

Organizational Agility: The Pathway to Job Enrichment among Nurses

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Abstract

Background: Organizational agility is a conscious and weighted answer to unpredictable and continual changes in the environment, which enables hospitals to continue to grow and develop in a competitive environment. The core competency of agile organizations is to be able to operate successfully in a dynamic and changing environment to enrich job of nurses. **Aim:** The study aimed to assess the relation between organizational agility and job enrichment as reported by nurses. **Research Design:** Descriptive correlational research design was utilized. **Setting:** The study was conducted at Benha University Hospitals in all medical and surgical departments. **Sample:** The convenience sample consisted of 250 nurses who worked were randomly selected in the previously mentioned setting. **Tools of data collection:** Two tools were used; (I): Organizational Agility Questionnaire, (II): Job Enrichment Questionnaire. **Results:** The findings of this study showed that (65.2%) of nurses reported that organizational agility level was moderate and (57.2%) of nurses reported that job enrichment level was moderate. **Conclusion:** There was a highly statistically significant correlation between total scores of organizational agility and total job enrichment. **Recommendations:** Hospital administrators need to create specialized teams and offer seminars and workshops in order to attain speed, flexibility, reactivity, adaptability and group activities and participation culture among nursing staff. Nursing managers need to provide nurses a high degree of job autonomy to allow them to use their abilities to complete the assigned task and accept responsibility for their actions.

Keywords: Job enrichment, Nurses, Organizational agility.

Introduction

The core competency of agile organizations is that healthcare organizations should react quickly to high-tech, dynamic and changing environment if they are to expand and succeed in today's ambiguous and uncertain world. The ability to transfer and retrieve information from one context to another is referred to as organisational agility (OA), which is a subset of intellectual agility. (Pereira et al., 2018, Akkaya, Mert, 2022).

Organizational agility (OA) enables organizations to adapt to an environment that is always changing. It is defined as the ability to identify and realize market opportunities by collecting the necessary abilities and resources. Furthermore, the organization is capable of responding effectively and creatively to unexpected changes in its environment and utilizing such changes as chances for development and growth (Marhraoui & El Manouar, 2018).

Organizational agility is a conscious and weighted answer to unpredictable and continual changes in the environment, which enables organizations to continue to grow and develop in a competitive environment. An agile organization should have series of general features such as: cooperative systems, employee empowerment, flexible methods and technology, customer orientation, continuous learning, creativity and ultimately, innovation. (Cai et al., 2019)

The three elements of organizational agility are sensing agility, decision-making agility, and acting agility. *Sensing Agility:* The ability of a healthcare organization to inspect and monitor events and environmental changes in real time (patients' preferences changes, new competitor movements, new technology). This ability entails a variety of tasks such as gaining access to information about environmental change-related events on the one hand and eliminating irrelevant information on the other, all while abiding by a set of rules (Nafei, 2016a).

Decision-Making Agility: The ability to gather, organize, and evaluate significant data from a number of sources, with this ability, manager may identify opportunities and hazards as well as create action plans that direct resource reallocation and novel competitive strategies.

Acting Agility/Practicing: Reattaching organisational resources and altering organizational policies based on the work principles obtained from decision-making are examples of acting agility activities. This step involves taking any decisions managers have taken and putting it into practice. This step is the key determinant of organisational agility. It has been acknowledged that anything is considered a difficulty needs to be corrected, and that this needs to happen at the decision-making level. In this sense, an organization's ability to quickly adapt and respond to such changing conditions is considered to be one of the most critical capabilities for long-term success and growth which result on enriching nurses' job. (Akkaya, Mert, 2022)

The concept of Job enrichment has become a fundamental tool for management in improving nurses' motivation and organizational growth. The principle of job enrichment in the practice of human resource management has tremendously been seen as a dynamic process of increasing the work structures and processes with an environment that gives room for autonomy, flexibility, personal growth and satisfaction to the workplace (Jain, & Duggal, 2018).

