

**The Role of Agile Management in Achieving Organizational Agility
in Emerging Saudi Universities
(A field study in Majmaah University)**

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Abstract:

The study aims to identify the role of agile management in achieving organizational agility in emerging universities by identifying the relationship between agile management and the dimensions of organizational agility (sensing, decision-making, practice). The descriptive approach was used to achieve the purpose of the study, where the questionnaire was distributed to a sample of the study population of 322 administrative staff at Majmaah University. A number of statistical methods were used to reach the results of the study, including arithmetic averages, standard deviations, and correlation coefficient. The results showed that the degree of achievement of agile management at Majmaah University was high from the point of view of the study sample members, and the availability of organizational agility and its three areas (sensing, decision-making, and practice) was high at Majmaah University. The results showed that there is a strong positive statistically significant relationship between agile management and achieving organizational agility, meaning that achieving agile management in the organization contributes to achieving the organizational agility that organizations need to achieve excellence and improvement. The study concluded with a number of recommendations, the most important of which was that universities should pay more attention to the method of agile management by proposing alternative solutions to problems according to improvement priorities, developing proactive scenarios to solve future problems, supporting senior management in universities with proposals submitted by their employees, and determining the appropriate decision according to the situation and according to priorities, as well as Universities should work to have a flexible organizational structure to deal with crises while ensuring that activities are streamlined through the clarity of processes and procedures.

Keywords: Agile management, organizational agility, sensing, decision-making, practice.

دور الإدارة الرشيقة في تحقيق الرشاقة التنظيمية في الجامعات السعودية الناشئة (دراسة ميدانية بجامعة المجمعة)

ملخص الدراسة:

تهدف الدراسة إلى التعرف على دور الإدارة الرشيقة في تحقيق الرشاقة التنظيمية في الجامعات الناشئة وذلك من خلال التعرف على العلاقة بين الإدارة الرشيقة وأبعاد الرشاقة التنظيمية (الاستشعار، اتخاذ القرارات، الممارسة). واستُخدم المنهج المسحي لتحقيق غرض الدراسة حيث وزعت الاستبانة على عينة من مجتمع الدراسة بلغ عددها ٣٢٢ موظفًا وموظفة إدارية في جامعة المجمعة. واستخدم عدد من الأساليب الإحصائية للوصول لنتائج الدراسة؛ منها: المتوسطات الحسابية، والانحرافات المعيارية، ومعامل الارتباط. وأظهرت النتائج أن درجة تحقق الإدارة الرشيقة في جامعة المجمعة كانت عالية من وجهة نظر أفراد عينة الدراسة، كما أن مدى توافر الرشاقة التنظيمية ومجالاتها الثلاثة (الاستشعار، واتخاذ القرارات، والممارسة) كانت عالية في جامعة المجمعة. كما بين النتائج أن هناك علاقة ذات دلالة إحصائية إيجابية قوية بين الإدارة الرشيقة وتحقيق الرشاقة التنظيمية، بمعنى أن تحقق الإدارة الرشيقة في المنظمة يساهم في تحقيق الرشاقة التنظيمية التي تحتاجها المنظمات لتحقيق التميز والتحسين. وخُصصت الدراسة إلى عدد من التوصيات كان من أهمها أن على الجامعات أن تهتم أكثر باتباع أسلوب الإدارة الرشيقة من خلال اقتراح الحلول البديلة للمشكلات تبعًا للأولويات التحسينية، وضع سيناريوهات استباقية لحل المشكلات المستقبلية، ودعم الإدارة العليا في الجامعات المقترحات التي تقدم من منسوبيها، وأن تحدد القرار المناسب طبقًا للموقف ووفقًا للأولويات، كما على الجامعات أن تعمل على أن يكون لديها هيكل تنظيمي مرن للتعامل مع الأزمات مع الحرص على انسيابية الأنشطة من خلال وضوح العمليات والإجراءات.

الكلمات المفتاحية: الإدارة الرشيقية، الرشاقة التنظيمية، الاستشعار، اتخاذ القرارات، الممارسة.

First: Introduction:

It has become necessary for organizations to adopt management systems that allow them to keep pace with the rapid environmental changes at various economic, commercial, regulatory, technological and educational levels, allowing them to achieve a competitive advantage (Rafida, 2018). Al-Mutairi (2019) confirmed the importance of agile management stating that as there are many and different administrative methods that the researchers addressed, many have become wondering; What are the best methods that the organization should follow to raise the quality of its outputs? and how can it manage waste in its operations? To be able to keep pace with global changes in various fields, and since one of the most important principles of agile management is managing waste in administrative work by reducing it, and addressing it, many institutions nowadays have tended to adopt work in an agile management style.

