

Organizational agility: the pathway to career aspirations among staff nurses at selected hospitals

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Abstract

Background: Healthcare organization managers need to be far more nimble and adaptable to thrive in a cutthroat market. In order to foster organizational agility, administrators, managers, and leaders in the healthcare industry must provide the highest level of patient and employee needs, expectations, and demands. Organizational agility has a mediating role in fostering professional development and career goals for nurses transitioning into advanced practice, as well as improving nurses' competence (Al Humdan, Shi, and Behnia, 2020). **Aim:** The current study conducted to investigate the relation between organizational agility and career aspirations as perceived by staff nurses at selected hospitals. **Research design:** A descriptive correlational design was utilized to carry out the present study. **Setting:** The current study was conducted at "Gynecology, Obstetrics, and Pediatrics Minia University Hospital and at specialized pediatric Cairo University hospital. **Subjects:** A representative sample 30% of total number of staff nurses worked in the selected hospitals "Gynecology, Obstetrics, and Pediatrics Minia University Hospital (N= 173) and at specialized pediatric Cairo University hospital (N=110). **Tools:** To reach the aim of the current study, data were collected using three tools: 1st: Personal data questionnaire, 2nd: Organizational Agility Questionnaire: 3rd : Career Aspiration Scale. **Results:** Regarding organization agility level and career aspiration, majority of staff nurses at Specialists pediatric Cairo university Hospital reported high level of organizational agility and career aspiration while slightly more than half of staff nurses at Gynecology, Obstetric and Pediatric Minia University Hospital reported high level of organizational agility and career aspiration. There were a statistical significant difference between Specialists pediatric Cairo university hospital staff nurses and Gynecology, Obstetric and Pediatric Minia University hospital staff nurses in relation to organizational Agility and its dimension . In addition there were also a statistical significant difference between them in relation to Career aspiration and its dimension. **Conclusions:** it was concluded that there was a highly statistically significant correlation between total scores of organizational agility and total career aspiration. **Recommendations:** To enable nurses to apply their skills to achieve the work at hand and take ownership of their actions, nursing management must provide them a high level of job aspiration.

Keywords: Organizational agility, Career aspiration

Introduction

Organizations must adapt to changes all the time. For the majority of big and small firms, daily problems include globalization, rapid technical advancements, competition, growing new markets, and continuously changing customer needs. These constantly shifting problems drive businesses to become more effective and adaptable in order to survive, especially when combined with more conventional risks of business and economic lifecycles (Cai et al., 2019)

Agility is the ability of a cohesive group to move swiftly and respond quickly to changes in

their surroundings in order to accomplish a task. (Morris, et.al:2021). An organization must swiftly deploy flexible business processes, manage a large volume of distributed information, and effectively coordinate activities across geographically dispersed organizations in order to achieve organizational agility (Al Humdan, Shi, and Behnia, 2020). Organizational agility refers to an organization's ability to respond quickly to change, achieve high standards of performance, and deliver quality services while addressing the demands of the labor market (Pereira et al., 2018). Healthcare firms must respond fast to a high-tech, dynamic, and changing environment if they are to grow and

flourish in today's confusing and uncertain world. This is the key capability of agile organizations (Akkaya, Mert, 2022).

A constantly changing environment can be adapted to by businesses with organizational agility (OA). It is described as the capacity to recognize and comprehend market chances by gathering the essential skills and assets. Additionally, the company is able to adapt to unanticipated changes in its environment and use such changes as opportunities for expansion and growth (Marhraoui & El Manouar, 2018). A number of general characteristics, including client orientation, flexible processes and technology, employee empowerment, constant learning, creativity, and innovation, should be present in an agile firm (Cai et al., 2019). The loss of chances and large real losses might result from a lack of adaptability (Martínez-Córcoles & Vogus, 2020).

Sensing agility, decision-making agility, and action agility are the three components of organization agility. Sensing Agility: A healthcare organization's capacity to analyze and keep track of environmental changes in real time, such as shifts in patient preferences, rival activity, and technological advancements. This skill requires a combination of tasks, including accessing information about events connected to environmental change on the one hand and removing extraneous information on the other, all while according to a set of criteria (Akkaya, Mert, 2022).

