Identification and Ranking of Factors Affecting Employees’ Agility (Case Study of Fars Province Post Bank)

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Abstract

The present study aims at identifying and ranking the factors affecting agility of Fars province Post Bank employees. Therefore, the research hypotheses included:

1. Flexibility is of the factors affecting agility of Fars province Post Bank employees.
2. Accountability is of the factors affecting agility of Fars province Post Bank employees.
3. Change Culture is of the factors affecting agility of Fars province Post Bank employees.
4. The reaction speed is of the factors affecting agility of Fars province Post Bank employees.
5. Integrity is of the factors affecting agility of Fars province Post Bank employees.
6. Mutual cooperation is of the factors affecting agility of Fars province Post Bank employees.
7. Management performance is of the factors affecting agility of Fars province Post Bank employees.
8. The degree to which the factors affect agility of Fars province Post Bank employees differs.

The present study is of a descriptive type and in terms of data collection is a survey. The statistical population encompassed a total of 280 Post Bank employees. The research sample contained a number of 160 employees who were selected through random sampling method. To collect the research data, the use was made of Organizational Agility Questionnaires (Sharifi and Zhang, 2002). Moreover, with regard to data analysis, to see whether or not data was normal and to analyze the research hypotheses, Kolmogorov–Smirnov test and One-Sample t-test as well as Freidman test. The results suggest that from the perspective of the research participants, factors including flexibility, accountability, change culture, reaction speed, integrity, mutual collaboration, and management performance have a significant effect on organizational agility of Fars province Post Bank. Moreover, the results indicate that accountability, reaction speed, flexibility, integrity, mutual collaboration, change culture and management performance have the most significant effect on the agility of Fars province Post Bank employees, respectively.

Keywords: Organizational Agility, Accountability, Reaction Speed, Flexibility, Integrity, Mutual Collaboration, Change Culture, Management performance.
Introduction
In competitive market, the need to develop and improve flexibility as well as accountability of organizations is significantly felt. Nowadays, many organizations and companies are face with increasingly sustainable and uncertain competition which is intensified by virtue of technological innovations, changes in market environments, and customers’ changing needs. This critical condition has resulted in major reforms in organizations’ strategic visions, business priorities, and review of traditional and even nearly contemporary models. In other words: no longer do previous approaches and solutions possess the abilities needed to deal with challenges regarding organization and external environment; that is, they should be replaced with new ones (Shahabi et. al. 2006)

Accordingly, improvement and change in organizational agility is one of the solutions to these factors. In fact, agility is regarded as a new paradigm for engineering competitive organizations and firms. Today’s organizations are confronted with issues such as rapid and unexpected changes, customers’ special orders, high quality, expectation to receive high levels of services etc. Therefore, to survive and maintain their situation, organizations keep a variety of forms, the newest of which is agile organization form (Kazazi et al. 2010)

An agile organization can decrease production costs, increase market share, satisfy customers’ needs, introduce new products, estimate activities lacking value added, and increase organizational competition. Thus, as the paradigm of 21-century organizations, agile organization has many adherents and has satisfied customers’ rapidly changing needs as a successful strategy in competitive markets. However, since technology development needed for the management of agile organization is in its growing phase, the ability to create such organizations has not yet been fully achieved in an expected time (Goldman, 1995). Accordingly, in an agile organization, a plethora of questions have been raised as regards agility including: what is agility and how is it measured? How can organizations identify it while there is no appropriate index to measure agility? How and to what extent can characteristics of organization affect its commercial performance? How can agility be compared with competitive power? If an organization intends to increase its agility, how can it identify main obstacles to improvement? How can agility be effectively accessible? Answers to these questions are of high significance to experts and theorists of agile organizations. The only effort made to measure agility as a system’s structural characteristics can be seen in Grayson’s index. It suggests virtual modeling of organizational agility and its communications; that is, creating a communication graph which shows problems concerning existences. In the model, he has identified main players’ roles and their relationships, coming to conclusion that if they increase, so do complexity as well as agility. Hence, providing answers to the questions and presenting proper solutions can play a major role in statement of the research problem and clarification of the issue under investigation (Khoshsima, 2006).

