

The Effect of Organizational Agility on Quality of Work Life: A Study on Commercial Banks in Egypt

Wageeh A. Nafei¹

¹ University of Sadat City, Menoufia, Egypt

Correspondence: Wageeh A. Nafei, University of Sadat City, Menoufia, Egypt. E-mail: dr.wageeh1965@yahoo.com

Received: August 10, 2015

Accepted: May 8, 2016

Online Published: May 22, 2016

doi:10.5539/ijbm.v11n6p271

URL: <http://dx.doi.org/10.5539/ijbm.v11n6p271>

Abstract

Purpose: The purpose of this research is to identify the types of OA (sensing agility, decision-making agility and acting agility) and its role in promoting Quality of Work Life (QWL) of the employees at commercial banks in Egypt.

Research Design/Methodology: To assess positive OA refer to (OA questionnaire, Jaworski, & Kohli, 1993) and QWL (QWL survey Seashore et al., 1983; Cammann et al., 1983; National Institute for Occupational Safety and Health, 2002) are used. The data of the study was collected from the employees at commercial banks in Egypt. Out of the 382 questionnaires that were distributed to employees, 325 usable questionnaires were returned, a response rate of 85%. Multiple Regression Analysis (MRA) was used to confirm the research hypotheses.

Findings: It has been paid to how OA factors have an impact on QWL. In other words, sensing agility, decision-making agility and acting agility significantly correlated with QWL. The study findings support the view that OA and QWL are related constructs. In other words, the research has found that the study subjects do agree that OA directly affects the dimensions of QWL of the employees at commercial banks in Egypt involved in the current study.

Practical implications: The study suggests that at commercial banks in Egypt can improve QWL by influencing its OA, specifically, by developing sensing agility, decision-making agility and acting agility. The study provided that it is necessary to pay more attention to the dimensions of OA as a key source for organizations to enhance the competitive advantage which is of prime significance for QWL.

Originality/value: The study observes that there is a critical shortage of OA and that a greater understanding of the factors that influence the QWL. Therefore, this study examines the relationship between OA and QWL among employees at commercial banks in Egypt. This research dealt with OA in terms of its concept and dimensions, in addition to dealing with the role of OA in promoting QWL at commercial banks in Egypt.

Keywords: organizational agility, quality of work life

1. Introduction

In the beginning of 21st century, the world faced considerable changes in all aspects, especially great changes in the communicational channels. These changes require organizations to revise their strategic priorities and visions (Sharifi & Zhang, 1999, 2001).

The Organizational Agility (OA) is one of the methods for responding to these changes and revolution factors. Indeed, the OA is a new paradigm for engineering competitive organizations and firms.

Since human mind capabilities are limited in terms of grasping important changes that take place in the environment surrounding it, so has the current business environment for any organization in the world become complicated and highly dynamic (Zain et al., 2005).

Therefore, it has become necessary that organizations in dire need for light movement of human capital be characterized with sensing agility, decision-making, and agility in carrying out work properly. This should be done in a manner which makes them engaged at work devoting all their efforts, feelings and realization in order to achieve the objectives of the organization (Markos & Sridevi, 2010; Warr & Inceoglu, 2012).

Agility provides the organization with the possibility of quick response and compatibility with environment and

allows the organization to improve its efficiency (Yeganegi & Azar, 2012).

OA has become the topic of interest of both academics and practitioners in recent years. Nine out of ten executives ranked OA as both critical to business success and growing in importance over time in a McKinsey & Company survey (Sull, 2009).

OA plays an important role in the life of the organization as it provides personnel with knowledge, high skills, restructuring and organizational processes, employing new technology (Sherehiy, 2008).

Research on OA is emerging in information systems field (Izza et al., 2008) due to the extensive reliance of contemporary organizations on information, in general, and information system, in particular. OA refers to organizations' ability to thrive by sensing and responding to environmental changes which has become critically important nowadays when the business environment is getting highly competitive and turbulent. It is regarded as a key business factor and a potential enabler to organization's competitiveness (Mathiassen & Pries-Heje, 2006),

This study is structured as follows: Section one is introductory. Section two presents the literature review. Section three discusses the research methodology. Section four presents the hypotheses testing. Section five explains the research findings. Research recommendations will take place at section six. Section seven handles the research implications. Limitations and future research will take place at section eight. Conclusion will be provided at the last section.

2. Literature Review

2.1 Organizational Agility

The concept of agility needs to be well grounded in management theory (Yusuf et al., 1999). Early in the 1990s, the new solution for managing a dynamic and changing environment emerged; agility. Agile manufacturing is the ability of surviving and prospering in a competitive environment of continuous and unpredictable change by reacting quickly and effectively to changing markets, driven by customer-defined products and services (Gunasekaran, 1999). The creators of "agility" concept at the Iacocca Institute, of Lehigh University (USA) defined it as a manufacturing system with capabilities (hard and soft technologies, human resources, educated management, information) to meet the rapidly changing needs of the marketplace (speed, flexibility, customers, competitors, suppliers, infrastructure, responsiveness). Agility is the successful application of competitive bases such as speed, flexibility, innovation, and quality by the means of the integration of reconfigurable resources and best practices of knowledge-rich environment to provide customer-driven products and services in a fast changing environment (Yusuf et al., 1999).

Agility emphasizes speed and flexibility as the primary attributes of an agile organization (Gunasekaran, 1999).

Some authors state that responding to change in proper ways and exploiting and taking advantages of changes are the main factors of agility (Sharifi & Zhang, 1999). An equally important attribute of agility is the effective response to change and uncertainty (Goldman et al., 1995).

Agility refers to the proactive responses to changes (Bessant et al., 2001). Agility refers to the use of changes as inherent opportunities in turbulent environment (Sharifi & Zhang, 2001).

Agility refers to the ability to survive and progress in the variable and unpredictable environment (Dove, 2001).

Organizational flexibility represents an organization's capacity to adjust its internal structures and processes in a predetermined response to changes in the environment. Adaptability underlies the fit of organizational operations to their environment while flexibility emphasizes the readiness of organizational resources and the ease of resource mobilization. The "agility" concept encompasses both flexibility and adaptability. Agility, as a business concept, was coined in a manufacturing context-particularly in relation to flexible manufacturing systems (Christopher & Towill, 2001).

