

EFFECT OF SOME AGILITY INCENTIVES ON ORGANIZATIONAL AGILITY IN HEAD QUARTERS OFFICES OF OIL-RICH SOUTH NATIONAL COMPANY

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Abstract: This study aimed to investigate the effect of some agility incentives on organizational agility in headquarters offices of oil-rich south national company. The population of the study consisted of 517 employees of the headquarters offices of oil-rich south national company. Using Krejcie and Morgan Table and simple random sampling 220 samples selected. Two methods used to gather information was library and field. The questionnaire was data collection tool. In this study, to investigate the validity of a number of experts and professors, including the supervisor and consultant management and behavioral sciences, questionnaire and they were asked to take a survey and evaluation of the hypotheses were confirmed questionnaire. Cronbach alpha reliability calculated was high in this study.

In order to analyze the data SPSS, LISREL software is used. The results of data analysis using SPSS software show that there is a linear relationship between agility incentives and organizational agility in headquarters offices of oil-rich south national company. The variables of organizational agility on agility incentives based on results of multiple regressions are effective. Among the variables related to agility incentives, meritocracy variable have the greatest impact and then the variables of global competition, new technologies, customer expectations and rules and regulations place in next range. In addition, according to the results of the analysis and structural equation modeling using LISREL software was the result of variables related to agility incentives, meritocracy variable has the greatest impact on organizational agility. In the end, according to results proposals presented in this area.

Keywords: agility incentives, organizational agility, headquarters offices of oil-rich south national company

STATEMENT OF THE PROBLEM

Rapid technological developments are increasing the risks, globalization and privatization expectations of environmental features that today's businesses face it. To succeed in this environment, agility creates a competitive advantage that maintained with a reputation for innovation and quality. The agile processes organization and organization's personnel to keep pace with advanced technology and customer requirements based on the products and services of quality in a

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relatively short time frame treated (Shahaee, 2005). Agility as the ability quickly responds market changes and customer demand for an organization defined (Mollahoseini and Mostafavi, 2007). Organizations more agile to adapt changes tend to think of potential opportunities in a turbulent environment and earn a fixed position for their innovation and competence (Shahaee, 2006). Through agile and subsequent staff of the organization can be powerful against rivals coped business areas. Agile competitors will accelerate change and create new markets and clients outside of their understanding of the way in which markets and customer needs appeared (Ghalavandi, 2013). For agility, six abilities consider feature includes speed, responsiveness, competence (ability), flexibility, cost, quality. In general, interaction and integration capabilities, combined with aspects of agility, the agility governmental bodies reveals the absence of any of these dimensions can be irreparable harm to the state's successful performance devices (Jafarnejad and Shahaee, 2007).

Sharifi and Zhang (2001), agility components include agility incentives (requires agile, the strategic decision to agility, agility strategy), agility ability (responsiveness, competence, flexibility, speed) and agility enablers (action, methods, tools, organization, technology, labor and innovation).

Joseph *et al.* based their study of literature and field research, has introduced a total of 32 enabling it to focus on four core competencies, virtual organization, restructuring and knowledge-based organization is located. It assumed that these enablers are important aspects of the overall behavior of an organization's agility (Joseph *et al.*, 1999).

Joseph *et al.* (1999) competitive principles of agility are speed, flexibility, innovation, forecasting, quality and profitability. They argue that a competitive basis proposed by them, certain basic characteristics that must be agile as cooperative and synergistic achieve them. In this context, Joseph *et al.* between the three-agility bases at different levels organizations distinguished. Agility component reference to individual resources (people, equipment and management), the macro agility implies the organization and great agility consider the organization's level. The framework comprises four-core concept of agile manufacturing: management of competency-based, virtual organization, repair and adjustment capabilities, and knowledge-based organization. Core competencies of the organization-wide learning process, integration of different skills and technologies, work organization and interoperability among organizations, which have similar supply chain, distributed (Nikpour and the Seljuks, 2010 quoted Gonaskaran, 1999). According to Joseph *et al.* (1999), architectural design strategy that is comprehensively map of key skills, may enable organizations to rapidly change and reconfigure business focused (during the opening of the window or the window of opportunities).