Decision-Making Agility: The capacity to collect, arrange, and assess important data from many sources, which enables managers to spot possibilities and dangers as well as to develop action plans for resource reallocation and cutting-edge competitive strategies. Acting Agility/Practicing: Acting agility actions include reattaching organizational resources and changing organizational policies in accordance with the work principles deduced from decision-making. Managers must put any decisions they have made into action in this step. The main factor affecting organizational agility is this stage. Every obstacle has been identified as requiring correction, and this correction must take place at the level of decision-making. In this regard, the capacity of an organization to quickly adapt and respond to such changing conditions is regarded as one of the most essential qualities for long-term success and

growth, which have the effect of enhancing nurses' careers (Akkaya, Mert, 2022).

A career is defined as person's progression throughout their professional life, which is formed by choosing jobs that support their professional objectives (Pereira et al., 2018). It is the development and decisions made by a person over the course of a lifetime (Demirhan, 2020). A rewarding, purposeful, and independent nursing job should have access to the necessary conditions for development and innovation (Mohammed, 2020).

To offer evidence-based care, optimize patient care, improve work conditions, and retain skilled nurses, aspiration is a crucial part of a nursing career. (Chen, 2019). An organization's efforts to improve, develop, and empower its human resources to launch innovative projects in order to achieve both the goals of the individual and the organization are constant and institutionalized as career aspiration (Demirhan, 2020). It symbolizes a methodical approach to working that aims to improve identity, well-being, and quality of life (Baljoon, Banjar and Banakhar, 2019).

Several variables may sway nurses to engage in activities that advance their careers.. These three components-personal factors, work-related factors, and organizational aspects (Ismail and Al-Assa'ad, 2020). The first set of criteria are those that are personally relevant, such as individual behaviors, satisfaction, empowerment, and career development practices for nurses. The capacity of nurses to do their jobs well depends in large part on their personal behaviors. An assessment of one's self, as well as of their work environment, employment analysis, education, training, job search and acquisition, and work experience, should come before any career aspirations in order to determine their areas of strength and development (Chen, 2019). In addition to Heslin, Keating and Minbashian (2019) also found a direct correlation between personality and career outcomes.

The second dimension covered by job-related factors is supervisory support and autonomy. Nurses will be more engaged at work if they have job autonomy and supervisor support since they'll feel more confident and supported in their choices (Siddiqui & Bisaria, 2020). Working environments and circumstances are crucial for fostering employee happiness and

career advancement (Heslin, Keating and Minbashian, 2019). Support for nursing careers is crucial to boost confidence and retention (Brook, Aitken, Webb, MacLaren, & Salmon, 2019).

In addition to the third dimension which stands for the organizational factors containing management support and the career development plans. Employees are assisted by career management in choosing learning opportunities that would help them achieve their career goals. (Parsa, Fatehpour & Aghagoli, 2020). Career planning and development combines boosting individual development efforts with training and development programs to align staff members' needs and aspirations with corporate needs and possibilities (Chen, 2019). Organizations could encourage staff to provide feedback, and they might also create training sessions to enhance staff performance, stimulate career development, and help staff be more job-adaptable (Gong, Xu, Van Swol, Zhang, & Xu, 2020).

Significance of the study

One of the key strategies for obtaining and preserving a competitive edge in the ever-evolving market environment is organizational agility. In order to remain adaptable and competitive in volatile circumstances, business professionals are increasingly looking for agility as one of the important organizational traits. A number of organizations can benefit from the promotion of agility by utilizing developing managerial concepts including cooperative management, employee development, and empowerment (Brook, Aitken, Webb, MacLaren, & Salmon, 2019).

The human factor is one of the most important tools for changing an organization, ensuring its existence, and fulfilling its objectives and missions in the fiercely competitive world of today (Ahmad, 2018). Since human resources are the most valuable source of production, capital, competitive advantage, and the development of fundamental capabilities in every organization, using more efficient employees within the

company is one of the most efficient ways to achieve competitive advantage in the current environment (Chen, 2019).

In all global healthcare systems, nurses are essential. Nurses' career development needs to be met in a focused and specialized manner in order to enhance working conditions and care quality. Organizations can use it to increase worker performance and productivity. In any organization, the two are inextricably linked in terms of human capital and production. The availability of educated and experienced human capital that may transform an organization is one of the key concerns of successful firms worldwide. Organizational agility is thought to improve performance, according to earlier studies (Heslin, Keating and Minbashian, 2019). Therefore, it is crucial to research how organizational agility and career aspirations are related.