Agility is a new concept in contemporary administrative thought. One writer has defined the process of agility in terms of the capabilities necessary to achieve light movement in the organization (Sherehiy, 2008).

Agility is the ability to respond to unpredictable changes with quick response and profitability (Erande & Verma, 2008).

Agility is an organizational ability to react quickly and effectively to an environment which can change radically (Janssen, 2010).

The concept of agility means rapid, agile, and active movement. Also, agility refers to the ability of rapid and easy movement and rapidly thinking with a thoughtful method. The root or origin of agility is derived from agile production and this is a concept that has been presented during later years. The agile production has been

accepted as a successful strategy by producers that prepare them for a considerable performance (Mehrabi et al., 2013).

According to the different definitions of the word agility, the concept of speed and quick response and also the concepts of group work and common goal regarding the word organization can be inferred. Agility can be defined as swiftness and quick response of a harmonious group to the changes made by the environment surrounding them in order to reach a goal (Yeganegi & Azar, 2012).

OA is the organization's ability to respond quickly and effectively to unexpected opportunities, in addition to providing, in advance, solutions that meet potential needs (Nelson & Harvey, 1995).

OA is the ability to survive and grow in an unexpected competitive environment of constant change through rapid response to changing markets and through meeting the desires and needs of customers, whether of products or services (Gunasekaran, 1999).

OA is the successful application of the competition rules, such as speed, flexibility, innovation and quality, through the means of integration of resources and the restructuring of best practices in the environment of technical knowledge, through the provision of services or products that meet customers' preferences in light of a rapidly changing environment (Yusuf et al., 1999).

OA is the organization's ability to work comfortably in a quickly and consistently changing and fragmented global market environment, through producing high quality and effective performance (Tsourveloudis & Valavanis, 2002).

OA enables the organization to carry out a series of specific tasks successfully, in addition to managing the opportunities and risks in the business activities effectively (Ardichvile et al., 2003).

OA makes organizations more responsive to market trends, and faster in terms of the delivery of products and services compared to non-agile ones. OA is composed of three basic dimensions of the sensor agility, decision-making, and agility practice and application (Sambamurthy et al., 2003).

OA is not only "flexible" to cater for predictable changes but also is able to respond and adapt to unpredictable changes quickly and efficiently (Oosterhout et al., 2006).

OA can be viewed as the state of organizational performance in terms of flexibility and adaptability and is attainable through organization's activities. In particular, from the process-based perspective, OA is a set of processes that allow an organization to sense changes and respond efficiently and effectively in timely and cost-effective manner in the internal and external environments. Sensing refers to an organization's ability to detect, capture and interpret organizational opportunities (Seo & Paz, 2008).

Responding represents an organizational ability to mobilize and transform resources to react to the opportunities that it senses (Gattiker et al., 2005; Oosterhout et al., 2006).

These two capabilities must be aligned to optimally obtain OA. OA is the organizational capacity to sensor response successfully to the opportunities and threats in the market in a timely manner (Overby et al., 2006).

OA is a proactive management strategy that aims at maintaining the organization's resources and achieving the desires of customers in a timely manner (Hitt et al., 2007).

The concept of OA is derived from performance characteristics of an agile organization and is rooted in two related concepts- "organizational adaptability" and "organizational flexibility". Organizational adaptability focuses on how an organization's form, structure, and degree of formalization influence its ability to quickly adapt to its business environment (Sherehiy et al., 2007).

OA consists of several key elements. They are (1) speed and flexibility, (2) responding to changes in the surrounding environment, (3) high quality products, (4) products and services of accurate information, (5) interacting with social issues and the environment, (6) different technologies collecting, and (7) internal integration inside the institutions and among each other (Sherehiy, 2008).

OA is the process of arrangement, and abolition of business units, markets and industries to re-focus on differentiated core capabilities (Hill & Jones, 2009).

OA is a package of ideas that aims at continuous improvement, flat organizational structures, work teams, stopping waste or loss, efficient use of resources, and managing the chain of preparation. Japanese companies have adopted the concept of OA in terms of reducing costs through the removal of waste (David, 2009).

OA is one that quickly meets customer requests, offers new products, and gets on strategic alliances or gets rid of them. This means that organizations are in an urgent need of strategic alliances in order to solve the problems of

its customers, rather than providing products or one service. The fundamental reason behind the necessity of OA is searching for the core capabilities, on the one hand, and identifying the business environment and capturing opportunities, on the other hand (McCarthy et al., 2010).

OA is a construction of three basic elements. They are (1) sensing agility, (2) decision-making, and (3) acting agility (Pavlou & El Sawy, 2010).

OA is the manufacturing system for physical and non-physical technology, human resources, educated management and information in order to meet the rapidly changing needs of the market in a manner that achieves the desires and needs of the customers in time (Park, 2011).

In light of this, the researcher does identify OA as the organization's ability to achieve its objectives, through the development of its products increasing knowledge of its human resources, effecting the development of the organization and lightening its movement in a rapidly changing environment.

The dimensions of the OA are three main types. They are sensing agility, decision-making agility and acting agility (Park, 2011).

- **Sensing Agility:** Sensing agility is the organizational capacity to inspect and monitor events and changes in the surrounding environment (customer preferences changes, the movements of the new competitors, new technology) in a timely manner (Park, 2011). The task of sensing means the strategic monitoring of environmental events that could have an impact on organizational strategy, competitive work, and future performance, including several activities such as access to information related to the events which show environmental change, on the one hand, and getting rid of the trivial information, on the other hand, in light of predetermined foundations and rules (El-Sawy, 1985). This task is related to decision-making and its execution (Daft & Weick, 1984; Dutton & Duncan, 1987). It is interested in organizational adaptation to change in the surrounding environment (Smircich & Stubbart, 1985).