Given the importance of organizational agility in the public sector, it seems that this study could be potential breeding grounds for agility (meritocracy,

flexibility, responsiveness strength, speed of action) at the headquarters offices of oil-rich south national company provided. In this regard, the importance of the issue, this article try to examine agility relation between agility incentives (including global competition, environmental pressures or environmental responsibility, meritocracy, customer expectations and rules and regulations or new and advanced technologies) and headquarters offices of oil-rich south national company. The question of whether agility incentives on organizational agility in the headquarters offices of oil-rich south national company affected?

FEATURES OF THE ORGANIZATIONAL AGILITY

The features of organizational agility can include (DolatMdeli, 2008):

1. Information based
2. The concentration of activities on merits
3. Flexibility
4. Remove the overhead costs
5. being creative
6. Virtual structure
7. Lack of hierarchy
8. Focus on Key Features

Now many organizations, consider organizational agility to survive their competition as an essential factor as enables companies develop a set of distinctive capabilities in order to continuous and rapid respond to change and to exploit new opportunities (Voirin, 2011).

RESEARCH PURPOSES

The overall goal: This study aimed to investigate the effect of some agility incentives on organizational agility in headquarters offices of oil-rich south national company.

SECONDARY OBJECTIVES

1. Study the effect of some agility incentives on organizational agility in headquarters offices of oil-rich south national company.
2. Study the effect of environmental stresses or environmental responsibility on organizational agility in headquarters offices of oil-rich south national company.
3. Study the effect of meritocracy on organizational agility in headquarters offices of oil-rich south national company.
4. Study the effect of customer expectations on organizational agility in headquarters offices of oil-rich south national company.

5. Study the effect of laws and regulations or advanced technologies on organizational agility in headquarters offices of oil-rich south national company.

HYPOTHESES

The main hypothesis: drivers of agility (global competition, environmental pressures or environmental responsibility, meritocracy, customer expectations and rules and regulations or new and advanced technologies) have a significant impact on organizational agility in headquarters offices of oil-rich south national company.

Hypothesis 1: International competition has a significant impact on organizational agility in headquarters offices of oil-rich south national company.

Hypothesis 2: environmental pressures or environmental responsibility has a significant impact on organizational agility in headquarters offices of oil-rich south national company.

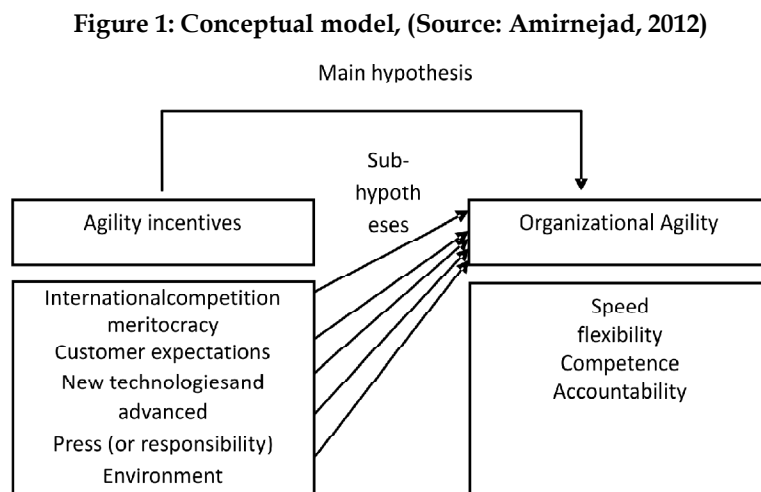
Hypothesis 3: meritocracy has a significant impact on organizational agility in headquarters offices of oil-rich south national company.