Aim of the study:

This study determined the relation between organizational agility and career aspirations as perceived by staff nurses at selected hospitals.

Research question:

What is the relation between organizational agility and career aspirations as perceived by staff nurses?

Material and Methods

Study Setting: The current study was conducted at "Gynecology, Obstetrics, and Pediatrics Minia University Hospital and at specialized pediatric Cairo University hospital. All units will be included in the study.

Study Design: A descriptive correlation design will be utilized to achieve the objective of the current study.

Study Sample: A representative sample 30% of total number of staff nurses worked in the selected hospitals "Gynecology, Obstetrics, and Pediatrics Minia University Hospital and at specialized pediatric Cairo University hospital. The sample size will be calculated by using the Issac& Micheal (1995) formula which is computed by $(N= P*30/100)$; the subjects will be as follows:

Hospital name	Total no. of staff nurses	30% (study number)
Specialists Pediatric University Hospital	364	110
Gynecology, Obstetric and Pediatric University Hospital	574	173
Total	938	283

Data Collection Tools: To reach the aim of the current study, data were collected using the following three tools:

First tool: Personal data questionnaire: This developed by the researchers to collect data such as gender, age, educational qualification, hospital name, plus years of experience.

Second tool: Organizational Agility Questionnaire: Developed by (Jaworski & Kohli, 1993), it composed of (15) items to assess organizational agility which distributed to three dimensions, namely: Sensing agility "3" items, decision making agility "5" items, and acting agility "7" items. Nurses' responses were assessed using a three-point Likert scale ranging from "1" disagree to "3" agree. Cronbach's coefficient alpha was .95. The scoring system of total organizational agility was 15 to 45. The studied sample total scores were divided into the following base: low organizational agility from 15-24, moderate organizational agility from 25-35 and high organizational agility from 36-45.

Third tool: Career Aspiration Scale: Evolved by Gregor & O'Brien (2015). It consisted of (24) items to value levels of recognized career aspiration among nursing staff. which distributed to three dimensions, namely: Achievement Aspiration "8" items, Leadership Aspiration "8" items, and Educational Aspiration "8" items. Responses ranged from (0) Not at all true of me to (4) Very true of me. Sum responses to each item for each scale. Higher scores indicate higher aspirations in each domain (achievement, leadership, education). Cronbach's alpha coefficient was .91. The scoring system of total career aspiration was 0 to 96. The studied sample total scores were divided into the following base: low career aspiration from 0-31, moderate career aspiration from 32-64 and high career aspiration from 65-96

Tools Validity and Reliability

A group of three experts in the field—two professors and one assistant professor from the Faculty of Nursing at Minia University—

determined the study's content validity. The instrument was sent to each expert with instructions to review the content, coverage, clarity, terminology, length, format, and overall presentation. The reliability test was calculated for the three instruments using Cronbach's Alpha Coefficient, which shows that the surveys were quite reliable. Test results for the organizational agility, and career aspiration were (0.775, and 0.865) respectively.

Pilot study:

To make sure the items were clear and applicable and to gauge the amount of time needed to complete the questionnaire, the pilot research was conducted (10 %) of the present sample. The findings indicated that between 25 and 30 minutes were spent on the survey's completion. No changes to the questionnaires were made in response to the analysis of the pilot research. Therefore, the overall number of the study sample includes the number of pilot studies.

Procedure

- To become familiar with the research subject and choose the best study instruments, a survey of related literature that addresses various elements of the issue will be conducted utilizing the available journals and books.
- The tools was Arabic-translated.
- Official permission was obtained from the director of the hospitals after explaining the nature of the work.
- In order to improve nurse participation during the research's implementation phase, the researcher clarified the study's purpose, quality, and importance.
- Each participant in the study gave their verbal agreement after being informed of its objectives.
- During data collection, the researcher provided the participant nurses with individual questionnaire sheets in their units. She then instructed them to complete the questionnaire.
- The questionnaires took between 25 and 30 minutes to complete.
- The researcher awaited the participants' completion of the sheets and their availability to respond to any question.
- The researcher gathered these once the

participants had finished filling out the questionnaire form. Data were gathered in August and September of 2022.

