Assessment aspects of organizational agility (case study of Khuzestan Sport and Youth organization)

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Abstract

Subject: Today’s world is an organizational world and Change, transformation, development and improvement is the largest properties of the organizations and institutions in the today's competitive field. In this regard, Organization's ability to respond to these changes has the particular importance. So, the purpose of this study is to assess the aspects of organizational agility in Sports and youth organization of the Khuzestan province.

Methodology: statistical population of this study includes all of the employees of the Sports and Youth organization of Khuzestan province. N = (130). Given the small statistical population size, the sample size of the study was considered equal to population size through census method community. Aspaydrz Standardized questionnaire was used to collect data which consists of two parts: Personal Information. B) Specialized questions which includes 30 questions for measuring organizational agility in four variables (speed, competence, responsiveness, flexibility). Its reliability was calculated 0.82 by Cronbach’s alpha. The KMO value of questionnaire was equal to 67%. For data analysis, descriptive statistical methods (including the frequency, the percentage) and inferential statistics (one-sample t-test, alpha coefficient, Kolmogorov - Smirnov test) were used. The significance level of (P<0.05)was considered. The results showed that youth sports organization in the Khuzestan province has desirable agility in aspects flexibility and the competency but the aspects of speed of accountability. Any organization needs planned changes. These changes are a systematic action to restructure organization in a way that can be synchronized with the changing circumstances of their external environment. Because the dynamics and development of organizations depends on these changes and enough flexibility of any of these operations based on organization's goals.

Keywords: organizational agility, sports and youth organization

Introduction

From the late 1980s until the mid-1990s, the broad economic and political developments around the world, many Efforts have been done to understand the roots and factors influencing the new laws of business. In 1991, some scientists found that the growth of changes in business environment is faster than the ability of traditional organizations, to adapting and adaptability with it. These organizations were unable to use the advantages of opportunities were provided for them. And In this disability in adapting to change may lead to bankruptcy and failure in the long term (Hormozi, 2001; Dove, 1994). during this period, Technology, market conditions, customer demands changed in different directions and it encountered today’s organizations with issues such as rapid, unpredictable changes. Today, organizations have been faced with increasing competition resulting from disorganized and chaotic environment of technological innovation and changes in customer demand. Hence organizations tend
to take different forms to survive and maintain their positions. One of the newest forms of organizational is form of agile organizations (Bagherzadeh et al., 2010). Following the first meeting of the new paradigm of scientific experts in a report entitled productive firms in the 21st century agility was published by Iacocca Institute and was introduced to the public (Goldman et al., 1991). Agility is the set of capabilities and competencies that cause survival and development of organization in the business environment (Khoshsima, 2002), and aligning information technology, personnel, and business processes in a homogeneous and flexible system are its basis (Jafarnejad and shahabi, 2007). Thus we can say, Agility is the ability of organization in feeling, understand and predict available changes at the business environment (Sharifi and Zhang, 1999) these abilities are to react quickly to sudden and unpredictable changes and to respond effectively to the customer (Katayama, 1994). Agility in the organization generally considers several key features which are: 1 - Responsiveness: the ability to detect changes, rapid response and using it. 2 - Competency: extensive sets of abilities that provides productivity of activities for the goals and objectives of the organization. 3 - Flexibility: ability to process different products and services for various purposes with same initial facilities. 4 -speed: Ability to perform the duties and functions whenever possible (Sharifi and Zhang, 1999; Torng Lin et al., 2005).

