

The Quality of Organizational Agility in Crisis Management at the Football Association in Jordan: Coaches' Perspective

Hasan Mohammed Al-Khaldi

Department of Coaching and Sport Management, Faculty of Physical Education and Sport Science, The Hashemite University, Jordan

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Abstract The study aims to pinpoint the effectiveness of organizational agility in crisis management at the Jordan Football Association. To achieve the objectives of the study, the descriptive approach is used, and a questionnaire scale is prepared as a measurement instrument. The study population consists of all the (60) male and female football coaches at the Jordan Football Association. After collecting the data and analyzing them statistically using T-test and ANOVA to find out the gender, the academic degree, and experience differences regarding organizational agility in crisis management, the findings indicate that the issue of applying the concept of organizational agility in crisis management in the Association is of a medium degree. The findings also show that there are no statistically significant differences for the variable of gender, experience, and academic degree exception for the dimension of practice agility, and in favor of the higher academic degree. In light of the aforesaid findings, the study recommends developing organizational and educational structures and regulations in a method that reduces bureaucracy, enhancing the independence of the departments and committees working in the Association to exercise speed and flexibility in decision-making, and improving the capabilities of directors of departments and committees in the Football Association in pinpointing and applying the concept of organizational agility and work practice.

Keywords Organizational Agility, Crisis

Management, Football Association, COVID-19 Pandemic

1. Introduction

Since its advent, several conflicts and disputes have emerged in light of regional and global changes certainly reflected in local life at the political, economic, social, and even sports levels. These conflicts have affected sports institutions, imposing a set of imbalances that have led to crises in sports and non-sporting bodies, organizations, and institutions. These imbalances may be natural crises such as COVID-19, earthquakes, and volcanoes, or crises caused by human beings such as conflicts or disputes, and even political and economic changes.

Sports institutions - including the Football Association - are not isolated from these changes, as strategic planning always aims to detect crises early as a preventive measure, so many institutions, whether sports or non-sports, have created specialized teams that develop plans for crisis management. However, the realities of sports institutions including the Football Association do not live up to the desired level, which contributes to maintaining its reputation as the Football Association in Jordan. It maximizes the retention of its capabilities and makes it keep pace with everything new and developed for the events, accelerating here and there. Flexibility as a physical

component is the ability of the joint or its tendons to reach the maximum range of motion. On the other hand, agility as a physical component is the individual's ability to perform physical movements lightly and quickly, whether on the ground or in the air. Given the vision of the state and the love of the Jordanian audiences in reaching the highest levels in football, administratively and technically, this can only be achieved by having skills or practices that are flexible and agile in decision-making and reducing centralization, expanding the horizons of decentralization and acquiring skills and capabilities such as sensitivity to changes in the sports environment, accuracy and speed of anticipation and the ability to deal with emergencies, and providing the preventive element and improving adaptation to change.

Organizational agility is an administrative approach helping speed and lightness in responding to opportunities and threats and interacting with changes. It is also imperative to improve the performance of sports and non-sports institutions in the face of problems and crises [1, 2, and 3]. Organizational agility, like any new administrative approach, may face many difficulties and challenges, including centralization and bureaucratic systems, which prevent deciding in this regard. The rigidity of regulations and systems, resistance to change, and cultural adaptation, along with business re-engineering require highly skilled manpower and high material costs [3, 4, and 5]. Likewise, organizational agility helps the ability of sports and non-sports institutions to sense the variables and adapt to them to achieve their current and future strategic goals.

Being appeared at the beginning of the 1900s, organizational agility is related to flexibility, precision, compliance, and adaptability. Flexibility is considered the most of these concepts related to agility. With a simple analysis, it is noted that flexibility refers to the degree of organizational agility [6, 7, and 25]. Therefore, organizational agility is defined as a strategy and a concept that can be expressed by active movement accompanied by speed and flexibility of thinking, which can adapt to changes and situations and make innovations to take advantage of the opportunities accompanying those changes [8, 27].

In the same mood, as crises are known as indicators of the emergence of turning points in the development of political, economic, and social relations, crisis management is known as a set of methods, means, and frameworks, assisting institutions to take quick and rational decisions and face challenges, critical developments, and certain emergencies. The world is experiencing real crises, whose dimensions, types, and severity vary from state to state, or from stage to stage. One of the greatest crises that the world has experienced is the COVID-19 pandemic, which has confused the world and caused a state of global alert. With that being said, facing the crisis has become a necessity for all official bodies, requiring new strategies and administrative methods to

deal with the reality of the crisis to reach alternative solutions [9, 10, and 11].

