Agility in Organization

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ABSTRACT
One of the first times, agility phrase used for description of necessary capacity for modern produce in 1991. Agility is new paradigm in productive environment and it definite as ability of responsibility and success and fast reflex to environmental changes. Nowadays modern organizations are inevitable to apply agility for achieving new ways of competition in global markets. Agility penetrates in all contexts of business such as produce, marketing, planning, organizing and human resources. Merchandise produce and presentation of service, preparation of facing with changes and constituting of allegorical partnership are infra-structure dimensions of agility. The organization is agile if it cans patronage or produces all required resources. This article intends to review subject's literature and presents an agility model base on offenders, organization staffs and customers.

INTRODUCTION
The change and non-confidence are inherent characteristics in information and communication age. Indeed, nowadays changes are occurring faster than each other time and organizations must do activities in this competitive environment with high dynamism and internal and external changes. The organization should conform itself with changes for remaining in this environment and growth and success and use opportunity for achieving of competitive preference.
In today world, the organizations emphasize on ability of consistency with changes in business environment and new methods of cooperation as virtual organizations are methods for realizing of customers and market needs. Appeared paradigm is agile product that it is a step to forward in the concept and create of new means for better performance and success in business.
The agile organization orchestrates process and staff with developed technology and remove customers’ needs base on products and services with high quality in short time. This position when occurs that agility be an organization value and competitive strategy for directors. The agility is a new paradigm for engineering of competitive firms. The markets and customers want to access to cheap products based on the type of taste and access time. The agility follows to success and victory in earning, market share and achieves customers in competitive market and notices to staff and organization performance, products and service value and continuous changes and provides organization for surface and fundamental changes. These organizations for learning each new thing that causes earning and it achieves new opportunity. Indeed, the agility creates basic ability that organization can feel available changes and anticipates them. The agile producer is organization that has vast view about discipline of business world and checks tumbles with abilities. The agility organizations think about conformity with changes and find a fix position based on innovations and sufficiency. Hence, regarding to importance of subject, our goal is presenting a model of agility in organization in this paper. So we present definitions about agility in first section and then we state matters about components of agility model and finally present this model in an organization.
The agility definitions:
A lot of books and articles have been printed in agility context after issuance of Yakoka report in 1991 and have been stated different definitions of agile product. In this context, we can refer to articles as high quality of products, emphasis on basic sufficiency and creation reflex, reply to customers' needs, mix of various technologies, answer to changes and non-confidence, evolution of productive technologies, a product strategy for achieving competitive advantages, cooperation in internal and between firm, use the changes as one opportunity, ability of further form and survival and developing ability.

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Many definitions have been presented in context of agile product system but one of them, that is benefit and comprehensive, has been stated in below:

- Productive system with extraordinary ability (internal ability, soft and severe technology, human resource, educated management and information). The system changes fast for dispelling of market needs (fast, customer flexibility, competitors, providers, responsibility) and this change is a response to customers' request.

Base on of upon definition, agile productive system can define in four dimensions.

1. Pricing strategies based on customers income.
2. The cooperation that increases competition.
3. Investments that leverage the effect of information and people.
4. The organization dominance on changes and non-confidence.

From 1999 to now, many researchers did activities in this context and presented various definitions that we state them in below:

- The producer abilities for fast reflex to sudden changes and [1].
- The answer to changes [2].
- Achieving earning of environment [3].
- Ability of consistency and fast [4].
- Imparting of changes as inherent opportunity in turbulent environments [5].
- Creating virtual and using market knowledge [6].
- Ability of impressive answer to customer [7].
- Ability of survival and developing in environment with continuous changes and unpredictable [8].
- Exploit of changes and achieving of change advantages as opportunity.
- Agility mentions to ability successful produce and sale of products with low cost, high quality, short different times and variety of products that creates value for various customers via luxuriant product [9].

