

# Reviewing the relationship between Organizational agility & Job Satisfaction Staff in the Ministry of Youth Affairs and Sports Iran

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**Abstract**— In today's turbulent world, the only thing that does not change is change itself. The ministry of youth & sport in the Iran play the central role in Developing of sport & youth affairs' in the country in the past decades, most organizations gave reconstruction & reengineering in the response to the challenges & Satisfaction of their Staff, for this reason it is good that they replace new method for Job Satisfaction of staff. The best replacement & success for any organization is affection to the agility & its components in that organization. The aim of present study is determining the relationship between organizational agility & Job satisfaction in the ministry of youth & Sports. This present study is a descriptive & correlational study that has been done in the survey method. Statistical population including 745 people of staff who were working in the youth & sports ministry in 2013, in this method sampling was done in the regular classification in which 245 people were selected as the research samples.

To this end, the analysis of data were done in descriptive & inferential statistics method also, the collection tools of data were questionnaires which made by researcher in the organizational agility & Job satisfaction method. The findings obtained in this research shows that there is a meaningful relationship between organizational agility & tiny variables which including replication, competence, flexibility & speed in work.

**Index Terms** - Organizational agility, Job satisfaction, organizational empowerment, efficiency, agile staff

## I. INTRODUCTION

Today's world is the developments world & Constant changes and of course is the age of instability which impact on organizations. Hence, it is necessary the organization for continue its activity adapt with any change which threaten its life in present era.

In the today's competitive markets, replication, improve flexibility & development is so needful for any organization. However, the most organizations are facing with permanent, unsafe & due to technological innovations the variable market environments & customer's variable needs are growing.

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This critical condition caused major modification in strategic vision of organization, business priorities & controls the traditional patterns & even contemporary patterns [1].

While governmental and private organizations lie behind twentieth century & entered to the twenty first that environmental threats & weakness points foreclosed survival in these organizations.

& they found should be changed their management methods & strategies otherwise they will vanish [2].

Undoubtedly, occupation is one of problems that almost always made busy the mind of people, governments & nations to it. Although, occupation & Business relates to the economic living aspect of human but they talk about the individual, family, sociological, economic aspect, political and education sciences [3].

Today one of requirements for survival of organizations in competitive pressures which have been made because of increasing with world space is continuous ability of organization in responding to customer's needs. Increasing expectations of customers lead to lack of control & manage of organizations in traditional way & with past methods. The most important aspects of organizational agility is having ability for changing in customer's needs & cognition the new needs & recognition of ability & the capacity of drafting for new lines also showing solutions & services in order to customer satisfying so to implement such a plan we need to high job satisfaction of staff till the staff could implement & understand the strategies & plans of top-levels managers [4].

With increasing changes in business & being more competitive, organizations needs to production system which could respond to all customers' needs , customers almost always willing products with more usages & more diversity while tends to receive it with more speed [5]. Meanwhile, today's organizations operate in an environment of rapid change; they will be required to have a compliance strategy. In fact, the problem of how organizations can succeed in a dynamic and unpredictable, which is what, is known as the most important challenges of today's world. Although was several mechanisms such as production time, the most popular of them. Agility has become an important feature in such an environment that has a huge impact on organizational performance [6].

Remarkably, unlike traditional methods, agile methods rely on the creativity of the staff and they are struggling with instability [7].

Staffs for 4 factors of organizational agility have certain attitude (replication, competence flexibility & speed in work). Degree of staff's satisfaction is different from each of these factors. In the current research four mentioned factors & their

effects on measure of staff's job satisfaction will be surveyed [8].

Agility is a new Paradigm for competitive business. Requirement to this new paradigm is based on increasing rate of change in environment that caused the institutes' response to the changes. Agility in embrace of receiver is aggressive & grows – oriented. There is no outrance for agility & there is no spot for it that the company or person can be reach to the end of this position. Agility permanently pay attention to the action of staff & organization, the value of product & services & permanent change in field of chances that will obtain by absorption customer & required permanent preparation for encounter with fundamental & superficial changes & agile organizations always are ready for learning any new thing that caused increasing profitability that earned by enjoying the benefit of new chances.

The characteristics of agile organizations:

- 1-Based on data 2-activities focused on competencies 3-flexibility 4-omitting overhead costs 5-creative with virtual structure 6-lack of hierarchy 7-focus on main capabilities 8-necessity of trust between partner companies

**1. Agility abilities: (agility capabilities)**

Agility capabilities are abilities which should be making in organization so it has the ability to show the appropriate response against changes.