The present study has attempted to explain the status quo and, on the basis of collected data, to examine measures taken concerning organizational agility of Fars Province Post Bank as well as to investigate obstacles to development of such a system and its challenges. Likewise, to put it into action, the study presents solutions to better implement the system in Fars Province Post Bank.
Objectives of the Study
Main Objective:
Identifying and ranking factors affecting agility of employees at Fars Province Post Bank
SECONDARY OBJECTIVES:
1-An examination of flexibility as one of the factors affecting agility of employees at Fars Province Post Bank
2-An examination of accountability as one of the factors affecting agility of employees at Fars Province Post Bank
3-An examination of change culture as one of the factors affecting agility of employees at Fars Province Post Bank
4-An examination of reaction speed as one of the factors affecting agility of employees at Fars Province Post Bank
5-An examination of integrity as one of the factors affecting agility of employees at Fars Province Post Bank
6-An examination of mutual cooperation as one of the factors affecting agility of employees at Fars Province Post Bank
7-An examination of management performances as one of the factors affecting agility of employees at Fars Province Post Bank

The Research Hypotheses
1. Flexibility is of the factors affecting agility of employees at Fars Province Post Bank
2. Accountability is of the factors affecting agility of employees at Fars Province Post Bank
3. Change culture is of the factors affecting agility of employees at Fars Province Post Bank
4. Reaction speed is of the factors affecting agility of employees at Fars Province Post Bank
5. Integrity is of the factors affecting agility of employees at Fars Province Post Bank
6. Mutual cooperation is of the factors affecting agility of employees at Fars Province Post Bank
7. Management performance is of the factors affecting agility of employees at Fars Province Post Bank
8. The degree to which factors affect agility of employees at Fars Province Post Bank is different.

Review of the Literature
Esmaeli et al (2013) conducted a study, entitled “Identifying and prioritizing factors affecting agility of human resources in Iran’s Automotive Industry”. In the study, factors influencing employees’ agility were categorized on the basis of previous studies. Then, in accordance with views of experts working in Iran’s Automotive Industry, the factors were evaluated as well as prioritized using TOPSIS method. The results showed that out of 13 identified factors, the
following had the highest effect on employees’ agility: involvement, empathy, the need for
agility, technical training, management encouragement and support, management of relations,
self-motivation, job richness and problem solving.
In a study entitled “An examination of the effect of agility empowerment on the relationship
between transformational leadership and organizational performance”, Sanjaqi (2011) came to
the conclusion that even though transformational leadership had no direct effect on
organizational performance, team empowerment had a positive and significant effect on the
relationship between transformational leadership and organizational performance. In other
words, transformational leadership positively and significantly affected organizational
performance of statistical sample under examination through team empowerment.
Moreover, Nikpour and Salajeqeh (2010) in a research entitled “An examination of the
relationship between organizational agility and employees’ job satisfaction” concluded that there
is a significant relationship between organizational agility and its variables, namely,
accountability and competency, flexibility, speed in job, and job satisfaction.
In an article entitled “An examination of the status of agility capabilities in state organizations”,
Mohammdezeh Bagherzadeh et al (2009) drew the conclusion that organizational agility is of the
most significant characteristics of organizations and institutes in the area of competition and that
they have experienced basic changes with the beginning of 21st century. Furthermore, the
researchers asserted that the changes guide organizations towards modern challenges, the
negligence of which increasingly threatens their success. Likewise, they held that Mazandaran
Post Department lacks favorable agility capabilities, implicating the fact that there is a gap
between the status quo and the favorable one.
initially introduced a model for achieving agility and then presented a knowledge-based
methodology for its measurement. Accordingly, for any organization to obtain agility, it should
possess two capabilities (accountability and flexibility) as well as a competency.
Also, Hop One (2014) has conducted several studies regarding evaluation of employees’ agility
and has presented the strategic reasons for employing agile forces. Likewise, a technical model
for coordinating agile employees with job conditions and a conceptual model concerning
employees’ agility structure are provided, as well.
Moreover, Irvani and Krishnamurti (2012) have carried out a study on the effect of education and
skill on employees’ agility in maintenance and production environments, showing their effect on
reducing costs.
Furthermore, in a research entitled “Innovation in organizations with complex systems”, San
Carlisle and Elizabeth McMillan (2008) placed great emphasis on high value of innovation in
developments. According to their research results, the innovation in its strategic sense has
changed from 1991 onwards and if one wishes to describe it in a brief expression, it will be: an
organizational activity which is subject to organizational culture. Also, conducting a survey on
several large industrial companies, Carlisle and McMillan (2008) considered creativity-oriented
culture as the most important factor of organizational innovation and productivity.
Moreover, Ren et al (2002) showed how agility characteristics influence an organization’s
competition basis, which is described as aspects an organization’s production system should
possess to satisfy target market demands. In this study, competition bases like cost, quality,
speed, flexibility and pro-activity were examined. It was indicated that as regards the relationship between agility characteristics and competition aspects, the largest values belonged to the following pairs:
1-Strategic relationship with customers, 2) organization’s integrity and flexibility, 3) products with quality and added value, 4) the first proper decision and innovation, and finally 5) involvement speed and pro-activity.

