

## **The Relationship between Organizational Agility and Employee's Productivity (Case Study: Ministry of Youth Affairs and Sports, Iran)**

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**Abstract.** The purpose of recent research is to investigate the relationship between organizational agility and employee's productivity in Ministry of Youth Affairs and Sports. This research is a descriptive-correlation research that has been conducted through the survey method. Also this research is according to purpose the applied method. The study population has been consisted of all employees in Ministry of Youth Affairs and Sports of Iran. and 265 persons have been selected as volume of sample by using Cochran's formula. In order to analyze the data have been used descriptive and inferential statistics and the organizational agility and employee's productivity questionnaires have been to collect the required data. The findings indicated that there is a positive and significant relationship between organizational agility and its sub variables as responsiveness, competence, flexibility, and speed with employee's productivity.

**Keywords:** Manpower, Organizational Agility, Employee's Productivity, Ministry of Youth Affairs and Sports

### **1. Introduction.**

Variation is one of the basic and functional concepts for organizations which operate in this century; Organizations that operate in a dynamic environment and always face with threats that if not response to them quickly will undoubtedly fall behind the circle of development and survival. In this regard, those organizations can be successful who use new strategies and approaches like agility. Organizational agility is one of the key strategies for improving productivity and performance of today's organizations.

Agility's history goes back to the period of recession in America and loss of industry's competitiveness in this country during 1890's and the term of agility was first introduced in 1881 (Ramzani et al, 2013).

Term of agile means moving fast, nimble and active and agility means ability to move fast and easily (Ganguly et al, 2013).

Agility means to give up old methods of doing things ; methods which would not be efficient in today's environmental circumstances (Jafarnejad and Shahaei, 2007).

Agility means being efficient in variations and giving effective response to the variation and environmental uncertainty (Ramzani et al, 2013).

Characteristics of an agile organization are (Golchin and Khosroshahi, 2006):

- Being based on information;
- Decentralized but in technology it acts so centralized;
- Flexible, agile and adaptable;
- Its investments are optimal and overhead costs are eliminated;
- Creative, dynamic ,compatible and has virtual structure based on team work;
- Focus on key abilities of peer organizations;
- Being project based and has short term plans;
- Lacking of hierarchy, means that nobody should be under the influence,
- Maximum of organizational flexibility;
- Essence of having informational and communicational infrastructures;
- Need for mutual trust and confidence among peer organizations;

- Avoiding opportunistic behaviors by setting appropriate legal framework.

Dimensions of organizational agility are (Sharifi and Zhang, 1999):

1- Responsiveness: Refers to ability of recognizing changes and quick reflection, and benefiting from them.

2- Competency: Refers to ability of meeting organizations' goals and intentions.

3- Flexibility: Refers to ability of compatibility which is ability to trigger different processes and to meet various goals using the same equipment and facilities.

4- Speed: Refers to ability of performing tasks as soon as possible.

On the other hand, employee's productivity is optimal utilization of human resources in achieving organization's goals (Khaki, 2007).

Dimensions of employee's productivity are (Hersey and Goldsmith, 1980):

1- Ability: Includes training courses, and job success feeling.

2- Perception: Includes the correct understanding of the work and work goals and mistakes, and performing the work correctly.

3- Organizational protection: Includes financial and material resources needed by the job, and support other units and authorities for achieving the goals and doing difficult tasks.

4- Motivation: Includes promotion opportunity, and cash reward, and appreciation and welcome to initiative, and appeases the superior in times of trouble.

5- Feedback: Includes awareness of the performance and ways to improve the performance and the quality of work and positive and negative results of work.

6- Credit: Includes adopting fair decisions and in accordance of ethics, and appointment based on merit and criteria, and trust to the superiors.

7- Compatibility: Includes the rate of influence of market conditions and economic conditions and competition on the performance.

Keshtegar and Seyedzadeh (2014) in a study entitled "the study of the relationship between agility and employee productivity (Case study: Governor of Sistan and Baluchestan)" concluded that there is significant positive correlation between the dimensions of organizational agility and productivity of employees in Governor of Sistan and Baluchestan.