Responsiveness:

The ability to recognize the changes & show response to them which include: feeling, perception & forecasting changes-rapid reaction to change- strike out change, correcting & improving it.

*A. Competency*

Wide collection of abilities which provide condition for focusing on activities of organization in order to obtain aims these capabilities including

- Having a strategic vision
- Suitable technology (software & hardware)
- Qualification of products
- Effectiveness of cost
- Frequent introduction of new products
- Management of changes
- Capability of knowledge & competency of people
- Effectiveness & efficiency of

*B. Flexibility*

Ability to produce variable products & offering them above all achieve different aims with the aim sources & facilities flexibility is considered in 4 fields:

- Flexibility in size of product
- Flexibility in variety of product
- Flexibility of organization
- Flexibility of staff

*C. Quickness*

The ability for doing activities in the shortest possible time, including:

- Quickness of offering new products to market
- Fast & on time delivering
- Quickness in our activities

Reasons that organizations need to organize agility organization

- Short- term market opportunities
- Quickness in offering a new product to market

- Unpredictable constant changes on the market
- Merging central features in independent companies for using from immediate opportunities [9], [10].

**II. RESEARCH METHODOLOGY**

The current research is a descriptive& solidarity research which used from Pierson & Spearman tests for determining correlation coefficient. This research is a field research.

The method of this research is survey research.

Statistical society of this research organizes by the official, contractual & contract staff of the youth & sports ministry in 2012. The number of staff was 745 people, of which numbers, 295 people selected as the sample society by the using Cochran's (1977) formulas that table 1 shows the size of population & statistical sample.

Table 1- Size of population & statistical sample

	Name of units	populatio n	Sample
1	Ministry unit	295	102
2	Logistic assistance of youth affairs	54	17
3	Assistance of educative affairs	48	16
4	Assistance of athletic sport	89	31
5	Assistance of women affairs & development sport for all	77	26
6	Logistic assistance	70	24
7	Assistance of developing resource	112	38
total		745	254

In this research have been used two questionnaires which made by the researcher in order to collect necessary data. The first questionnaire is for measuring agility organizational which conclude with 27 items.

The second questionnaire is for measuring job satisfaction of staff which concluded by 14 items. The table 2 related to the different dimension shows two changing.

Table 2- Dimension of organizational agility & job satisfaction& methods of measuring them

	Components of agility organizationa l	No. Items	row	Dimension of job satisfaction	No. Items
1	Replication	3 items	1	Satisfaction from work	4-3-2-1
2	Flexibility	12 items	2	Relationship with colleagues	7-6-5
3	Competency	5 items	3	Opportunities for promotion	11-10-9-8
4	Speed in work	7 items	4	Payment	14-13-12

This questionnaire gave to 5 people of board of science & then collected their opinion, all data reviewed with research & survey tests in order to improve & promote the quality of quality of questions.

Justifiability in the organizational agility questionnaire & job satisfaction of staff is 93%

Reliability in this questionnaire by the use of Cronbach's alpha test following as: agility %91 & job satisfaction %79.

Main purpose:

- There is meaningful relation between organizational agility & job satisfaction of staff of the ministry of youth & sport.

Secondary purpose:

- There is meaningful relationship between replication & job satisfaction of staff in the ministry of sports & youth.
- There is meaningful relationship between competency & job satisfaction of staff in the ministry of sports & youth.
- There is meaningful relationship between flexibility & job satisfaction of staff in the ministry of sports & youth.
- There is meaningful relationship between speed in work & job satisfaction of staff in the ministry of sports & youth.

### III. FINDINGS:

Table 3: Correlation between organizational agility of variable & job satisfaction

Independent variable	Dependent variable	n	Pierson's correlation	
			The correlation coefficient	The significance level
Replication	Job satisfaction	25 4	0.143	0.022
Competency	Job satisfaction	25 4	0.258	0.000
Flexibility	Job satisfaction	25 4	0.329	0.000
Speed in work	Job satisfaction	25 4	0.340	0.000
Organizational agility	Job satisfaction	25 4	0.325	0.000

Hypothesis 1): relationship between agility & job satisfaction.

Hypothesis 0) there is no relationship between agility & job satisfaction in the youth & sports ministry.

According to the table 3, the amount of Pearson's correlation is (0.325) & the amount of possibility is (0.000) because the amount of it is less than %1 so, hypothesis 0 was rejected; it means that there is relationship between organizational agility & job satisfaction, based on this amount, there is direct & strong relationship between an organizational agility & job satisfaction.

Hypothesis 2): relationship between replication & job satisfaction.

Hypothesis 0) there is no relationship between replication & job satisfaction.