- **Decision-Making Agility:** Decision-making agility process is the ability to collect, accumulate, restructure and evaluate relevant information according to a variety of sources to explain the implications of the business without delay, and to identify opportunities and threats based on the interpretation of events, along with the development of action plans, which direct the reconfiguration of resources and the development of new competitive procedures (Park, 2011). Decision-making task consists of several interrelated activities, which explain many events and identify opportunities and threats in the surrounding environment. Decision-making task focuses on collecting information from multiple and diverse sources in order to understand the implications of their work (Thomas et al, 1993). Decision-making task seeks to capture the utmost opportunities and minimize the impact of threats on the life of the organization (Houghton, et al, 2004).

- **Acting Agility/Practicing:** The acting task consists of a set of activities for re-assembling organizational resources and modifying business processes on the basis of the principles of work resulting from the task of decision-making in order to address the change that occurs in the surrounding environment (Eisenhardt & Martin, 2000). Organizations can change the business processes by various procedures and resources, redesigning the organizational structure of the organization (Dutton & Duncan, 1987; Thomas et al, 1993).

2.2 *Quality of Work Life*

Quality of Work Life (QWL) is a concept of behavioral science, and the term was first introduced by Davis in 1972 (Mathur, 1989; Hian & Einstein, 1990).

QWL can be defined as a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work. QWL is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Robbins, 1989).

The key elements of QWL in the literature include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Havlovic, 1991).

Employees with high QWL tend to report high levels of identification with their organizations, job satisfaction, job performance and lower levels of turnover and personal alienation (Efraty et al., 1991).

QWL is defined as employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace (Sirgy et al., 2001).

QWL has been well recognized as a multi-dimensional construct and it may not be universal or eternal. The key concepts captured and discussed in the existing literature include job security, better reward systems, higher pay,

opportunity for growth, participative groups, and increased organizational productivity. In the scientific management tradition, satisfaction with QWL was thought to be based solely on "extrinsic" traits of the job: salaries and other tangible benefits, and the safety and hygiene of the workplace. By contrast, the human relations approach stresses that, while extrinsic rewards are important, "intrinsic rewards" are key predictors of productivity, efficiency, absenteeism and turnover. These intrinsic rewards include traits specific to the work done, the "task content": skill levels, autonomy and challenge (Beauregard, 2007).

One conceptualization of QWL, based on need-hierarchy theory of Maslow, regards QWL as employee satisfaction of seven sets of human developmental needs: (1) health and safety needs, (2) economic and family needs, (3) social needs, (4) esteem needs, (5) actualization needs, (6) knowledge needs, and (7) esthetic needs (Marta et al., 2011).

There are eight aspects in which employees perceptions towards their work organizations could determine their QWL: adequate and fair compensation; safe and healthy environment; development of human capacities; growth and security; social integrative constitutionalism; the total life space and social relevance (Walton, 1974).

There is a plethora of literature highlighting the factors critical for the assessment of QWL (Srinivas, 1994).

Some researchers have attempted to measure QWL in a variety of settings using combinations of various questionnaires such as job satisfaction, organizational commitment, alienation, job stress, organizational identification, job involvement and finally work role ambiguity, conflict, and overload were studied as proxy measures of QWL (Levine et al., 1984).

QWL can be measured by the feelings that employees have towards their jobs, colleagues, and companies would enhance a chain effect leading to organization's growth and profitability (Heskett et al., 1997).

QWL is a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work. The key elements of QWL in the literature include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Scobel, 1975; Havlovic, 1991).

For the purpose of this study, QWL is defined as the favorable condition and environment of employees benefit, employees' welfare and management attitudes towards operational workers as well as employees in general.

3. Methodology

3.1 Research Model

The proposed comprehensive conceptual model is presented in Figure 1. The diagram below shows that there is one independent variable of OA. There is one dependent variable of QWL. It shows the rational links among the variables. The research model is as shown in the following figure.

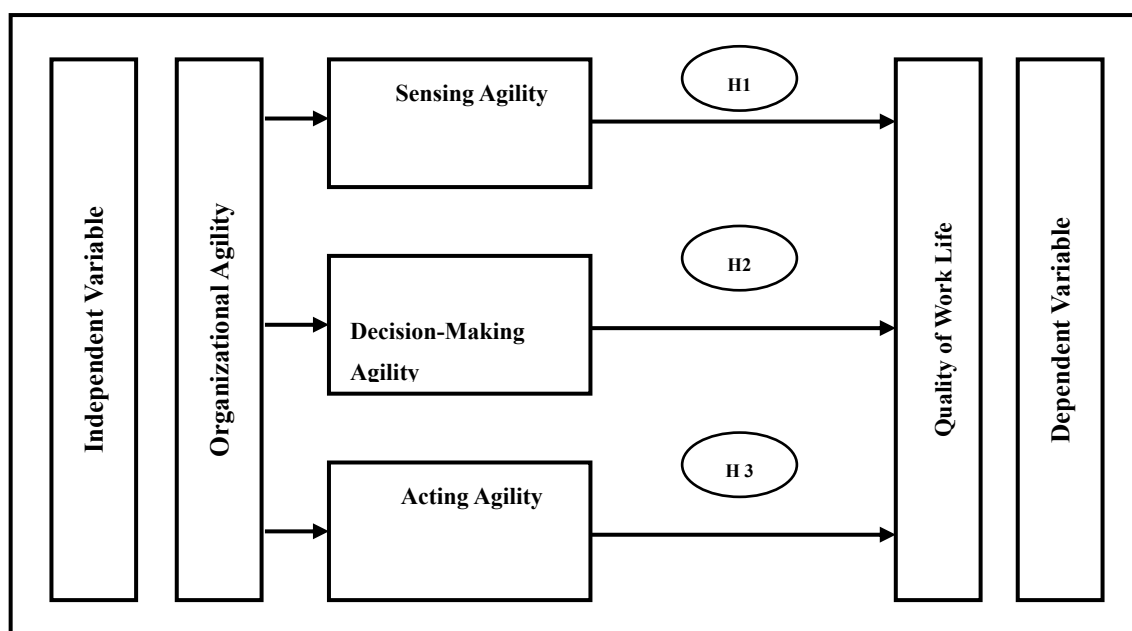


Figure 1. Proposed comprehensive conceptual model

The research framework suggests that OA has an impact on QWL. OA as measured consisted of sensing agility, decision-making agility and acting agility (Jaworski & Kohli 1993).