Statistical design

Utilizing the statistical package for social studies (SPSS), version 24, computer software, data input and statistical analysis were performed. For qualitative and quantitative variables, respectively, appropriate descriptive statistics including frequencies, percentages, and means were employed. To gauge how closely two variables are related, the correlation coefficient (r) test was utilized. A p-value of 0.05 was used to determine statistical significance for all of the criteria.

Ethical consideration

After outlining the scope of the work, the faculty's ethics committee granted official approval. The staff involved in the study had been verbally informed of the nature and objective of the investigation, and each subject had an interview where the nature and purpose of the study were clarified. They received guarantees that their information would be kept private and used only for research.

Results:

Table (1) Shows regarding staff nurses age, that (61.5%) of nurses are in age group between 20-30 years with a mean of 28.7+6.80; (69.6%) are females; more than two thirds of the participated nurses (62.2%) have technical degree qualification, and (76.7%) were in years of experience from 1-10yrs.

Figure (1) explores that the highest dimension of organizational agility as reported by nursing staff worked in Specialists pediatric Cairo university Hospital was sensing agility followed by decision making agility and acting

agility by percentage (81.8%,64.5%&63.6%) respectively. Regarding total organization agility level, the results shows that the level of organizational agility at Specialists Pediatric Cairo University Hospital was high level (90,9%), while more than half of nursing staff worked in Gynecology, Obstetric and Pediatric Minia University Hospital(58.4%) reported high level of organizational agility and less than half reported moderate level of organizational agility.

Figure (2) shows that (89.1%) of nursing staff at Specialists pediatric Cairo university Hospital reported high level of career aspiration dimension "Achievement Aspiration, followed by "Leadership Aspiration, and finally Educational Aspiration. while 57.3% of Gynecology, Obstetric and Pediatric Minia University Hospital nursing staff reported high level in total Career aspiration Dimension " Achievement Aspiration, Leadership Aspiration, and Educational Aspiration".

Table (2) shows that, there were a statistical significant difference between Specialists pediatric Cairo university Hospital staff nurses and Gynecology, Obstetric and Pediatric Minia University Hospital staff nurses in relation to organizational Agility and its dimension (P= .000**)

Table (3) shows that, there were a statistical significant difference between Specialists pediatric Cairo university Hospital staff nurses and Gynecology, Obstetric and Pediatric Minia University Hospital staff nurses in relation to Career aspiration Dimension and its dimension (P= .000**)

Figure (3) shows a strong favorable correlation (P .529**, R=.000) between organizational agility career aspirations.

Table (1): Distribution of personal data regarding staff nurses (n=283)

Characteristics(N=283)					
Age	No	%	Gender	N	%
20-30 year	174	61.5	Male	86	30.4
31-41 year	81	28.6			
> 42 year	28	9.9	Female	197	69.6
Mean+SD =	28.7+6.80				
Educational qualification			Years of experience		
Diploma	40	14.1	1-10	217	76.7
Technical	176	62.2	11-21	52	18.4
Bachelor	67	23.7	22-32	14	4.9