Introduction of the Research Theoretical Frameworks

Fig. 1- The Research Theoretical Framework

Research Methods
In terms of research method and data collection procedure, the present study is of a descriptive and survey nature, respectively. Statistical population contained a total of 280 Shiraz Province Post Bank employees, out of which a number of 160 employees were selected as the research sample using random sampling method. To collect the research data, the use was made of Organizational Agility Questionnaire (Sharifi and Zhang, 2002), which encompasses 32 items and 7 dimensions (flexibility, accountability, change culture, reaction speed, integrity, mutual cooperation, management performance). It should be noted that for scoring procedure, the questionnaire used Likert’s 5 scales. Moreover, with regard to data analysis, to see whether or not data was normal and to analyze the research hypotheses, Kolmogorov–Smirnov test and One-Sample t-test as well as Freidman test.
RESULTS:

Hypothesis 1:
Flexibility is of the factors affecting employees’ agility at Fars Province Post Bank.

Table 1 - Statistics concerning One-Sample T-Test for the Research 1st Hypothesis

<table>
<thead>
<tr>
<th>Factor</th>
<th>Number</th>
<th>Average</th>
<th>SD</th>
<th>Standard Error of the Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility</td>
<td>160</td>
<td>3.829</td>
<td>0.585</td>
<td>0.068</td>
</tr>
</tbody>
</table>

Table 2 - Statistics concerning One-Sample T-Test to Test the Research 1st Hypothesis

<table>
<thead>
<tr>
<th>Factor</th>
<th>Test Average</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>T Test</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexibility</td>
<td>12.221</td>
</tr>
</tbody>
</table>

To test the research 1st hypothesis, One-Sample T-Test was used while the value for test average was considered to be 3, equaling the average value. If mean value for the variable under study is higher than 3, the hypothesis will be approved. Accordingly, on the basis of research findings in Table 1, it is shown that the value for flexibility average on agility is 3.829 from the perspective of Shiraz Post Bank employees, indicating that the value is higher than 3. Likewise, as Table 2 demonstrates, in accordance with values for T-test and significance level (Sig. 0.000) which is lower than 0.05, the hypothesis is confirmed. That is, it can be claimed with 0.95 % certainty that flexibility favorably affects agility of employees at Shiraz Post Bank.