QWL is measured in terms of the moral conditions of the work environment, job characteristics, wages and rewards, team work, head's method in supervision, and participation in decision-making (Seashore et al., 1983; Cammann et al., 1983; National Institute for Occupational Safety and Health, 2002).

3.2 Research Questions and Hypotheses

The objective of this study is to analyze OA and its relation with QWL at commercial banks in Egypt. The research question or hypothesis is a key preliminary step in the research process. It presents the idea to be examined in the study and is the foundation of the research study. The hypothesis attempts to answer the research question.

In light of the above-mentioned discussion, the researcher found the research problem through two sources.

The first source is to be found in previous studies, and it turns out that there is a lack in the number of literature reviews that dealt with the analysis of the relationship between OA and QWL at commercial banks in Egypt. This called for the researcher to test this relationship in the Egyptian environment.

The second source is the pilot study, which was conducted in an interview with (30) employees in order to identify the relationship between OA and QWL. The researcher found through the pilot study several indicators notably the important and vital role that could be played by OA in reinforcing QWL at commercial banks in Egypt. As a result of the discussions given above, the research questions are as follows:

Q1: What is the nature and extent of the relationship between OA (sensing agility) and QWL at commercial banks in Egypt.

Q2: What is the nature of the relationship between OA (decision-making agility) and QWL at commercial banks in Egypt.

Q3: What is the extent of the relationship between OA (acting agility) and QWL at commercial banks in Egypt.

As variables that were focused on in this study, perception for OA that is in interaction with it effect QWL closely. There are studies in literature that study OA and QWL factors separately and within the frame of bilateral relation, there is no study to find that examines these two factors collectively that are oriented at the Egyptian environment. This study aims to contribute to the literature by examining the research variables collectively and revealing the interaction between the research variables.

As a result of the discussions given above, the following hypotheses were developed to test the effect of OA on QWL at commercial banks in Egypt.

H1: OA (sensing agility) of employees has no statistically significant effect on QWL at commercial banks in Egypt.

H2: OA (decision-making agility) of employees has no statistically significant impact on QWL at commercial banks in Egypt.

H3: OA (acting agility) of employees has no statistically significant influence on QWL at commercial banks in Egypt.

3.3 Population and Sample

The population of the study included all employees at commercial banks in Egypt. The total population is 66.536 employees. Determination of sample size was calculated using the formula (Daniel, 1999) as follows:

$$n = \frac{N \times (Z)^2 \times P(1-P)}{d^2(N-1) + (Z)^2 \times P(1-P)}$$

The number of samples obtained by 382 employees at commercial banks in Egypt in Table 1.

Table 1. Distribution of the sample size

Bank Type	Number of Population	Percentage	Sample Size
1. General Commercial Banks	52564	79%	382 X 79% = 302
2. Joint Commercial Banks	11977	18%	382 X 18% = 69
3. Foreign Branches of Banks	1995	3%	382 X 3% = 11
Total	66536	100%	382 X 100% = 382

Source: Egyptian Central Bank, Economic Magazine, 2015.

3.4 Procedure

The goal of this study was to identify the relationship between OA and QWL at commercial banks in Egypt. A survey research method was used to collect data. The questionnaire included three questions, relating to OA, QWL, and biographical information of employees at commercial banks in Egypt. Data collection took two months. Survey responses were 85%, 325 completed surveys out of the 382 distributed.

Table 2 describe some of the features of the respondents at commercial banks in Egypt who participated in the survey.

Table 2. Frequency distribution table of demographics

Variables	Number	Percentage	
1- Job Title	General Manager	18	%5.5
	Deputy General Manager	25	%7.7
	Agent General Manager	20	%6.2
	Deputy Manager	34	%10.5
	Controller	35	%10.8
	Excellent Banker	49	%15.1
	Banker A	42	%12.9
	Banker B	102	%31.4
	Total	325	%100
	2- Marital Status	Married	215
Single		110	%33.8
Total		325	%100
3- Age	Less than 30 years	125	%38.5
	From 30 to 45	140	%43.1
	More than 45	60	%18.5
	Total	325	%100
4- Educational Level	University Education	138	%42.5
	Post Graduate Studies	187	%57.5
	Total	325	%100
5- Period of Experience	Less than 5 years	65	%20.0
	From 5 to 10	210	%64.6
	More than 10	50	%15.4
	Total	325	%100

3.5 Research Variables and Methods of Measuring

3.5.1 Organizational Agility Scale

The researcher will depend on the scale developed by Jaworski and Kohli (1993) in measuring OA, which has been divided into three elements (sensing agility, decision-making agility and acting agility). OA consists of 15 statements. There were three items measuring sensing agility, five items measuring decision-making agility, and seven items measuring acting agility. The survey form is used as the main tool for data collection in measuring OA at commercial banks in Egypt.

3.5.2 Quality of Work Life Scale

The researcher will depend on the scale developed by Seashore et al. (1983); Cammann et al. (1983); National

Institute for Occupational Safety and Health (2002), in measuring QWL, which has been divided into six main components (the moral conditions of the work environment, job characteristics, wages and rewards, team work, the head's method in supervision, and the participation in decision-making).

QWL consists of 36 statements. There were six items measuring the moral conditions of the work environment, six items measuring job characteristics, six items measuring wages and rewards, six items measuring team work, six items measuring the head's method in supervision, and six items measuring the participation in decision-making.

Responses to all items scales were anchored on a five (5) point Likert scale for each statement, which ranges from (5) "full agreement" (4) for "agree" (3) for "neutral" (2) for "disagree" and (1) for "full disagreement".

3.6 Data Analysis and Testing Hypotheses

The researcher has employed the following methods: (1) Cronbach's alpha or ACC, (2) (MRA), and (3) F- test and T-test. All these tests are found in SPSS.

