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Exploring Organizational Agility's Impact on Career Development: A Field Study at Algeria Telecom Corporation - Al-Tarf

Hatem Smati ^{1*}

Meryem Atmane ²

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¹University centre of barika (Algeria)

² Chadli Benjedid University - El Tarf (Algeria)



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Hatem Smati ^{1*}, Meryem Atmane ²

¹University centre of barika (Algeria), Email : hatem.smati@cu-barika.dz

² Chadli Benjedid University - El Tarf (Algeria), Email : atmane.meryem@gmail.com

*Corresponding author

ABSTRACT

The present research paper aims to investigate the extent to which organizational agility, as characterized by its dimensions including sensing agility, decision-making agility, and practice agility, influences career development aspects such as career planning and career management from the perspective of employees at Algeria Telecom Corporation - Al-Tarf. Additionally, the study aimed to identify any statistically significant variances in the level of organizational agility and support for career development based on job-related variables such as length of service, job title, and academic qualification. To fulfill these objectives, a structured questionnaire was devised to collect data, which was subsequently administered to a random sample comprising 57 employees from Algeria Telecom Corporation, drawn from a total employee population of 115. The findings of the study revealed a statistically significant correlation, at the significance level of $\alpha \leq 0.05$, between organizational agility and its respective dimensions, and the support provided for career development. Furthermore, the analysis indicated no statistically significant differences, at the significance level of $\alpha \leq 0.05$, in the perspectives of employees within the organization under scrutiny based on functional variables. Based on these outcomes, several recommendations were proposed, emphasizing the importance of fostering a culture of organizational agility and leveraging its dimensions to bolster the career advancement opportunities for employees.

Keywords : Organizational agility; Career development; Algeria Telecom Corporation - El Tarf .

INTRODUCTION

Amidst the continuous evolution of both internal and external environments, heightened competition, and the diversification of customer demands, organizations are increasingly compelled to embrace strategic directions. This necessitates the restructuring and enhancement of operations while placing significant emphasis on supporting human resources, recognized as pivotal components essential for achieving organizational objectives. This strategic approach aims to safeguard resources, promptly address customer needs, and fulfill their desires effectively. In response to these environmental challenges, it became imperative to explore contemporary and innovative administrative strategies. Among the foremost of these strategies is organizational agility, which seeks to capitalize on opportunities within the dynamic market environment. By fostering efficiency, innovation, and the optimal utilization of resources, organizational agility aims to attain heightened levels of individual and institutional performance. This strategic approach is essential for ensuring the organization's resilience and longevity amidst evolving conditions.

However, effectively addressing the challenges posed by the dynamic environment and devising viable solutions necessitates the creation of conducive environments, with a keen focus on human resources being imperative for the success and sustainability of business enterprises. Numerous scholars and practitioners, particularly in the realm of organizational behavior science, concur that human resources constitute a fundamental pillar of organizational success in contemporary times. Indeed, without a proficient workforce, no organization can realize its objectives. Human resources serve as the driving force behind institutions, with the performance of this workforce ultimately distinguishing one organization from its competitors. While technology, markets, and products may confer a competitive edge to an institution, it is the human resources that perpetuate and sustain this advantage.

In this context, organizational agility emerges as a pivotal contemporary administrative strategy pursued by business organizations to enhance their operations and activities. It facilitates swift decision-making, diligent monitoring of practices and activities, and efficient utilization of organizational resources. Moreover, organizational agility plays a crucial role in fostering the career prospects of human resources within these organizations. By bolstering career development opportunities and ensuring alignment with established objectives, organizational agility empowers employees to succeed in their career trajectories. This, in turn, is

manifested in their enhanced effectiveness in performance development, ultimately enabling the delivery of superior services across diverse sectors and to all segments of society.

Algeria Telecom stands as a cornerstone of the Algerian economy, actively contributing to the advancement of development initiatives. Given its pivotal role, the corporation must exhibit organizational agility in its operations to maintain sustainable competitiveness. With this in mind, the present study aims to examine the extent of organizational agility within Algeria Telecom Corporation - Al-Tarf and its influence on career development. Additionally, the study seeks to analyze the relationship between organizational agility and career development within this context. As a significant service-oriented institution with a substantial workforce catering to diverse segments of the population, Algeria Telecom Corporation serves as a pertinent subject for investigation in this study.

Accordingly; the present study aims to address the following problem which can be phrased in the following main question:

What is the role of organizational agility in supporting career development from the employees' point of view? At the Algeria Telecom Corporation - Al-Tarf? .

To address this problem, the following sub-questions can be formulated:

- What is the level of organizational agility and its dimensions (sensing agility, decision-making agility, practice agility) at Algeria Telecom Corporation - Al-Tarf from the employees' point of view?
- What is the relationship between organizational agility and supporting career development at Algeria Telecom - Al-Tarf from the employees' point of view?
- Are there statistically significant differences between the level of organizational agility and support for career development at the Algeria Telecom Corporation - El Tarf from the point of view of employees according to job variables (length of service, job title, academic qualification)?

Study hypotheses

The current study is based on two main hypotheses in order to test them to achieve its objectives:

The first main hypothesis

There is a statistically significant correlation at the level of significance ($\alpha \leq 0.05$) between organizational agility in its dimensions (sensing agility, decision-making agility, and practice agility) in Algeria Telecom Corporation - Al-Tarf and its relationship to supporting career development in its dimensions (career planning, career management).

The second main hypothesis

There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between organizational agility and support for career development at the Algeria Telecom Corporation - Al-Tarf from the point of view of employees according to job variables (length of service, job title, educational qualification).