Based on table 3, the amount of Pierson's correlation is (0.143) & the amount of possibility in this test is (0.022) because this amount is less than %5, there is no enough reason in order to reject hypothesis 0. It means that there is

significant relationship between replication & job satisfaction.

Hypothesis 3): relationship between competency & job satisfaction.

Hypothesis 0) there is no relationship between competency & job satisfaction in the youth & sports ministry.

Based on the table 3, the amount of Pierson's correlation is (0.258) & the amount of possibility in this test is 000.

Because the amount of this relationship is less %1, the hypothesis 0 will reject. Based on the amount of correlation, there is strong & direct relationship between job satisfaction & competency.

Hypothesis 4): relationship between flexibility & job satisfaction hypothesis 0) there is no relationship between job satisfaction & flexibility.

Hypothesis 0) there is no relationship between job satisfaction & flexibility in youth & sports ministry.

Based on the table 3, the amount of correlation is (0.329) & the amount of possibility in this test is (0.000). Because the amount of it is less than %1 so the hypothesis 0 will be rejected. It means that there is relationship between flexibility & job satisfaction and it should be mentioned that there is positive relation between flexibility & job satisfaction.

Hypothesis 5): relationship between speed in work & job satisfaction.

Hypothesis 0: there is no relationship between speed in work & job satisfaction in the youth & sports ministry.

Based on the table 3, the amount of Pierson's correlation is (0.340) & the amount of possibility in this test (0.000) & because of that the amount is less than %1 so the Hypothesis 0 will be rejected & it means there is relationship between speed in work & job Satisfaction & according to the amount of it, there is positive relationship between speed in work & job satisfaction.

### IV. CONCLUSION

Findings which earned in the present research confirmed that there is meaningful relationship between organizational agility & job satisfaction. These findings compared & surveyed with results & different studies which are following as; Moghimi (2001) expressed that constructions of governmental organizations cannot response to the whole speed in work & organizational agility because of regulation so, impact on the job satisfaction of staff [11].

Molahosseini and Mostafavi (2008) believed that job satisfaction of staff is so important because it caused more organizational profit, liability & moral [3]. But something that seen in the today's organizations shows that the staff of organizations are not satisfy from the condition of work & the reason of dissatisfy is the lack of speed in the process of work & slow response to the changes So, organizational agility & speed impacts on job satisfaction & their attitude. Fathian (2006) during the 3<sup>rd</sup> millennium, the small & average institutes emphasize on the agility in responding to customer, networking in the world market, cooperation of staff, create unity in developed institute model, developing competency of human invest & managing knowledge.

Tools of creating agility in organizations consist of construction of flexibility, human invest, technology, technology of data & innovation [12].

The findings in this research shows that, there is meaningful relationship between organizational replication & job satisfaction Nikpoor and Salajeghe (2010) also believe<sup>3</sup> that in order to enter to the competitive climate & the use of mechanism of market for continuation of life, it is felt that the need of change more than before [1].

So, should be provide the necessary plans for change & improvement in order to response to needs & expects of society, which suggest for success & adapt faster with environment & achieve to increase in quality of the service, satisfaction of staff & customers, competitiveness, reduce costs, reduce time service & use of organizational agility. It is mean that with making change in the even process by means of the mentioned parameters caused increased space in different markets.

Bazyar(2003) expresses that in the current situation also with consideration to the terms of competitors, competency introduced as a competitive benefit among organizations.

Competency refers to the best organizational actions [13].

Baziyar(2003) believe that, in the past organizations earn their data by traditional methods 80 this method was so time-consuming. But now with growing up in technology necessary data will provide very fast [13].

Yousof & colleagues (1999) within description dimension of power& its relation with organizational agility & job satisfaction believes that staff that has the item of competency will impact on job satisfaction [14].

Other item in this research, it means the relationship between organizational flexibility & job satisfaction agrees with findings in Pei-Ying (2012) research [9].

Gunasekaran and Yusuf (2002) believes that flexibility provide job satisfaction with reconsider in construction & systems of production also by business strategies. Flexibility in symbols, constructions of products, size and making variety in products are in this group [15].

The relationship between speed in work & job satisfaction are agree with findings of Zargar's research (2003), Zargar [16] believes that timely delivery and fast production products to market faster operations courses to learn new processes and doing the necessary changes will lead to increased employee satisfaction. The findings of the study indicate a high correlation between the organizational agility and job satisfaction of the employees. Accordingly, it is recommended that the Ministry of Sports and youth with the preparation of an agility organization with staff based agile components; it will be at the head of his managerial career.

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