This study, however, is considered the first within the researcher's knowledge that employs the concept of organizational agility in the Jordanian sports field to apply the football conversations to avoid emergencies before they occur or even deal with them when they occur to mitigate and reduce their negative effects. Thus, the speed and nature of change and the ability of the human element to absorb and adapt are as follows:

- If the nature of the crisis change is weak, and its speed is slow, (then) the organization is interested in tactical performance.
- If the nature of the crisis change is high and its speed is slow, (then) the organization is concerned with strategic planning. If the nature of the crisis change is weak and its speed is high, (then) the organization is interested in joint investment.
- If the nature of the crisis change is very high and its speed is high, (then) the organization cares about organizational agility.

Organizational agility has multiple advantages, including providing employee satisfaction, adding creativity in problem-solving through innovative solutions to difficult problems, and learning new skills and abilities to reorganize a new job and/or profession [12, 14]. Against this, the researcher believes that the application of organizational agility greatly contributes to making sports institutions in general and the Football Association, in particular, to succeed and achieve its goals despite crises, pandemics, and conflicts. This paper is, however, divided into five main sections apart from the introductory section and structured as follows. Section Two explores the Materials and Methods. Section Three examines the Results and Discussion. Section Four presents the Conclusion, and in Section Five, the Recommendations are presented.

1.1. Significance of the Study

In light of the challenges and changes the world has been witnessing recently, the significance of this study stems from the importance of the concept of organizational agility and the need to switch to it as a continuous administrative method and approach in Jordanian sports associations. Organizational agility also effectively keeps the organization alive and evolving in an unpredictable business environment, as it constantly changes and uses knowledge and hypothetical structure to exploit opportunities in the changing market environment. Besides, its significance is also seen in the flexibility of dealing with other engineering businesses and adapting to them effectively, also handling pressures and difficult situations appropriately [13, 14, and 15]. Moreover, the study is significant as it highlights two components: organizational agility and crisis management, and how they can be

employed in the sports field, especially in the Football Association in Jordan. Likewise, it addresses and draws attention to the concept of organizational agility as a kind of creative practice in the face of problems, crises, and sudden changes, which leads to success in facing problems in the sports aspect.

1.2. Study Problem

Since the administrative business environment is characterized by a large degree of escalation and intense competition, and a continuous change in the needs and desires of employees and customers, namely: the internal and external public, it is necessary to take advantage of environmental surveys to obtain valuable information to achieve its long-term goals and pay attention to accomplish organizational excellence by making organizational changes to attain growth and enhance its resources and capabilities in pursuit of promoting excellence.

The researcher's experience as an Asian, Arab, and Jordanian lecturer and his closeness to the Football Association shows that the Association is serious about reaching the highest levels of administrative quality in the belief that the administrative element is significant in the success of the technical element in its various fields in the sports field. Also, it is noted that the human element achieves its minimum elements of management in the association without following the developments that occur in the administrative arena in the world of sports. Weakness and/or lack of awareness and knowledge of the decision-makers in the association of the significance of organizational agility and its impact on organizational excellence generally reflected on the performance of the Association have been also observed.

Importantly, in light of the researcher's work at the Jordanian Football Association, it is noted that there is a discrepancy in the nature, speed, response, and adaptation to the developments of events, transparency of decisions, clarity of the strategy used, and the ability of the association to modify and/or change procedures and practices in the light of developments, as well as benefit from the escalation and acceleration of events by continuous evaluation. Accordingly, the study problem lies in assuming that organizational agility contributes to achieving a rapid response in decision-making and follow-up practices and its use as a preventive element in crisis management, and the possibility of its application and employment in the sports field, especially at the Football Association in Jordan.

1.3. Study Questions

Given the study problem raised in this study, the study questions are as follows:

- What is the level of applying the concept of organizational agility in crisis management at the Football Association in Jordan?