Using agility in public and private sectors can be suitable for growth and development of these sectors. Of course some believe that due to lack of competition and the pace of public sector, In short, the dynamics of the working and operational environment, Introducing agility in this section is practically meaningless. But we should considered that Because of the large public sector clients, more it needs to resolve their problems and demands, Growth and excellence in the areas of speed and quality and most of all cost reduction, Agility is more than the private sector. Since the aim of the public sector is to achieve the flexibility and high productivity, Agility capabilities can increase productivity in the public sector (Bagher Zadeh et al., 2010). However the agility of the organization is important, because the results and the success of agile organizations, is interesting and admirable. Studies show that these organizations gain increasing success rates (approximately twenty percent) than their counterparts in the implementation of transformational activities, a study performed by the Institute for a Kearney (2003) in 8 countries showed that Agile government institutions has increased in productivity 53 percent, 38 percent in employee satisfaction and in customer satisfaction 3 percent, most likely, States investing more in the speed, flexibility, accountability and competencies will reach their goals Because the political, social, economic and technological factors affects more rapidly as possible over the state and its decisions and citizens need the faster and more specialized services. Agility can certainly help organizations do this mission and achieve organizational objectives. Existing the needs and variety of fields will be caused an organization continue agility program. Some reasons needed to move towards the agility of organization can be known as fierce competition in the business environment, increasing customer expectations, globalization, social and cultural issues, restrictions on skilled manpower, IT change and innovation (Medley government departments, 2007).

On how a governmental organization becomes more Agile, different priorities has been provided by government policymaking sector. But Studies of Kearney, Institute (2003) shows that most Agile government’s agencies have been considered seven aspects: 1) Leadership, 2) organizational change, 3) e Government 4) customer service 5) performance management 6) Culture and Values 7) Supply Chain Management (Rajabzade and Shahahi, 2005). People have to go to the public sector to meet their own many needs and also People expect rectification of the affairs, accelerate tasks, proper encounter of staffs and increase productivity in the public sector. Given that Department of physical education and youth sport is considered as one of the government agencies and Individuals and athletes deals with it, it can provide their dissatisfaction in the absence of competitor and lack of attention to their needs. So considering the needs of the people and responding to their needs in a changing environment is very important. To control the changing environment and turbulent organizations must have required agility sport. To control the changing environment sport organizations must have enough agility. The main purpose of this study was to evaluate the abilities of agility of the physical education department in Khuzestan province. Required solutions are offered to move towards the optimal agility abilities and effective implementation of the organization's agility.

Materials and Methods

This study was a descriptive survey research and was conducted field method using a questionnaire. Statistical population in this study were all of the employees in the Youth and Sports organization in Khuzestan province in 1391, in total their number was 130 subjects (N = 130). Because of the limited Statistical population census method was used for sampling. The data collection instrument was a
questionnaire that included demographic (age, sex, marital status, education, work experience, field of study) and Aspaydrz standard questionnaire (2007) with 30 questions in four sections (speed includes 10 questions, competency includes 7 questions, answer including 6 questions, flexibility includes 7 questions) worth of five-point Likert-type scale. Construct validity was obtained for the value of KMO =% 67. The Cronbach’s alpha coefficient was used to determine the reliability of questionnaire that its value was estimated at 82%. To determine data normality, the Kolmogorov-Smirnov test was used that the results showed that the data distribution is normal. For data analysis, descriptive statistics (including frequency, determining the percentage, draw tables and graphs) and inferential statistics (one-sample t-test, alpha coefficient, Kolmogorov - Smirnov test) were used. The significance level of the hypotheses of the study were considered (P<0.05).

Results

Results showed that a total of 130 subjects, 89 (2.80%) of the subjects were male and 22 patients (8.19 per cent) are women. About 5.4% are single and 5.95 percent are married. Mean and standard deviation of the age of the male subjects are respectively, 8.37 and 52.6 the mean and standard deviation of the age of the female subjects are respectively, 47.33 and 60.3. About 8.1 percent of subjects are diplomas or lower (the lowest frequency), 5.13% of them have associate degree, 7.75 percent BS (highest frequency), and 9 percent have MS degrees or higher. Field of study is about 3.79 Percent of subjects was Physical Education students and 7.20 percent was non-PE.

