

ANALYSIS OF FACTORS AFFECTING ORGANIZATIONAL AGILITY

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Abstract

Organizations cannot have stable vital in society unless they accept changes and comply with internal and external changes. Agility is one new way to respond to organizational changing and development factors. Agility appropriate model should include the organization's capabilities, industry characteristics, type of pressure and driving change and the results of achieving agility. Organizational agility is as a new paradigm of an engineering organizations and competitive agencies. Organizational agility is organization's ability to survive and prosper in an environment of constant change and unpredictable. This paper analyzes the factors affecting organizational agility.

Keywords: Agility, Agility Capabilities, Models of Organizational Agility

1. Introduction

Today's world is world of constant change and development and instability era that have a profound impact on organizations. Hence it is necessary that the organizations adapt directly or indirectly themselves with changes to ensure survival (Ebrahimian Jelodarzadeh, 2011). Organizations cannot have stable vital in society unless they accept changes and comply with internal and external changes (Mahmoudvand, 2011). So, agility is one new way to respond to Organizational changing and development factors. In fact, organizational agility is as a new paradigm of an engineering organizations and competitive agencies (Sadeghian & et al, 2012). Agile organizations about satisfy the needs of customers think differently. These organizations do not sell just products, but sell solutions to meet the real needs of customers and they believe that products are not perfect and in order to enrich received customer value of products and create value added for them trying to enrich their product (Lahafi, 2011).

2. Definition of Agility

History of agility is related to period of America recession and the loss of competitiveness in industries of this country during the 1980s (Ramzianian & et al, 2013) and the organization's agility word first time used in 1991 Iaccoca Agency. In a report released this agency, agility is introduced basic facilities for new products (Nage & Dove, 1991). When there is turbulence in an issue, agility is one of the keys to solving the problem. Agility is used the ability to respond to unexpected changes in the turbulent business environment. Agility is a strong sense, speed, lightness and nimble and needs to creativity and innovation (Gilaninia ,shahram, Resvani, Mousa(2011) . Agility means the ability to fantasize in the field of manufacturing new products and ways of doing proper business (Shams & et al, 2007). agility is a result of being aware to change, as a whole (identification of opportunities and challenges) in both the internal and the

external environment and with proper capabilities in the use of resources to meet these changes at the right time and flexible form relevant that organization able to run it, is effectively (Braunscheidel & Suresh, 2009). Although definitions available of agility are different, but all of them emphasize on speed and flexibility as key factors for achieve agility (Azar & Pishdar, 2011). The aim of agile organization is to enrich and honoring customers and maintaining employees and survival and market share, that basically have a set of capabilities to respond appropriately to changes occurred in the business environment (Javanmardi & et al, 2011). Organizational agility is organization's ability to survive and prosper in an environment of constant change and unpredictable (Karami, 2007).

3. Agility Capabilities

Agility capabilities are the ability that should be created in an organization (Gilaninia S, AL,2012) because organization has power needed to respond appropriately to changes.

1. Responsiveness: The ability to identify and respond quickly to their changes. These include the following:

- Feel, understand and predict changes
- Immediate reaction to change
- Create, modify and promoting change

2- Competency: it provides a wide range of abilities, productivity of activities in order to achieve the objectives of the organization. This includes the following:

- having a strategic vision
- Suitable hardware and software technologies
- Product quality
- Cost effectiveness
- The frequency of new product introductions
- Change management
- The knowledge and competence of individuals
- The effectiveness and efficiency of operations

3. Flexibility: it is the ability to produce and deliver various products and achieving different objectives with same resources and equipment. Flexibility is considered in the following four areas:

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

4- Quickness: it is the ability to perform operations in the shortest possible time, including:

- Speed of supply new products to market.
- Fast delivery and timely products
- Speed at the time of operation

And finally agility providers are the organization, staffing, technology and innovation that actually consider as agility causes in an organization (Shoaybzadeh, 2007).

4. Models of Organizational Agility

Several models have been proposed for the development of agility in the literature that continues points most important: (Fathian & et al, 2009).

4.1. Model of Sharp & et al

This model provides a theoretical model for agile manufacturing with three components: 1. Pillars of Model 2. Enablers; 3. Outputs.