Hypothesis 4: Customer expectations have a significant impact on organizational agility in headquarters offices of oil-rich south national company.

Hypothesis 5: rules and regulations or new and advanced technology has a significant impact on organizational agility in headquarters offices of oil-rich south national company.

CONCEPTUAL MODEL

According to the concepts presented in this study, a conceptual model developed based on the following assumptions.



RESEARCH METHODOLOGY

This study in term of objective is applied and in term of nature is descriptive casual. This study aimed to investigate the effect of some agility incentives on organizational agility in headquarters offices of oil-rich south national company. Descriptive research what is described and includes description and analysis of existing conditions. The research is to study the relationship between two or more variables is causal research. This study seeks to describe and assess t the effect of some agility incentives on organizational agility in headquarters offices of oil-rich south national company. To collect data and information the library and field methods used. Data collection toolis questionnaire. The population of the study consisted of 517 employees of the headquarters offices of oil-rich south national company. The sampling method is simple random sampling. The sample size was 220, according to Morgan.

DATA ANALYSIS

In this study, analysis of data, both descriptive (frequency, percentage) and inferential statistics (test t, Pearson correlation, structural equation modeling, analysis and normality test data) is done. To examine general questions on the questionnaire (demographic sample) used descriptive statistics and inferential statistics to determine the relationship between variables the Spearman correlation coefficient used. Confirmatory factor analysis used to identify the variables. For this analysis, the statistical software SPSS and LISREL is used.

DESCRIPTIVE STATISTICS

Data analysis on two levels with the aid of descriptive and inferential using statistical software SPSS and LISREL done. This section describes the data and information in order to determine the distribution of the most common measures of dispersion of the sample in terms of variables such as gender, age, and education level of the staff.

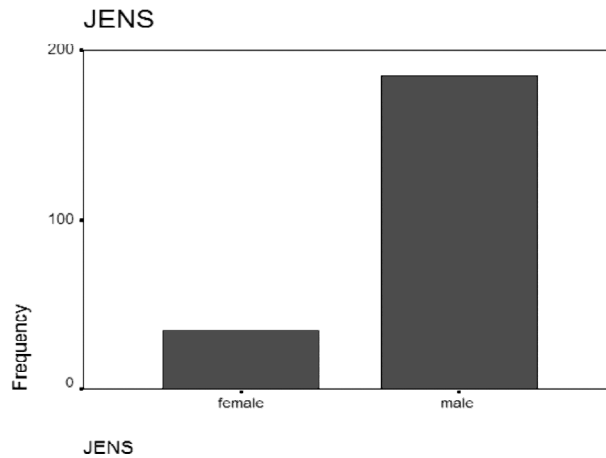
Respondents Gender

As the table and graph (1) it seen, about 84 percent of the respondents were male, and about 15 percent of them are female. Frequency of workers gender below presented (Figure 1).

Table 1
Frequency of respondent's gender

<i>Gender</i>	<i>Frequency</i>	<i>Frequency%</i>	<i>Cumulative percentage</i>
Female	35	15.9	15.9
Male	185	84.1	100.0
Total	220	100.0	

Figure 1: Frequency of respondent's gender



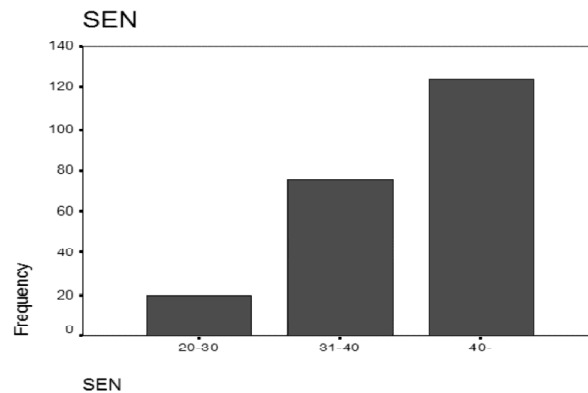
Age of respondents

As a result, about 9 percent of respondents in the age group 20 to 30 years, about 34 percent of respondents in the age group 31 to 40 years, and finally 56 percent of respondents in the age group 41 years and above fitted. The graph of frequency of staff's age as well is drawn.