Moreover, agile management is based on the principle of a clear philosophy based on maintaining administrative processes to achieve the highest quality of the organization's outputs, through the use of the lowest amount of material and human resources (Emmanuell, 2019). As agile management achieves advantages for organizations, the studies that are concerned with it have increased and urge various institutions to adopt this management method through actions that must be carried out in a correct sequence, in the right form, and at the right time, with the aim of creating value for a particular work with a focus on the principle of respecting procedures and work time to complete it as required with the highest possible quality (Ramly, 2012).

Many studies have also confirmed that organizations must use the material and human resources available to them efficiently and effectively and this is done only by performing the role of leadership in the light of the principles and trends of modern administrative leadership such as the use of organizational agility (Adlouni, 2012). In addition, Al-Thebiani (2020) explained that the administrative leader in general and the academic in particular should be familiar with what is new in the field of management to help him carry out his tasks and duties to the fullest; and he must improve the performance of the organization in the light of the latest modern management methods such as organizational agility. Furthermore, Mansour (2020) clarified that organizational agility

enhances the administrative performance of universities as it gives mechanisms to address problems and face future challenges.

Based on the above this study, the role of agile management in achieving organizational agility is studied, as the two topics are controversial topics among researchers and practitioners in the field of management due to a number of reasons including the lack of a specific approach to achieve agile management. The study addresses the most important definitions of the two topics and their importance, and whether there is a relationship between agile management and organizational agility.

Second: The problem of study:

Al-Ghamdi (2017) explained that there is a decrease in the level of effectiveness of the performance of academic leaders in terms of their awareness of their responsibilities and tasks, in addition to their weak leadership role, and their poor knowledge of administrative functions such as planning, guidance, control and evaluation. Al-Harbi (2021) also stated that there is a decrease in the level of technical and administrative competence of some academic leaders at the time who have a reluctance to follow the agile management approach, as most of these leaders rely on the texts of regulations and laws that may not keep pace with the requirements of present age. This is incompatible with the principles of agile management that cares about results without caring how they are done. Al-Zamil and Al- Dosri (2021) added that many universities adopt the approach of organizational agility as a method that accepts changes and adapts to them. However, these universities face obstacles that limit their application of the method of organizational agility, as it is an administrative method that must be carried out according to procedures and steps organized in terms of the university following flexible and realistic policies and goals.

Third: Study Questions:

According to the forementioned study problem, the following questions are stated:

The first question: What extent is the agile management applied at Majmaah University?

The second question: To what extent are the dimensions of achieving organizational agility (sensing, decision-making, practice) available at Majmaah University from the point of view of its employees?

Third question: Is there a statistically significant relationship between agile management and the dimensions of organizational agility (sensing - decision-making -practice)?

Fourth: Objectives of the study:

The study aims to achieve the following aims:

1. Recognizing to what extent the agile management applied at Majmaah University.
2. Identify the availability of the requirements for achieving organizational agility at Majmaah University.
3. Showing up the relationship between the degree of application of agile management and the achievement of organizational agility at Majmaah University.

Fifth: Significance of the study:

The importance of the current study stems from:

1. It deals with two modern management methods, namely agile management and organizational agility.
2. As far as the researcher is aware, this study is one of the few studies that deals with the position of agile management and its relationship to organizational agility.
3. This study may help draw the attention of researchers to conduct more applied studies on these two variables.
4. The results and recommendations of the study should contribute to improving the outputs of higher education through the adoption by universities of the concept of agile management and by meeting the requirements of organizational agility.

Sixth: Study Terminology:

Agile Management:

Al-wan (2020) defined it as a set of activities and works that aim to raise productivity by reducing waste and improving quality. It also aims at speed, ease, and flexibility in carrying out business, through simple creative thinking that leads to simplifying steps, mastering operations, and facilitating procedures, in order to achieve the goals of the organization and its employees. In addition, Rizki (2019) defined it as the system for organizing work to achieve the objectives of the founders through the disposal of waste that reduces the performance and efficiency of the organization. Procedurally,

agile management is defined as the ways in which organizations improve their performance by organizing business and reducing waste of time, money and effort.

Organizational Agility:

Al-Wehaibi and Bin Shuail (2020) defined it as the use of senior management in the organization for a number of strategies and procedures such as agility of practice, agility of strategy, and agility of the ability to learn, to provide the best services that achieve the goals of the organization. Maghauri (2016) also stated that organizational agility means methods and practices that help universities keep pace with changes and deal quickly, effectively and innovatively in improving the institutional capabilities of the university and in a way that contributes to overcoming the challenges of the competitive environment. Furthermore, the researcher has defined them procedurally: as multiple, different and thoughtful methods and practices, including the organization works continuously to bring about rapid changes when needed in order to keep pace with the requirements of the times to make change fast and effective.