Job enrichment characteristics theory gives the employee the opportunity to do challenging task, offers more autonomy and freedom in executing the related responsibility and adds variety and challenge to an employee's daily routine, an enriched job renders self-fulfillment, actualization and contentment of meaningful job, which leads to three psychological conditions: Experience of meaningfulness, the experience of responsibility for outcomes and feedback or knowledge of results which results to change in behaviour such as nurses' involvement and performance with lead to outcomes including; high internal work motivation, high growth "satisfaction", high general job satisfaction, and high work effectiveness. The theory provides a set of

implementing principles for enriching jobs in an organization setting which proposed a model of six core job characteristics-skill variety, task significance, task identity, autonomy, feedback and interaction. (Ahmad, 2018, Wika, et al., 2019).

Skill variety: Refers to the degree to which a job requires a variety of different skills and talents in carrying out the work. *Task significance:* Refers to the degree to which job has a substantial important and impact on lives of other people, nurses who put great stock on task significance are very keen on finding out weather the job they are doing actually matters to other patients. *Task identity:* Refers to the degree job requires completion from beginning to end with visible outcomes, nurses who tend to find more meaning in their jobs when they can identify complete and visible outcomes at the end of the day. *Autotomy:* Refers to vertical expansion of responsibility, the amount of decision-making and independence allowed for nurses. *Feedback:* Refers to the extent that job itself provides information about nurses' performance and also feed from supervisors' performance appraisal. (Raharjo, et al., 2018, Baghshykhi, et al., 2020)

Nurses are the largest group of professional staff in health care services who offer care directly to patients and their job conditions influence the consequences related to patients. Job enrichment is an effective means for qualitative improvement of nurses' work experience and their proficiency and efficiency at the time of working. Regarding the importance of nursing profession and its effective role on patients' therapy and rehabilitation, empowering the nurses of this section of health system, their job vertical development, and increasing their authorities and decision-making roles can increase nurses' job satisfaction and motivation and improve their performance which eventually lead to the promotion of the quality of hospital and healthcare services and subsequently healthcare system, patients and their families, and nurses will benefit from its consequences and outcomes. With respect to the great importance of healthcare services and its astonishing challenges and changes, healthcare market seems so different every day. (Wika, et al., 2019)

Managers and policy-makers of healthcare are attempting to create systems for making hospital nursing staff ready for related posts and jobs in order to make optimum use of their resources. Job enrichment and creating motivation will have determining role in the efficiency and proficiency of human resource at hospitals, creating and increasing value added and success at competition. (Demirhan, 2020).

Job enrichment is an approach of adding additional motivators to a job to make it further fulfilling. The concept of job enrichment has its foundation in the motivation-hygiene theory of work attitude. However, as a job enrichment as an efficient stimulant was used by Fredrick Herzberg on the beginning of his studies indicating that the most active way to stimulate nurses was by concentrating on greater order necessities. It pursues to add complexity to a job by giving nurses more power, more duty, and discretion over how their job is performed. Job enrichment means to involve nurses in more pleasurable activities. Job enrichment is an effort to inspire nurses by giving them enough opportunity to use all their capabilities. (Islam et al., 2018)

Significance of the study:

The importance of workplace health and safety is paramount for all organizations, especially in the healthcare sector. Situations that are more critical for health care organizations, like the Covid-19 pandemic, include concerns for their survival and sustainability as well as how best to deal with the competitive and unpredictable nature of the world market. To essentially improve and share information, support the management of skills and knowledge, and use it in a way that increases organisational agility, new methods or strategies are required. (Ismail, and Al-Assa'ad, 2020).

Job enrichment is a work scheme approach for augmenting job content by putting into it more encouraging prospective. It is an attempt to motivate nurse by giving them the opportunity to use their capabilities and capacities. Healthcare organizations can enrich nurses' job by involving them in decision-making roles of the upper level, giving them more responsibilities, giving them more

autonomy, to receive more opinion which enable nurses to evaluate their own performance (Hassan, 2021).