4. Hypotheses Testing

4.1 Evaluating Reliability

Before testing the hypotheses and research questions, the reliability of OA and QWL were assessed to reduce errors of measuring and maximizing constancy of these scales. To assess the reliability of the data, Cronbach's alpha test was conducted. Table 3 shows the reliability results for OA and QWL. All items had alphas above 0.70 and were therefore excellent, according to Langdrige's (2004) criteria.

Table 3. Reliability of organizational Agility and QWL

Variables	The Dimension	Number of Statement	ACC
OA	Sensing Agility	3	0.664
	Decision-Making Agility	5	0.773
	Acting Agility	7	0.785
	Total Measurement	15	0.892
QWL	The Moral Conditions of the Work Environment	6	0.913
	Job Characteristics	6	0.952
	Wages and Rewards	6	0.913
	Team Work	6	0.952
	Head's Method in Supervision	6	0.913
	Participation in Decision-Making	6	0.952
	Total Measurement	36	0.990

Regarding Table 3, the 15 items of OA are reliable because the ACC is 0.892. For sensing agility, which consists of 3 items, is reliable because the ACC is 0.664. Decision-making agility, which consists of 5 items, is reliable because the ACC is 0.773. Furthermore, the acting agility which consists of 7 items, is reliable because the ACC is 0.785. Thus, the internal consistency of OA can be acceptable.

According to Table 3, the 36 items of QWL are reliable because the ACC is 0.990. The six items of the moral conditions of the work environment scales are reliable due to the fact that the ACC is 0.913. The job characteristics, which consists of six items, is reliable since the ACC is 0.952. The six items related to wages and rewards are reliable as ACC is 0.913. Furthermore, the six items of team work scales are reliable due to the fact that the ACC is 0.952. The head's method in supervision, which consists of six items, is reliable since the ACC is 0.913. The six items related to participation in decision-making are reliable as ACC is 0.952. Thus, the reliability of QWL can be acceptable.

Accordingly, two scales were defined, OA (15 variables), where ACC represented about 0.892, and QWL (36 variables), where ACC represented 0.990.

4.2 Correlation Analysis

Table 4. Descriptive statistics and correlation matrix of constructs

Variables	Mean	Std. Deviation	1	2	3	4
1. Sensing Agility	4.16	0.742	1			
2. Decision-Making Agility	3.67	0.809	0.577**	1		
3. Acting Agility	4.02	0.634	0.832**	0.663**	1	
4. Quality of Work Life	3.74	0.907	0.330**	0.301**	0.476**	1

Note. ** Correlation is significant at 0.01 level.

The researcher calculated means and standard deviations for each variable and created a correlation matrix of all variables used in hypothesis testing. Arithmetic mean and standard deviation values related to dependent and independent variables of this study and correlation coefficients between these variables are given in Table 4.

Based on Table 4, the first issue examined was the different facets of OA (sensing agility, decision-making agility and acting agility). According to Table (4), among the various facets of OA, those who responded identified the presence of a sensing agility ($M=4.16$, $SD=0.742$). This was followed by acting agility ($M=4.02$, $SD=0.634$), and decision-making agility ($M=3.67$, $SD=0.809$).

The second issue examined was the different facets of QWL (the moral conditions of the work environment, job characteristics, wages and rewards, team work, head's method in supervision, and participation in decision-making) are examined. Most respondents identified the overall QWL ($M=3.74$, $SD=0.907$).

According to Table 4, OA dimensions have positive and significant relation with QWL dimensions. The correlation between OA (sensing agility) and QWL is 0.330. For decision-making agility and QWL, the value is 0.301 whereas acting agility and QWL show correlation value of 0.476.

Finally, Table 4 proves that there is a significant and positive correlation between OA and QWL. So our hypothesis is rejected and it can be said that there is a significant and positive correlation between OA and QWL.

4.3 The Relationship between OA (Sensing Agility) and QWL

The relationship between OA (sensing agility) and QWL at commercial banks in Egypt is determined. The hypothesis to be tested is:

There is no relationship between OA (Sensing Agility) and QWL at commercial banks in Egypt.

Table 5. MRA results for OA (Sensing Agility) and QWL

The Variables of OA (Sensing Agility)	Beta	R	R ²
1. The organization has been slow in terms of detecting changes that occur in customer preferences for products.	0.479**	0.273	0.074
2. The organization has been slow in terms of detecting changes that occur in the movements of competitors.	0.401**	0.453	0.205
3. The organization has been slow to detect changes in technology.	0.338**	0.092	0.008
▪ MCC	0.530		
▪ DC	0.281		
▪ Calculated F	41.827		
▪ Degree of Freedom	3, 321		
▪ Indexed F	3.78		
▪ Level of Significance	0.000		

** P < .01.

According to Table 5, the regression-coefficient between OA (sensing agility) and QWL is $R=0.530$ and $R^2=0.281$. This means that the QWL can be explained by the dimensions of OA (sensing agility).

Because of the calculated F (41.82) more than indexed F (2.80) at the statistical significance level of 0.01, the null hypothesis is rejected.

4.4 The Relationship between OA (Decision-Making Agility) and QWL

The relationship between OA (decision-making agility) and QWL at commercial banks in Egypt is determined. The hypothesis to be tested is:

There is no relationship between OA (Decision-Making Agility) and QWL at commercial banks in Egypt.

Table 6. MRA Results for OA (Decision-Making Agility) and QWL

The Variables of OA (Decision-Making Agility)	Beta	R	R ²
1. The organization analyzes important events concerning customers, competitors, and technology without any delay.	0.180**	0.276	0.076
2. The organization detects the opportunities and threats to changes in customers, competitors, and technology in time.	0.081	0.147	0.021
3. The organization carries out a specific action plan in order to meet customer needs without any delay.	1.222**	0.236	0.055
4. The organization implements a plan of action in order to respond to the strategic movements of competitors without delay.	1.149**	0.217	0.047
5. The organization is implementing an action plan on how to use the new technology without delay.	0.097	0.242	0.058
▪ MCC	0.353		
▪ DC	0.125		
▪ Calculated F	9.103		
▪ Degree of Freedom	5, 319		
▪ Indexed F	3.01		
▪ Level of Significance	0.000		

** P < .01.

As Table 6 proves, the MRA resulted in the R of 0.353. This means that QWL has been significantly explained by the 5 independent variables of decision-making agility.