Objectives of the study

The present study has the following aims:

- Identifying the level of organizational agility and its dimensions at the Algeria Telecom Corporation - Al-Tarf from the point of view of the employees;
- Identifying the level of career development in its two dimensions at the Algeria Telecom Corporation - Al-Tarf from the point of view of employees;
- Determining the type and strength of the relationship between the dimensions of organizational agility and the dimensions of career development in the Algeria Telecom Corporation - Al-Tarf from the employees' point of view. themselves;
- Detecting statistically significant differences between the level of organizational agility and support for career development at the Algeria Telecom Corporation - Al-Tarf from the point of view of employees according to job variables (length of service, job title, and academic qualification);
- Offering a set of suggestions and recommendations based on the findings of the research, aimed at fostering the dissemination of organizational agility culture and leveraging its facets to deliver optimal services across diverse domains and to all societal demographics.

The significance of the study

The significance of the study lies in:

Theoretical importance

The significance of this study is on the rise, especially considering the scarcity of research, particularly within the Arab context, that has concurrently explored the variables of organizational agility and career development.

To the best of the researcher's knowledge, this study stands as one of the pioneering efforts to delve into the interconnected nature of these variables within service institutions in Algeria. Nonetheless, this current study adds value by introducing theoretical propositions that augment prior research and build upon the contributions of various scholars and researchers in this domain of expertise.

Practical importance

The study findings serve as valuable insights for officials within the Algeria Telecom Corporation, especially those within the Al-Tarf Province branch. These findings can be utilized to enhance administrative thinking and raise awareness among those responsible for administrative processes, facilitating the dissemination of organizational agility culture. By activating its dimensions and underpinning it with informed scientific methodologies, positive strides can be made in supporting career development, ultimately leading to an enhancement in the quality of services provided. Furthermore, this study constitutes a significant scientific contribution by offering organizational solutions aimed at laying the groundwork for the enhancement and progression of the organizational landscape within the Algeria Telecom Corporation - specifically within the Al-Tarf branch - as well as across diverse Algerian institutions. Through the strategic utilization of the study variables, the outcomes can manifest in their advancement and leadership within the business environment. Additionally, it is anticipated that this study will benefit Arab readers and inspire fellow researchers to delve deeper, explore, and publish further on this crucial topic, thereby fostering continued scholarly engagement and advancement in this field.

Study concepts

Organizational Agility

- Organizational agility is defined as: "the ability to respond quickly to unexpected changes" (Erand & Verma, 2008).
- Procedurally, organizational agility is defined as: "the degree obtained by employees at the Algeria Telecom Corporation - Al-Tarf according to the organizational agility scale used in this study."

Career Development

- Career development is: "The outcomes stemming from the interplay between individual path planning and organizational path management result in the concurrent advancement of roles either at the same level or at a higher hierarchical tier." (Al-Hiti, 2004).
- Procedurally, career development is defined as: "The degree achieved by employees at the Algeria Telecom Corporation - Al-Tarf, as measured by the career development scale utilized in this study."

Algeria Telecom Institution

Algeria Telecom stands as a prominent entity within Algeria's telecommunications industry, owing much of its success to an innovation-driven approach aligned with customer preferences. As a state-owned enterprise, it was founded in accordance with Law 2000/03 dated August 5, 2000, which pertains to the reorganization of the postal and telecommunications sector, along with directives from the National Council for State Contributions (CNPE) issued on March 1, 2001, mandating the establishment of a public economic institution, initially named "Algerie Telecom."

Theoretical framework

This section encompasses the theoretical framework pertinent to the literature concerning the subject of the study. The initial focus revolves around organizational agility and career development, delving into their conceptualization, significance, and various dimensions.

Organizational agility

At its essence, organizational agility pertains to how organizations respond to specific changes in their work environment. "The absence of organizational agility typically results in cumbersome decision-making procedures and decreased participation levels, necessitating significant changes to unlock potential improvements. Organizational agility is thus instrumental in enabling organizations to adapt swiftly and effectively to change" (Baskarada & Koronios, 2018).

Definition of organizational agility

In the Arabic language, the term "development" is derived from the verb "develop," which signifies a process of change from one phase to another. Evolution, as defined by Anis et al. (2004), refers to the gradual transformation in the structure and behavior of living organisms. According to the Cambridge Dictionaries, "development" is described as the process through which a person or thing undergoes growth or change, leading to advancement (<https://dictionary.cambridge.org/development>). This definition aligns closely, in the

researcher's perspective, with the general understanding of "development," which entails improvement aimed at achieving desired goals in a more efficient and effective manner (<https://hrdiscussion.com/hr814.html>).

Career development can be defined as “the process encompassing the progression, spanning past, present, and future, of positions held by an individual within diverse institutional frameworks. It embodies an ongoing alignment between the institution's needs and the aspirations of individuals, thereby reflecting a perpetual synergy between organizational requirements and personal ambitions.” (Peretti, 2013, p47).

Career development is defined as “the process focused on establishing harmony between individuals and the roles they occupy, primarily aimed at fulfilling the organization's objectives in terms of productivity and profitability, while also satisfying individuals' goals related to job satisfaction.” (Maher, 2013, p. 19).

Career development is furthermore defined as: “a systematic and comprehensive process targeting career development, implementation of strategies, self-evaluation, analysis of opportunities, and evaluation of results” (Antoniou, 2010).

Additionally, it is defined as: “the process by which individuals' interests and desires for career advancement are aligned with the organization's future needs and opportunities for growth” (Yves, Bruno, 2006, p37).

In accordance with the aforementioned, the researcher posits that organizational agility emerges as a strategic imperative for organizations through the interplay of individual career planning and career management. This dynamic interaction entails equipping individuals with a repertoire of experiences, skills, needs, motivations, and aspirations, thereby facilitating the simultaneous attainment of organizational and individual objectives.

The importance of organizational agility

Observers focusing on organizational agility as a pivotal and impactful management tool will note a substantial surge in interest in recent years. Recognized as a crucial variable within management processes and functions, organizational agility has garnered considerable attention, prompting extensive research and practical applications. The overarching objective of interventions aimed at enhancing organizational agility is to empower organizations to compete effectively and achieve heightened success within the fiercely competitive and rapidly evolving contemporary work landscape.