Several studies have indicated that when tasks are routine, monotonous, repetitive and unrewarding with an over controlled authority structure, nurses tend to be highly dissatisfied, bored and demotivated. Job enrichment in organizational development has contributed in reducing these demotivating factors by giving nurses the right of decision making, and control over their task in order to promote healthier performance to the workplace (Supriya, 2016; Ezenduka, et al., 2016; Muduli, 2017; Baljoon, et al., 2019). In this regard, the present study was done with the purpose of assessing the relation between organizational agility and job enrichment as reported by nurses.

Aim of the study:

The study aimed to assess the relation between organizational agility and job enrichment as reported by nurses.

Research question:

- 1- What are levels of organizational agility as reported by nurses?
- 2- What are levels of job enrichment as reported by nurses?
- 3- Is there a relation between organizational agility and job enrichment as reported by nurses?

Subjects and Methods

Research Design: Descriptive correlational research design was utilized to carry out this study.

The Study Setting:

The study was conducted at Benha University Hospitals in all medical and surgical departments. Qalyubia Governorate, Egypt.

Subjects:

The convenience sample consisted of 250 nurses who worked in the previously mentioned setting.

Tools of Data Collection:

Data was collected through two main tools as the following:

Tool (I): Organizational Agility Questionnaire:

It was adapted from **Jaworski and Kohli (1993)** to assess the level of organizational agility from nurses' perspective. It consisted of two parts: Part I; including personal data of nurses: Unit, age, gender, marital status, educational qualification, years of experience in the nursing field. Part II; consisted of 15 items to assess organizational agility which distributed as three dimensions, namely: Sensing agility "3" items, decision making agility "5" items, and acting agility "7" items.

Scoring System:

Nurses' responses were assessed using a three-point Likert scale ranging from "1" disagree to "3" agree. Scores were calculated and converted into percent that ranged from 15 to 45, with a cut point of 60 percent = 27 cut point. Accordingly, scores that reveal the level of organizational agility was classified as the following: "High organizational agility level" if the percent $\geq 75\%$ that equals $\geq (34-45)$ points, "Moderate organizational agility level" from 60% to less than 75% equals (27 - 33) points, and "Low organizational agility level" $< 60\%$ those equals to $< (15-27)$ points.

Tool (II): Job Enrichment Questionnaire:

This questionnaire was developed by **Kanungo, (1982)**, and was modified by the researchers based on related literature (**Azash, et al., 2019; Othman, Nausurdin, 2019; Hassan, 2021**) to assess level of job enrichment as reported by nurses. This questionnaire consisted of 30 items categorized in main six dimensions namely: Skill variety, task identity, task significance, autonomy, feedback tasks and interaction. Every dimension contains five items.

Scoring system:

Nurses' responses were measured on a five-point Likert scale that ranged from strongly agree to strongly disagree were scored from 5 to 1, respectively. Total score of each dimension and the total items were calculated, and the sums of scores were converted into percent scores the higher scores reflecting the high job enrichment level as reported by nurses total score was ranged from (30-150). For the categorical analysis of each dimension as well as for the total scores that reveal the level of job enrichment was classified as the following: "High job enrichment level" if the percent $\geq 75\%$ that equals $\geq (113-150)$ points, "Moderate job enrichment level" from 60% to less than 75% equals (90-112) points, and "Low job enrichment level" $< 60\%$ those equals to $< (30-89)$ points.

Methods

The study was executed according to the following steps:

Approval

After explaining the study's aim to the director of Benha University Hospitals, the General Director and Nursing Director of Benha University Hospitals provided official permission.

Preparatory phase

The preparatory phase lasted two months, from the beginning of January 2022 to the end of February 2022, and included the following activities: using journals, magazines, periodicals, textbooks, the internet, and theoretical understanding of the various elements of the study's area, as well as reviewing national and international relevant information.

Pilot study

A pilot study was conducted in March 2022 to assess the applicability, feasibility and clarity of the included tools, as well as to estimate the time required to complete the study tools. It was done on 10% of the total number of research participants (25 nurses). The pilot study was included into the study subjects as no modifications done.