HYPOTHESIS 2:
Accountability is of the factors affecting employees’ agility at Fars Province Post Bank.

Table 3 - Statistics concerning One-Sample T-Test for the Research 2nd Hypothesis

<table>
<thead>
<tr>
<th>Factor</th>
<th>Number</th>
<th>Average</th>
<th>SD</th>
<th>Standard Error of the Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>160</td>
<td>4.345</td>
<td>0.821</td>
<td>0.065</td>
</tr>
</tbody>
</table>

Table 4 - Statistics concerning One-Sample T-Test to Test the Research 2nd Hypothesis

<table>
<thead>
<tr>
<th>Factor</th>
<th>Test Average</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>T Test</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td>20.733</td>
</tr>
</tbody>
</table>

To test the research 2nd hypothesis, One-sample T-Test was used while the value for test average was considered to be 3, equaling the average value. If mean value for the variable under study is higher than 3, the hypothesis will be confirmed. Accordingly, on the basis of research findings in Table 3, it can be seen that the value for accountability average on employees’ agility is 4.345 from the perspective of Shiraz Post Bank employees, showing that the value is higher than mean value. Likewise, as Table 4 depicts, in accordance with values for T-test and significance level (Sig. 0.000) which is lower than 0.05, the hypothesis is confirmed. That is, it can be claimed with
0.95% certainty that accountability is of the factors influencing employees’ agility at Fars Province Post Bank.

**HYPOTHESIS 3**

Change culture is of the factors affecting employees’ agility at Fars Province Post Bank.

| Table 5- Statistics concerning One-Sample T-Test for the Research 3rd Hypothesis |
|----------------------------------|--------|--------|--------|----------------|
| Factor                          | Number | Average | SD     | Standard error of the average |
| Change Culture                  | 160    | 3.471   | 0.706  | 0.056 |

To test the research 3rd hypothesis, One-sample T-Test was used while the value for test average was considered to be 3, equaling the average value. If mean value for the variable under study is higher than 3, the hypothesis will be confirmed. Accordingly, on the basis of research findings in Table 5, it can be seen that the value for change culture average on employees’ agility is 3.471 from the perspective of Shiraz Post Bank employees, showing that the value is higher than mean value. Likewise, as Table 6 depicts, in accordance with values for T-test and significance level (Sig. 0.000) which is lower than 0.05, the hypothesis is approved. That is, it can be claimed with 0.95% certainty that change culture is of the factors influencing employees’ agility at Fars Province Post Bank.

**HYPOTHESIS 4:**

Reaction speed is of the factors affecting employees’ agility at Fars Province Post Bank.

| Table 6- Statistics concerning One-Sample T-Test to Test the Research 3rd Hypothesis |
|----------------------------------|--------|--------|--------|----------------|
| Factor                          | T Test | df     | Sig.   | Mean Difference | 0.95% Confidence Intervals of the Difference |
| Change Culture                  | 8.440  | 159    | 0.000  | 0.471           | 0.361 0.581 |

| Table 7- Statistics concerning One-Sample T-Test for the Research 4th Hypothesis |
|----------------------------------|--------|--------|--------|----------------|
| Factor                          | Number | Average | SD     | Standard Error of the average |
| Reaction Speed                  | 160    | 4.134   | 0.884  | 0.070 |

| Table 8- Statistics concerning One-Sample T-Test to Test the Research 4th Hypothesis |
|----------------------------------|--------|--------|--------|----------------|
| Factor                          | T Test | df     | Sig.   | Mean Difference | 0.95% Confidence Intervals of the Difference |

http://www.ijhcs.com/index.php/ijhcs/index
To test the research 4th hypothesis, One-sample T-Test was used while the value for test average was considered to be 3, equaling the average value. If mean value for the variable under study is higher than 3, the hypothesis will be confirmed. Accordingly, on the basis of research findings in Table 7, it can be seen that the value for reaction time average on employees’ agility is 4.134 from the perspective of Shiraz Post Bank employees, showing that the value is higher than mean value. Likewise, as Table 8 depicts, in accordance with values for T-test and significance level (Sig. 0.000) which is lower than 0.05, the hypothesis is approved. That is, it can be claimed with 0.95 % certainty that reaction speed is of the factors influencing employees’ agility at Fars Province Post Bank. 