According to numerous studies, the significance of embracing organizational agility stems from several compelling reasons:

1. Enhancing competitive advantage and facilitating organizational growth and continuity to achieve high levels of performance (Al-Zamil and Al-Dosari, 2021).
2. Cultivating flexibility in interpersonal interactions, effectively adapting to work pressures, and navigating challenging workplace situations (Chamanifardet et al., 2015).
3. Enabling organizations to reconfigure their resources and allocate them to high-yield activities that generate sustainable value, guided by internal and external factors (Teece, Peteraf & Leih, 2016).
4. Fostering continuous improvement in organizational processes, bolstering market share, enhancing cost control, expediting goal achievement, and effectively responding to rapid changes (Al-Dabbagh, 2017).
5. Augmenting institutional cognitive capacity by facilitating the identification and understanding of environmental changes and their implications for the organization, thereby enabling the formulation of appropriate responses (Al-Masry, 2016).

The study conducted by Al-Shammari and Al-Zayadi (2018) affirms that organizations today are compelled to adopt agility primarily due to: the fleeting nature of market opportunities, the necessity for rapid product introduction, unpredictable market changes, and the need to integrate decentralized features into autonomous institutions to seize immediate opportunities.

As asserted by Sohrabi et al. (2014), organizational agility offers a range of benefits, which can be outlined as follows:

1. Enhances satisfaction among employees and customers through the successful execution of specified tasks.
2. Fosters creativity and problem-solving by promoting innovative solutions to address complex challenges.
3. Facilitates learning of new methods and skills to adapt to new roles or career paths.
4. Enables the effective application of competitive principles such as speed, flexibility, innovation, and quality through the integration of resources and restructuring of best practices within the technical knowledge environment.

Dimensions of organizational agility

Numerous studies and research, including those conducted by Al-Enezi (2022), Ghoneim (2020), Qandil (2020), Al-Abdi (2012), Baskarada & Koronios (2018), Kuleelung & Ussahawanitchakit (2015), Park (2011), and others, consistently indicate that organizational agility is comprised of three primary dimensions: sensing agility, decision-making agility, and practice agility.

Sensing Agility

Defined as: "the organizational ability to examine, monitor, and capture events of environmental change (changing customer preferences, new competitor movements, and new technologies) in a timely manner" (Park, 2011), Agile sensing refers to the strategic monitoring process of environmental events that may significantly influence organizational strategy, competitive actions, and future performance.

Decision -making Agility

Defined as: "the ability to collect, accumulate, structure, and evaluate relevant information from various sources to interpret the implications of events for activities and businesses without delay, identify opportunities and threats, and develop action plans that direct how to reconfigure resources and create new competitive actions" (Park, 2011), the concept of agile decision-making refers to the process of making decisions based on a few interconnected activities. These activities involve interpreting specific events, identifying opportunities and threats, and formulating action plans swiftly and effectively.

Practice Agility

Defined as: "the ability to dynamically and radically reconfigure organizational resources, modify operations, restructure supply chain relationships based on actual plans, and provide new products, services, and price models to the market in a timely manner" (Al-Abdi, 2012), the concept of practice agility refers to a series of activities aimed at reorganizing organizational resources and adapting business processes in accordance with business principles derived from the decision-making process to address environmental changes.

Career Development

In essence, the concept of career development revolves around how institutions formally engage in diagnosing, planning, and organizing the energies, skills, and abilities of their individuals and workforce to achieve a balance between the functional needs of individuals and the organizational requirements. According to Al-Hiti (2004), "The economic efficiency of the institution in the field of allocating human resources and using them to provide educational and professional opportunities helps in planning the best career future for each of them. It undertakes the processes of guidance, preparation, training, and development aimed at shaping the individual's attitudes, thoughts, and behavior in a way that serves its goals, as the individual seeks to achieve his goals through his career path." (Al-Hiti, 2004).

Definition of career development

In the Arabic language, the term "development" is derived from the verb "developed," which signifies a transition or change from one phase to another. Evolution, as described by Anis et al. (2004), refers to the gradual alteration in the structure and behavior of living organisms. According to the Cambridge Dictionary, the term "development" is defined as the process in which a person or thing undergoes growth or change, leading to advancement. (<https://dictionary.cambridge.org/development>).

The essence of this definition aligns closely with the researcher's perspective on the general terminological meaning of the word "development." Essentially, "development" implies improvement aimed at achieving desired goals more efficiently and effectively. (<https://hrdiscussion.com/hr814.html>).

Career development can be defined as the process encompassing the succession of positions held by an individual in various institutional structures, spanning past, present, and future. This process highlights the enduring alignment between the institution's needs and the desires and ambitions of individuals (Peretti, 2013, p. 47).

Career development is defined as "the process focused on establishing compatibility between the individual and the roles they occupy, primarily aimed at fulfilling the organization's objectives in terms of productivity and profitability, while also satisfying individuals' goals related to work satisfaction" (Maher, 2013, p. 19).

Career development is further defined as a systematic and comprehensive process involving the development of strategies, self-evaluation, analysis of opportunities, and evaluation of results (Antoniu, 2010). Additionally, it is defined as the process by which the interests and aspirations of individuals in career advancement are aligned with the future needs of the organization and its growth opportunities (Yves & Bruno, 2006, p. 37).

In light of the aforementioned definitions, the researcher posits that organizational agility emerges as a strategic imperative for organizations through the interaction of individual career planning and career management. This interaction equips individuals with a range of experiences, skills, needs, motivations, and aspirations, facilitating the joint achievement of organizational and individual goals.

