

Organisational resilience within an organisation - An analytical view-

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Abstract:

Slataneya Belkacem emphasises the importance of humanising interactions with individuals in the workplace, stating: "Listen to the individual, understand their feelings, encourage their aspirations, appreciate their efforts, provide them with information and news, train and guide them, treat them as an individual with unique characteristics and features, and always be in touch with them and respect them". These incentives have the capacity to enhance the performance of individual employees, particularly in the context of social change within the organisation and the necessity for organisational creativity, which has become an imperative imposed by the rules of the global economic system.

The new global system is characterised by changes and transformations that require balancing the continuity of organisations and considering the requirements of development, pressures, and internal and external challenges affecting their survival and growth. Consequently, business organisations can rely on organizational agili-

ty with its concepts and objectives to achieve proactive preparedness and rapid response to changes in their environment. It is important to note that agility is a strategy adopted by organisations as an entry point for responding to continuous change.

Keywords: Agility, Organisational Agility, Organisational Creativity

La résilience organisationnelle au sein d'une organisation - Un point de vue analytique -

Résumé :

Slataneya Belkacem souligne l'importance d'humaniser les interactions avec les individus sur le lieu de travail : « Ces incitations ont la capacité d'améliorer les performances des employés individuels, en particulier dans le contexte du changement social au sein de l'organisation et de la nécessité d'une créativité organisationnelle, qui est devenue un impératif imposé par les règles du système économique mondial.

Le nouveau système mondial se caractérise par des changements et des transformations qui exigent de trouver un équilibre entre la continuité des organisations et la prise en compte des exigences de développement, des prés-sures et des défis internes et externes affectant leur survie et leur croissance. Par conséquent, les organisations commerciales peuvent s'appuyer sur l'agilité organisationnelle, avec ses concepts et ses objectifs, pour parvenir à une préparation proactive et à une réponse rapide aux changements qui surviennent dans leur environnement. Il est important de noter que l'agilité est une stratégie adoptée par les organisations comme point d'entrée pour répondre au changement continu.

Mots-clés : Agilité, agilité organisationnelle, créativité organisationnelle

Introduction

It is an irrefutable fact that contemporary organisations are navigating challenges and aspirations, as well as experiencing upward hopes and tensions, which places them under the influence of a series of variables. These variables revolve around the impact and influence of the aforementioned factors, leaving results that affect the essence of organisational life. These are pathways that bear implications for behaviours, whether at the operational level of employees or at the level of senior administrative leadership. These challenges, which are faced by the majority of institutions, irrespective of their public or private status, have rendered it obligatory for the latter to adhere to modern administrative models. Organizational agility has been identified as a mechanism for addressing the deteriorating reality of institutions. In the context of intensified competition and rapid change, it has been shown to facilitate the sustained growth of institutions through a set of procedures that lead to the achievement of goals.

In the context of abandoning old methods, it is imperative that procedures are considered essential and must encompass all aspects that enhance organisational agility within the institution, including agility in practice, expediency in decision-making and implementation, prompt response, and the empowerment of employees. A work environment characterised by acceptance, satisfaction, respect, pride, and consideration of the organisation as a desirable place has been shown to contribute to the full engagement of individuals in their jobs. This is particularly evident in instances where organisational support is provided to employees, enabling them to confront challenges, capitalise on opportunities, and perpetually enhance

their performance to achieve comprehensive efficiency and effectiveness.

The process of participation in decision-making is one of the mechanisms that enhance organisational flexibility and thus increase organisational effectiveness. Participation has been demonstrated to engender a sense of value and importance among members, facilitate acceptance of change processes, enhance performance efficiency, and augment productivity.

The current research paper aims to identify the importance of organisational agility as one of the mechanisms or tools to enhance employees' job performance and organisational effectiveness. The discussion will conclude with a consideration of organisational agility within the Algerian institution through its management stages.

1. Conceptual Elaboration of Organisational Agility and Organisational Creativity:

1.1. Organisational Flexibility:

A review of the historical development of the term "organisational agility" shows that it has replaced the term "nimbleness". Organisational agility has been discussed extensively in the management literature. In this context, we present researchers' perspectives on the term "organisational agility".

Organizational agility has been defined as:

The capacity of organisations to respond to internal and external challenges, necessitating the maintenance of pace with information systems and technology, investment in knowledge, integration of processes to match competing organisations, collaboration both internally and externally, and achievement of comprehensive supply chains. As stated by **Rafil Saeed Andrews** (2017, p. 110).

This high-level ability has the capacity to enhance performance over a relatively extended period by effectively respond-

ing to customer requests. As stated by **Rafil Saeed Andraws** (2017, p. 110).