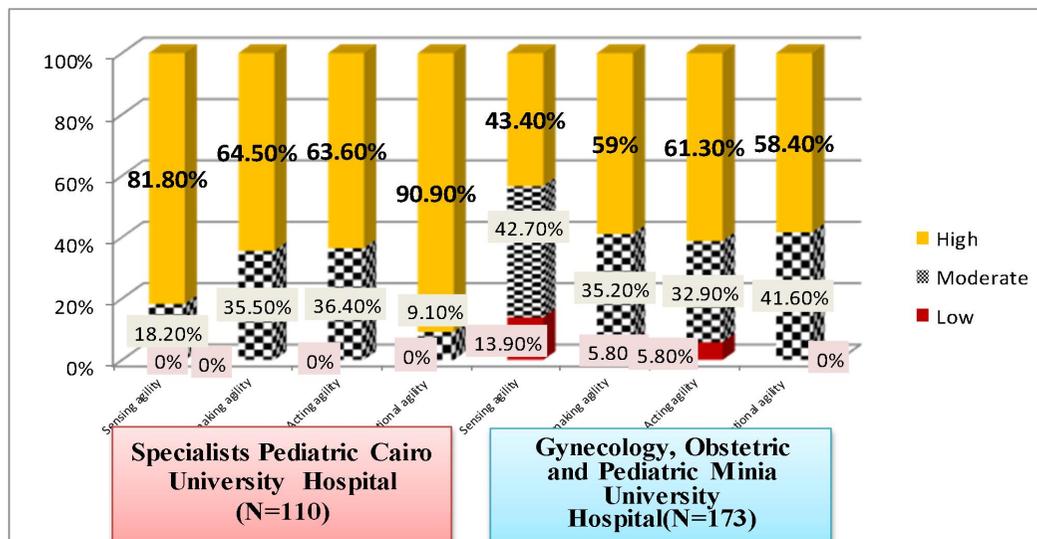


Figure (1): Frequency distribution of nurses' perception regarding organizational agility and its dimensions at selected hospitals (N=283)

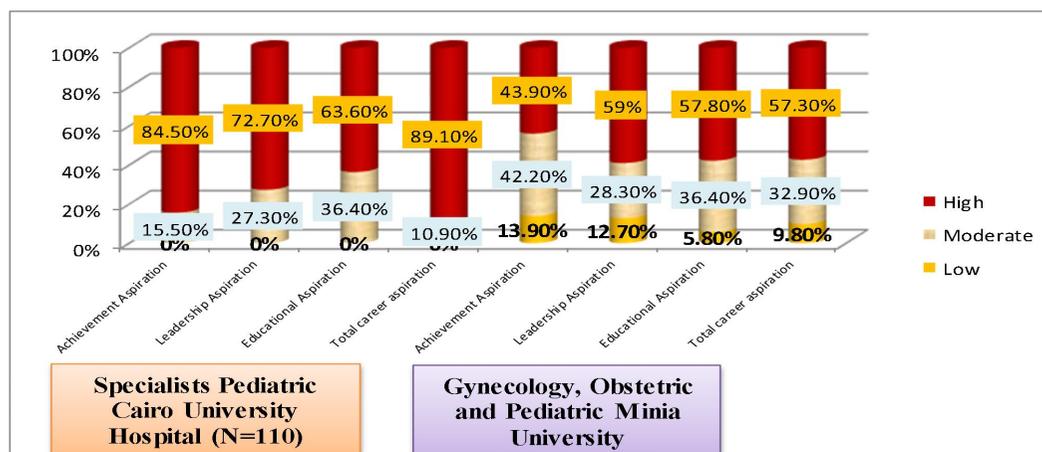


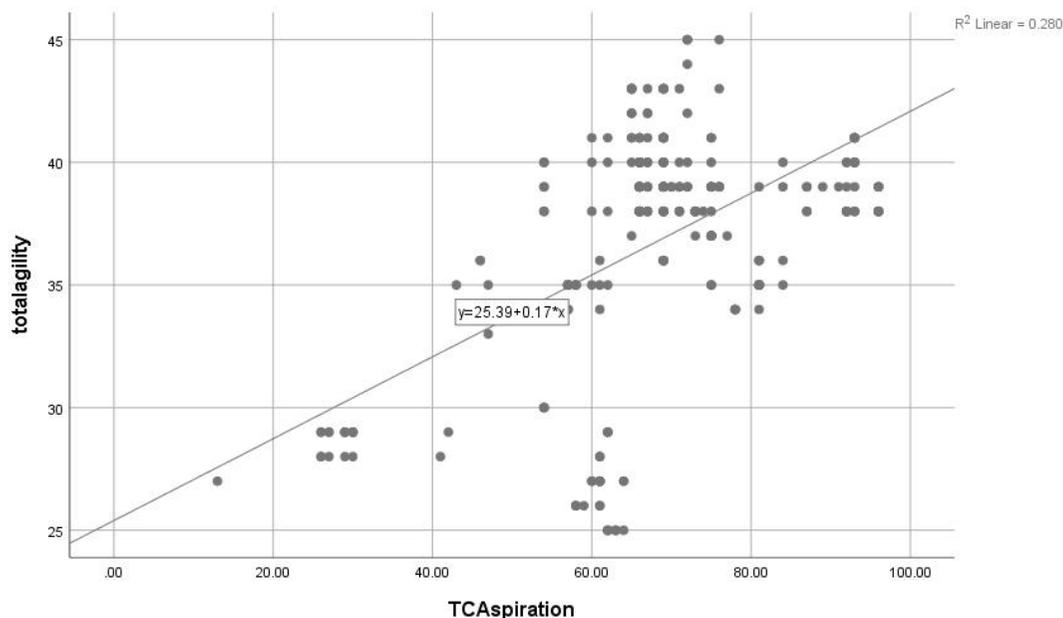
Figure (2): Frequency distribution of nurses' perception regarding career aspiration and its dimensions (N=283)