- Are there statistically significant differences in the effectiveness of organizational agility in crisis management in the Football Association due to the gender variable?
- Are there statistically significant differences in the effectiveness of organizational agility in crisis management in the Football Association due to the variable of experience?
- Are there statistically significant differences in the effectiveness of applying organizational agility in crisis management in the Football Association due to the academic degree variable?

1.4. Study Objectives

The objectives of this study are to:

- Pinpoint the level of applying the concept of organizational agility in crisis management at the Football Association in Jordan.
- Find out whether there are statistically significant differences in the effectiveness of organizational agility in crisis management in the Football Association due to the gender variable.
- Determine whether there are statistically significant differences in the effectiveness of the organizational agility in crisis management in the Football Association due to the variable of experience.
- Find out whether there are statistically significant differences in the effectiveness of applying organizational agility in crisis management in the Football Association due to the academic degree variable?

1.5. Limitations of the Study

The findings of this study can be generalized in light of the following limitations:

1. **Human Limitations:** This study is limited to a sample of 60 male and female coaches in the field of football having an (A) degree in football training.
2. **Spatial Limitations:** This study is conducted at the Football Association in Jordan.
3. **Temporal Limitations:** This study is conducted in the first semester of the academic year 2021/2022.
4. **Objective Limitations:** This study is limited to applying the dimensions of organizational agility: sensing agility, decision-making process agility, strategic agility, practice agility, learning ability, and information technology (IT) agility.

1.6. Study Terms and Definition

In this study, the terms "organizational agility and crisis management" are mentioned, and their procedural definitions are as follows:

Organizational agility: It is the ability of the Football Association in Jordan to apply and employ the elements of

organizational agility, namely sensing agility, agility in decision-making, strategic agility, practice agility, learning ability, and information technology agility, and using them to provide the best means to achieve what is required of the Association.

Crisis management: It is the ability of the Football Association in Jordan to take the necessary measures and procedures as a preventive element, and/or after the occurrence of the crisis to avoid and/or reduce the negative aspects to achieve the largest possible amount of material and/or moral gains.

2. Materials and Methods

2.1. Study Methodology

To achieve the objectives of the study, the descriptive approach is used through the questionnaire to collect information and data from the phenomenon being studied for its relevance and the nature of the study.

2.2. Study Sample

The study sample consists of 60 male and female coaches in the field of football having an (A) degree in football training. The study sample has selected males and females coaches with various training experiences and academic degrees.

Table 1. Distribution of Study Sample Participants According to Characteristics

Variables	Category	No.
Gender	Male	49
	Female	14
Academic degree	Less Bachelor Degree	4
	Bachelor's Degree	29
	Master's Degree	21
	PhD	6
Academic Experience	5-10 years	25
	11-16 years	19
	17 Years & Above	16

2.3. Study Instrument

Having reviewed the literature and previous studies [16, 17, 18, 19, 20, and 26], a 2-section scale for the study has been designed. The first section includes general data, while the second section includes the application of the organizational agility dimensions in crisis management, as follows: sensing agility, decision-making agility, strategic

agility, practice agility, learning ability, and information technology (IT) agility. A five-point Likert scale is also used, which includes (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

2.4. Instrument Validity and Reliability

The study scale has been presented in its initial form to (8) validators with a high level of experience in the field of sports management from the Faculty of Physical Education and Sport Sciences (FPSS) and The Faculty of Educational Sciences (FEDS).

2.5. Instrument Reliability

Cronbach's Alpha formula is used to ensure the internal consistency of the study instrument dimensions. The reliability coefficient for all dimensions is high, ranging between (95.6% - 98.3%). Concerning the statistical processing, the (SPSS), the Alpha Correlation Coefficient, the Mean, and the Standard Deviation (ST. D) are used to analyze the collected data.

2.6. Study Advantages

Within the limits of the researcher's knowledge, this study is one of the rare studies that show the impact and effectiveness of organizational agility in managing crises in the sports field.

2.7. Data Analysis

The data analyses have been performed using the SPSS 21.0 software system. After collecting the subjects' descriptive statistics to find out the level of application of the concept of organizational agility in crisis management at the Football Association in Jordan, the T-test and ANOVA are used to find out the gender, the academic degree, and experience differences regarding organizational agility in crisis management.

3. Results and Discussion

First: Findings related to the First Research Question

What is the level of applying the concept of organizational agility in crisis management at the Football Association in Jordan?