Table 2
Frequency distribution of age of respondents

Age	Frequency	Frequency%	Cumulative percentage
20 to 30	20	9.1	9.1
31 to 40	76	34.5	43.9
41 and above	124	56.4	100.0
Total	220	100.0	

Figure 2: Frequency of respondent's age



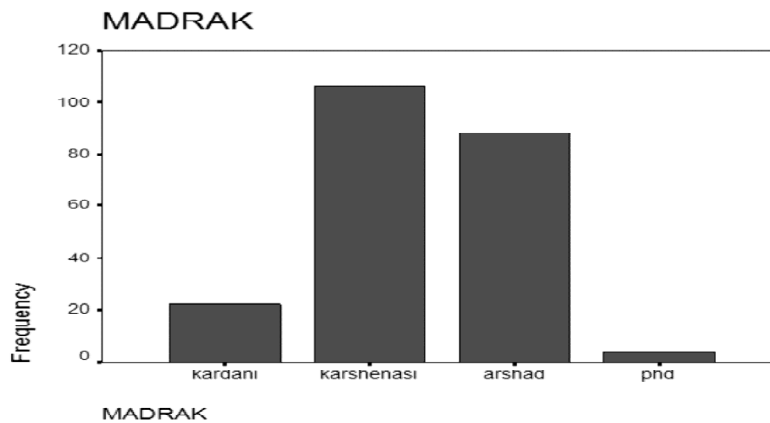
Education level of respondents

As the table and graph (3) there is 10% associate, about 48 percent bachelor, 40 percent have a master’s degree and 1.8 percent is PhDs. Frequency graph of the level of education of employees presented below (Figure 3).

Table 3
Frequency distribution of respondent’s education level

<i>Education level</i>	<i>Frequency</i>	<i>Frequency%</i>	<i>Cumulative percentage</i>
Associate	22	10	10
Bachelor	106	48.2	58.2
Master’s degree	88	40	98.2
PhDs	4	1.8	100.0
Total	220	100.0	

Figure 1: Frequency of respondent’s education level



Job experience of respondents

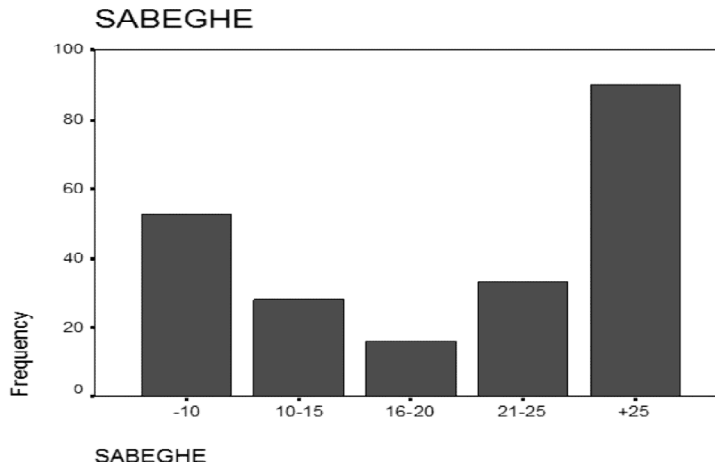
According to Table 4, about 24 percent of employees have had job experience less than 10 years, about 12 percent of respondents between 10 and 15 years, has a

Table 2
Frequency distribution of job experience of respondents

<i>Job experience</i>	<i>Frequency</i>	<i>Frequency%</i>	<i>Cumulative percentage</i>
less than 10 years	53	24.1	24.1
10 and 15 years	28	12.7	36.8
16 and 20 years	16	7.3	44.1
21 and 30	33	15	59.1
above 30 years	90	40.9	100.0
Total	220	100.0	

history of about 7% between 16 and 20 years and 15% between 21 and 30 years a history. Frequency of work experience in the following graph staff provided (Figure 4).