Agility of sensing: According to Ariet (2018) It means the ability of the organization to face changes in its internal and external environment through its comprehensive awareness of the types, trends and characteristics of change by examining the current factors of change internally and externally.

It is defined procedurally as the organization's ability to predict the required changes by anticipating the current situation internally and externally, which makes it able to quickly transform to keep pace with the requirements of changes.

Agility of decision-making as stated by Harraf (2015) is the ability of an organization to respond quickly to changes in the speed of decision-making and implementation to meet those changes. It is defined procedurally: as the flexibility to make decisions quickly; when it's making and implementation to keep pace with the changes that require it.

Agility of Practice: Al-Abedi (2021) defined agility practice as the organization's work to reconfigure available resources, reengineer its operations and restructure relationships in response to decisions built to keep pace with changes in the internal and

external environment of the organization. Agility practice is defined procedurally as the method or method followed by the organization to implement decisions made in response to changes by using resources in the best way through a series of processes and activities.

Seventh: Limits of Study:

Time Limit: The third semester of the year 1443 AH.

Spatial Boundary: Majmaah University.

Objective limit: Agile management and organizational agility only.

Human limit: Male and female employees.

Eighth: Literature Review:

8:1: Agile Management:

8:1:1: The concept of agile management:

Cardon (2015) stated that agile management as mentioned in the previous literature is a set of techniques and tools that work on continuous improvement by respecting employees, and eliminating waste in operations. Waste in operations means those activities that do not describe value to the service or product from the point of view of the end beneficiary while increasing costs to the organization, and wasteful aspects such as waiting time, unnecessary transactions, excessive workloads. Badurdeen (2021) also emphasized that agile management is based on two main philosophies: continuous improvement, and respect for people. Furthermore, Hohmann (2012) argued that agile management is a systematic approach to improving and designing processes by working to gain the satisfaction of beneficiaries and with the participation of all employees whose initiatives are aligned with common principles and practices.

8: 1:2: Principles and tools of agile management

Ben Wareth and Jaba (2016) explained that there are fourteen principles of agile management as explained by Liker Jeffrey in his book. They are identified as follows; that the organization focuses on long-term management decisions while accepting short-term costs, facing problems by creating a continuous flow in processes, following a withdrawal

system to reduce excess production, not obstructing processes in order to streamline activities, working with the principle of on-time delivery, working with the rule of continuous improvement, clarity of management methods for all, avoiding waste of resources and time using proven technology, and working to create a second row of leaders who are familiar with the details of the processes in the organization. Other principles are related to forming quality teams, encouraging suppliers and partners by respecting them and working with them towards improvement, understanding the situation correctly through fieldwork, sharing decision-making with relevant parties within the organization and discussing it carefully taking into account the surrounding factors, working to make the organization educated; while working to solve the problems of the organization by tracking them and working on continuous improvement.

In addition, agile management has the tools that are used to reach the desired results from eliminating waste that hinders the efficiency and development of the organization, and one of the tools of the common agile management applications is the organization of the workplace, which is one of the ways to improve productivity and is known as 5S (Chovatiya, 2017). Moreover, Michalaska & Szewieczek (2019) showed that the organization of the workplace is one of the successful methods of change, as it expresses the cleanliness of the place and its freedom from chaos, this tool works to improve the workplace and its surrounding environment for workers to contribute to enhancing their productivity. Another of the tools of agile management is the standard work that is the cornerstone of the effort directed at continuous improvement, it is an essential element to achieve success through the achievement of goals as shown by Mironiuk (2021). The latter tool for agile management is known as multifunctional as stated by Shaikh & Khalifeh (2014) that this tool is related to the concept of multi-skilled, specialized, trainee and educated employees who are able to study and understand the current reality of the organization in various activities so that they have the ability to solve problems and develop work for the better.

8: 1:3: Requirements for the application of agile management

Adhoum (2021) stated that an organization needs to apply a number of requirements when it is working to apply the agile management style as its management philosophy. Among these requirements is what Nicola (2020) described as supporting senior management, such as providing human, material and financial resources, and the acceptance of management with the philosophy of agile management by moving away

from administrative methods and leaving room for creativity and initiative. Another requirement for agile management is what Arnaud & Renaud (2019) said about collaboration between management and employees which means that management supports employees in terms of listening to their suggestions, providing important possibilities for change and involving employees in it to accept and be part of it.

Bou Qatif (2015) added that to achieve agile management, it is necessary to pay attention to qualification and training in quantity and quality, as this method of management requires high competencies from officials and employees alike to be able to detect errors before they occur, which contributes to reducing waste, provided that the organization cares about training that depends on building multiple skills and includes all employees without exception in order to reduce waste and save time.