Rostami Bashmani and Hafizi (2015) in a study entitled "the effect of organizational agility on manpower's productivity: Case study (Esfahan Governorate)" concluded that there is a positive relationship between organizational agility and manpower's productivity in Esfahan Governorate.

Zarkashan (2013) in a study entitled "investigating the relationship between organizational agility and employee's performance according to a variety of organizational culture in executive organizations of Qazvin city" concluded that there is a relationship between organizational agility and employee's performance in executive organizations of Qazvin city.

Regard to what was discussed, main purpose of this study is:

Investigating the relationship between organizational agility and employee's productivity in Ministry of Youth Affairs and Sports.

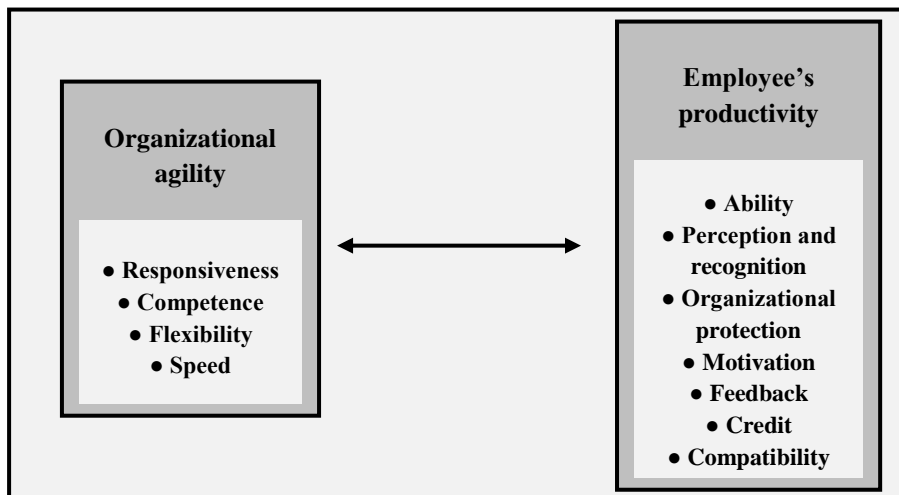


Figure 1. Conceptual model of research

**2. Hypotheses**

**2.1. Main hypothesis**

There is a relationship between organizational agility and employee’s productivity in Ministry of Youth Affairs and Sports.

**2.2. Secondary hypotheses**

H<sub>1</sub>: There is a relationship between responsiveness and employee’s productivity in Ministry of Youth Affairs and Sports.

H<sub>2</sub>: There is a relationship between competence and employee’s productivity in Ministry of Youth Affairs and Sports.

H<sub>3</sub>: There is a relationship between flexibility and employee’s productivity in Ministry of Youth Affairs and Sports.

H<sub>4</sub>: There is a relationship between speed and employee’s productivity in Ministry of Youth Affairs and Sports.

**3. Methodology**

Recent research is a descriptive- correlation research, and Kendall test has been used to identify correlation coefficient. It is a field research that has been conducted through the survey method. Also this research is according to purpose the applied method. The statistical population of this research has been included of all employees in Ministry of Youth Affairs and Sports of Iran. The numbers of employees during the research were 848 and by using Cochran’s formula, 265 persons were selected as volume of sample. Of these numbers, more than 60% are male, and more than 60% of them have BA and upper.

In this research in order to collect data, have been used the organizational agility and employee’s productivity questionnaires that have been adjusted based on the range 5 scales of Likert. The first questionnaire has been designed by the researcher and is to evaluate organizational agility and includes 16 questions. The second questionnaire has been standard and is to evaluate employee’s productivity of employees and includes 26 questions. Table 1 indicates questions related to different dimensions of two variables, the organizational agility and employee’s productivity:

**Table 1.** Dimensions of organizational agility and organizational commitment and how to evaluate

Row	Dimensions of organizational agility	The number of questions	Dimensions of employee’s productivity	The number of questions
1	Responsiveness	1-2-3-4	Ability	1-2-3
2	Competence	5-6-7-8	Perception and recognition	4-5-6-7
3	Flexibility	9-10-11-12	Organizational protection	8-9-10-11
4	Speed	13-14-15-16	Motivation	12-13-14-15
5			Feedback	16-17-18-19
6			Credit	20-21-22-23
7			Compatibility	24-25-26

Validity: In order to determine the validity of the organizational agility questionnaire has been used of content validity (experts’ opinion), validity of organizational agility questionnaire has been calculated 0.92. the employee’s productivity questionnaire is standard and has ever been used in the other studies including Hersey and Goldsmith (1980).

