhar University (Cairo).
- Alhadid, A. & Abu-Rumman, A. (2015). «Effective Determinations on Organization Agility Practices: Analytical Study on Information Technology Organization in Jordan», *International Review of Management and Business Research*, Vol.4, No.1, pp.34-39.
- Allen, N., Meyer, J. (1990). «The Measurement and Antecedents of Effective, Continuous, and Normative Commitment», *Journal of Occupational Psychology*, Vol. 63, pp.1-18.

- Al-Otaibi, Saad bin Marzouk. (2018). Psychological empowerment and its relationship to both organizational commitment and work integration among workers in private insurance companies in the city of Riyadh, *The Arab Journal of Management*, Vol. 38, No. 4, pp. 115-143.
- Chamanifard, R.; Nikpur, A.; Chamanifard, S. & Nobarieidishe, S. (2015). «Impact of Organizational Agility Dimensions on Employee's Organizational Commitment in Foreign Exchange Offices of Tejarat Bank, Iran», *European Online Journal Of Natural and Social Sciences*, Vol. 4, No.1, pp.207-199.
- Harraf, A.; Wanasika, I.; Tate, K. & Talbott, K. (2015). «Organizational Agility», *Journal of Applied Business Research*, Vol. 31, No. 2, pp. 675-686.
- Holsapple, C. (2008). *Understanding Organizational Agility: A Work-design Perspective* Gatton College of Business and Economics, University of Kentucky, Lexington.
- Hosseini, S.; Zare, F.; Nematollahi, K. & Avatefi, E. (2013). «The Role of Servant Leadership in Organizational Agility: A Case Study in Fars Social Organization», *European Online Journal of Natural and Social Sciences*. Vol. 2, No. 3, pp. 2935-2943.
- Mercurio, Z. (2015). «Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review», *Human Resource Development Review*, Vol. 14 (4), pp. 389-414.
- Meyer, J.; Allen, N. & Smith, C. (1993). «Commitment to Organizations and Occupations: Extension and Test of a Three-component Conceptualization», *Journal of Applied Psychology*, Vol. 78, No .4, pp. 538-551.
- Mowday, R.; Porter, L. & Steers, R. (1982). *Employee-organizational Linkages: The Psychology of Commitment, Absenteeism and Turnover*, *Organizational and Occupational Psychology*. New York: Academic Press.
- Ojedokun, O.; Idemudia, E. & Desouza, M. (2015). «Perceived External Prestige as a Mediator Between Quality of Work Life and Organizational Commitment of Public Sector Employees in Ghana», *SA Journal of Industrial Psychology*, 41 (1), pp. 1–10.
- Park, Y. (2011). «The Dynamics of Opportunity and Threat Management in Turbulent Environments: The Role of Information Technologies», Doctor Dissertation, Faculty of the USC Graduate School, University of Southern California.
- Paşaoğlu, D. (2015). «Analysis of the Relationship between Human Resources Management Practices and Organizational Commitment from a Strategic Perspective: International Strategic Management Conference, Vol. 207, 20 October, 11th ed., *Procedia - Social and Behavioral Sciences*, pp. 315 – 324.
- Rahman, A.; Shahzad, N.; Mustafa, K.; Khan, M. & Qurashi, F. (2016). «Effects of Organizational Justice on Organizational Commitment», *International Journal of Economics and Financial Issues*, Vol. 6 (S3), pp. 188-196.
- Rahman, A.; Shahzad, N.; Mustafa, K.; Khan, M. & Qurashi, F. (2016). «Effects of Organizational Justice on Organizational Commitment», *International Journal of Economics and Financial Issues* ,Vol.6, Is.S3, pp.188-196.
- Rowden, R. (2000). «The Relationship between Charismatic Leadership Behaviors and Organizational Commitment», *Leadership & Organization Development Journal*, Vol.21, Is. 1, pp. 30-35.
- Shawabkeh, Ziad; Firas El Shalaby; and Riyadh Al-Khawaldeh. (2018). The role of transformational leadership in achieving organizational commitment among workers in the Jordanian Income and Sales Tax Department, *The Arab Journal of Management*, Vol. 38, No. 4, pp. 145-165.

- Sherehiy, B. (2008). «Relationships between Agility Strategy, Work Organization and Workforce Agility», Doctor Dissertation, University of Louisville.
- Shiri, A. (2014). «A Study on Relationship between Conflict Management Styles and Organizational Agility: A Case Study of Ilam State University, Iran», *Management Science Letters*, No. 4, Issue ,1. pp. 87-94.
- Surprised, Jamal. (2014). The impact of the use of negative incentives on organizational commitment and the spread of negative behaviors, an applied study on workers in the commercial banking sector, *Journal of Public Administration*, Riyadh: Institute of Public Administration, No. 54, Volume 4.
- Swafford P.M, Ghosh S., & Murthy N. (2006).” The antecedents of supply chain agility of a firm: Scale development and model Testing, *Journal of Operations Management*, Vol. 24, Iss.2, pp. 170-188.
- Wolowska, A. (2014). «Determinants of Organizational Commitment», *Human Resources Management & Ergonomics*, Vol. 8 (1), pp. 129-146.
- Mihardjo, Leonardus W. Wasono, Elidjen Sasmoko, and R. A. Rukmana. "Developing Co-creation-driven innovation: the role of customer experience orientation and organizational agility." *International Journal of Recent Technology and Engineering (IJRTE)* 8.2-9 (2019): 727-734.
- Paliwal, Manisha, and ASHOK RASKAR. "Organisational Management in Pune's Auto Ancillaries." *International Journal of Human Resource Management and Research (IJHRMR)*, ISSN (P) (2019): 2249-6874.
- Malladi, A. V. I. N. A. S. H., and S. I. R. I. S. H. A. Potluri. "A study on technologies in Cloud-based design and manufacturing." *International Journal of Mechanical and Production Engineering Research and Development* 8.6 (2018): 187-192.
- Afolabi, I. T., and Fisayo Adegoke. "Analysis of Customer satisfaction for competitive advantage using clustering and association rules." *International Journal of Computer Science and Engineering (IJCSE)* 3.2 (2014): 141-150.
- Khanna, Nikhil, Nishant Behar, and Nishi Yadav. "Improved Algorithm for Dynamic Memory Allocation in Cloud Computing." (2016).