Finally, Ben Wareth and Jaba (2016) explained that one of the requirements for achieving agile management is to change the culture of the organization as the official must be an initiator; and accept initiatives from all employees of the organization, especially those that contribute to the provision of resources. It is also necessary to change the culture of employees by the need to preserve the resources of the organization to reduce waste, and have a culture that reducing waste that contributes to the preservation of the resources of the organization gives employees a greater chance of maintaining their work.

8:2: Organizational Agility

8:2:1: The concept of organizational agility

Organizational agility as stated by Ahmed (2016) is defined as the organization's abilities to make the best use of its resource and capabilities to take advantage of the available opportunities that help it to address its internal shortcomings and face external threats, which contributes to the continuity and survival of the organization and its achievement of competitive advantage. Al-Abedi (2021) added that organizational agility makes the organization light in a rapidly changing environment by developing its services and products and increasing the knowledge of its human resource, which contributes to the organization's ability to achieve its ambitious goals. Sherehiy (2018) stated that the concept of organizational agility emphasizes flexibility and speed as the most fundamental features of organizations in their management and effective response to change.

Helliger (2014) also explained that organizational agility expresses an organization's ability to respond to and adapt to unexpected changes in terms of modifying the services provided to suit the requirements of beneficiaries. Sharifi & Zhang (2018) added that what distinguishes organizations from each other and leaves them with a competitive advantage is their ability to be flexible and light in responding to successive changes and transformations, which is one of the modern management concepts that have recently been known in the academic community as organizational agility.

8:2:2: The Importance of Organizational Agility

Organizational agility, as explained by Al-Masri (2016), is an entry point or trend that increases the organization's management capacity. Organizational agility helps organizations discover environmental change, anticipate their repercussions on the organization, and work to find appropriate ways for the organization to be able to respond to this change. In appropriate ways. Mansour (2020) added that organizational agility is a way to increase the organization's ability to face and adapt to rapid changes and challenges which contributes to achieving levels of performance that are distinguished and high. Thus, the interest of educational organizations in organizational agility has become a necessity to meet the changing needs of the local community. While Al-Zamil and Al-Dosri (2021) saw the importance of organizational agility as evidenced by the awareness and understanding of change and how fast it is as this helps organizations to create a competitive advantage for them, which gives them continuity and growth through outstanding performance.

8:2:3: Dimensions of organizational agility

As stated by Park (2011), organizational agility has three dimensions: agility of sensing, agility of decision-making, and agility of practice.

Sensor agility as explained by Chen, Wang, and Pan (2019) means exceeding the organization's ability to identify agents of change occurring in the internal and external work environment to anticipate the future for change; and the organization's readiness for these changes in the future. This can be achieved by developing visions and strategic plans that contribute to the continuous development of its performance which helps the organization to achieve its objectives effectively making it able to create a competitive advantage for it. Ariet (2018) also added that sensing agility means the ability of organizations to examine current agents of change in the environment, whether in the internal or external environment, with the aim of achieving a comprehensive understanding

of the types, trends and characteristics of change, which makes the organization able to face these changes by developing appropriate strategies.

As for the agility of decision-making, Harraf (2015) explained that this is about the organization's ability to know when to respond to changes and when to make a decision accordingly. A graceful organization usually makes its decisions based on three criteria: the speed of decision-making, the possibility of actual implementation, and the rapid response to change. Park (2011) added that decision-making agility means the organization's ability to collect information from various sources and its ability to structure and evaluate this information in a way that contributes to explaining the implications of the organization's work and the provision of its services without delay.

Finally, agile practice means an organization's ability to radically and dynamically reconfigure its organizational resources, modify its processes and restructure relationships on the basis of actual plans, and deliver new services or products in a timely manner (Al-Abedi, 2021). Dutton (2017) added that the agility of practice regroups organizational resources and diverse business modification processes through a range of activities, based on special foundations, decision-making for knowledge and identifying variables occurring in the surrounding environment. The organization may also make a change in processes through a variety of process redesign procedures.

Ninth: Previous Studies

In this part, the researcher addresses previous studies that investigated the variables of the study separately since the researcher did not find at the moment of preparation of this study any studies that address the two variables combined:

9:1: Studies related to agile management

Adhoum`s study (2021) aimed to identify the role of agile management in achieving administrative creativity and the availability of its components of continuous improvement, standard work, and Six Sigma and the ability of these elements to achieve administrative creativity with the dimension of changeability and encouraging creativity, and after sensitivity to problems, and to know the appropriateness of the agile management style in NGOs, the researcher used the descriptive approach. The results of the study showed that the level of availability of agile management tools is high among the study sample, and the agile management style plays an important role in improving the elements of managerial creativity. The study recommended the need to expand and pay attention to

the use of agile management tools of continuous improvement, standard work and Six Sigma, as they have a high impact on achieving managerial creativity in organizations.