The agility for achieving of quality, flexibility and speed:

Eshly states two characteristics for producers about whether agile produce is competitive reflex or no:
- The geographic widespread distribution of actions.
- Unitig conveniences and resources in visible limitations (Horenbay, 2000) [10]. The needs of subscription of organization information, decision and responsibility among project team’s members need to new predicate for awareness from information process and personal relationship. Technology helps virtual team to appoint relationship, smooth the infrastructure transmittance, computerized modeling facility and as an act planning protector. These cases create agility and provide competitive advantage for organization. In these terms, the relationship between person and work smooth via technology and it cause to data benefits umlaut in electronic [11].

Customer based and total quality are districts that product and general management researchers can codify comprehensive view of process of creating quality that the organization can achieve competitive benefit. Also, four principles have been stated for performance of agility that includes transfer value to customer, preparation of encounter with changes, providing value for skills and human knowledge, creating virtual partnership. When organization will be agile that it can orchestrate knowledge and internal cooperation and others and produce and support all necessary resources [12]. So the organization must share sensitive information with provider, partner and customer and anticipate market changes and changes in customer value. Also they must reply to changes with product base on tensional plea as well as ability of solidarity person, process, knowledge and skill.

Capabilities of agile product:

The agile producers must be respond of cases such as fast changes of markets, pressure of global competition, decreasing the time of delivery to market, increasing of cooperation between and internal of firms, interactive relationship value continuum, increasing value of information, distribution and marketing and selection of global resources [13].

The agile product can spot that have ability of products development and business strategy in each firm. This structure was supported with three optimal resources that include:

* Managerial structure and innovative organization.
* Ably person with knowledge and high skill.
* Intelligent technology and flexibility.

On the other hand, agility can spot as organization uniting, people with high knowledge and skill and developed technology for achieving to innovation and cooperation in response to customer’s needs.

The researches introduce ten types of equipment's and capability method for settlement of agile product system that include virtual firm, electronic business, fast make of primal sample, continuum improvement, skill person, teamwork, simultaneous engineer, risk and changes management, information system of business, produce and product.

A comprehensive framework can spread to two forms for achieving to agile produce:
1- Investigating and analyzing of firms that use agile method.
2- Systematic survey of agile product literature for recognition of agile basic technique and then mix them for developing of agile product system.

One of comprehensive models in agile product includes three original sections[2].
The first section is agility of motive that it is change/create in business environment and can lead firm in achieving new positions and competitive advantages.
The second section is agility of abilities that provide needful power for responding to changes.
The third section is agility of providers that are tools that can achieve necessary abilities.

Categorization of agility motives

We can say special change, increase in speed and severity of changes is original factors in agility. The determinant characteristics and change type is difficult work because different firms with different conditions experience different changes that some of them are particular. Also the change is favorite for firm can be opportunity for other firm. However there are common characteristics in changes and create different results for firms. This subject can be base for suggestion of some categorizations that cause to change concept. Hence two methods create:

Categorization base on nature
Categorization base on organization activities

The first method includes:

The changes in market that its components are such as: international politic changes, excess rate of change in product models, are short life circle of products.
The change in competitive criterions that include: pressure increasing on decreasing of costs, pressure increasing of global market competition, being response of competitors to changes, rate of invention.
The changes in customer’s need that are such as: need to individual products and services, short time of distribution and being on time into market, increasing of expects into quality and sudden change in amount and orders characteristics.
The changes in social factors includes: environment pressures, politic pressure, cultural problems, expects of labor power and changes of social commitment.

The second method for changes categorization is based on what level of organization activities affect from changes that include:

2-1- The effect on programs and current plans of firm: these changes receive often by low levels and are such as change in amount or distribution of order time, change in characteristics, model or product form etc… that they effect on factors as economic dimensions of business, current programs of product and time schedule of product lines, politics and productive progresses, organization recipes and progresses, progress of products development and support and services present to products.

The effect on programs and strategic goals:

These changes effect on business via influence in market and are often change in methods and competitive norms, new methods of influence in market, social and politic change etc….Some of factors that are impressive from these changes include: market share for special product, market share in some special section of market and firm validity and customers confidence, providers and partners and supporting of relationship between them.
3-2-The effect on strategy of business: these changes effect on firm via creating of new opportunity and are often forms as introduction of new markets, original competitors elapse. These changes effect on some of factors include: future programs of firm for growth and development and investment, politics for introduction new product in different sections of markets and cooperative programs and horizontal merger.