This approach is predicated on the utilisation of knowledge management as a means of identifying opportunities in a dynamic environment. The organisation's ability to thrive in a dynamic environment is not merely a matter of adapting to external changes; rather, it is a capacity to identify and capitalise on emerging opportunities, a feat made possible by its efficiency and innovative spirit. Consequently, the organisation has secured a distinctive position within its field, a feat made possible by its ability to anticipate and address the evolving needs of its customers. As stated by **Shafaa Muhammad Ali Al-Azzawi** and **Inas Nahid Kamil Al-Dabbagh** (2019, p. 167).

The capacity of an organisation to accomplish its objectives is contingent upon the cultivation and augmentation of its resources, a process which concomitantly engenders organisational growth and endows it with agility in a rapidly evolving environment. As stated by **Muhammad Anwar Rashdi Hania** (2016, p. 10),

A strategy adopted by an organisation to navigate environmental changes and achieve goals is regarded as a "proactive strategy". The concept of organisational agility is predicated on the satisfaction of fundamental needs, including survival, continuity, and the avoidance of decline. The capacity for nimbleness is contingent upon the establishment of a fundamental criterion, namely the speed of response (**Esmahan Bloom**, 2019, p425).

1.2. Organisational creativity:

This concept has been addressed on the basis of the ability to sense the existence of an issue that needs to be addressed, and then the ability to think differently and creatively and then find

the appropriate solution. As stated by **Ghani Al-Zubaidi et al.** (2015, p. 407).

2. Dimensions of Organizational Agility:

Park (2019) identified three dimensions of organisational agility that enable organisations to sense and respond to opportunities and threats in a timely manner:

2.1. Sensorial Agility:

The capacity of an organisation to discern and comprehend opportunities within its environment is contingent upon its aptitude to identify capabilities that are conducive to its functioning. These capabilities encompass the interpretation of information, the provision of relevant data, and the alignment of capabilities with the organisation's ability to discern, interpret, and analyse change. This encompasses not only the sensing of current changes but also the anticipation of future changes.

2.2. Decision-Making Agility:

Herbert Simon (1957) propounded the notion that decisions are the foundation of management, and that management is essentially decision-making. Consequently, it is imperative for teams to make considered and informed decisions collectively, as opposed to relying on individual decisions, to ensure a more balanced response.

2.3. Practice Agility:

The concept of Agility is one which encompasses the utilisation of resources, the refinement of processes, and the integration of novel innovations. **Eisenhardt and Martin** (2000) posit that it consists of a set of activities that reconstitute organisational resources and modify business processes based on the

principles of decision-making to address changes in the surrounding environment.

3. Determinants of Building a Culture of Organisational Resilience 'Towards Greater Abstraction and Inclusivity:

3.1. Participation in Decision-Making:

The act of engaging in the process of decision-making can be regarded as a hallmark of progress, given that it is employed by a considerable number of workers to address issues related to policies or production. This collaborative approach to problem-solving within the workplace has been shown to enhance morale. Participation fosters an inclination towards collaboration and the sharing of resources among individuals, thereby enhancing the efficacy of the group as a whole. This phenomenon contributes to the psychological well-being of workers. The role of these individuals extends beyond mere submission and obedience to the directives issued by management. Instead, they fulfil a positive function that contributes to the development of effective work systems and procedures. The utilisation of the participation method in management facilitates the cultivation of human relations and fosters a sense of organisational belonging. This, in turn, engenders a commitment among individuals to the organisational goals, given their involvement in their formulation. The efficacy of participation in management is contingent on the active involvement of the workforce within the organisation. As asserted by **Belkacem Sultania** (2015, p. 94).

The ongoing commitment to fostering and amplifying employee participation mechanisms within organisational frameworks is substantiated by the evident advantages and benefits inherent in such processes. The involvement of subordinates is a fundamental principle for the success of any organisation in

achieving its objectives, as all contemporary management theories emphasise the significance of participation in all phases of work, from the formulation of policies and the development of plans to the implementation, evaluation and assessment stages (**Noureddine Haroush**: 2016, p. 223). A substantial body of research has demonstrated that employee participation is a pivotal method of employee motivation. The impetus for participation on the part of the individual is rooted in a desire to engage with decisions that impact their personal interests, access to information and experiential knowledge, recognition of their status and role within the organisational structure, the reinforcement of their sense of organisational belonging and pride, and the fulfilment derived from the perception of autonomy and mastery in their work (**Khalil Mohammed Hassan Al-Shamag, Khudair Kadhim Hamoud**, 2007, p. 289).