Moreover, Shabbat's study (2020) indicated the role of agile management in motivating employees in health organizations where the researcher used the descriptive approach to achieve the objectives of the study. The results showed that there is a high availability of agile management dimensions among leaders in the health facilities under study, where they were carrying out practices that ensure high motivation of employees. Therefore, the study recommended the need to identify the dimensions of agile management and work to strengthen the leaderships in order to contribute to increasing the motivation of employees with the importance of providing moral motivation to them more.

Al-Mutairi's study (2019) also aimed to identify the role of agile management in the quality of administrative performance outputs from the point of view of the study sample at Kuwait University and used for this study the descriptive approach. The results showed that agile management has an intermediate role in the quality of administrative performance at the researched university. The study concluded by recommending the need to employ agile management as a management method in solving administrative problems, organizing the administrative work environment and improving and developing the organization to ensure the quality of its outputs in administrative work.

In addition, the study of Bednarek (2020) investigated the role of agile management in creating a competitive environment for organizations, and the researcher relied on the approach of qualitative analysis where she studied successful organizations that used the method of agile management. The results showed that organizations that used agile management had an improvement in performance, both overall performance and staff performance, and that their environment was stimulated. The study recommended that more studies be conducted in a broader manner involving all Countries at the global level both in developed and developing countries. However, Adjei study (2019) aimed to identify the role of agile management in project management, using a comparative analytical approach. The results concluded that the agile management method is poorly used in the researched organizations. Therefore, the study recommended the importance of these organizations applying the method of agile management and the establishment of courses and workshops that show the way to deal with project management through agile management.

9:2: Studies related to organizational agility

Al-wakeel study (2022) referred to the role of strategic planning in achieving regulatory agility in Egyptian banks, the scenario method was used to find the relationship between these two variables. The results showed a statistically significant positive correlation between strategic planning and regulatory agility in Egyptian banks. The most prominent recommendation was the importance of enhancing organizational agility because of its role in the speed and ease of decision-making, and the speed of operations in banks.

Omar's study (2020) was concerned with improving organizational agility practices in the faculties of South Valley University by submitting proposals for improvement. The descriptive approach was used to achieve the objectives of the research, and the results showed that the degree of application of organizational agility by the faculties of the university was an average degree and was higher after the verification at the university of the dimensions of organizational agility is after the decision was made. Therefore, the research concluded with a number of recommendations, the most prominent of which was the need to form a unit concerned with identifying the sources and types of external changes that affect the work of the university. The unit also works to spread a culture of acceptance and response to external changes by taking proactive decisions to confront them.

The Menon & Suresh (2020) study aimed to assess organizational agility in higher education organizations by exploring factors facilitating agility in higher education institutions and identifying the interrelationship between these factors. The researchers followed the descriptive approach to achieve the study's objectives. The results showed that organizational agility is influenced by several factors including organizational structure, sense of environment, information technology, human resource strategy, organizational learning, and willingness to change. The study concluded with a number of recommendations, the most prominent of which was the need for cooperating the organizations with stakeholders and an interest in leadership as one of the most important factors influencing the agility of organizations.

Finally, the study of Cai, Liu, Huang, & Liang (2019) aimed to identify the role of information technology in building organizational agility where researchers relied on the descriptive approach to achieve the objectives of the study. The most notable finding

was that knowledge management capacity mediates between the capacity of information technologies in part and organizational agility. The innovative climate also positively changes the ability of information technology in an indirect relationship with organizational agility. The study recommended that organizations should pay attention to information technology to contribute to building organizational agility for the organization.

In the summary, the researcher concluded that most of the previous studies have emphasized the importance of agile management and organizational agility in improving the performance of both employees and achieving the competitive advantage of organizations, and these studies have indicated the importance of adapting to the successive changes of the era through the adoption of modern management methods such as agile management and organizational agility. It was also noted that most of the previous studies focused on industrial or service organizations such as banks or on public education and a lack of interest in the higher education sector, and despite the diversity of the objectives of those studies, none of the previous studies focused on the variables of the current study combined, namely agile management and organizational agility, and therefore the current study according to the researcher's knowledge is the first study of its kind that focuses on combining these two variables in one study. Finally, the current study has benefited from previous studies in determining the methodology of the study and building its tool and therefore it is similar to previous studies in terms of research methodology.

Tenth: Study Procedures

10:1: Research Design:

Based on the nature of the study and the objectives it seeks to achieve, the descriptive analytical approach was used, which depends on the study of the phenomenon as it exists in reality and is concerned as an accurate description and expresses it qualitatively and quantitatively. Moreover, this approach is not only satisfied when collecting information related to the phenomenon in order to investigate its various manifestations and relationships, but also extends to analysis, linking and interpretation to

reach conclusions on which to solve the study problem, answer its questions and verify hypotheses (Abu Saree, 2014).