Based on these categorizations, the different abilities have been needed for responsibility to these changes.

Agility capabilities:

An organization needs to abilities that can response to changes that these changes occur in business environment. They divide to four [14].

1- Being responsibility: The ability of changes recognition and fast response to them that its components include:
- Feel and realization and changes prediction.
- Fast reflex to changes by assembling them in system.
- Improving of changes.

2- Competency: The vast collection of abilities that provide productivity, efficiency and effectiveness. The components of this collection include:
- Strategic view
- Suitable technology
- Quality of services and products
- Cost of effectiveness
- The introduction of new products with an additive rate
- Change management
- Capable person
- Suitable operation
- Cooperation

3- Flexibility: The ability of products manufactures and includes below components:
- Flexibility in production volume
- Flexibility in product form and model
- Flexibility in organization and organizational subjects
- Flexibility in human resources

4- Speed: Fast ability of activity and operation implementation. It includes:
- Fast transfer and on time of products and services
- Introduction and fast presentation of new products to market
- Fast implementation of operation in short time

Agility providers:

Agility providers divide to four sections that include: strategies, technologies, systems and human resources. Indeed, agility should be in all sections of organization for responsibility to variable needs.

Strategies:

The strategy view notices to long time tendencies in determinant of suitable business and operative politics. Agility product is a strategy and for achieving to it, some strategies need that include: virtual firm, fast sampling and temporary correlation with other firm's base on excellent capability of them. Technologies and systems aren’t enough without suitable strategy. The agility product needs to communion of proffer continuum, flexibility product, information system etc…

Virtual firm:

A virtual firm is link of excellent capabilities. This real organization exactly has been selected and all as wellas concentrateproffer continuum on fast response to market, quality increase and decrease in costs. An organization can’t fast answer to needs if it be only. Temporary correlations or communion base on excellent capabilities causes to increase in flexibility and responsibilities capabilities. The suitable methods and strategies such as communications, education of theory and practical were used for creating effective uniting among firms in virtual organization with different levels of cooperation. The virtual product is an orchestral environment that provide for supporting of all levels of decision and control in productive firm. The agility firm need virtual product for fast response to market needs.

The virtual product has a lot of advantages that some of them include:
* Development of responsibility capability
* Development in planning of product process
* Decrease in product risk
* Development of planning and product operation
* Support of change of productive system
* Support of product service and maintenance
* Increase productive understanding
* Providing of tools for education

Technologies:

Information technology has a conquerable figure in uniting of productive firm in vast productive systems.

Systems:

The systems include decision systems and different operating control (planning of needful material, planning of productive sources and product control.
* Planning systems and product control: Theories and traditional methods of management and control of productive systems can’t be enough for virtual firms. The bellow dimension has been contemplated in planning and control.
* Evolutionary model building
* Control on product process in virtual firm
* Firm with dynamiccontrol structure
* Variable structure of product time for conformity with non-confidences that is available in productive firm.
* Model building of productive position and control system in virtual firms

4-5- Human sources
The arguments of selected labor, development of skills, jobs planning, equipment maintenance, process development and errors remove are keyword matter about human factors for agility development.

The model of organization agility:
It’s necessary that customers, staffs and organization directors contribute together for changes. Organization’s members are important sections in organization. The approach of group work creates unity sensation and they see themselves that are responsible in all organization activities, achieve experience of failures and try to achieve successes for organization and provide customer’s needs till achieve competitive advantage.

Providers: providers force to add new customers to customer's continuum. They receive information from organization, on time do orders and help organization to remove customer’s needs.

Customers: Noticing to customers’ needs was caused that they be loyal to organization and has long time and beneficial relationship. Customers that are satisfactory develop themselves according to organization and do more purchases.