Furthermore, the R² of 0.125 indicates that the percentage of the variable interprets the whole model, that is, 12.5%. It is evident that the five independent variables justified 12.5% of the total factors of QWL.

Hence, 87.57% are explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis.

4.5 The Relationship between OA (Acting Agility) and QWL

The relationship between OA (acting agility) and QWL at commercial banks in Egypt is determined. The hypothesis to be tested is:

There is no relationship between OA (Acting Agility) and QWL at commercial banks in Egypt.

According to Table 7, the regression-coefficient between OA (acting agility) and QWL is R= 0.630 and R²= 0.397. This means that the QWL can be explained by the dimensions of OA (sensing agility).

Because of the calculated F (29.80) more than indexed F (2.80) at the statistical significance level of 0.01, the null hypothesis is rejected.

Table 7. MRA results for OA (Acting Agility) and QWL

The Variables of OA (Acting Agility)	Beta	R	R ²
1. The organization can reconfigure its resources in the proper time.	0.134**	0.261	0.068
2. The organization can re-adjust operations carried out in a timely manner.	0.085	0.311	0.096
3. The organization can use new technology in the proper time.	0.308**	0.424	0.179
4. The organization can introduce new products in the proper time.	0.238**	0.494	0.244
5. The organization can change prices quickly in the proper time.	0.187*	0.273	0.074
6. The organization can change strategic things in the proper time.	0.248**	0.453	0.205
7. The organization can solve customers' needs and complaints without delay.	0.253**	0.092	0.008
▪ MCC	0.630		
▪ DC	0.397		
▪ Calculated F	29.800		
▪ Degree of Freedom	7, 317		
▪ Indexed F	2.63		
▪ Level of Significance	0.000		

Note. ** P < 0.01; * P < 0.05.

5. Research Findings

The present study on analyzing the relationship between OA and QWL at commercial banks in Egypt revealed the following results:

1. Our findings support the view that the dimensions of OA (sensing agility, decision-making agility and acting agility) were positively related with QWL. The findings reveal that there is a positive relationship between OA and QWL. In other words, OA significantly influences QWL.
2. Overall findings suggested that OA does affect QWL. Management should ensure that OA be applied in the organization through the encouragement of cooperative teamwork. Our findings support the view that more OA are more effective in achieving QWL. High OA will be more likely to achieve high QWL.
3. The results refer to a direct exponential impact relationship between OA and QWL. Employees with high OA enjoy higher production capacity compared to their counterparts with low-level OA as the availability of a high level of OA among employees leads to improving the quality of the relationship between employees and their bosses which leads to the improvement of the level of performance.
4. There is a significant relationship between OA and QWL at commercial banks in Egypt. In other words, *sensing agility*, which is an integral part of OA, significantly and positively influences QWL. This is consistent with the finding that the employees who believed their organization had a sensing agility was more succeed with their job. OA plays an important role in influencing QWL. Also, OA contributes significantly to reinforcing QWL.
5. This study concluded that the OA was positively related with QWL at commercial banks in Egypt. In other words, OA (*decision-making agility*) was positively related with QWL. Overall findings from this study suggested that OA does affect QWL. Hence, the management at commercial banks in Egypt should ensure that suitable types of agility be applied in the organization through the encouragement of cooperative teamwork.
6. There is a positive relationship between the types of OA and QWL of employees at commercial banks in Egypt. In other words, *acting agility*, which is an integral part of OA, positively correlated with QWL.
7. OA plays an important role in influencing QWL. The study pointed out that the availability of OA (sensing agility, decision-making agility, and acting agility) plays an important role in influencing the dimensions of QWL. In other words, OA affects QWL.

6. Research Recommendations

The managers at commercial banks in Egypt might be able to improve QWL through the following:

1. The need to focus on the dimensions of OA and use them to increase the QWL among employees through:
 - Sensing agility, detecting and attracting important business at one time at the commercial banks in Egypt.
 - Decision-Making Agility, interpreting events, identifying opportunities and threats and taking the actual plans in time at the commercial banks in Egypt.

- Acting Agility: reshaping organizational resources drastically and modifying business processes and the provision of services to market in time at the commercial banks in Egypt.
2. The need to train managers on how to develop the dimensions of OA through training courses targeting the spread of the spirit of sensing agility, decision-making agility and acting agility in order to ensure the achievement of positive feedback in the work environment.
 3. It is necessary to pay attention to the impact of the types of OA on QWL for employees at commercial banks in Egypt and for the purpose of obtaining an effective impact of OA on QWL.
 4. Broader usage of the various means of *sensing agility*, especially detecting and attracting important business at one time. This will highly improve QWL, as the field study has proved.
 5. Reconstructing *decision-making agility*, besides paying attention to interpreting events, identifying opportunities and threats and taking the actual plans in time. The field study has proved the adverse effect of existing structures on QWL.
 6. Adopting more *acting agility*, besides reshaping organizational resources drastically and modifying business processes and the provision of services or new products to market in time. This will entail their feeling of empowerment as the field study has concluded the existence of a strong positive impact of decentralization and authority delegation on QWL.
 7. The managers should be more attentive towards organizational factors; especially *sensing agility, decision-making agility, and acting agility*. This could lead to more success and effectiveness of the commercial banks in Egypt.
 8. Factors that lead to QWL (the moral conditions of the work environment, job characteristics, wages and rewards, team work, the head's method in supervision, and the participation in decision-making) should be enhanced in accordance with contemporary management trends in a changing environment.

7. Research Implications

Managers at commercial banks in Egypt might be able to improve QWL through OA (sensing agility, decision-making agility and acting agility). OA also helps employees pay attention to professional standards.

QWL may exist with the help of top management at commercial banks in Egypt. This is achieved by taking employees interests into account. Absenteeism and turnover will be lower. Productivity and profitability will be higher.

8. Limitations and Future Research

There are some limitations of this study. Firstly, the data was collected from employees in Egypt. Therefore, the generalization of the results must be made with caution. Secondly, the findings may not be generalized to other organizations in Egypt. Thirdly, a small sample size is used.