The importance of career development

The necessity for career development within organizations today is underscored by the convergence of goals between individuals and the organization, forming a symbiotic relationship. This alignment allows individual workers the opportunity to pursue roles that suit them while enabling organizations to match individuals with

suitable multi-level positions. Thus, the significance of career development becomes apparent, given the potential for positive outcomes. An examination of the literature pertaining to career development as a novel approach to human resource management within organizations suggests a shift away from the traditional organizational-centric approach to career paths. Instead, there is a growing emphasis on prioritizing the ambitions and work preferences of individuals.

According to various studies, the importance of career development can be attributed to the following factors:

1. Achieving compatibility between the job, the worker, and the organization's needs (Bozorin, 2018).
2. Career development programs facilitate the identification of individuals suitable for high leadership and professional positions, directing them towards training and development programs to attain these roles (Kurdi, 2010, p. 9).
3. Career development serves the interests of both employees and organizations, fostering cooperation and mutual enrichment within the organizational context (Lemire & Martel, 2007).
4. Career path plans contribute to reducing employee frustration by aligning expectations and aspirations with practical opportunities for advancement (Al-Morsi, 2005).
5. The primary goal of career development, as highlighted by Hamdawi (2004, p. 100), lies in developing conceptual skills, enhancing individuals' various capabilities to facilitate long-term contributions to the organization and manage their career trajectory effectively.

As stated by Qurin et al. (2018), career development offers several benefits for both organizations and their employees, including:

1. Supporting and implementing the organization's strategy regarding human resources management.
2. Responding to environmental changes by aligning individuals' needs with future developments and changes in the workplace.
3. Boosting motivation among individuals at all career levels, thereby enhancing their loyalty and commitment to their organizations.
4. Mitigating feelings of frustration and boredom towards work, thereby bolstering morale and fostering creativity and innovation.
5. Enhancing the organization's capacity to attract and retain competent, highly skilled individuals.

Dimensions of career development

Many studies and research, including those conducted by Bozorin (2018), Qurin et al. (2018), Marzouk (2016), Al-Hiti (2004), Parsa et al. (2014), Clarke (2013), Kayalar & Ozmutaf (2009), and others, consistently indicate that career development comprises two fundamental dimensions: career planning and career management.

Career Planning

Defined as: "An individual plans his career path in a subjective manner, and includes many activities: assessing the individual's abilities and interests, searching for employment opportunities, setting goals and plans and implementing them" (Bozorin, 2018), the concept of career planning suggests that individuals are responsible for planning their own career paths. They undertake necessary measures to acquire education, training, and development that support their career plans.

Career Management

Defined as: "a comprehensive approach to all plans, activities, and techniques carried out by the organization, which are concerned with developing the career paths of its individuals" (Kayalar & Ozmutaf, 2009), the concept of career management involves institutions creating a match between individual interests and capabilities and organizational opportunities. This is achieved through a planned program that includes activities such as designing an effective system for internal career paths, providing advice to employees, offering job rotation opportunities, evaluating employee performance, and providing job experiences and tasks related to off- or on-the-job training (Marzouq, 2016).

Previous studies

This section includes previous Arab and foreign studies and research related to the variables of the study and comments on them.

Arabic Studies

In the study conducted by Al-Anazi (2022), titled "The role of organizational agility in enhancing job performance: an applied study," the aim was to assess employee attitudes toward organizational agility and job performance within the government sector in the State of Kuwait. The research employed a descriptive analytical method, with a questionnaire serving as the primary tool for data collection. The study's findings indicated a distinction between evaluating employees' attitudes toward organizational agility and job performance in the government sector in Kuwait. Furthermore, it revealed the presence of a statistically

significant relationship between organizational agility and its dimensions (sensing agility, decision-making agility, work application agility) and the dimensions of job performance (creativity, innovation).

In the study conducted by Ghoneim (2020), titled "The impact of the quality of work life on organizational agility: an applied study," the aim was to investigate the influence of the quality of work life on enhancing organizational agility in the Egyptian Menoufia Governorate University Hospitals. The research utilized a descriptive analytical method, with a questionnaire serving as the primary instrument for data collection. The study's findings indicated a significant effect between the dimensions of the quality of work life (fairness of wages, working conditions, promotion opportunities, commitment to organizational principles, employee development, social integration, work-life balance, social responsibility) and organizational agility, as well as its dimensions (sensing agility, decision-making agility, agility practice and application) at Menoufia Governorate University Hospitals.

In the study conducted by Bozorin (2018), titled "Developing the career path for workers in economic institutions," the objective was to explore career path development and propose a model encompassing both individual and organizational approaches. Additionally, the study aimed to address the issue of career stagnation and propose strategies for managing and addressing career paths, from identifying organizational needs for individuals to retirement planning and handling unsuitable cases. The research employed the descriptive method for data analysis. The study concluded that developing a career path is of utmost importance, with its effects being reflected on both the individual and the organization.

In the study conducted by Marzouq (2016), titled "The relationship between the dimensions of career path development and the career stability of employees: A field study," the objective was to assess the impact of developing the career path for workers in commercial banks in the Egyptian Kafr El-Sheikh Governorate on the strength of employees' career stability. The research utilized the descriptive analytical method, with a questionnaire serving as the primary instrument for data collection. The study's findings revealed a significant difference concerning the dimension of career path planning, indicating its impact on career stability. However, no significant difference was observed regarding the dimension of career path management.

Foreign studies

In the study conducted by Baskarada & Koronios (2018), titled "The 5S organizational agility framework: A dynamic capabilities perspective," the objective was to advance the construction of a framework for organizational agility based on dynamic capabilities. The research aimed to contribute to this area through a high-level conceptual framework. The study utilized the historical descriptive method for analysis. The study concluded by proposing an organizational framework that incorporates five dynamic capabilities (sensing, searching, seizing, transforming, shaping) to support organizational agility. These dynamic capabilities were identified as essential components for organizations striving to enhance their agility.