10:2: Study Population and Sample:

As this descriptive study describes the situation as it is, it was conducted on (2000) male and female employees of Majmaah University, and the study sample was randomly selected, where the questionnaire was distributed to 500 of them, and 350 questionnaires were returned, and 322 of them were randomly selected, which represents the study sample according to the following equation of Stephen Thompson:

$$n = \frac{N \times p(1-p)}{\left[\left[N-1 \times \left(d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

N	Size of the community			
z	The standard score corresponding to the significance level is 0.95 and equal to 1.96			
d	Error rate and equal to 0.05			
p	Property availability and neutrality = 0.50			

10:3: Study Instrument:

The study tool was built from the analysis of the theoretical aspect and previous studies where the questionnaire consisted of two main axes, namely the axis of agile management and the axis of organizational agility, which consists of three dimensions; after sensing, after making decisions and after practice.

The respondents' opinions on the study axes were measured on a scale consisting of five points, 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. The respondents' opinions on the study items were collected.

10:3: 1: Validity and Reliability of the tool:

Validity was measured as follows: To measure the apparent truthfulness of the study tool, the questionnaire was presented in its initial form to (10) faculty members as arbitrators to ensure the truthfulness of the content and paragraphs of the questionnaire and then the questionnaire was prepared in the current form.

To measure the reliability of internal consistency, this was done by calculating Pearson's correlation coefficients between each of the paragraphs of the axis and the total h-or as shown in the following table.

Table No. (1)

Correlation coefficients for the Dimensions of the axes as a whole with all the questions

Dimensions	Link coefficients	Moral value
Remote sensor	.904**	.000
After making decisions	.898**	.000
After practice	.899**	.000
Agile Management	.887**	.000

The previous table (1) shows that all correlation coefficients are high which indicates a strong internal consistency between the vertebrae and also notes that all the probability values. 000, which is less than .05, means there is a statistically significant relationship between the paragraphs.

Table No. (2) Cronbach Alpha Coefficients to Measure the Truthfulness and Stability of the Resolution

Dimensions	Number of phrases	Coefficient of stability	Honesty coefficient
Domain sensor	6	0.690	0.83
Domain making decisions	6	0.751	0.87
Domain practice	6	0.775	0.88
Agile Management	14	0.929	0.96
All Dimensions	32	0.952	0.98

Table 2 shows that the total reliability coefficients reached a very high rate of 95%, which reflects the stability of the resolution. Validity coefficients also indicate the consistency of the statements and the goal for which they were set by 98%.

10: 3:2: Rating Scale of Study

Method of scale correction of the study tool.

Using a scale for the pentagram as shown in the following table.

Value of average	Weight	Responsiveness
From 1 to 1.80	1	Very low.
From 1.81 to 2.60	2	Low.
From 2.61 to 3.40	3	neutral
From 3.41 to 4.20	4	High.
From 4.21 to 5.00	5	Very high.

10:5: Data analyses:

To answer the study questions the statistical program for social sciences (SPSS) was used in analyzing the study data through the arithmetic mean, and standard deviation.

The first question: What extent is the agile management applied at Majmaah University?

To answer this question, the arithmetic mean and standard deviation of the study axes were used as follows:

Table No. (3): Arithmetic Media, Standard Deviation and Relative Weight of the Agile Management Axis from the point of view of the study sample.

Items	Mean	Standard deviation	Arrange of Items
The University's top management focuses on long-term management decisions, while accepting short-term costs.	3.6378	.78933	11
The University faces problems through the constant flow of processes.	3.4427	.83348	14
The university follows a system of quality more than quantity in the admission of students.	3.5820	.86437	12

University officials are keen to streamline activities through clarity of processes and procedures.	3.5263	.86786	13
The University works to spread the culture of on-time delivery.	4.0000	.85247	3
The University is keen on continuous improvement.	4.1115	.77617	1
Everyone has knowledge of the administrative methods used at the university.	4.1084	.80989	2
The University is working to conserve time by evolving in the use of technology to complete transactions and teach.	3.9690	.89805	5
The University is working to create a second row of leaders who are familiar with the details of its operations.	3.8019	.96735	9
The university has quality teams in every college, department, agency and deanship.	3.7214	.83948	10
The University encourages beneficiaries, especially students, by respecting them and involving them in the improvement processes.	3.8019	.99583	9
The University is keen on transparency and clarity in its dealings such as the formation of committees, procedures and evaluation of staff.	3.8607	.75332	7
The University discusses decisions with beneficiaries inside and outside the University carefully while clarifying the factors surrounding decision-making for them.	3.9412	.94225	5
The University works on continuous improvement through the training of its employees.	3.9969	.91400	6
The overall degree of the axis of agile management	3.8241	.62458	8

From Table No. (3) the results show that the mean of the axis amounted to 3.8241 with a relative weight of 76.4 and this is due to the university's adoption of the agile management policy from the point of view of the study sample. The results also show that the highest arithmetic average of all the paragraphs of the agile management axis is 4.115 with a relative weight of 82.2 "The university is keen on continuous improvement". This displays that the inclinations of respondents towards this paragraph are high.