Information technology: Salubrious information technology is basic section in effective partnership of organization’s members. The organization’s members are important in data providing, planning and accessing to information systems. This technology can create time providence in planning of some jobs as well as personal skills have importance in distribution of information, prediction and control of problems and providence of effective communications. Organization’s members are first providers for planning of agility model and as well as other organization capabilities provide preliminary of agility creation.

The other components include:
Leadership: leader is supportive base of staffs in creating or customers and providers. This matter can include ability in continuous control of change and supervision on opportunities and menaces. This description was named agile management. We believe agility depends to management ability in creation of agile perspective as well as ability in market and environmental knowledge. This factor supports with organization’s gratuities for control and acceptance of change and agentive consistency with it or creation of change in market conditions for achieving advantage. Also, leaders have importance in organization development and acceptance of mutation.

Culture: Culture results decisions history, actions and symbols. It shows organization learnability with lapse. Strategic leader who is to form culture for creation of competitive advantage. The symbol of organization culture is the changes control for communications and power in implementation of innovation. For example, developable technologies of product remove agencies or wholesaler with producers. The management should prepare for staff education (expert and individual education) for successful attendance to different customers. The culture states that management and staff force to accept style of partnership decision.

Gratuity systems: People must believe that gratuity and supportable system help their continuous development. One of leadership responsibilities is to determinant ethical environment for organization and members of uniting [14].

The system of education, salary and gratuity were able staff to better work in organizational networks. The investigating of many producers shows that consistency with developable information technology causes high salary and productivity of labor.

Agility dimension:
Firms are complex actions that should have seen as systematic. Also agility is complex concept that presents four dimensions for achieving [2].

Output: The ability for making of product isn’t competitive capability. The decrease in equipment cost and access of product planners to planning tools develop global business and producers lead to this side that different feature provide product, information and longtime services for customers. Indeed organizations concentrate on received value of customers about product.

Input: providing of complete solver don’t only achieve for customers with organization’s sources. This matter when occurs that organization concentrates on its basic abilities. So, the cooperation is necessary for creating of solver for customers. Indeed, internal and external cooperation are strategies and goal is products presentation to market in low time via cooperation with levering of sources. Access to this goals achieve with virtual organization and fast partnership in manufacture.

We can categorize external changes in two sections:
- Social changes in vast and historical scale
- The changes that can impose on firm by competitive organization of products and creation similarities in expensive product with various variety). So, organizations should have flexible organizational structures to develop fast decisions[15].
These four dimensions are the definition base of agile firms, and agility is a comprehensive concept that penetrates in all contexts such as produce, marketable, planning, organizational, staff and changes according to customers’ needs.

The tools of agility measurement:
The various methods were used for agility measurement that the most important of them include:
- Koomar and Motvani suggest a method based on competitive advantage via organization survey.
- Jiajeti et al. used structural ratios such as material circle, organization communications, and communicable networks.
- Jiajeti and Etna suggested that there is a relationship between organization complexities with agility.
- Ramshash used net present value for agility measurement.
- Lomas et al. used below ratio the time for total work to the time for total project.
- Charlen suggested below relation for measurement:
  \[ S \times \frac{T}{€} \]
  Where:
  \( S \) = organization success
  \( T \) = market unrest

Conclusion:
Nowadays, changes are inevitable in the business environment, and organizations need to use various methods for achieving these markets and competition. Indeed, organizations should adapt themselves to changes and opportunities and use them for competitive excellence. New paradigm is the agility product that follows success and victory in profit, market share, and achievement customers in competitive markets. It continuously notices to organization’s staff’s performance, service, and product value and continuous changes in the context of customer attraction. It should provide conditions to face basic and surfaced changes.

We suppose to lead different dimensions of an organization toward information technology for better competitive. Creation of motivation, effective leader, gratuity, etc., has an important role. Also, notice to skill power and innovation of beneficiaries, on time, and correct using from information technology cause to increase flexibility and responsibility. So the organization can respond to customers’ needs with creating of effect relationship with providers. If its organization notices to three factors as cost, speed, and quality in all its sections, it will achieve to agility. So, we can say the agility was measured by these factors and the organization should increase them in a high level.
REFERENCES