The ongoing commitment to fostering and amplifying employee participation processes is substantiated by the evident advantages and benefits of such engagement. (**Sayed Mohammed Jab al-Rab**: 2008, pp. 73-74).

- It is imperative to achieve enhanced profitability and provide adequate support for wage and reward systems for employees.
- The purpose of this exercise is to obtain feedback, suggestions and creative ideas.
- The contribution of the individual is pivotal in the resolution of issues and the promotion of democratic decision-making processes.
- The establishment of a cadre of employees who are suitably qualified to assume supervisory roles in the future is imperative.
- It is imperative to achieve elevated levels of employee satisfaction and commitment.

The integration of workers into decision-making processes within organisations is a pivotal aspect of representation on the board of directors or supervisory boards. The presence of a representative on the board of directors ensures that the necessary information on labour issues is provided, and that there is an opportunity to present labour issues and problems at the highest level of the organisation. The participating supervisor employs the carrot approach, engaging in discussions with relevant individuals and incorporating subordinates into the decision-making process. This approach eschews a confrontational spirit between workers, relying instead on the acceptance of subordinates by the supervisor rather than on the authority granted to the latter. It is noteworthy that the efficacy of such a supervisory approach is predicated on its capacity to valorise the efforts of workers by involving them in organisational affairs and addressing their concerns, thereby fostering an esprit de corps and initiative in their professional endeavours. (Ghani Mithnai Al-Zubaidi et al: 2015, p. 313).

3.2. Occupational exhaustion:

The provision of meaningful, purposeful, and important work to employees is one of the ways in which an organisation can promote organisational agility. Job absorption is defined as the opportunity to complete meaningful tasks and specific duties within the framework of the extent to which workers feel absorbed in their work. (Ghani Daham Al-Zubaidi: 2015, p. 372) The variable of job security plays a significant role in the development of job absorption. In environments where workers experience acceptance and satisfaction, characterised by appreciation, respect, pride and a sense of fulfilment, individuals become fully absorbed in their jobs. This ultimately leads to enhanced performance and a positive perception of the organi-

sation as a desirable place. As asserted by **Abd El- Hamid Abd El-Fattah Al-Maghraby** (2007, p. 351), job absorption denotes the extent to which an individual is integrated with their job and perceives its significance. Consequently, it is associated with both the mental and emotional domains. Job absorption is influenced by numerous stimuli, including the emotional aspect. Its positive effects on the individual are evident, manifesting in feelings of happiness, satisfaction, and elevated self-esteem. Conversely, as the level of immersion diminishes, the adverse effects on the individual's emotions, including anxiety, distress, and a sense of despair, are observed. Within this paradigm, immersion signifies the magnitude of the psychological linkage between the individual and their occupation, thereby ensuring that their profession assumes a pivotal role in their life and self-esteem. As stated by **Abd El- Hamid Abd El-Fattah Al-Maghraby** (2007, p. 348).

The interaction between job absorption and job commitment engenders organisational commitment in the individual, who, in turn, is keen to develop the organisation and its processes, and values the work. This commitment entails the restructuring of systems of rewards and material incentives, which allow workers to obtain the appropriate return for their effort and thought. It also contributes to providing a stable career for workers. The present endeavour is focused on the development of human relations, with the objective of identifying the prevailing conditions of human activity. In this regard, contemporary approaches, including organisational justice, citizenship and organisational trust, are being utilised as inputs, with a view to accentuating the (**Abd El- Hamid Abd El-Fattah Al-Maghraby**). 2007, pp. 354-355)

3.3. Empowering workers:

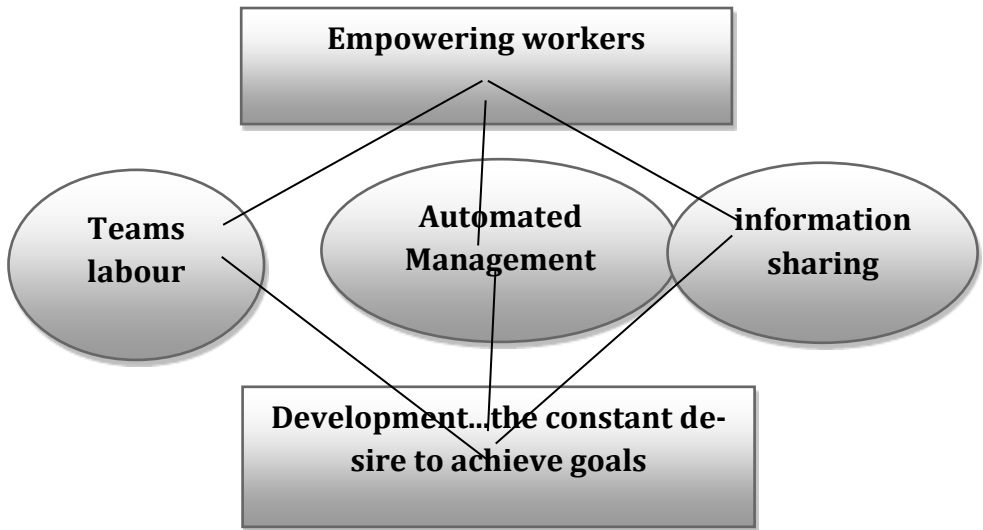
As **Roosevelt** (n.d.) asserts, "**A person who achieves success is not a genius; he is a person who possesses only ordinary qualities... but he has developed them to a higher degree than ordinary.**"