The study conducted by Parsa et al. (2014), titled "The Relationship between Quality of Work Life and Career Advancement among Iranian Academics," aimed to explore the association between the quality of work life and career advancement among academics at Hamdan Public University in Iran. Employing the descriptive analytical method, the study utilized a questionnaire as its primary tool for data collection. The findings of the study revealed a positive and statistically significant relationship between the quality of work life and career advancement among Iranian academics.

In the study by Clarke (2013), titled "The Organizational Career: Not Dead but in Need of Redefinition," the aim was to differentiate between the organizational career path and the individual career path, and to explore the concept of the flexible career path. Employing the historical descriptive method, the study analyzed the evolution of career paths over time. The study concluded that in order to align with the modern and dynamic work environment, organizations need to transition from traditional career paths to more flexible ones. Designing and implementing this new approach to career paths not only helps organizations retain talent but also enhances employee loyalty.

The study conducted by Park (2011), titled "The Dynamics of Opportunity and Threat Management in Turbulent Environments: The Role of Information Technologies," aimed to examine the role of information technologies in facilitating organizations to effectively identify and manage opportunities and threats, ultimately leading to competitive advantage in turbulent environments. Utilizing the descriptive analytical method, the study employed a questionnaire as its primary tool for data collection. The study concluded that information technology plays a crucial role in attaining a high level of organizational agility and competitive performance, with its effectiveness contingent upon the organizational context.

Comments on the presented previous studies

Previous studies examining the variables relevant to the current study have explored various aspects related to organizational agility and career development, encompassing dimensions similar to those of the present study as well as others distinct from it. While the current study aligns with many previous studies in terms of preparation, methodology, and the tools utilized, there remains a scarcity of research examining the relationship between

organizational agility and career development within the government services sector. Additionally, it is noted that the majority of previous studies were conducted in different environments. Consequently, the current study stands out from prior research efforts by aiming to analyze the role of organizational agility in supporting career development specifically within the context of Algeria.

Methodology and tools of the study

Study Approach

Considering the nature and objectives of the current study, an integrative approach was adopted. This approach combines the historical approach, involving the review of literature and intellectual propositions pertinent to the study variables to construct a theoretical framework, with the descriptive approach, which employs field study methods to analyze and measure the causal relationships between the study variables.

Study population and sample

The population for the current study comprised all employees, including administrative staff and assistants, at the Algeria Telecom Corporation - Al-Tarf. The total number of employees within the identified categories was 115 individuals. For the sample selection, a random sampling method was employed, resulting in a sample size of 83 individuals. This sample represents approximately 72% of the original population, which is deemed sufficient for achieving the objectives of the study. Table 01 provides an overview of these statistics.

Table 1: Distribution of study sample members according to levels of functional variables

variable	Category	Repetition	percentage %
Job title	Head of a department or service	06	7.23
	Control agent	29	34.94
	Execution agent	48	57.83
Educational level	Bachelor or less	27	32.53
	Bachelor's degree or above	14	16.87
		42	50.60
Length of service	Less than 5 years	22	26.51
	From 5 to 10 years	35	42.17
	More than 10 years	26	31.32
total		83	100%

Source: Prepared by the researcher based on the outputs of the (SpssV.23) program.

Study tools

The current study utilized a questionnaire as the primary instrument for data collection, focusing on the practical aspect of the research. The questionnaire was designed based on a five-point Likert scale to assess participants' responses. It comprised two main sections:

1. The first part: This section encompassed four statements aimed at gathering general information about certain job variables, including length of service, job title, and academic qualification.
2. The second part: This section contained 37 statements with restricted answers pertaining to the study variables. These statements were divided into two axes:
 - The first axis comprises 17 statements related to the organizational agility variable and its dimensions (sensing agility, decision-making agility, practice agility). The measurement of this variable was based on the scale adopted from Kuleelung & Ussahawanitchakit (2015).
 - The second axis consists of 20 statements related to the career development variable in its two dimensions (career planning, career management). This variable was measured using a scale developed by the researcher based on several questionnaires for career development, tailored to the Algerian environment.

For the evaluation criteria, the researcher utilized the following:

- Low: If the arithmetic mean value is less than 2.33.
- Average: If the arithmetic mean value is greater than or equal to 2.33 and less than 3.67.
- High: If the arithmetic mean value is greater than or equal to 3.67.

Validity of the study instrument

To ensure the content validity of the tool, the researcher presented it to a group of arbitrators and specialists in the field. Their task was to assess the questionnaire's suitability for the study's questions and objectives, as well as its ability to effectively measure the study variables. Based on their feedback and suggestions, necessary amendments were made, including modifications, deletions, and additions, in order to refine the questionnaire accurately. This process continued until the questionnaire reached its final form.

Stability of the study tool

To ensure the stability of the study tool concerning organizational agility and career development variables, it was administered to a sample of 20 individuals from both the study population and outside its sample. The reliability coefficient, Cronbach's Alpha, was calculated to assess the tool's consistency. According to Hair et al. (2018, p. 157), a reliability coefficient of 0.60 or higher is considered acceptable.

Upon reviewing the results of the statistical test, it was found that the overall reliability coefficient of the questionnaire is high, reaching 0.831. This indicates a high degree of stability and suitability of the questionnaire for the study's purposes. Refer to Table 02 for detailed results.

Table 2: Cronbach's alpha reliability coefficients for the questionnaire axes

Axis number	Questionnaire axes	Number of phrases	Axis stability
1	Organizational agility	17	0.863
2	Career development	20	0.825
General stability rate			0.831

Source: Prepared by the researcher based on the outputs of the (SpssV.23) program.

fields of study

The limitations of this study are as follows:

- Spatial limitations: This study was applied in the Algeria Telecom Corporation - Al-Tarf.
- Time limitations: This study was implemented during April 2023.
- Human limitations: The study was conducted among employees, including administrators and assistants, at the Algeria Telecom Corporation - Al-Tarf. However, other individuals who might have an impact on the study variables were not included in the research.
- Scientific limitations: The study variables were categorized as follows:
 - Organizational agility, comprising its dimensions of sensing agility, decision-making agility, and practice agility, served as the independent variable.
 - Career development, consisting of its dimensions of career planning and career management, was considered the dependent variable.