Table 1: Results of one-sample t-test to determine the level of organizational agility

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>Test value</th>
<th>Df</th>
<th>T</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>3.06</td>
<td>0.45</td>
<td>3</td>
<td>110</td>
<td>1.46</td>
<td>0.146</td>
</tr>
<tr>
<td>Competency</td>
<td>3.16</td>
<td>0.60</td>
<td>3</td>
<td>110</td>
<td>2.86</td>
<td>0.005</td>
</tr>
<tr>
<td>Flexibility</td>
<td>3.12</td>
<td>0.46</td>
<td>3</td>
<td>110</td>
<td>2.78</td>
<td>0.006</td>
</tr>
<tr>
<td>Speed</td>
<td>3.04</td>
<td>0.71</td>
<td>3</td>
<td>110</td>
<td>0.64</td>
<td>0.518</td>
</tr>
</tbody>
</table>

As can be seen in Table 1, given the significance level obtained within the competencies (sig =0.005) and flexibility (sig =0.006) have a desirable condition in organizational agility. But given the significant level about accountability (sig =0.146) and about the speed (sig =0.518), there was not desirable condition.

Discussion and Conclusion

The data analysis showed that Agility status of Khuzestan physical education department is desirable in aspects of competency and flexibility, but in both speed and accountability is undesirable. Generally according to the first hypothesis, agility of Khuzestan Physical education department is not desirable. This can be a serious warning for the organization. Therefore, establishment of the agility system can help managers to meet future challenges and risks. The results showed that agility of Khuzestan Sports and youth organization is not desirable. This finding is consistent with Dare zereshki (2010), Bagherzadeh et al (2010). Bagherzadeh (2010), in his study examining the agility status in the public organization of Mazandaran province, reported that Mazandaran post office does not have good responsiveness capability. Dare zereshki 2007 In his study, investigating agility in service organizations Yazd reported that Undesirable level of agility in Yazd governmental organizations is in providing services. This findings is not consistent with Results of Kermani (2009), Sharifhay et al (2007), Kermani (2009), believes that the need for change is felt more than ever to enter the competitive environment and the use of market mechanisms to survive. Therefore it should be planed improvement and modification programs to meet the needs and expectations of the community. So using organizational agility is recommended to achieve success, faster matching with environment, access to increasing quality services, employee and customer satisfaction, competitiveness, reduce
costs, reduce service time. This inconsistency is due to differences in the organization studied that it was performed in the productive organization. Sharifhay et al. (2007) in his study reported the significant relationship between agility capabilities in public organizations. Perhaps the reason for this discrepancy is the studied organizational structure and type of organization. Research findings also showed that Khuzestan Youth and Sports organization is not capable of responding favorably. These results are non-consistent with findings of Kermani (2009), Ghasemi (2009), Sharifhay et al. (2007). Kermani (2009) believes that believes that the need for change is felt more than ever to enter the competitive environment and the use of market mechanisms to survive. Therefore it should be planned improvement and modification programs to meet the needs and expectations of the community. 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Perhaps the reason for this discrepancy is the organizational structure and type of organization studied. This finding is consistent with Bagherzadeh (2010), Dare zereshki et al. (2010). Bagherzadeh (2010), in his study examining the agility status in the public organization of Mazandaran province, reported that Mazandaran post office does not have good responsiveness capability. Darezereshki 2007 in his study, investigating agility in service organizations Yazd reported that Undesirable level of agility in Yazd governmental organizations is in providing services. Also the Research findings showed that Khuzestan Youth and Sports organization has desirable competencies. These findings are consistent with the findings of Shahin and Rabbani Mehr (2011); Salajegheh (2010); Bazyar (2003); Qallesi mode and et al. (2010); Yusuf et al. (1999); Algama (2011). Bazyar believes that at the current situation and considering conditions of competitors, Competency is as a competitive advantage among the organizations. Competency refers to identifying the organization functions. Bazyar believes that in the past, Organizations get their information through traditional methods that this issue was considered for time consuming management decisions. But at current situation and with the rapid growth of technology, required information for managers is obtained rapidly and provides managers competency. Joseph et al. (1999), besides explaining the dimensions of empowerment and its relationship with the agility, believes that Redesigning the functions and utilization capabilities of employee participation Which are the components of Competency