This is followed by the arithmetic mean of the paragraph, "Everyone has knowledge of the administrative methods used at the university". It reached 4.1084 with a relative weight of 82.1, which shows that the tendency of respondents towards answering is high.

The results also show that the arithmetic mean of the paragraph "The university works to spread the culture of delivery on time". It reached 4.0000 with a relative weight of 80.0 also shows the tendencies of respondents towards answering high. The rest of the arithmetic media of the paragraphs of this dimension, which range from (3.4427 - 3.9969) all indicate towards the high inclinations of respondents that Majmaah University follows the agile management style of the university to a high degree. Hence it can be said that the answer to the first sub-question which states "To what degree does Majmaah University apply the requirements of agile management? " is: that the degree of application of Majmaah University to the requirements of agile management is high according to the point of view of the study sample.

To answer the second question: To what extent are the dimensions of achieving organizational agility (sensing, decision-making, practice) available at Majmaah University from the point of view of its employees?

To answer this question, the arithmetic mean and standard deviations of the study axes were used as follows:

Table No. (4): Arithmetic Media, Standard Deviation and Relative Weight of the Organizational Agility Axis and its dimensions from the point of view of the study sample.

Sensor Domain			
Items	Mean	Standard deviation	Arrange of Items
University officials follow up on educational developments.	4.1641	.55253	1
The University explores changes in the external environment of them by making use of data.	3.8297	.76336	4
The University proposes alternative solutions to problems according to improvement priorities.	3.6130	.92351	6
Proactive scenarios are developed to solve future problems.	3.6347	.89667	5
The university has a specialized department for crisis and risk management.	3.9412	.91210	3

The university has a database and data that contributes to predicting problems and crises before they occur.	4.1084	.77461	2
Total Dimension	3.88185	0.80379	
Decision Making Domain			
The senior management of the university involves its employees in making decisions.	4.4706	.76506	1
The senior management of the university supports the proposals made by its employees.	3.5789	1.06429	6
Boards and committees take timely decisions in the interest of the beneficiaries.	4.1362	.75182	4
The appropriate decision is determined according to the situation according to priorities.	4.0000	.88465	5
Decisions that contribute to solving problems at the university are made according to a sound scientific methodology.	4.3870	.75721	2
Authorization is given to make the appropriate decision at the right time when crises occur.	4.1672	.80173	3
Total Dimension	4.1233	0.83746	
Practice Domain			
University staff have the skills to deal with crises as they occur.	3.9412	.99982	5
The University adopts an effective communication system in communicating with beneficiaries.	3.9721	.86826	3
The university has a flexible organizational structure to deal with crises.	3.9412	1.05425	5
University officials take the initiative to solve emergency problems as soon as they occur.	4.0557	.74558	1
The senior management of the university is keen to work according to a specific and well-defined plan.	3.9443	.81712	4
The human resource at the university is characterized by the speed of accommodating development in working methods.	3.9969	.78217	2
Total Dimension	3.9752	0.87786	
The overall degree of the organizational agility axis	3.9935	.50435	

From Table No. (4) it is noted that the availability of organizational agility dimensions at Majmaah University is high, where the arithmetic average of the axis as a whole (3.9935) with a relative weight (79.9). The highest dimensions of organizational agility achieved at Majmaah University from the point of view of the study sample was after decision-making, where the arithmetic average of the dimension as a whole was (4.1233) with a relative weight (82.4). The highest achieved paragraphs of the axis were the phrase "The senior management of the university involves its employees in decision-making" with an arithmetic average (4.4706) and a relative weight (89.4), which is one of the paragraphs after making decisions.

The results related to the first dimension (after the sensor) also show that the highest arithmetic average of all the paragraphs after the sensor is 4.1641 with a relative weight of 83.2 for the paragraph "University officials follow the educational developments", according to the answer of the study sample. It is followed by the arithmetic mean of the paragraph "Decisions that contribute to solving problems at the university are made according to a sound scientific methodology"; it reached 4.1084 with a relative weight of 82.2. Also the mean of the paragraph "The university has a specialized department for crisis and risk management"; with an arithmetic mean of 3.9412 and a relative weight of 78.8.