Reliability: Reliability of these questionnaires by using test-retest method have been calculated respectively 0.89 and 0.812.

In order to analyze the data have been used descriptive and inferential statistics (correlation test). Data has been analyzed with SPSS software after inputting to the computer.

**4. Results**

Study research’s hypotheses:

**Main hypothesis:**

There is a relationship between organizational agility and employee’s productivity in Ministry of Youth Affairs and Sports.

Regarding to table 2, Kendall’s correlation is 0.407 and correlation in significance level is 0.01, it means that there is a relationship between organizational agility and employee’s productivity in Ministry of Youth Affairs and Sports and as Kendall’s correlation is positive so there is a positive relationship between organizational agility and employee’s productivity in Ministry of Youth Affairs and Sports.

**Table 2.** Evaluate correlation of predictor variable (organizational agility) and response variable (employee’s productivity)

Predictor variable	Response variable	Frequency	Kendall	
			Correlation coefficient	Significance level
Responsiveness	Employee’s productivity	248	0.292	0.003
Competence	Employee’s productivity	246	0.581	0.000
Flexibility	Employee’s organizational	248	0.35	0.000
Speed	Employee’s productivity	248	0.379	0.000
Organizational agility	Employee’s productivity	243	0.407	0.000

**Secondary hypotheses:**

H<sub>1</sub>: There is a relationship between responsiveness and employee’s productivity in Ministry of Youth Affairs and Sports.

Regarding to table 2, Kendall’s correlation is 0.292 and correlation in significance level is 0.01, it means that there is a relationship between responsiveness and employee’s productivity in Ministry of Youth Affairs and Sports and as Kendall’s correlation is positive so there is a positive relationship between responsiveness and employee’s productivity in Ministry of Youth Affairs and Sports.

H<sub>2</sub>: There is a relationship between competence and employee’s productivity in Ministry of Youth Affairs and Sports.

Regarding to table 2, Kendall’s correlation is 0.581 and correlation in significance level is 0.01, it means that there is a relationship between competence and employee’s productivity in Ministry of Youth Affairs and Sports and as Kendall’s correlation is positive so there is a positive relationship between competence and employee’s productivity in Ministry of Youth Affairs and Sports.

H<sub>3</sub>: There is a relationship between flexibility and employee’s productivity in Ministry of Youth Affairs and Sports.

Regarding to table 2, Kendall’s correlation is 0.35 and correlation in significance level is 0.01, it means that there is a relationship between flexibility and employee’s productivity in Ministry of Youth Affairs and Sports and as Kendall’s correlation is positive so there is a positive relationship between flexibility and employee’s productivity in Ministry of Youth Affairs and Sports.

H<sub>4</sub>: There is a relationship between speed and employee’s productivity in Ministry of Youth Affairs and Sports.

Regarding to table 2, Kendall’s correlation is 0.379 and correlation in significance level is 0.01, it means that there is a relationship between speed and employee’s productivity in Ministry of Youth Affairs and Sports and as Kendall’s correlation is positive so there is a positive relationship between speed and employee’s productivity in Ministry of Youth Affairs and Sports.

**5. Conclusion**

Research findings have been confirmed that there is a significant and positive relationship between organizational agility and its sub variables as responsiveness, competence, flexibility, and speed with employee’s productivity in Ministry of Youth Affairs and Sports. This findings are consistent with research findings of Keshtegar and Seyedzadeh (2014), Rostami Bashmani and Hafizi (2015), and Zarkashan (2013).

Keshtegar and Seyedzadeh in their study concluded that there is significant positive correlation between the dimensions of organizational agility and productivity of employees.

Rostami Bashmani and Hafizi in their study concluded that there is a positive relationship between organizational agility and manpower’s productivity.

Zarkashan in her study concluded that there is a relationship between organizational agility and employee's performance.

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