**HYPOTHESIS 5:**

Unity is of the factors affecting employees’ agility at Fars Province Post Bank.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Number</th>
<th>Average</th>
<th>SD</th>
<th>Standard Error of the Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>160</td>
<td>3.613</td>
<td>0.744</td>
<td>0.059</td>
</tr>
</tbody>
</table>

To test the research 5th hypothesis, One-sample T-Test was used while the value for test average was considered to be 3, equaling the average value. If mean value for the variable under study is higher than 3, the hypothesis will be confirmed. Accordingly, on the basis of research findings in Table 9, it can be seen that the value for unity average on employees’ agility is 3.613 from the perspective of Shiraz Post Bank employees, showing that the value is higher than mean value. Likewise, as Table 10 depicts, in accordance with values for T-test and significance level (Sig. 0.000) which is lower than 0.05, the hypothesis is confirmed. That is, it can be claimed with 0.95 % certainty that unity is of the factors influencing employees’ agility at Fars Province Post Bank.

**HYPOTHESIS 6:**

Mutual cooperation is of the factors affecting employees’ agility at Fars Province Post Bank.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Number</th>
<th>Average</th>
<th>SD</th>
<th>Standard Error of the Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Cooperation</td>
<td>160</td>
<td>3.528</td>
<td>0.945</td>
<td>0.075</td>
</tr>
</tbody>
</table>
To test the research 6th hypothesis, One-sample T-Test was used while the value for test average was considered to be 3, equaling the average value. If mean value for the variable under study is higher than 3, the hypothesis will be confirmed. Accordingly, on the basis of research findings in Table 11, it can be seen that the value for unity average on employees’ agility is 3.528 from the perspective of Shiraz Post Bank employees, showing that the value is higher than mean value. Likewise, as Table 12 depicts, in accordance with values for T-test and significance level (Sig. 0.000) which is lower than 0.05, the hypothesis is confirmed. That is, it can be claimed with 0.95% certainty that mutual cooperation is of the factors influencing employees’ agility at Fars Province Post Bank.

**HYPOTHESIS 7:**

Management performance is of the factors affecting employees’ agility at Fars Province Post Bank.

Table 13- Statistics concerning One-Sample T-Test for the Research 7th Hypothesis

<table>
<thead>
<tr>
<th>Factor</th>
<th>Number</th>
<th>Average</th>
<th>SD</th>
<th>Standard Error of the Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Performance</td>
<td>160</td>
<td>3.212</td>
<td>0.695</td>
<td>0.055</td>
</tr>
</tbody>
</table>

To test the research 7th hypothesis, One-sample T-Test was used while the value for test average was considered to be 3, equaling the average value. If mean value for the variable under study is higher than 3, the hypothesis will be confirmed. Accordingly, on the basis of research findings in Table 13, it can be seen that the value for unity average on employees’ agility is 3.212 from the perspective of Shiraz Post Bank employees, showing that the value is higher than mean value. Likewise, as Table 14 depicts, in accordance with values for T-test and significance level (Sig. 0.000) which is lower than 0.05, the hypothesis is confirmed. That is, it can be claimed with 0.95% certainty that management performance is of the factors influencing employees’ agility at Fars Province Post Bank.