Statistical processing methods

The researcher employed several statistical methods using the Statistical Package for the Social Sciences (SPSS.v23) program, including:

1. Descriptive statistics: Utilized to describe the sample studied and estimate the relative importance of the study variables.
2. Cronbach's Alpha coefficient: Employed to assess the stability of the study instrument.
3. Pearson Correlation Coefficient: Used to measure the degree of correlation and relationships between variables.
4. Analysis of Variance (ANOVA) test: Conducted to determine if there are statistically significant differences between three or more groups of data.

RESULTS AND DISCUSSION

Descriptive statistics for study variables

- To assess the level of organizational agility and its dimensions (sensing agility, decision-making agility, practice agility), as well as the level of career development in its dimensions (career planning, career management) at Algeria Telecom Corporation - Al-Tarf from the employees' perspective, arithmetic means and standard deviations were computed. The results are presented in Table No. (03).

Table 3: Arithmetic means and standard deviations For study variables

Rank	The dimension	SMA	standard deviation	Class
3	Sensing agility	3.21	0.70	Medium
2	Agility in decision making	3.69	0.99	High
1	Practice agility	3.91	0.87	High
The general level of organizational agility		3.77	0.83	High
1	career planning	4.13	1.02	High
2	Functional management	3.51	0.85	Medium
General level of career development		3.85	0.92	High

Source: Prepared by the researcher based on the outputs of the (SpssV.23) program.

- According to Table (03), the overall arithmetic mean for organizational agility is 3.77, with a standard deviation of 0.83. This suggests a high level of consensus among employees regarding the various dimensions of organizational agility within the investigated institution.
- The practice agility dimension emerged as the highest-ranking dimension, achieving an arithmetic mean of (3.91) and a standard deviation of (0.87), signifying a high degree of agreement among respondents. This dimension garnered the highest average score, indicating the institution's robust capabilities in adapting and refining its practices. The researcher attributes this to the diverse strengths and resources available within the institution to innovate and evolve its methodologies.
- Following closely is decision-making agility, securing the second position with a mean of (3.69) and a standard deviation of (0.99), also reflecting a high degree of consensus. The researcher attributes this to the semi-centralization of decision-making within the institution's management structure, coupled with stringent adherence to regulations and protocols during crises, impacting the agility in response, decision-making, and execution.
- In contrast, sensing agility ranked third with an arithmetic mean of (3.21) and a standard deviation of (0.70), indicating a moderate degree of agreement. The researcher suggests that while the institution's management demonstrates a general interest in identifying potential risks within the internal environment, their focus on external environmental sensing appears comparatively limited.

Table (3) further illustrates that:

- The overall arithmetic mean for career development reached (3.85) with a standard deviation of (0.92), indicating a high level of consensus among employees regarding the institution's career development initiatives.
- Career planning emerged as the leading dimension with an arithmetic mean of (4.13) and a standard deviation of (1.02), signaling a high degree of agreement. This dimension received the highest average score, suggesting that the institution actively engages in career planning by providing employees with clear job expectations, guidance, and opportunities for self-development. Employees are empowered to devise and pursue their career aspirations within the institution.
- Following closely is career management, securing the second position with a mean of (3.51) and a standard deviation of (0.85), reflecting a moderate level of agreement. The researcher attributes this to the institution's policy of managerial rotation, which, despite providing mechanisms for career path alignment between individual aspirations and organizational needs, is constrained by semi-centralized decision-making within the institution's management structure.

Testing the study hypotheses

The first main hypothesis

- **Null hypothesis:** The analysis revealed that there is no statistically significant relationship, at a significance level of $\alpha \leq 0.05$, between organizational agility and its dimensions within the Algeria Telecom Corporation - Al-Tarf, and their correlation with supporting career development.
- **Alternative hypothesis:** The analysis indicated a statistically significant relationship, at a significance level of $\alpha \leq 0.05$, between organizational agility and its dimensions within the Algeria Telecom Corporation - Al-Tarf, and their correlation with supporting career development. The Pearson correlation coefficient was computed and is presented in Table No. (04).

Table (04) shows:

Table 4: Matrix of correlation coefficients between all study variables

Variables	Organizational agility	Sensing agility	Agility in decision making	Practice agility	career planning	Functional management	Career development
Organizational agility	1	-	-	-	-	-	-
Sensing agility	0.817*	1	-	-	-	-	-
Agility in decision making	0.761*	0.488*	1	-	-	-	-
Practice agility	0.745*	0.519*	0.750*	1	-	-	-
career planning	0.733*	0.527*	0.766*	0.651	1	-	-
Functional management	0.760*	0.541*	0.657*	0.649*	0.851*	1	-

Career development	0.754*	0.539*	0.772*	0.831*	0.899*	0.903*	1
* Correlation is significant at the 0.05 level (2-tailed). N=83							

Source: Prepared by the researcher based on the outputs of the (SpssV.23) program.

- The analysis revealed a positive, strong, and statistically significant correlation between organizational agility and its dimensions, and career development in its two dimensions. The correlation coefficient reached 0.754 with a probability value of Sig = 0.000, which is lower than the accepted significance level ($\alpha \leq 0.05$). This finding indicates that as the level of organizational agility and its dimensions (sensing agility, decision-making agility, practice agility) increase within the Algeria Telecom Corporation - El Tarf, the level of support for career development will also increase in its two dimensions (career planning, career management).
- The correlation coefficient between the practice agility dimension and career development reached 0.831 with a probability value of Sig. = 0.000, which is less than the approved level of significance ($\alpha \leq 0.05$). This represents the strongest direct statistical relationship of organizational agility with career development. Additionally, the correlation coefficient between the decision-making agility dimension and career development reached 0.772 with a probability value of Sig. = 0.000, which is also less than the approved level of significance ($\alpha \leq 0.05$).
- Conversely, the weakest relationship was observed between the sensing agility dimension and career development, with a correlation coefficient of 0.539 and a probability value of Sig. = 0.000, again less than the approved level of significance ($\alpha \leq 0.05$). The researcher explains this result by highlighting that the Algeria Telecom company, through its adoption of the organizational agility strategy, actively supports the career development of its employees.