There are several areas for future research. They are (1) the relationship between OA and OCB, (2) similar studies should be undertaken in other organizations in Egypt, (3) more studies should look at a comparative study of another sector such as education and tourism, and (4) future studies should examine the relationship between OA and organizational success, (5) more studies should examine the role of OA in enhancing organizational excellence, and (6) more studies should examine the relationship between OA and organizational success.

9. Conclusion

This study attempted to investigate the relationship between OA and QWL at commercial banks in Egypt. The study proved that there is a statistical significant relationship between OA and QWL. It revealed that OA and QWL are related.

The Egyptian commercial banks can increase QWL by ensuring OA within their organizations. Research on OA and QWL increased over the past decade. However, this rapid growth caused several problems, including the need to better understand the conceptual similarities between various forms of OA and QWL, as well as their antecedents and consequences. Overall, this is an exciting and dynamic field of research, and we are hopeful that this paper will help speed progress in this area by highlighting several key issues that need more attention.

According to importance of enhancement of QWL in organizations such as commercial banks, one of the most important factors that plays positive role is OA of human resource of that organization. Then, in this research, we try to test this assumption until help managers to invest on OA of their organization and improve QWL and subsequence job performance of their personnel.

There are few ways to help people create QWL. They are (1) An individual must create a personal vision by articulating something to be accomplished in career. Such vision will set a target of where an individual wants to be in life and must be prepared to make adjustment at any time. Employees need to be flexible and ready as life's journey is all about twists and turns. It keeps employees focus and strives towards their vision and when they pull off, it will be a meaningful accomplishment, (2) An individual must not perplex real identity with role played at work. Let the vision manifest who each individual really. The role played at work is intended for the work game. It does not replicate true identity. To guarantee job satisfaction, employees must let their vision lead them, and (3) Individuals must develop healthy personal habits by taking care of their body, mind and spirit to withstand all those challenges and pressures they face at work. Eating habits, sleeping routines and exercising will help employees live a healthy life style and resilient enough to face anything coming. It helps employees to be positive and accept almost everything in a positive way.

References

- Ardichvili, A., Cardozob, R., & Rayc, S. (2003). A Theory of Entrepreneurial Opportunity Identification and Development. *Journal of Business Venturing, 18*, 105.
- Beauregard, T. (2007). Family Influences on the career life cycle. *Career Choice in Mangement and Entrepreneurship: A Research Companion*.
- Bessant, J., Knowles, D., Francis, D., & Meredith, S. (2001). Developing the Agile Enterprise, Agile Manufacturing: The 21st Century Competitive Strategy.
- Cammann, C., Fichman, M., Jenkins, D., & Klesh, P. (1983). Assessing the Attitudes and Perceptions of Organizational Members.
- Christopher, M., & Towill, D. (2001). An Integrated Model for the Design of Agile Supply Chains. *International Journal of Physical Distribution & Logistics Management, 31*(4), 235-246.
- Daft, L., & Weick, E. (1984). Toward a Model of Organizations as Interpretive Systems. *Academy of Management Review, 9*, 284-295.
- David, F. (2009). *Strategic Management- Concepts and Cases* (12th ed.). Prentice-Hill Pearson Education International Inc. U.S.A.
- Dove, R. (2001). *Responsibility: The language, structure, and culture of the agile enterprise*. New York: Wiley.
- Dutton, J., & Duncan, R. (1987). The Creation of Momentum for Change through the Process of Strategic Issue Diagnosis. *Strategic Management Journal, 8*, 279-295.
- Efraty, D., Sirgy M., & Claiborne, C. (1991). The effects of personal alienation on organizational identification: A quality-of-work life model. *J. Bus Psychol, 6*(Fall), 57-78.
- Eisenhardt, M., & Martin, J. (2000). Dynamic Capabilities: What Are They? *Strategic Management Journal, 21*, 1105-1121.
- El Sawy, O. (1985). Personal Information Systems for Strategic Scanning in Turbulent Environments. *MIS Quarterly, 9*(1), 53-60.
- Erande, A., & Verma, A. (2008). Measuring Agility of Organizations – A Comprehensive Agility Measurement Tool (CAMT). Old Dominion University, Proceedings of The 2008 IAJC-IJME International Conference.
- Gattiker, T., Chen, D., & Goodhue, D. (2005). Agility through Standardization: A Crm/ Erp Application. In F. R. Jacobs & B. E. (Eds.), *Strategic ERP Extension and Use*. Stanford Business Books.
- Goldman, S., Nagel, R., & Preiss, K. (1995). *Agile Competitors and Virtual Organizations: Strategies for Enriching the Customer*. New York: Van Nostrand Reinhold.
- Gunasekaran, A. (1999). Agile Manufacturing: A Framework for Research and Development. *International Journal of Production Economics, 62*, 87-105.
- Havlovic, S. (1991). Quality of work life and human resource outcomes. *Industrial Relations, 30*(3), 469-479.
- Heskett, J., Sasser, W., & Schlesinger, L. (1997). *The Service Profit Chain*. New York: The Free Press.
- Hian, C., & Einstein, W. (1990). Quality of work life (QWL): What can unions do? *S.A.M. Advanced Management Journal, 55*(2), 17-22.
- Hill, C., & Jones, G. (2009). *Strategic Management, An Integrated approach* (13th ed.). Houghton Mifflin Company, Boston.