Table 14- Statistics concerning One-Sample T-Test to Test the Research 6th Hypothesis

<table>
<thead>
<tr>
<th>Factor</th>
<th>Test Average</th>
<th>T Test</th>
<th>df</th>
<th>Sig.</th>
<th>Mean Difference</th>
<th>0.95% Confidence Intervals of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Performance</td>
<td>3.864</td>
<td>159</td>
<td>0.000</td>
<td>0.212</td>
<td>0.104</td>
<td>0.321</td>
</tr>
</tbody>
</table>
% certainty that management performance is of the factors influencing employees’ agility at Fars Province Post Bank.

**HYPOTHESIS 8:**
The degree to which factors affect employees’ agility at Fars Province Post Bank is different. To determine which factor has the most significant effect on employees’ agility, Freidman Test was used. In other words, the tests examines the assumption that whether or not average score of these 7 factors differs or not and that id it does, which possesses the highest score? The results obtained from Freidman Test are presented in Table 15.

Table 15- Freidman Test Descriptive Results

<table>
<thead>
<tr>
<th>Factors</th>
<th>Number</th>
<th>Mean</th>
<th>SD</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility</td>
<td>160</td>
<td>3.829</td>
<td>0.858</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Accountability</td>
<td>160</td>
<td>4.345</td>
<td>0.821</td>
<td>2.25</td>
<td>5</td>
</tr>
<tr>
<td>Change Culture</td>
<td>160</td>
<td>3.471</td>
<td>0.706</td>
<td>2.20</td>
<td>5</td>
</tr>
<tr>
<td>Reaction Speed</td>
<td>160</td>
<td>4.134</td>
<td>0.884</td>
<td>2.50</td>
<td>5</td>
</tr>
<tr>
<td>Integrity</td>
<td>160</td>
<td>3.613</td>
<td>0.744</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Mutual Cooperation</td>
<td>160</td>
<td>3.528</td>
<td>0.945</td>
<td>1.75</td>
<td>5</td>
</tr>
<tr>
<td>Management</td>
<td>160</td>
<td>3.212</td>
<td>0.696</td>
<td>1.67</td>
<td>5</td>
</tr>
</tbody>
</table>

Moreover, Table 16 depicts mean rankings concerning each of the variables using Freidman Test. As it is clear, there is an obvious difference between means, particularly accountability mean with those of other factors.

Table 16- Results of Freidman Variance Analysis for Research Variables

<table>
<thead>
<tr>
<th>Factors</th>
<th>Ranking Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility</td>
<td>4.02</td>
</tr>
<tr>
<td>Accountability</td>
<td>5.34</td>
</tr>
<tr>
<td>Change Culture</td>
<td>3.48</td>
</tr>
<tr>
<td>Reaction Speed</td>
<td>4.70</td>
</tr>
<tr>
<td>Integrity</td>
<td>3.91</td>
</tr>
<tr>
<td>Mutual Cooperation</td>
<td>3.66</td>
</tr>
<tr>
<td>Management</td>
<td>2.88</td>
</tr>
</tbody>
</table>

Furthermore, Table 17 indicates that the number of lines each one of the variable obtained equaled 160. The table also shows statistical values for degree of freedom as well as sig. level. Results obtained from Freidman variance analysis indicate that Chi Square test (df= 6, X²= 138.27) is significant and the analysis is acceptable. In other words, from the perspective of employees at Fars Province Post Bank, the most important factors are respectively as follows: accountability, reaction speed, flexibility, unity, mutual cooperation, change culture, and management performance.
**Table 17- Results of Chi Square Test**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>160</td>
</tr>
<tr>
<td>Chi Square</td>
<td>138.27</td>
</tr>
<tr>
<td>Degree of Freedom</td>
<td>6</td>
</tr>
<tr>
<td>Sig.</td>
<td>0/000</td>
</tr>
</tbody>
</table>