Based on the results presented in Table (04), it can be concluded that there exists a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between organizational agility and its dimensions (sensing agility, decision-making agility, and practice agility) at Algeria Telecom Corporation - Al-Tarf, and their impact on supporting career development in its dimensions (career planning, career management).

Accordingly, the null hypothesis can be rejected, and the alternative hypothesis can be accepted, indicating that the first main hypothesis is supported by the data.

The second main hypothesis

- **Null hypothesis:** Based on the statistical analysis, there are no statistically significant differences observed at the significance level ($\alpha \leq 0.05$) between organizational agility and support for career development at Algeria Telecom Corporation - Al-Tarf across various functional variables according to the perspective of employees.
- **Alternative hypothesis:** The ANOVA test was conducted to determine if there were statistically significant differences between organizational agility and career development support at Algeria Telecom Corporation - Al-Tarf based on various functional variables. Tables No. (05), (06), and (07) present the results indicating statistically significant differences at the significance level ($\alpha \leq 0.05$) among different functional variables.

Table No. (05) shows:

Table 5: Results of the analysis of variance (ANOVA) to reveal the significance of the differences between the average responses of the employees of the study sample Towards the role of organizational agility in supporting career development at the Algeria Telecom Corporation - Al-Tarf according to the job title variable.

The dimension	Source of variance	Sum squares of	Degrees of freedom	Mean squares	value (F _{cal}) calculated	Significance level (.Sig)
Sensing agility	Between groups	0.947	2	0.491	0.657	0.599*
	Within groups	161.129	80	0.297		
	the total	162.157	82	-		
Agility in decision making	Between groups	0.929	2	0.926	0.701	*0.601
	Within groups	152.502	80	0.280		
	the total	163.287	82	-		
Practice	Between	0.861	2	0.574	0.633	*0.565

agility	groups					
	Within groups	161.555	80	0.299		
	the total	162.179	82	-		

* Correlation is significant at the 0.05 level (2-tailed). N=83

Source: Prepared by the researcher based on the outputs of the (SpssV.23) program.

- The probability values associated with the (F) values for all dimensions of organizational agility are greater than the significance level ($\alpha \leq 0.05$) for the job title variable. This suggests that there are no statistically significant differences between the average responses of surveyed employees regarding organizational agility and its relationship to supporting career development based on job title. The researcher interprets this to mean that regardless of job title, employees possess similar abilities to analyze expressions of organizational agility. This implies that Algeria Telecom - Al-Tarf endeavors to motivate all employees equally, fostering loyalty and commitment across all job levels.

Table No. (06) shows:

Table 6: Results of the analysis of variance (ANOVA) to reveal the significance of the differences between the average responses of the employees of the study sample Towards the role of organizational agility in supporting career development at the Algeria Telecom Corporation - Al-Tarf according to the academic qualification variable.

The dimension	Source of variance	Sum of squares	Degrees of freedom	Mean squares	value (F _{cal}) calculated	Significance level (.Sig)
Sensing agility	Between groups	1.590	2	0.795	0.736	0.680*
	Within groups	347.711	80	0.297		
	the total	349.301	82	-		
Agility in decision making	Between groups	0.430	2	0.165	1.113	*0.891
	Within groups	184.705	80	0.547		
	the total	184.835	82	-		
Practice agility	Between groups	2.898	2	1.449	0.760	*0.777
	Within groups	266.581	80	0.828		
	the total	269.479	82	-		

* Correlation is significant at the 0.05 level (2-tailed). N=83

Source: Prepared by the researcher based on the outputs of the (SpssV.23) program.

- The probability values associated with the (F) values for all dimensions of organizational agility are greater than the significance level ($\alpha \leq 0.05$) for the educational level variable. Therefore, it can be concluded that there are no statistically significant differences between the averages of the responses of surveyed employees regarding organizational agility and its relationship to supporting career development based on educational level. The researcher interprets this to mean that regardless of educational level, employees demonstrate similar abilities to analyze expressions of organizational agility. This suggests that Algeria Telecom Corporation - Al-Tarf is actively fostering the development of employees' conceptual skills and designing an effective internal career path system that aligns with their expectations, aspirations, and practical opportunities.

Table No. (07) shows:

Table 7: Results of the analysis of variance (ANOVA) to reveal the significance of the differences between the average responses of the employees of the study sample Towards the role of organizational agility in supporting career development at the Algeria Telecom Corporation - Al-Tarf according to the length of service variable.

The dimension	Source of variance	Sum squares	Degrees of freedom	Mean squares	value (F _{cal}) calculated	Significance level (.Sig)
Sensing agility	Between groups	0.758	2	0.397	0.555	0.547*
	Within groups	201.560	80	0.626		
	the total	202.318	82	-		
Agility in decision making	Between groups	1.073	2	0.537	1.439	*0.601
	Within groups	183.761	80	0.571		
	the total	184.835	82	-		
Practice agility	Between groups	1.766	2	0.833	1.317	*0.565
	Within groups	200.552	80	0.623		
	the total	202.318	82	-		

* Correlation is significant at the 0.05 level (2-tailed). N=83

Source: Prepared by the researcher based on the outputs of the program (**SpssV.23**)

- The probability values associated with the (F) values for all dimensions of organizational agility are greater than the significance level ($\alpha \leq 0.05$) for the length of service variable. Hence, it can be inferred that there are no statistically significant differences between the averages of the responses of surveyed employees regarding organizational agility and its relationship to supporting career development based on length of service. The researcher interprets this to indicate that employees, regardless of their length of service and work experience, possess similar abilities in analyzing expressions of organizational agility. The researcher believes that employees at Algeria Telecom Corporation - Al-Tarf receive consistent levels of functional support for the development of their various capabilities, as well as managing their career paths throughout their tenure with the organization.