Fieldwork

The actual fieldwork took place across three months, from April 2022 to June 2022. The researchers gathered data by meeting with nurses on the shift and explaining the study's aim. Nurses were questioned during morning and afternoon working hours and according to their availability for three days per week; the daily number of staff nurses interviewed daily ranged from 10 to 12. The questionnaires took from 20 to 30 minutes to answer. Completed forms were gathered on time and double-checked for accuracy to avoid missing data.

Validity and Reliability

The researchers adapted, modified, and translated the contents of the two tools into Arabic, and the content validity was evaluated by five juries of experts in Nursing Administration field. Based on their recommendations, the necessary changes were made.

The Cronbrash's Alpha test was also used to analyze the tools' reliability in terms of internal consistency and homogeneity. The internal consistency of the Organizational agility Questionnaire, Job enrichment Questionnaire was (0.991, 0.889) respectively.

Ethical consideration

All participants interviewed to explain the study's objectives and methods, and they had the option to withdraw at any moment during the study. Furthermore, all data was coded to preserve the subjects' confidentiality and anonymity. Taking a page from a questionnaire implied verbal agreement to participate.

Statistical Design

The data was organized, tabulated, and statistically analyzed using the Statistical Program for Social Science (SPSS) version 25 for Windows on an IBM compatible computer. In this research, descriptive statistics were used (e.g. frequency, percentages, mean and standard deviation). As a test of significance, the correlation coefficient (r) was used to examine the nature of the link between the research variables. A significant level value was regarded at p 0.05, while a highly significant level value was examined at p 0.001. There was no statistically significant difference when the p value was greater than 0.05.

Results

Table 1: Reveals that 70.0% of studied nurses were worked at medical units. And 42.0 % of them were aged 35 <45 years with a mean age was 39.75 ± 5.42 years and 63.2 % & 87.2 % of them were Females & Married respectively. In relation to their educational qualification, 59.6% of them had nursing diploma. As far as their years of experience in the nursing field 38.0% of them had ≥ 20 years with a mean of nursing experience was 17.42 ± 4.73 years.

Figure 1: Displays that less than two thirds (65.2%) of nurses reported that organizational agility level was moderate and about quarter (24.8%) reported that organizational agility level was low. While, while minority of them (10.0%) reported that organizational agility level was high

Table 2: Shows that total organizational agility mean and standard deviation was 31.56 ± 4.78 that represent 70.1% of total scores. The highest dimension was sensing agility followed by acting agility and lowest domain was decision making ability.

Figure 2: Clarifies that more than half (57.2%) of nurses reported that job enrichment level was moderate and about quarter (23.2%) reported that job enrichment level was high. While, while minority of them (19.6%) reported that job enrichment level was low.

Table 3: Shows that total job enrichment mean and standard deviation was 93.99 ± 14.64 that represents 62.7% of total scores. The highest dimension was interaction followed by task significance and lowest domain was autonomy.

Table 4: Demonstrates that there was a highly statistically significant correlation between total scores of organizational agility and total job enrichment scores.

Table 5: Presents that there was a positive highly statistical significant correlation between total organizational agility as reported by nurses and their educational qualification. Also, was a positive statistical significant correlation between total organizational agility as reported by nurses and their age, years of experience. And was a positive highly statistical significant

correlation between total job enrichment as reported by nurses and their age, years of experience and education qualification.

Table 1: Frequency & percentages distribution of the studied nurses according to their personal characteristics (n =250)

Personal Characteristics	No	%
Unit		
Medical	175	70.0
Surgical	75	30.0
Age (years)		
< 25	56	22.4
25 <35	42	16.4
35 <45	105	42.0
≥ 45	47	18.8
X±SD	39.75±5.42	
Gender		
Male	92	36.8
Female	158	63.2
Marital status		
Unmarried	32	12.8
Married	218	87.2
Educational Qualification		
Nursing diploma	149	59.6
Technical institute	57	22.8
B.Sc. Nursing	44	17.6
Years of experience in the nursing field		
1 < 5	55	22.0
5 < 10	62	24.8
10 < 20	95	38.0
≥ 20	38	15.2
X±SD	17.42±4.73	