**Results and Discussion**

Results of the present study indicate that the research hypotheses are confirmed and that the factors affecting agility of employees at Fars Post Bank include: accountability, reaction speed, flexibility, unity, mutual cooperation, change culture, and management performance, respectively. Moreover, the results of the present study are in line with those of the following: Khoshshima et al (2006) in a study entitled “An examination of the agility of state organizations”, initially introduced a model for achieving agility and then presented a knowledge-based methodology for its measurement. Accordingly, for any organization to obtain agility, it should possess two capabilities (accountability and flexibility) as well as a competency. Also, in a study entitled “A comparative analysis of agile and lean manufacturing”, Yusof and Adelie (2002) did not sufficiently take account of development and description of criteria for measuring agility capabilities. The study evaluated agility through tools such as low costs, quality, reliability, product variety, flexibility, organizational leadership and new products technology, coming to the conclusion that there are significant relationships between competition capabilities and performance criteria. Agility capability, namely, speed and reliability, had significant relationship with all performance criteria. The study indicated that in comparison with lean organizations, agile ones enjoy better performance criteria. Also, Ren et al (2002) showed how agility characteristics influence an organization’s competition basis, which is described as aspects organization’s production system should possess to satisfy target market demands. In this study, competition bases like cost, quality, speed, flexibility and pro-activity were examined. It was indicated that as regards the relationship between agility characteristics and competition aspects, the largest values belonged to the following pairs: Strategic relationship with customers, 2) organization’s unity and flexibility, 3) products with quality and added value, 4) the first proper decision and innovation, and finally 5) involvement speed and pro-activity

Sharifi and Zhang (1999) in a study entitled “A method for achieving agility in production organizations” presented a conceptual model for agility. The model encompassed three main parts: the first part deals with agility stimuli, which force the organization to find a new place so as to maintain and develop its business as well as to obtain a competitive advantage. The factors cause the organization to review strategies and restore them. The second part of the model pertains to agility capabilities which include reaction to environmental developments, competency, flexibility, and speed. The third part concerns with agility suppliers which encompass methods, functions, structure, technology, employees and innovation.

With regard to discussion of obtained results it can be said that the results were not against expectations and that they show the most important factors affecting agility of employees at Fars
Province Post Bank were respectively: accountability, speed of reaction, flexibility, integrity, mutual cooperation, culture change, and management performance.
Nowadays, the environment of organizations is prone to a plethora of changes, opportunities, and challenges. Organizations are expected to be able to deal with them since having a strategic view on changes and opportunities on one hand, and improving organization’s abilities and infrastructures on the other, can be an appropriate solution for long-term and sustainable success.

**Further Suggestions:**
As regards results of the research hypotheses and the fact that they are confirmed, it is suggested that:
Since agility has great importance for success in today’s changing world, it is suggested that organizations firstly provide the necessary infrastructures and then make an effort to properly implement its principles.
On the other hand, to identify ways of achieving agility, factors leading to agility should be identified and analyzed. Afterwards, the relationships between the factors and capabilities should be also analyzed using different techniques.
On the basis of the research results it can be said that leaders, who have specified obvious visions for their organizations and take account of issues regarding resource allocations, play a significant role in providing agility. In fact, leaders of agile organizations possess the ability to affect the nature of changes and attract the attention of all towards completing organization’s main goal by virtue of instructions.
It is also suggested that weak factors be systematically identified and plans to improve the status be introduced.
Likewise, attempts should be made to have an agile organization through proper management of changes, development of missions, visions, and approaches compatible with beneficiaries’ needs and expectations, collaboration with customers, and on time reaction to changes, and finally flexibility.
- Identifying changes and rapid reaction to alleviate them
- Effectively achieving organization’s goals and missions
- Processing various tasks and accomplishing goals with equal facilities
- Task accomplishment in the shortest period of time
- As the present study is conducted on Fars Province Post Bank, it is suggested that similar studies be carried out on other organizations.
- To generalize the results of the present study to whole Iran, it is required that a statistical sample enjoying cultural and geographical diversity be employed.
References

13-Brian H. Maskell “An Introduction to Agile Manufacturing” BMA Inc.