Figure 1: Frequency of respondent's job experience



Kolmogorov-Smirnov test

According to Table 5, the reason for rejecting the claim the distribution is not normal. A significant amount of confidence (sig) is more than 0.05 normal distribution of a given claim is accepted.

Table 5
The Kolmogorov-Smirnov test

	<i>Organizational Agility</i>
Kolmogorov-Smirnov Z	0.893
Asymp. Sig. (2-tailed)	0.402

Test research hypotheses

Spearman correlation coefficient

The results of the Spearman correlation coefficient between the variables in the table (6), the output of statistical software SPSS presented. The internal and external correlation table between variables and their dimensions is shown. According to the results of the tests, we can conclude that this correlation is significant at 99% confidence level. There is a linear relationship between variables with proven organizational agility.

Table 6
Spearman correlation coefficients between the variables

	<i>Global competition</i>	<i>Meritocracy</i>	<i>Customer expectations</i>	<i>Advanced technologies</i>	<i>Laws and regulations</i>	<i>Organizational Agility</i>	<i>Agility incentives</i>
Global competition	1	674.0	610.0	603.0	667.0	842.0	723.0
Meritocracy	674.0	1	706.0	519.0	611.0	842.0	697.0
Customer expectations	610.0	706.0	1	577.0	700.0	846.0	663.0
Advanced technologies	603.0	519.0	577.0	1	726.0	806.0	734.0
Laws and regulations	667.0	611.0	700.0	726.0	1	859.0	798.0
Organizational Agility	842.0	842.0	846.0	806.0	859.0	1	814.0
Agility incentives	723.0	697.0	663.0	734.0	798.0	814.0	1

MULTIPLE REGRESSION ANALYSIS

With the help of independent variables, predict the dependent variable, regression methods used. This type of linear regression using a combination of independent variables predicts the dependent variable pay. At the same time, by doing the following hypothesis at 95% regression results will be in the form of table (7).

Table 7
Multiple regression analysis result from software output

<i>Predictive variables</i>	<i>R</i>	<i>R²</i>	<i>β</i>	<i>Value Durbin-watson</i>
Laws and regulations	0.867	0.752	0.217	1.735
Meritocracy	0.953	0.909	0.263	
Global competition	0.974	0.949	0.250	
Advanced technologies	0.989	0.978	0.239	
Customer expectations	1	1	0.229	

As Table 7 shows, agility regression help target components is meaningful. Judge the real contribution of the variables assigned to the beta. Based on the amount of beta real contribution in explaining organizational agility, which means the amount, was 263.0 per one standard deviation unit change in the variable merit is 0.263 in variable standard deviation change the organizational agility. Results of regression analysis showed that the variables related to agility incentives, meritocracy greatest impact on organizational agility and then the variables of global competition, new technologies, customer expectations and rules and regulations are in the next range.

Test hypotheses using LISREL software

In this study, confirmatory factor analysis, path analysis, the factors identified. The analysis by structural equation modeling performed using statistical software

LISREL. The agility incentives estimation results indicate that the measurement model is good. Other model parameters as well as Table (8):

Table 8
The model fit indices measure the drivers of agility

<i>Fit index</i>	<i>D df χ^2</i>	<i>NNFI</i>	<i>NFI</i>	<i>CFI</i>	<i>AGFI</i>	<i>GFI</i>	<i>RMSEA</i>
Amount reported	92.1	98.0	98.0	99.0	87.0	91.0	06.0

As can be seen model parameters shown the model fitness.