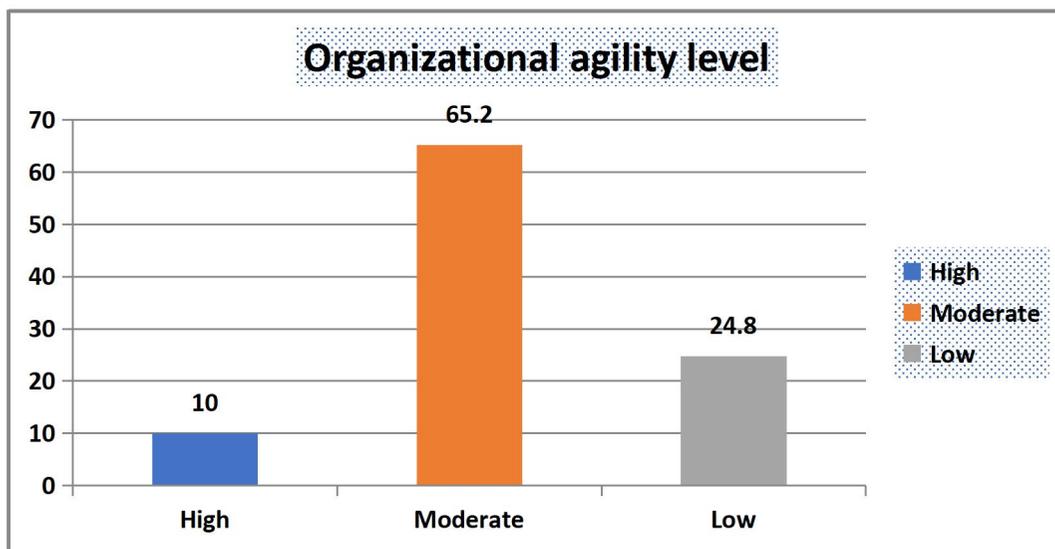
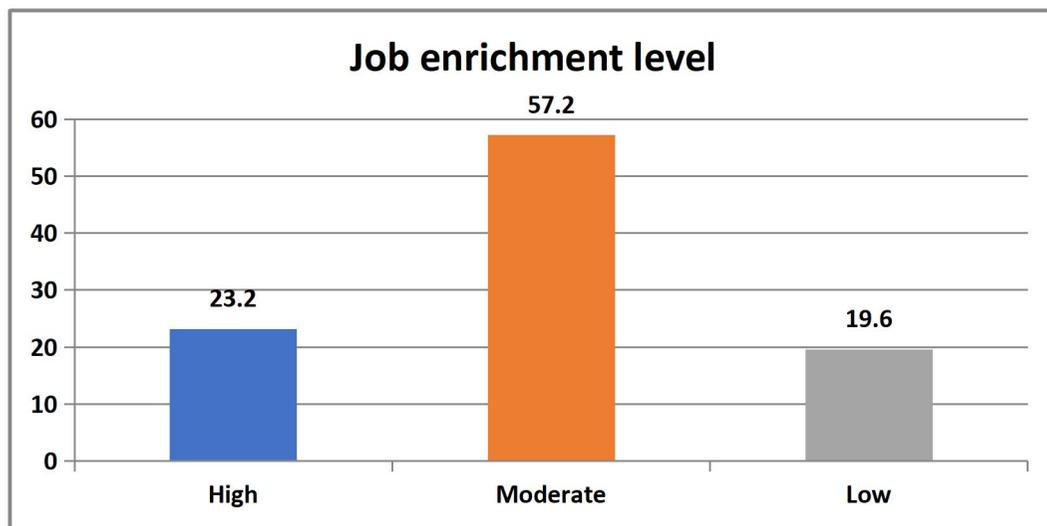


Figure 1: Distribution of organizational agility level as reported by nurses (N= 250)

Table 2: Mean and standard deviation of organizational agility dimensions among studied nurses (N=250)

Organizational agility dimensions	Maximum score	Mean \pm SD	Mean percent*
Sensing agility	9	6.49 \pm 1.45	72.2%
Decision-making agility	15	10.23 \pm 1.51	68.2%
Acting agility	21	14.84 \pm 1.82	70.7%
Total organizational agility	45	31.56\pm4.78	70.1%

* Percentages are calculated relative to maximum score.