To answer this question, the means and standard deviations of individual responses to the items related to the six domains of the study instrument and the entire instrument were calculated. Table (2) illustrates those findings.

Table 2. Mean and Standard Deviations of the Dimensions of Organizational Agility

The Dimension		Mean	ST.D
First: Sensing Agility			
1	The Association works on predicting crises in the sports field.	2.6667	1.036
2	The Association explores the environmental changes in the sports environment.	2.7833	1.121
3	The Association implements proactive training courses for coaches to deal with various crises in the sports field.	2.7333	0.971
4	The Association provides alternative means and instruments for learning during sports crises.	2.6833	0.999
5	The Association provides databases and information to predict crises in the sports field.	2.8167	0.833
Total		2.7367	0.5055
Second: Decision-Making Process Agility			
1	The Association takes the appropriate decisions under pressure from the reality of the sporting crisis.	2.3667	1.104
2	The Association responds in its decision to the important events regarding the human cadres (coaches, players, and referees) without any delay.	2.4667	0.700
3	The Association Councils take decisions on time in the interest of human cadres (coaches, players, and referees) in the sports field.	2.3833	0.747
4	The Association involves the human cadres in making serious decisions that affect them during sports crises.	2.8167	0.833
5	The Association maintains contact with human cadres by virtual means during sports crises	2.3167	1.112
Total		2.490	0.498
Third: Strategic Agility			
1	The Association has a declared strategic plan that is flexible and can be implemented according to possible changes.	2.3167	1.112
2	The Association rearranges the procedures according to the requirements of the awareness process in light of the COVID-19 pandemic crisis in the sports field.	2.3667	1.104
3	The Association has announced alternatives in education and evaluation that are applied during sports crises	2.4667	0.700
4	The Association amends policies promptly during crises to serve the interest of human cadres in the sports field.	2.500	0.728
5	The Association has a strong reputation in the sports field that enables it to change.	1.6000	0.616
Total		2.500	0.475
Fourth: Practice Agility			
1	The Association relies on an effective communication system in communicating with human cadres in the sports context.	2.500	1.049
2	The Association responds promptly to the requirements and needs of human cadres in the sports field.	2.100	0.705
3	The Association adopts a flexible organizational structure to deal with sports crises.	1.5667	0.563
4	The employees of the Association possess the knowledge and skills to deal with crises.	2.4833	0.770
5	The association is keen to provide adaptation mechanisms in line with developments at the appropriate time in the sports field.	2.666	1.036
Total		2.1625	0.448
Fifth: Learning Agility			
1	The Association enhances the capabilities of human cadres in creativity in dealing with sports crises.	2.7833	1.121
2	The Association provides transparent information for human cadres in the sports field.	2.7333	0.971
3	The Association announces the lessons learned from education and assessment practices in the sports field.	2.6833	0.999
4	The Association allows human cadres to submit their proposals for the services provided through a flexible communication system.	2.3167	1.112
5	The Association can teach and train with modern and innovative patterns and methods in the sports field.	2.3667	1.104
Total		2.6367	0.549
Sixth: IT Agility			
1	The Association can absorb sports developments concerning technological means.	2.4667	0.700
2	The Association works to provide the latest modern technology.	2.4833	0.747
3	The Association provides electronic services to serve human cadres during crises with high efficiency.	2.500	0.724
4	The Association uses integrated technological applications in development and improvement to evaluate work in the sports field.	1.600	0.616
Total		2.2833	0.484

As shown in Tables (2) and (3), the level of organizational agility and its treatment in crisis management and from the point of view of the study sample was of a medium degree, as the mean ranged between (1.5667 - 2.816) and with a standard deviation (0.5634 - 1.1213). Item (4), stipulating “The association involves the human cadres in making serious decisions that affect them during sports crises” of the second dimension of Decision-Making Process Agility is ranked first with a mean (2.8167) and a standard deviation of (0.83345). However, item (3) stipulating “The association adopts a flexible organizational structure to deal with sports crises” of the fourth dimension of the Practice Agility is ranked the last with a mean of (1.5667) and a standard deviation (ST.D) of (0.563).