Recent developments have precipitated a marked modernisation and development in the management of organisations, consequent to the forces of environmental change that have been at play in recent times. It is evident that contemporary organisational development should encompass more than merely technological advancements and the facilitation of communication; it must also extend to the realms of human resources and organisational processes. Among the pivotal processes that facilitate such development is the empowerment of individuals, which is instrumental in nurturing human resources and instilling organisational agility. The importance of employee empowerment as a key factor in team success is well-documented. This assertion underscores the significance of unleashing the untapped potential of employees and providing them with leadership support to foster innovation. In this context, employees are recognised as a valuable asset that should be nurtured and developed within the organisation. (**Mohamed Jamal Abou Al-Majd**: 2008, pp. 41-47).

The empowerment process is a multifaceted concept that is implemented at the level of the individual's place of employment. It involves the transfer of authority and decision-making powers to the individual, empowering them to make decisions related to their work. This process is accompanied by the provision of the necessary resources and support to ensure the effective execution of tasks. As stated by **Raad Abd El-H. Al-Taie and Issa Qadaa** in 2008, p. 237, empowering workers is a strategic and significant tool for organisations. It plays a crucial

role in the development of human resources within the organisation, particularly in administrative and technical domains. Furthermore, it serves as a strategic approach for organisations to navigate both current and future changes. A significant number of organisations have adopted this strategy, underpinned by the transfer of power from superiors to subordinates. This development signifies a departure from the behavioural patterns exhibited by superiors in the past, and organisations have commenced the transfer of power to work teams, entrusting them with the authority to make decisions pertaining to their activities. Empowering workers (i.e. providing them with support) entails more than merely granting them a degree of autonomy and enabling them to determine the manner in which the objectives established by the leadership team are to be accomplished. It signifies the distribution of the information and expertise necessary for achieving the objectives of the organisation. The crux of this issue lies in the dissemination of information from experts, a practice that contrasts with the conventional approach of withholding this information and maintaining its confidentiality. In this context, it can be anticipated that those in positions of authority will be more inclined to support their subordinates by sharing information, thereby facilitating more informed decision-making. When employees are supported, supervisors are less inclined to adopt a traditional managerial role characterised by the use of coercion, and more likely to recognise that the relinquishment of power is a relative concept. The manner in which support is provided to workers can vary considerably, ranging from a state of complete powerlessness to a situation in which they are granted complete autonomy in the execution of their duties (**Gerald Greenberg and Robert Baron, T. Rifai Mohammed Rifai and Ismail Ali Bassiouni: 2004, pp. 529-530**)

Figure (12): The concept of empowerment encompasses the following components, as illustrated in the figure below:



Source: Al-Saeed Yassin Amer and Ali Mohammed Al-Wahab: (1998, p168)

3.4. Adopt Organisational acumen:

It is imperative for managers to adopt an organisational acumen, which signifies a comprehensive understanding of their duties and the anticipation of future organisational requirements. This acumen permeates their thought processes, encompassing a deep familiarity with the fundamentals of business, the optimal organisational culture, policies, and performance and operational systems. Additionally, it involves a thorough comprehension of economic conditions, environmental indicators, a discerning analysis of competitors, and the unwavering commitment to continual enhancement. This comprehensive perspective integrates diverse concepts and tech-

niques, thereby fostering a cohesive and interconnected framework within the organisational landscape. Organisational acumen is defined as an implicit activity based on realistic sensitivity, achieving aspects of excellence and the development of organisational knowledge.(Esmahan Bloom: 2019, p. 431)