Based on the findings presented in Tables (05), (06), and (07), it can be concluded that there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) between organizational agility and support for career development at Algeria Telecom Corporation - Al-Tarf based on job variables such as length of service, job title, and academic qualification, as perceived by the employees themselves.

Accordingly, based on the findings, it is appropriate to accept the null hypothesis, reject the alternative hypothesis, and conclude that the second main hypothesis is incorrect.

CONCLUSION

The study has yielded a series of findings that warrant thorough investigation and attention from the management of Algeria Telecom Corporation - Al-Tarf. The key results can be outlined as follows:

RESULTS

- Organizational agility, as a contemporary management strategy, plays a vital role in organizations by enabling them to adapt, adjust, and enhance their performance based on the comprehensive knowledge they possess about the market. This proactive approach facilitates the attainment of desired outcomes, while also regulating productivity and profitability levels.
- Career development serves as a crucial function within an organization, as it ensures individuals are adequately prepared for the tasks and responsibilities they undertake throughout their career progression. By demonstrating a commitment to planning, managing, and fostering their employees' career trajectories, organizations not only fulfill their employees' career aspirations but also strengthen their connection to the organization. This, in turn, positively impacts the organization's external reputation.
- The descriptive analysis results of the study indicate a high level of approval regarding organizational agility within the Algeria Telecom Corporation - Al-Tarf, as perceived by its employees. Specifically, the arithmetic average for organizational agility stands at (3.91). Among its dimensions, the agility of practice

emerged as the highest-rated dimension, with an arithmetic average of (3.91) indicating a high degree of endorsement. Following closely, the agility of decision-making obtained a mean score of (3.69), also reflecting a high degree of agreement. Sensing agility, although slightly lower, still garnered a respectable mean score of (3.21), indicating a moderate degree of endorsement.

- The descriptive analysis results of the study indicate a high level of endorsement for career development within the Algeria Telecom Corporation - Al-Tarf, as perceived by its employees. Specifically, the arithmetic average for career development stands at (3.85). Among its dimensions, career planning emerged as the highest-rated dimension, with an arithmetic average of (4.13), indicating a high level of endorsement. Following closely, the career management dimension obtained a mean score of (3.53), also reflecting a high degree of agreement.
- Showed results Statistical analysis of the study: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between organizational agility in its dimensions (sensing agility, decision-making agility, practice agility) in Algeria Telecom Corporation - Al-Tarf and its relationship to supporting career development in its dimensions (career planning, career management), where the coefficient reached Correlation (0.754). This relationship is positive and strong, as the greater the interest in the dimensions of organizational agility on the part of the organization under study, the level of job support for employees will increase.
- The statistical analysis findings of the study reveal that there are no statistically significant differences, at a significance level of ($\alpha \leq 0.05$), between organizational agility and career development support within the Algeria Telecom Corporation - Al-Tarf, as perceived by employees, across various functional variables such as length of service, job title, and academic qualification.
- The theoretical and practical study outcomes unequivocally demonstrate the pivotal role of organizational agility, encompassing its dimensions (sensing agility, decision-making agility, practice agility), in bolstering career development across its two dimensions (career planning, career management) within the framework of Algeria Telecom Corporation - Al-Tarf.

Study recommendations

Based on the findings of the preceding study, the researcher formulated a series of recommendations, which can be outlined as follows:

- Algeria Telecom should prioritize the concept of agility and its implementation in the workplace. This modern strategy is essential for all employees, particularly leaders, enabling them to adeptly navigate changes in the work environment.
- It is imperative to enhance attention to informal employee relations and foster a spirit of cooperation among them. These efforts significantly influence career advancement and contribute to achieving greater success in the competitive work environment.
- It is essential to keep pace with modern technological advancements by organizing specialized training courses, workshops, and discussion panels in the field of communications and service provision. These initiatives, which have proven effective in other foreign and Arab countries, are crucial for developing service provision, enhancing customer satisfaction, and improving the overall quality of service provided. This, in turn, will bolster the institution's competitiveness both locally and globally.
- Efforts should be made to enhance customer relationship management by addressing customer complaints related to the services provided to various segments of society. This can be achieved by developing employees' skills and training them to effectively engage with customers and resolve their issues. Building customer loyalty should be prioritized as an initial step towards improving overall service quality and satisfaction.
- Efforts should be focused on training employees and enhancing their skills, particularly in implementing the organizational agility strategy and fostering teamwork and collaboration to improve internal operations and enhance customer satisfaction. This will ultimately lead to increased profits and exceptional organizational performance.
- Algeria Telecom Corporation should continue to meet its human resource needs through internal promotion, which positively impacts employee satisfaction, provides reassurance about their future career prospects, and fosters greater loyalty and commitment to the organization.
- There is a pressing need to prioritize career development by equipping employees with the necessary knowledge, skills, and abilities, while also facilitating opportunities for self-development and empowering them to plan and manage their career paths both within and outside of the workplace.
- Efforts should be made to address the decentralization of decision-making within the organization, as this limits employee initiative and creativity. Employees should be provided with opportunities to participate in goal-setting, decision-making processes, and expressing their ideas and opinions transparently and objectively.

- For future studies, researchers are encouraged to explore the relationship between organizational agility and variables such as organizational loyalty and job satisfaction. Additionally, investigating elements that support career development beyond those covered in the current study and exploring different sectors such as health, education, and banking would be beneficial.

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