The results of confirmatory factor analysis, the measurement model for organizational agility variable show the suitability of the model. Other model parameters as well as Table (9):

Table 9
The model fit indices measure organizational agility model

<i>Fit index</i>	<i>D df χ^2</i>	<i>NNFI</i>	<i>NFI</i>	<i>CFI</i>	<i>AGFI</i>	<i>GFI</i>	<i>RMSEA</i>
Amount reported	44.2	97.0	96.0	97.0	83.0	88.0	07.0

As can be seen model parameters shown the model fitness. $\times 2$ to df ratio is less than 3, the χ^2 appropriate amount is low and the appropriateness of the model. After confirmatory factor analysis and identification of latent variables, in this section we will discuss the appropriate analysis to test hypotheses. To test the hypothesis of a structural equation model and LISREL software used.

The implementation of structural equation modeling to test the hypotheses of this research, the application exits the suitability of the structural model is fitted ($df/\chi^2=1.62$; $RMSEA=0.05$; $GFI=0.90$; $AGFI=0.87$; $NFI=0.97$; $NNFI=0.89$; $CFI=0.99$). In other words, the data observed a large extent based on the conceptual model (Figure 5).

In Figure 6 also obtained a significant coefficients and parameters of the structural model study has shown.

Structural equation modeling results show that the variables related to agility incentives variable meritocracy has positive and significant effect on the company's organizational agility by the South exploitation oil company ($t=2.26$, $\beta = 0.46$).

DISCUSSION AND CONCLUSION

This study aimed to investigate the effect of some agility incentives on organizational agility in headquarters offices of oil-rich south national company. The study seeks to answer the question whether agility incentives on organizational agility in the headquarters offices of oil-rich south national company affected? To

Figure 5: The estimated structural model of the standard

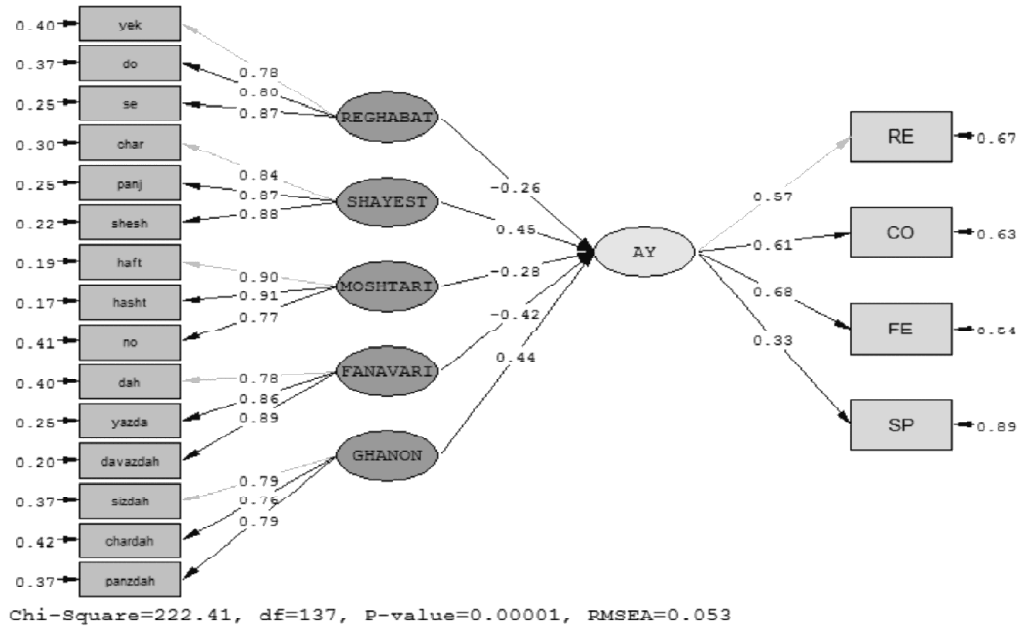
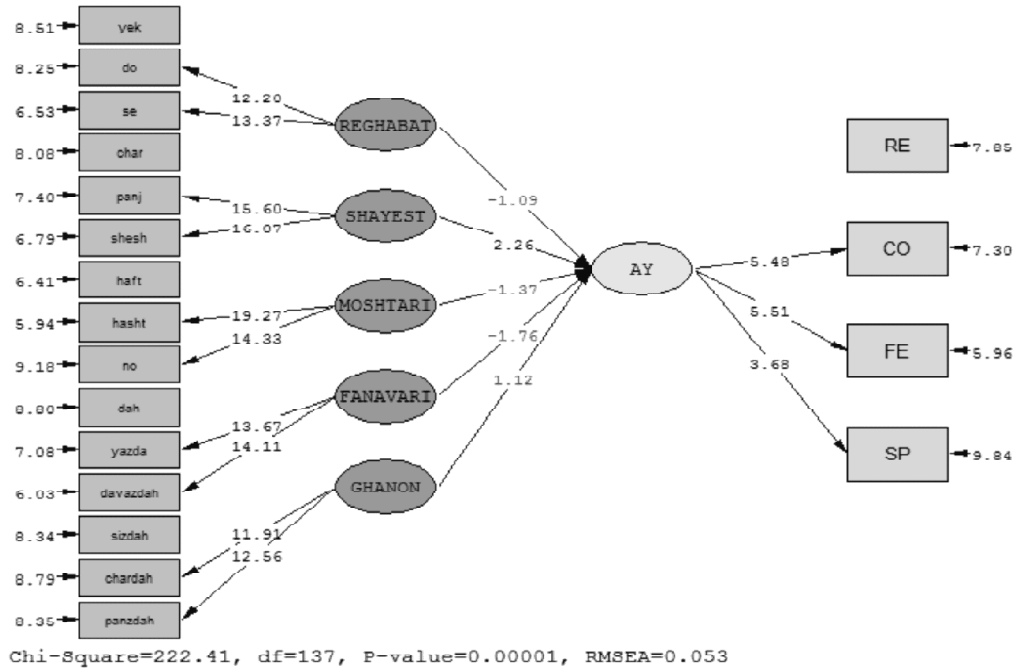