4. The relationship between organisational flexibility and its role in the embedding of organisational creativity:

Creativity has become imperative for contemporary organisations of all kinds, as it is indispensable for their survival and prosperity. This necessity is characterised by a tendency towards action, achievement and experimentation. It is imperative for organisations to establish close contact with consumers in order to comprehend their needs and act on their suggestions for product development. It is imperative that a high degree of autonomy is afforded to employees, that entrepreneurship and creativity are promoted, and that productivity is increased through the active participation and contribution of employees. The development of work values, ideals and beliefs is of paramount importance, so that all parties recognise and adhere to them, respecting and applying them accordingly. In order to protect the values and goals of the organisation, it is necessary to combine firmness and softness simultaneously. Furthermore, independence and delegation of authority must be encouraged in order to promote the spirit of risk-taking and creativity. It is imperative that organisations which are considered to be creative exhibit a degree of flexibility in their response to environmental changes. This is one of the dimensions of organisational agility. The following are characteristics which are conducive to this: freedom of communication, a collective style of work, a system of accountability, a willingness to take risks, and the adoption of a culture of value, focus and cooperation. As asserted by Ghani Al-Zubaidi et al. (2015, pp.

416-417), Silkman contended that a relationship between workers and the organisation's management is imperative. This assertion is founded on the premise that management, by its very nature, encompasses the human element and the enhancement of productive efficiency among workers. Consequently, the responsibility for the success of management is attributed to the manager, with the extent of his comprehension of decisions and his treatment of workers serving as critical factors in this regard.

This viewpoint is further elaborated by Magdy Ahmed Bayoumi and Mohamed Elsayed Lutfi (2014, p. 203).

The concept of an agile organisation is predicated on the integration of IT systems, human resources, and business processes within a coordinated and flexible structure that is capable of responding expeditiously to events and changes in the work environment. The ability of organisations to demonstrate agility is contingent on their capacity to react to the challenges that predominate in the work environment and to strive for success. Agile organisations continuously evaluate the performance of employees within the organisational boundaries. It is therefore essential that they think beyond how to deal with changes and how to exploit opportunities in the turbulent environment, as well as the possibility of obtaining a special position, taking into account their capabilities and competencies. Audran subsequently summarised the distinguishing characteristics of agile organisations in contrast to traditional ones, as outlined in the subsequent table (Mohammed Anwar Rashid Haniyeh: 2016, p. 23).

Table n° 02 :

The criteria	The traditional organization	The Agile Organisation
<ul style="list-style-type: none"> - Organisational structure - The efficiency of units and teams - Decision-making processes - The role of managers - The quality of personnel 	<ul style="list-style-type: none"> - Hierarchical/Vertical - Expertise - Centralised - Control and Monitoring - Competence and Respect 	<ul style="list-style-type: none"> - Network Structure (flat horizontal) - Multidisciplinary - Decentralised - Coordination - Adaptability, Accountability, Autonomy.

Previous studies

Studie of bouchaala reguieg and berrag aissa « the impact of the model of organizational flexibility on the high performance of institutions a case study of the public hospital institution, mohamed sayeh in chlef».

The research aims to identify the role of organizational flexibility as an independent variable in achieving high performance as a dependent variable. The groundwork of this research was based on theoretical hypothesis verified by a field study at the Public Hospital Institution, Mohamed Sayeh in Chlef, and then diagnosing the relationship and influence between the two results. To achieve the aims of the study, a questionnaire was formulated of 30 paragraphs with a sample of 90 individuals from the research community and The Statistical Package System (SPSS) was used for data analysis and hypothesis testing. As a result, there was a correlation between organizational flexibility and high performance with a minor moral influence of the organizational flexibility on the high performance in the mentioned institution

Studie of messouda belakhdar «The level of availability of dimensions of organizational flexibility in the Algerian enterprise for the manufacture of pipes and the impact of personal and professional differences in it»

In order to analyze the results, descriptive statistical, T-test and one-way analysis of variance were used. One of the most important results of the study is the medium availability of the organizational flexibility and its dimensions, In addition the study find a differences towards organizational flexibility due to the educational level related to the university category, in contrast to the absence of differences for the rest of the functional and personal characteristics. One of the most important suggestions is the necessity of finding methods to increase the organizational flexibility with its dimensions.

Conclusion

The concept of organisational resilience is not a spontaneous phenomenon; rather, it is the consequence of implementing a deliberate strategy that entails the mitigation of risk within a dynamic work environment. This strategy involves the identification of solutions to issues that facilitate the development of a comprehensive understanding of the evolving circumstances surrounding the work. Organisational resilience can be defined as a method of counteracting stagnation in organisational activities and routines.

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