**Figure 2:** Distribution of job enrichment level as reported by nurses (N= 250)**Table 3:** Mean and standard deviation of job enrichment dimensions among studied nurses (N=250)

Job enrichment dimensions	Maximum score	Mean \pm SD	Mean percent*
Skill variety	25	15.05 \pm 2.87	60.2%
Task identity	25	15.32 \pm 3.12	61.3%
Task significance	25	18.08 \pm 2.34	72.3%
Autonomy	25	10.87 \pm 2.78	43.5%
Feedback tasks	25	16.38 \pm 1.24	65.5%
Interaction	25	18.29 \pm 2.29	73.2%
Total job enrichment	150	93.99\pm14.64	62.7%

* Percentages are calculated relative to maximum score.

Table 4: Correlation matrix between overall scores of organizational agility and job enrichment among studied nurses (n=250)

Variables	Overall score for job enrichment	
	r	p-value
Overall score for organizational agility	0.418	<0.001**

**A highly statistical significant difference ($P \leq 0.001$)

Table 5: Relation between organizational agility and job enrichment as reported by nurses and their personal characteristics (n=250)

Elements	Personal characteristics					
	Age		Years of experience		Educational qualification	
	r	p-value	r	p-value	r	p-value
Organizational agility	0.253	0.012*	0.302	0.037*	0.610	0.001**
Job Enrichment	0.499	0.001**	0.467	0.001**	0.891	0.001**

*A statistical significant difference ($P \leq 0.05$)

Discussion:

Nurses represent the majority of health care workers who have an enormous impact on how well healthcare services are provided. Job enrichment is one strategy to improve nurses' performance and job satisfaction. Organizational agility play a significant role in enriching nurses' job by enhancing nurses' performance and providing more opportunities for personal accomplishment and growth, job enrichment aims to increase productivity and nurses' satisfaction. Job enrichment is a design of job that increases the volume of nurses' autonomy, control, skill varieties and responsibility which invariably helps to reduce rigidity, tediousness, lack of creativity and nurses' dissatisfaction.

The current study was aimed to assess the relation between organizational agility and job enrichment as reported by nurses. To achieve the aim of the current study and answer research questions the findings will be illustrated and discussed as:

In relation to organization agility level, the present study results demonstrated that the level of organizational agility at Benha University Hospitals, as reported by about two thirds the studied nurses, was moderate. From researchers point of view this result may be interpreted by efforts of the hospital management to maintain flexible to react promptly and wisely to predictable and unpredictable changes especially when dealing with the COVID-19 pandemic, and quickly adjust to environmental demands, such as making modifications to the existing work

practices and processes that was felt and understood by nurses.

This finding of the current study was supported with the study conducted by **Kamal, (2022)** who stated that less than half of studied nurses reported that organizational agility was moderate. And with **Ismael, El-kholy, Ahmed, (2021)**, they concluded that more than half of nurses reported moderate organizational agility. And **Al-Taweel and Al-Hawary (2021)**, indicated that the general level of agility of the corporations was moderate. Also, these results were supported by findings of some another studies performed by **Khaddam (2020)** and **Clauss et al. (2021)**. Also, **Saleem (2012)**, found that majority of nurses agreed that organizational agility was moderate

The findings of the current study revealed that the highest dimension of organizational agility was sensing agility followed by acting agility and lowest domain was decision making ability. From the researchers point of view this may be interpreted as sensing agility compromise proactive behavior includes anticipating problems related to change and initiating activities that lead to a solution of those problems and to overall improvements in work. So, organizational agility begins with sensing agility then acting agility by taking a positive attitude regarding changes, new ideas, and technology; tolerance of uncertain and unexpected situations, differences in opinions, and approaches; and tolerance to stressful situations and coping with stress situations then finally, decision making ability which depending on explaining many events and identify

opportunities and threats in the surrounding environment.