Table (2): Analysis of variance regarding organizational agility between the selected hospital among staff nurses (N=283)

organizational Agility Dimension	Specialists pediatric Cairo university Hospital		Gynecology, Obstetric and Pediatric Minia University Hospital	
	Mean	±SD	Mean	±SD
-Sensing agility	8.15	±.666	7.15	±1.44
T – test (Sig)	6.84(.000**)			
-Decision making agility	12.6	±2.10	11.3	±3.25
T – test (Sig)	3.70(.000**)			
-Acting agility	17.6	±1.13	17.2	±2.73
T – test (Sig)	1.92(.055*)			
Total organizational agility	38.4	±2.13	35.5	±5.58
T – test (Sig)	5.21(.000**)			

Table (3): Analysis of variance regarding career aspiration agility between the selected hospital among staff nurses (N=283)

Career aspiration Dimension	Specialists pediatric Cairo university Hospital		Gynecology, Obstetric and Pediatric Minia University Hospital	
	Mean	±SD	Mean	±SD
Achievement Aspiration	26.2	+3.58	20.3	+5.04
T – test (Sig)	10.5(.000**)			
Leadership Aspiration	25.9	+4.13	20.4	+5.29
T – test (Sig)	9.27(.000**)			
Educational Aspiration	26.8	+3.36	20.3	+4.44
T – test (Sig)	13.2(.000**)			
Total career aspiration	77.6	±	60.7	+13.2
T – test (Sig)	10.8(.000**)			

**Figure (3):** Correlation between organizational agility and career aspiration among staff nurses (N=283)

Discussion

Healthcare organization managers need to be far more dynamic and adaptive to survive in a cutthroat climate. In order to foster organizational agility, administrators, managers, and leaders in the healthcare industry must provide the highest level of patient and employee needs, expectations, and demands (Akkaya, Mert, 2022). Organizational agility has a mediating function in the improvement of nurses' abilities because it

offers vital support for nurses moving into advanced practice to encourage professional development and career goals (Pereira, et al. 2018).

The findings of the current study revealed that the highest dimension of organizational agility as reported by nursing staff worked in Specialists pediatric Cairo University Hospital was sensing agility followed by decision making agility and acting agility. This might be construed

from the researchers' standpoint as perceiving agility collaboration. Anticipating change-related challenges and taking proactive steps to solve them as well as to improve work overall are examples of proactive conduct. Organizational agility thus starts with sensing agility, followed by decision-making agility, which depends on deciphering numerous events and identifying opportunities and risks in the surrounding environment. Finally, acting with agility also entails having a positive outlook on innovations, new ideas, and technology, as well as tolerance for unforeseen circumstances, disagreements with others' viewpoints, and difficult situations.

This finding was different from that of (Hussein, Morsy Ahmed, 2022), who discovered that the highest domain of organizational agility was sensing agility, followed by acting agility, and the lowest domain was decision making ability. Additionally, (Ismael, Elkholy, and Ahmed, 2021) discovered that the detecting agility domain had the greatest mean score, followed by acting agility, and the decision-making agility domain had the lowest mean score. And according to Nafei (2016), who looked at the many aspects of OA (sensing agility, decision-making agility, and action agility), participants ranked having a sensing agility as the highest domain. Acting agility was next, and decision-making agility was the lowest domain.

Regarding organization agility level, the results of present study demonstrated that the level of organizational agility at Specialists pediatric Cairo university Hospital as reported by most of the studied nurses was high while, more than half of nursing staff worked in Gynecology, Obstetric and Pediatric Minia University Hospital reported high level of organizational agility and less than half reported moderate level of organizational agility. This outcome could be explained by the Cairo hospital management's efforts to remain adaptable, respond quickly and wisely to predictable and unforeseen changes, especially when dealing with the COVID-19 pandemic, and quickly adjust to environmental demands, such as making changes to the current work practices and processes that were felt and understood by nurses.