are effective. This finding is inconsistent with findings of Nikpour et al. (2012) Bagherzadeh (2010), because the rules are not responsible for organizational agility. Bagherzadeh (2010), in his study investigating the agility capabilities status of government agencies (the Mazandaran Department of Posts) reported that post office of Mazandaran province has not desirable competencies. This discrepancy may be due to differences in organizational structure, the different types of organizations, different atmosphere and culture of the organization. Dare zereshki et al. (2010), studying agility in the service organizations of Yazd reported that Undesirable level of agility is in providing services in Yazd governmental organizations and he knows the bureaucratic and administrative governmental organizational structures the reason for this discrepancy. The findings also showed Youth and Sports Organization of Khuzestan have desirable flexibility. This finding is consistent with findings of Shahin and Rabbani Mehr (2011); Salajegheh (2010); Qallesi Mood et al. (2010); Ghasemi (2009); Zargar (2003); Algama (2011). Ghasemi (2009), in his study, reports a positive correlation between flexibility and agility of Sanandaj National Bank staff; the flexibility in patterns or configurations of products, size and variety of products, all are including the components. This finding is inconsistent with Nikpour et al. (2012); Bagherzadeh (2010). Nick Pour et al. (2012) believe that this discrepancy is due to the organizational structures of governmental organizations that because of the rules are not responsible for organizational agility. Bagherzadeh (2010), in his study examining the agility status in the public organization of Mazandaran province, reported that Post Office of Mazandaran province has not desirable competencies. Dare zereshki et al. (2010), studying agility in the service organizations of Yazd reported that Undesirable level of agility is in providing services in Yazd governmental organizations and he knows the bureaucratic and, complicated and Uncompromising governmental organizational structures the reason for this discrepancy.
The findings also showed that Khuzestan youth and sports organization has no optimal speed. This finding the is consistent with the results of Dare zereshti (2010); Bagherzadeh et al (2010); Nikpour et al (2012); Bagherzadeh (2010); in his study examining the agility status in the public organization of Mazandaran province, reported that Post Office of Mazandaran province has not desirable speed. Dare zereshti et al (2010), studying agility in the service organizations of Yazd reported that Undesirable level of agility is in providing services in Yazd governmental organizations. This finding is inconsistent with results of Zargar (2003); Kermani (2009); John et al (2001). Zargar (2003), believes that and faster timely supply of products into market, performing operations fast and making modifications required to learn new processes lead to Organizational agility. This discrepancy is due to the organization studied which has been done in a manufacturing organization. In this context Kermani (2009) argues that Instability cause acting quickly in the organizational structure to be an important factor of organizational agility. John (2001), in his study showed that Competition between organizations and accelerating technological change and social changes, of them emphasize on speed factor. The reason for this discrepancy is the studied society was conducted in non-governmental organizations

According to the results of the present study based on the desirability of competencies and flexibility and organizational agility, it is recommended that Khuzestan Administration of Physical Education enhance these competencies and try to improve them. Competencies include: capabilities, provide productivity of activities in order to achieve the organization objectives. These features include the following: Having a strategic perspective, the appropriate hardware and software technology, change management, service quality, cost effectiveness, frequency of introducing new services, capabilities and competencies of individuals, effectiveness and efficiency of operations, educated, capable and competent personnel, integrating, internal and external cooperation. Since the flexibility of Khuzestan youth and sports organization has is desirable, so the physical education department should strive to maintain and improve it. The organization structure should be flexible. Regarding the organization, following measures are essential: partnerships with other organizations, improving flexibility through focusing, take flexible structures, promote a change and modernism culture. So Sports Organization as a service organization, like the other governmental service organizations should enhance these aspects. Because Khuzestan Youth and Sports the organization is a service organization and in order to provide customer service and their satisfaction need to improve and enhance the agility and its aspects in the organizational structure.

References


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