

ORGANIZATIONAL AGILITY: SCALE RELIABILITY AND VALIDITY

Prologue

The research reveals the results obtained by exploratory factor analysis of the scale developed for the concept of "organizational agility", which includes the term agility defined by multi-dimensionality and uncertainty. In the study, all operating in Turkey, the state/public and private universities are discussed. The data collected from faculty members working at the management level through the questionnaire created to measure the impact of organizational agility on corporate performance were used, and the relationships between the variables in question were tried to be determined. As a result of the study, it was determined that multidimensional organizational agility (*proactiveness, responsiveness, strategic flexibility, speed, internal and external stakeholder orientations*) had an impact on corporate performance, which is also evaluated as multi-dimensional, (*brand performance, operational performance, university performance, performance level*), and it was stated that environmental dynamism had a regulatory effect on this relationship other than brand level performance. Within the framework of future studies on the subject, it is recommended to use confirmatory factor analysis that will optimize the relationship between variables.

Introduction

Organizational agility is handled as the sudden response given to change which is unpredictable in the corporate context through opportunities, one of the usual components of change experienced in corporate practices, a defense mechanism for corporations, a reflex developed by corporations, and as one of the new criteria of the competition. The purpose of the study is based on organizational agility in the context of management within the scope of its constructed dimensions (*proactiveness, responsiveness, competency, strategic flexibility, speed, internal and external stakeholders*).

Research Sample

Out of 167 of 197 universities included in the scope of the study, faculty members who were present at the administrative levels of 82 universities' faculties and departments were reached through 2700 e-mail addresses. Of the 2700 participants, 95 replied back and 7 questionnaires were excluded from the analysis because they were filled in incompletely or incorrectly. E-mails were sent periodically 4 times on average (about 10,000 mailings).

Organizational Agility Factor Analysis

Scale Reliability and Validity Before Factor Analysis

Dimensions	Number of Items	Cronbach's Alpha Coefficient (α)
Proactiveness Orientation	8	.926
Responsiveness Orientation	8	.937
Strategic Flexibility Orientation	7	.945
Speed Orientation	7	.947
Internal Stakeholder Orientation	4	.932
External Stakeholder Orientation	7	.959
Environmental Dynamism	8	.922
Brand Performance	5	.969
Operational Performance	6	.935
University Performance	13	.954
Performance Level	3	.944

It is observed that Cronbach's alpha coefficients of all sub-dimensions of the study range between .922 and .969 support the internal consistency.

Scale Reliability and Validity After Factor Analysis

Dimensions	Number of Items	Cronbach's Alpha Coefficient (α)
Strategic Flexibility Orientation	14	.970
Proactive and Responsive Customer Orientation	10	.952
External Stakeholder Orientation	7	.959
Internal Stakeholder Orientation	4	.932
Environmental Dynamism	8	.922
University Performance	8	.952
Brand Level Performance	8	.964
Operational Performance	5	.935

It is observed that Cronbach's alpha coefficients of sub-dimensions resulting from factor analysis range between .922 and .970.

Conclusion

To assess the current degree of organizational agility with measurement, research on the current operational level of the organization is encouraged; the change that will increase the degree of organizational agility is allowed to be foreseen; the internal strengths and weaknesses of the organization are aimed to be addressed while dealing with the chaotic environment, the achievement of progress towards becoming an agile organization model is targeted; the question of how to build organizational agility is satisfactory. It is ensured that the technology is adapted to the institution, that the company is open and prone to change and it acts in an customer-oriented and result-oriented manner. Corporations are recommended to adopt organizational agility, as it is believed that the erosion of time and the change created will be prevented and an increase in performance outcomes will be achieved.

Epilogue

The phenomenon resulting from the conflict of the functionality of the corporation with the environment in which it interacts is described as agility. Agility, which is claimed to be an ability of the corporate system that responds to change, is accepted as a strategic position taken by the business. Given the opportunities and benefits of change, the agility reduced to the corporate standard is claimed to have the effect of an immune system enhancer and to increase the appeal of the businesses. Organizational agility, defined as a reflex developed by institutions in the irreconcilable disputes of the global world, in a sense, functions as a defense mechanism for corporations. Agility, one of the projections of the corporate life experience in the global arena and organizational agility, which is included among the usual components of change in corporate practices, manifest themselves in the practices of corporations as a result of the compulsory bond established with change. As a result of the deepening of the perspective of change, the sudden reaction to change through the opportunities is expressed through organizational agility.