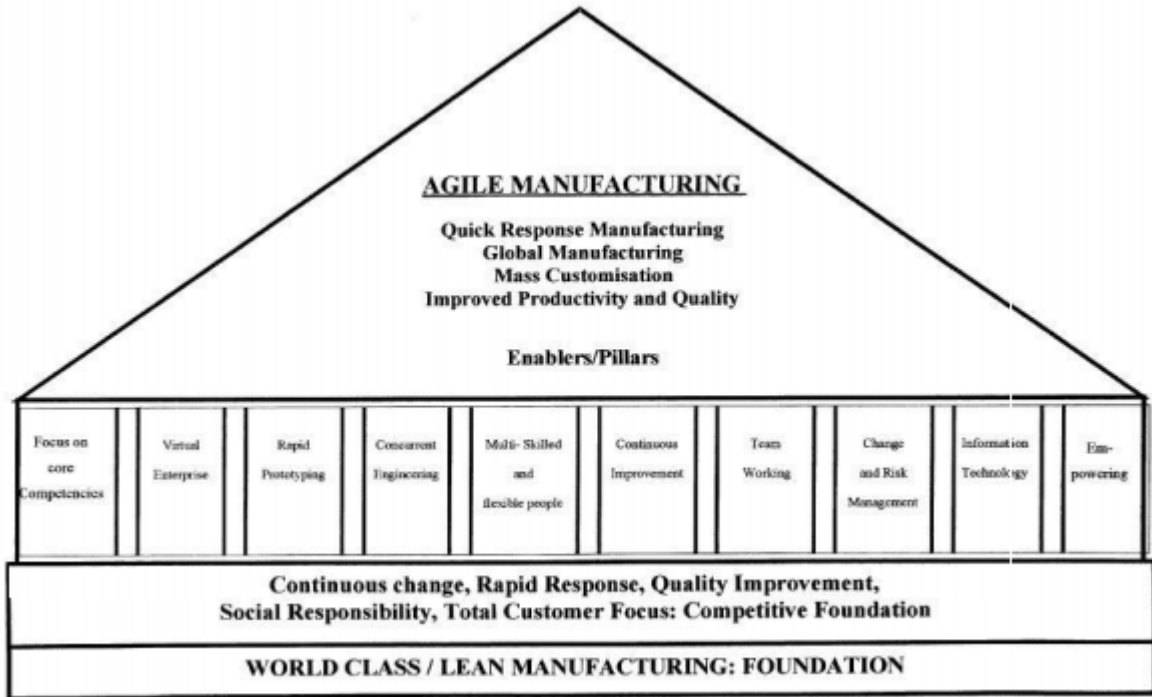


Figure 1: Model of Sharp & et al (1999)

4.2. Model of Sharifi & Zhang

In this conceptual model that has been proposed for establishment of agility in manufacturing organization, consists of three parts: 1. agility drivers, 2- capabilities, 3- agility providers

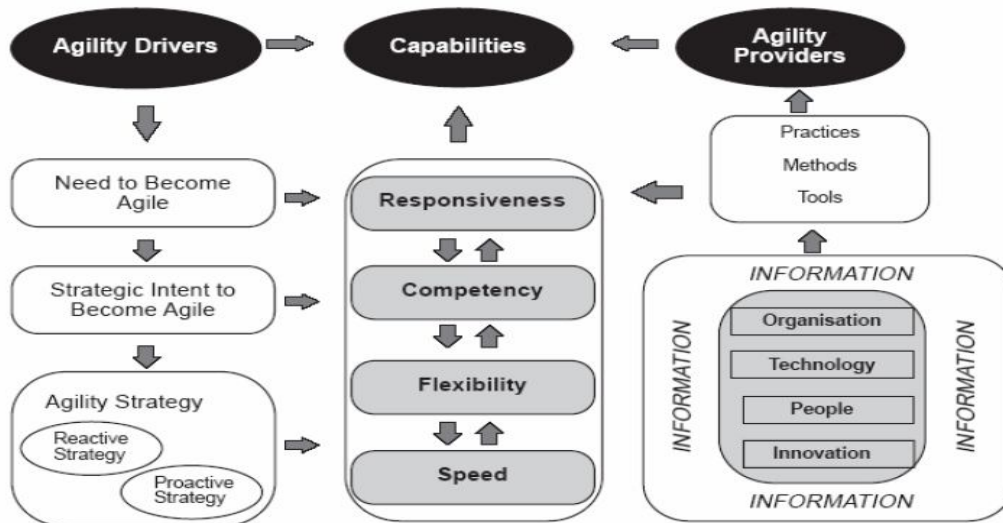


Figure 2: Model of Sharifi & Zhang (2001)

4.3. Model of Yusuf & et al

This model has provided four basic concepts for agile manufacturing: 1- core competence management, 2- virtual enterprise, 3- capability for reconfiguration, 4- knowledge-driven enterprise.

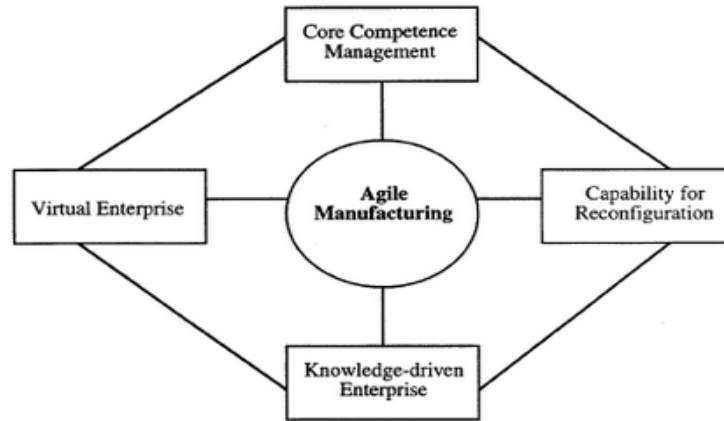


Figure 3: Model of Yusuf & et al (1999)

4.4. Model of Toring Lin & et al

Toring Lin & et al (2005) based on a comprehensive literature review presented a conceptual model as following figure for agile organization.