- Hitt, M. A., Hoskisson, E. R., & Ireland, R. D. (2007). *Management of Strategy: Concepts and Cases* (1st ed.).
- Houghton, R., El Sawy, O., Gray, P., Donegan, C., & Joshi, A. (2004). Vigilant Information Systems for Managing Enterprises in Dynamic Supply Chains: Real-Time Dashboards at Western Digital. *MIS Quarterly Executive*, 3(1), 19-35.
- Izza, S., Imache, R., Vincent, L., & Lounis, Y. (2008). An Approach for the Evaluation of the Agility in the Context of Enterprise Interoperability. *Enterprise Interoperability III*, 3-14.
- Janssen, L. (2010). Organizational agility in an institutional context.
- Jaworski, B., & Kohli, A. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57(3), 52-70.
- Levine, M., Taylor, J., & Davis, L. (1984). Defining quality of work life. *Human Relations*, 37(1), 81-104.
- Markos, S., & Sridevi, M. (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*, 5(12).
- Marta, J., Singhapakdi, A., Lee, D., Sirgy, M., Koonmee, K., & Virakul, B. (2011). Perceptions about ethics institutionalization and quality of work life: Thai versus American marketing managers. *Journal of Business Research*. <http://dx.doi.org/10.1016/j.jbusres.2011.08.019>
- Mathiassen, L., & Pries-Heje, J. (2006). Business Agility and Diffusion of Information Technology. *European Journal of Information Systems*, 15(1), 116-119.
- Mathur, R. N. (1989). *Quality of working life of women construction workers*. India, New Delhi: Commonwealth Publishers.
- McCarthy, I., Lawrence, T., Wixted, B., & Gordon, B., (2010). A Multidimensional Conceptualization of Environmental Velocity. *Academy of Management Review*, 35(4), 604-626.
- Mehrabi, S., Siyadat, S., & Allameh, S. (2013). Examining the Degree of Organizational Agility from Employees' Perspective (Agriculture-Jahad Organization of Shahrekord City). *International Journal of Academic Research in Business and Social Sciences*, 3(5), 315-323.
- National Institute for Occupational Safety and Health (NIOSH). (2002). Quality of Work Life Questionnaire
- Nelson, A., & Harvey, F. (1995). Technologies for Training and Supporting Your Agile Workforce. In *Creating the Agile Organization: Models, Metrics and Pilots. 4th Agility Forum Annual Conference*.
- Oosterhout, M., Waarts, E., & Van Hillegersberg, J. (2006). Change Factors Requiring Agility and Implications for It. *European Journal of Information Systems*, 15(2), 132-145.
- Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise Agility and the Enabling Role of Information Technology. *European Journal of Information Systems*, 15(2), 120-131.
- Park, Y. (2011). *The Dynamics of Opportunity and Threat Management in Turbulent Environments: The Role Information Technologies*.
- Pavlou, P., & El Sawy, O. (2010). The "Third Hand": IT-Enabled Competitive Advantage in Turbulence Through Improvisational Capabilities. *Information Systems Research*, 21(3), 443-471.
- Robbins, S. (1989). *Organizational Behavior: Concepts, Controversies, and Applications*. NJ: Prentice Hall.
- Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003). Shaping Agility through Digital Options: Reconceptualizing the Role of Information Technology in Contemporary Firms. *MIS Quarterly*, 27(2), 237-263.
- Scobel, D. (1975). Doing away with the factory blue. *Harvard Business Review*, 53, 132-142.
- Seashore, S., Lawler, E., Mirvis, P., & Cammann, C. (1983). *Assessing Organizational Change: A Guide to Methods, Measured and Practices*, New York: Wiley.
- Seashore, S., Lawler, E., Mirvis, P., & Cammann, C. (1983). *Observing and Measuring Organizational Change: A Guide to Field Practice*. NY: John Wiley.
- Seo, D., & Paz, A. (2008). Exploring the Dark Side of Is in Achieving Organizational Agility. *Communication of the ACM*, 51(11), 136-139.
- Sharifi, H., & Zhang, Z. (1999). A methodology for achieving agility in manufacturing organizations. An introduction. *International Journal of Production Economics*, 62(1-2), 7-22.

- Sharifi, H., & Zhang, Z. (2001). Agile Manufacturing in Practice. Application of a Methodology. *International Journal of Operations & Production Management*, 21(5), 772-794.
- Sherehiy, B. (2008). *Relationships between Agility Strategy, Work Organization and Workforce Agility*. Doctor Dissertation, University of Louisville.
- Sherehiy, B., Karwowski, W., & Layer, J. (2007). A Review of Enterprise Agility: Concepts, Frameworks, and Attributes. *International Journal of Industrial Ergonomics*, 37(5), 445-460.
- Sirgy, M., Efraty, D., Siegel, P., & Lee, D. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theory. *Social Indicators Research*, 55(3), 241-302.
- Smircich, L., & Stubbart, C. (1985). Strategic Management in an Enacted World. *Academy of Management Review*, 10(4), 724-736.
- Srinivas, E. (1994). *Perceived quality of work life (PQWL) and organizational commitment: A study of managers in selected organizations*. *Management Research: Contemporary Issues*. New Delhi, South Asia Publications.
- Sull, D. (2009). How to Thrive in Turbulent Markets. *Harvard Business Review*, 87(2), 78-88.
- Thomas, J., Clark, S., & Gioia, D. (1993). Strategic Sensemaking and Organizational Performance: Linkages among Scanning, Interpretation, Action, and Outcomes. *Academy of Management Journal*, 36(2), 239-270.
- Tsourveloudis, N., & Valavanis, K. (2002). On the Measurement of Enterprise Agility. *Journal of Intelligent & Robotic Systems*, 33(3), 329-342.
- Walton, R. E. (1974). *QWL indicators: Prospects and problems*. Measuring the quality of working life. A symposium on Social Indicators of Working Life.
- Warr, P., & Inceoglu, I., (2012). Job Engagement, Job Satisfaction, and Contrasting Associations with Person–Job Fit. *Journal of Occupational Health Psychology*, 17(2), 129-138.
- Woolf, B. (2004). *Learn to separate who you are from your job*. Retrieved June 11, 2008, from <http://www.cnn.com/2004/US/careers/11/04/quality.life/index.html>
- Yeganegi, K., & Azar, M., (2012). The Effect of IT on Organizational Agility, Proceedings of the 2012 International Conference on Industrial Engineering and Operations Management, Istanbul, Turkey.
- Yusuf, Y., Sarhadi, M., & Gunasekaran, A. (1999). Agile Manufacturing: The Drivers, Concepts and Attributes. *International Journal of Production Economics*, 62(1-2), 33-43.
- Zain, M., Rose, R., Abdullah, I., & Masrom, M. (2005). The Relationship between Information Technology Acceptance and Organizational Agility in Malaysia. *Information & Management*, 42, 829-839.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).