Less than half of the nurses in study of

Kamal (2022), which was used to corroborate the current study's findings, reported that organizational agility was only moderate. Contrary to Hussein Morsy Ahmed's (2022) they found that organizational agility at Benha University Hospitals was modest, according to around two thirds of the study's nurses. Ismael, El-kholy, Ahmed, (2021), they concluded that more than half of nurses reported moderate organizational agility. And Al-Taweel and Al-Hawary (2021), indicated that the general level of agility of the corporations was moderate. Additionally, findings from some additional research by Khaddam (2020) and Clauss et al. (2021), which revealed that the majority of nurses believed that organizational agility was moderate, confirmed these conclusions.

Regarding career aspiration dimensions the present study revealed that nursing staff at Specialists pediatric Cairo University Hospital reported high level of career aspiration dimension "achievement aspiration, followed by "leadership aspiration, and finally educational aspiration these can be interpreted as nursing staff's practical experiences foster mastery and have a significant impact on the growth of their sense of leadership self-efficacy and nursing achievement, the emergence of leadership aspirations was also greatly influenced by informal mentoring.

These findings are consistent with those of (Seibert et al., 2017), who discovered that providing staff nurses with leadership development opportunities increased their motivation to lead and improved their aspirations to hold executive positions in their organizations. In addition, the importance of educational opportunities and informal mentoring at the unit level in raising nurse aspirations for leadership has been emphasized (Baghshykhi, et al. (2020).

The current Study finding indicating a statistically significant difference between Specialists pediatric Cairo university Hospital staff nurses and Gynecology, Obstetric and Pediatric Minia University Hospital staff nurses in relation to organizational Agility and its dimension and Career aspiration Dimension and its dimension ($P = .000^{**}$). The explanation for this can be because hospitals in Cairo are more interested in certifying and training nurses than hospitals in Minia., The reason may possibly be

due to Cairo's greater openness and urbanization than Minia's, which caused a higher percentage of the study sample in Cairo hospitals to provide more favorable outcomes while a lower percentage of the research sample in Minia hospitals did.

The present finding depicted that there was a highly statistically significant correlation between total scores of organizational agility and total career aspiration. From the researcher's point of view this result may be explained as The hospital manager needs nurses who are enthusiastic, engaged, eager, and motivated because they successfully complete their tasks and are fully attached to and engaged in their work. This can be accomplished by hospital management adopting flexibility and mobility to support leadership self-efficacy, incentive to lead, and career aspirations. These similarities with **Palomo, et al. (2020)**, provide evidence of a beneficial relationship between job satisfaction and career aspirations of employees., Interestingly, by focusing on the role that career aspiration plays in decision-making, **Baghshykhi, et al. (2020)** attempted to offer it a new dimension. He was told that administrators' career aspirations influence their success, therefore boosting participant experience and education should be a priority.

Conclusion and Recommendations

The findings of the current study affirmed that, there were a statistically significant difference between Specialists Pediatric Cairo University Hospital staff nurses and Gynecology, Obstetric and Pediatric Minia University Hospital staff nurses in relation to organizational Agility and its dimension ($P = .000^{**}$). In addition there were a statistical significant difference between Specialists pediatric Cairo University Hospital staff nurses and Gynecology, Obstetric and Pediatric Minia University Hospital staff nurses in relation to Career aspiration Dimension and its dimension ($P = .000^{**}$). Also, there was a strong favorable correlation between organizational agility and career aspiration.

In light of the conclusions of this study, it was recommended that

1- To foster speed, flexibility, reactivity,

adaptation, and a culture of group activities and involvement among nursing staff, hospital managers must form specialist teams and provide seminars and workshops.

- 2- Hospital administrators must increase self-awareness and make sure organizational strategies can create resilience to deal with daily problems.
- 3- Nursing managers must provide nurses a high level of job aspiration so they may use their skills to achieve the task at hand and take ownership of their behavior.
- 4- In order to improve information, learning, and the nursing staff's skills, organizational agility training advised being a part of daily operations for hospital administration.

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