This result was agreed with **Ismael, El-kholy, Ahmed, (2021)**, they found that the highest mean score was related to the sensing agility domain, followed by acting agility, while the lowest mean score was related to decision-making agility. And **Nafei (2016)**, who examined the different facets of OA (sensing agility, decision-making agility and acting agility) and stated that participants identified the presence of a sensing agility as the highest domain. This was followed by acting agility, and decision-making agility was lowest domain.

Concerning the level of job enrichment as reported by nurses, the findings of the current study revealed that more than half of nurses reported that job enrichment level was moderate and about quarter reported that job enrichment level was high. From the researchers point of view this may be due to nurses perceived that hospital management continuously trying to provide autonomy and encouraging nurses' initiative towards high quality performance and job excellence by enriching the job through provide nurses with the necessary resourcing strategies to facilitate skill development opportunities.

This result was matched with **Asl, et al., (2015)** who stated that total level of job enrichment was moderate as reported by less than two thirds of studied nurses. And **Siddiqui, Bisaria, (2020)** concluded that less than half of nurses had moderate job enrichment. This result was disagreed with findings of **Masoudi, Nazari, & Raadabadi, (2015)**, they found that three quarters of the studied nurses had low job enrichment.

The present finding portrayed that the highest dimension of job enrichment was interaction followed by task significance and lowest domain was autonomy. From the researchers point of view this result is to some extent influenced by nursing job which is of great importance due to dealing with people's health and requires high interaction although it seems that job independence is one of the subjects to which attention should be paid for enriching this profession

This result was matched with findings of **Masoudi, Nazari, & Raadabadi, (2015)**, they found that among the dimensions of job enrichment, the lowest mean was related to autonomy (job independence) and the highest mean was related to interaction and subsequently task importance, and feedback from job background factors.

The present finding portrayed that there was a highly statistically significant correlation between total scores of organizational agility and total job enrichment scores. From the researchers point of view this result may be explained as hospital manager require nurses who are enthusiastic, active, eager, and motivated because they are fully attached to and engaged in their work and accomplish their tasks effectively that can be achieved by hospital management adopt flexibility and agility to facilitate and ensure job redesign and enrichment.

The present study findings demonstrated that there was a positive highly statistical significant correlation between total organizational agility as reported by nurses and their educational qualification. Also, was a positive statistical significant correlation between total organizational agility as reported by nurses and their age, years of experience. And was a positive highly statistical significant correlation between total job enrichment as reported by nurses and their age, years of experience and education qualification.

The current study's result follows the study conducted by **Palomo, et al., (2020)**, shows evidence about the positive relation between employees job enrichment, job satisfaction, females were seen more satisfied than male with enriched job. Interestingly **Adeyemo, et al., (2015)** tried to give a new dimension to job enrichment by emphasizing on its use in decision making. he was suggested that job enrichment predicts success of administrators; hence focus should be given on enhancing experience and education of participants.

Conclusion:

Based on the findings of current study it can be concluded that less than two thirds of studied nurses reported that organizational

agility level was moderate and more than half of them reported that job enrichment level was moderate. There was a highly statistically significant correlation between total scores of organizational agility and total job enrichment scores.

Recommendations:

- 1- Hospital administrators need to create specialized teams and offer seminars and workshops in order to attain speed, flexibility, reactivity, adaptability and group activities and participation culture among nursing staff.
- 2- Hospital administrators need to enhance self-awareness and ensuring that organizational tactics can generate resilience to deal with day-to-day issues.
- 3- Nursing managers need to provide nurses a high degree of job autonomy to allow them to use their abilities to complete the assigned task and accept responsibility for their actions.
- 4- Job enrichment process may be associated and accompanied by the increase in information, learning and nursing staff's skills.
- 5- Organizational agility training suggested being a part of daily operations for hospital administration.

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