The results of the second dimension (after making decisions) also show that the highest arithmetic average of all paragraphs after decision-making is 4.4706 with a relative weight of 89.4 for the paragraph "The senior management of the university involves its employees in decision-making". It is followed by the arithmetic mean of the paragraph "Decisions that contribute to solving problems at the university are made according to a sound scientific methodology" with a net weight of 4.3870 with a relative weight of 87.8. Also the mean of the paragraph "Authorization is given to make the appropriate decision in a timely manner when crises occur" with a mean of 4.1672 and a relative weight of 83.4.

Furthermore, the results of the third dimension (after practice) show that the highest arithmetic average of all the paragraphs of this dimension is 4.0557 with a relative weight of 81.1 for the paragraph "University officials take the initiative to solve emergency problems as soon as they occur", followed by the mean of the paragraph "The human resource at the university is characterized by the speed of assimilation of development in working methods" with a relative weight of 3.9969 with a relative weight of 79.9. Thus, the second main question of the study can be answered, which states, "What are the dimensions of achieving organizational agility (sensing, decision-making, practice)

available at Majmaah University from the point of view of its employees? "The availability of the dimensions of achieving organizational agility at Majmaah University from the point of view of its employees is high in the three dimensions of organizational agility, whether individually or in general.

To answer the third question, which states "Is there a statistically significant relationship between agile management and the dimensions of organizational agility (sensing - decision-making - practice)? "

The correlation coefficient is found by the following table:

		Organizational agility		
		sensor domain	making decisions domain	practice domain
Agile Management	Correlation coefficient	.779**	.758**	.853**
	Pearson Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	323	323	323

Table No. (5): Correlation Coefficient

Table No. (5) indicates that there is a significant correlation between agile management and sensing domain, as the value of the correlation coefficient between them (.779**) reflects the existence of a positive relationship of statistical significance at a significant level of .000, as this correlation enhances the importance of agile management at the sensing distance. It also indicates that there is a significant correlation between agile management and decision-making domain, where the value of the correlation coefficient between them (.758**) and it reflects the existence of a positive relationship of statistical significance at a significant level of .000, as this link

enhances the importance of agile management and after making decisions. The previous table also indicates that there is a significant correlation between agile management and practice domain, where the value of the correlation coefficient between them (.853**) reflects the existence of a positive relationship of statistical significance at a significant level of .000, as this correlation reinforces the importance of agile management and after practice. Hence, the answer to the third sub-question shows that there is a statistically significant relationship between agile management and the dimensions of organizational agility (sensing - decision-making - practice), which is a strong positive relationship in the sense that achieving agile management in the organization leads to the achievement of dimensions of organizational agility (sensing, decision-making, practice) and thus achieving organizational agility.

After answering the three sub-questions, we find that the answer to the main question which states "What is the role of agile management in achieving the requirements of organizational agility at Majmaah University from the point of view of its employees?" "It is that the adoption of the method of agile management in leads to the achievement of organizational agility in a high way as agile management has a positive role in achieving organizational agility.

10:5: Discussion of the results

The results of the study showed that Majmaah University follows the method of agile management to a high degree; the university is keen on continuous improvement, and that everyone has knowledge of the administrative methods followed in it, and the university works to spread the culture of delivery on time. All this affects the improvement of administrative performance, which is in line with the study of Al-Mutairi (2019), whose results showed that agile management has a role in the quality of administrative performance, and is also consistent with the results of the Bednarek study. (2020) which showed that organizations that follow the agile management style have an improvement in performance.

The findings also showed that the availability of the dimensions of organizational agility at Majmaah University is high, where the highest dimensions of organizational agility achieved at Majmaah University is after making decisions, which corresponds to the Omar study (2020) which offered that the highest dimensions of organizational agility

achieved is after decision-making, and also corresponds to the study of the agent (2022) which recommended the importance of enhancing organizational agility because of its role in the speed and ease of decision-making. The results of the study also indicated that there is a positive correlation between agile management and the achievement of organizational agility, as the application of agile management plays an important role in achieving organizational agility, which is in line with the results of the Menon & Suresh study (2020) which reflected that organizational agility is affected by human resource management and change management; this is achieved through the adoption of agile management style.

Eleventh: Recommendations:

Based on the previous findings, the study concluded with the following recommendations:

- Universities must identify improvement priorities to be able to develop alternative solutions to problems.
- In order for universities to keep going with the rapid changes in their external environment, they must develop proactive scenarios to solve future problems by analyzing reality internally and externally continuously.
- The senior management in universities must support the proposals submitted by their employees by involving them in the development and improvement plans and participation in decision-making.
- Senior management in universities should be flexible in making decisions and working to implement them according to the situation and according to priorities.
- Organizational structures in universities must be flexible to be resilient in dealing with crises.
- University officials should ensure the flow of activities through clarity of processes and procedures.

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