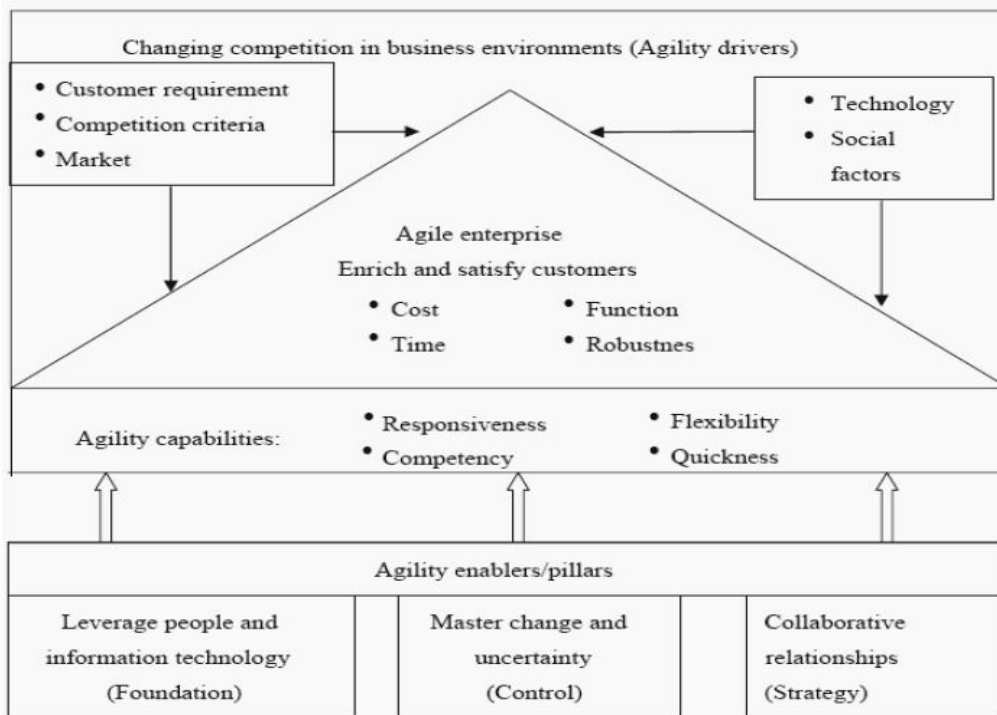


Figure 4: Model of Toring Lin & et al (2005)

4.5. Model of Goldman & et al

Goldman and et al (1995) have considered the agility to application of new technologies and communication effectiveness. In their mind, agility involves four principles that are linked together. These principles include: (Ebrahimian Jelodarzadeh, 2011)

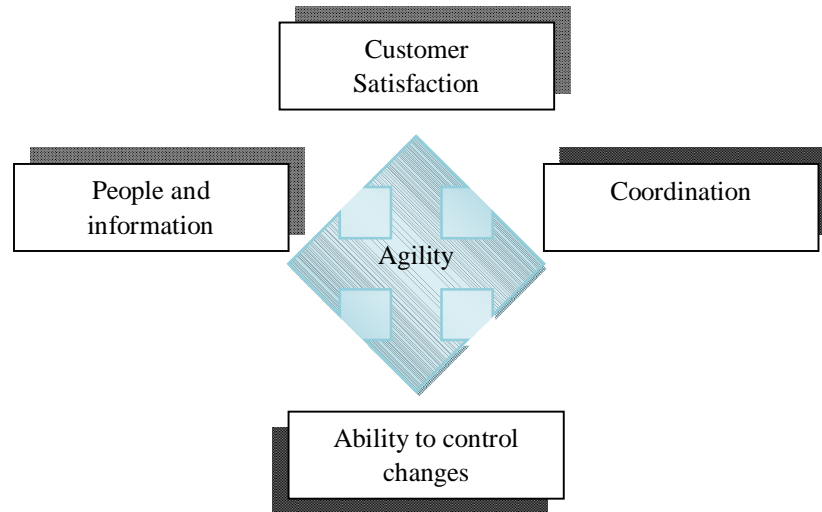


Figure 5: Model of Goldman & et al (1995)

5. Discussion and Conclusion

Agility is one new way to respond to organizational changing and development factors. In fact, organizational agility is as a new paradigm of an engineering organizations and competitive agencies. Agility is a strong sense, speed, lightness and nimble and needs to creativity and innovation. The aim of agile organization is to enrich and honoring customers and maintaining employees and survival and market share, that basically have a set of capabilities to respond appropriately to changes occurred in the business environment. For some reason organizations require agility. First reason is limit business opportunities. Second reason: The lack of organizational capabilities required for rapid penetration of new product on the market. The third reason necessary to organize agility for current organizations is unpredictable of constant changes at various levels market. Factors such as accountability, flexibility, competence, management and organizational structure and the design and manufacturing productions is considered as main indicators of agile organizations.

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