Figure 6: Structural model coefficients significant numbers of research



answer this question, according to the results of correlation and regression and structural equation modeling results indicate that agility incentives have a significant positive impact on organizational agility. This result is consistent with previous research findings, including findings Zanjirchi and Olfat (2010), Tizo *et al.* (2011) and Alzabi *et al.* (2011). The findings of this study are that the variables related to agility incentives, meritocracy than other variables impact on organizational agility. The research findings are consistent with Farzaneh *et al.* (2011). According to all the results it can be stated that improving organizational agility in the headquarters offices of oil-rich south national company with development and improve the agility incentives like meritocracy, global competition, new technologies and advanced, rules and customer expectations is possible. According to the greater impact of meritocracy by choosing competent people within the organization improved to create organizational agility.

Executive proposals for research

According to the results of the solutions offered.

- To improve the talent proposed:
People selected in terms of education and experience standards for organizations have studied.
In order to merit and to improve the quality of in-service training courses for managers and staff, designed and implemented.
- Variable global competition recommended:
In order to compete it is necessary to constantly evaluate and monitor the quality of products as well.
In order to competitive and creative ideas about new products and customer-oriented staff supported.
- New technologies and advanced variable recommended:
With the assessment of the necessary technology needed to hold training courses and training to managers and employees apply new technologies.
- changing customer expectations recommended:
Managers recommend it for customer satisfaction index and staff adheres closely to the customer.
- Changing laws and regulations, it recommended:
Training courses should be required in the areas of rules and regulations within and outside the organization.
Recommended the government respect the laws and regulations necessary to support new products and new ideas to take to comply.

SUGGESTIONS FOR FUTURE RESEARCH

Check the status of the drivers of agility in other offices of the Ministry of Oil

Identify dimensions and other components of these variables in other studies to sustain the status quo of each of the variables in study

Design organizational agility model to agility incentives

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