Also, Table (2) indicates that the sensing agility is ranked first with a mean of (2.7367) and a standard deviation (ST. D) of (0.50555). However, learning agility is ranked second with a mean of (2.6367) and a standard deviation of (0.54926). Moreover, strategic agility is ranked third with a mean of (2,500) and a standard deviation of (0.47532), while the decision-making process agility is ranked fourth with a mean of (2.4900) and a standard deviation (ST. D) of (0.49871). Likewise, information technology agility is ranked fifth with a mean of (2.2833) and a standard deviation (ST. D) of (0.48474), while practice agility is ranked sixth with a mean of (2.1625) and a standard deviation (ST. D) of (0.44822).

Based on the viewpoint of the study sample, this is because the Football Association, as an existing institution in itself, may not have the ability to effectively predict the demand for it and because the senior leaders in the association lack the awareness and knowledge of the scientific and practical importance of organizational agility as a modern scientific concept in managing crises at different levels. Also, it is because the Football Association does not take proactive measures to maintain its survival in an era of change and it may be that the Football Association will moderately deal with all elements of the game and listen to their suggestions and complaints. Perhaps the Football Association is weak in following the flexible policies and procedures suitable for keeping pace with sudden changes. Researchers [3.21] stress the need to reach with the elements of the game (customers) to establish the concept of trust and loyalty and the need to enhance transparency and maintain the flexibility of the organization (the Association) to respond to the

surrounding changes and even work to raise the degree of flexibility through training of employees regularly.

Given the study sample's point of view, it is attributed to the fact that the senior leaders and middle administrations are weakly keen on creativity to achieve a competitive and proactive advantage. It may be that the Football Association modestly seeks to achieve a new competitive position, and perhaps the Football Association administration averagely encourages workers by sharing knowledge. Studies agree that the senior management is keen to involve all employees (the game elements) in training courses to develop their skills and that there is a great desire from managers, chiefs, and leaders to achieve a competitive position in the administrative field. Also, the institution (the Association) should seek to develop open relationships between all employees (the elements of the game) and the administration should seek to facilitate the building of the informal relationship with the workers (the elements of the game), which contributes to strengthening the affiliation to the organization (the Association) [22.21].

As gleaned from the point of view of the research sample, the researcher shows that the Association may not provide a system of encouragement and motivation to present ideas and proposals and facilitate the process of exchanging information and experiences. Another explanation is that the Association does not provide the concept of organizational agility, which inevitably leads to organizational citizenship behavior, enabling the Association to achieve the required strategic success. This is confirmed by other studies that providing an appropriate work environment and facilitating the process of flow of information, experiences and skills lead to achieving goals, increasing competitiveness in the business environment, and improving the ability of the organization (the Association) to avoid threats that you may encounter in the work environment, thus achieving higher distinction and ability to continue and compete [23.24].

Second: Findings related to the Second Research Question

Are there statistically significant differences in the effectiveness of organizational agility in crisis management in the Football Association due to the gender variable?

To answer this question, T-test, means, and standard deviations are used, as shown in Table (3).

Table 3. T-test, Means, and Standard Deviations Attributed to the Gender Variable (n = 60) at the Level of Significance (0.05)

Variable	Gender	Mean	SD	T=test
Sensing Agility	Male	2.73	0.493	0.00807
	Female	2.74	0.562	
Decision-Making Process Agility	Male	2.50	0.510	0.06149
	Female	2.44	0.471	
Strategic Agility	Male	2.27	0.495	0.10248
	Female	2.17	0.406	
Practice Agility	Male	2.22	0.472	0.25854
	Female	1.96	0.291	
Learning Agility	Male	2.63	0.534	0.02671
	Female	2.65	0.614	
IT Agility	Male	2.32	0.496	0.16460
	Female	2.15	0.438	
Total	Male	2.4558	0.369	0.08631
	Female	2.3695	0.317	

Table 4. Analysis of Variance for the Differences between the Study Sample, Mean, and Standard Deviations Due to the Variable of Experience

No.	Dimension	Experience	No	SMA	SD	Case	Sum of squares	DF.	Average	F value
	Sensing Agility	5-10	25	2.6560	0.52764	Between groups	0.280	2	0.140	0.539
		11-16	19	2.7890	0.51413	Within groups	14.799	57	0.260	
		17 and above	16	2.8000	0.47329	Total	15.079	59		
		total	60	2.7367	0.50555					
2.	Decision-Making Process Agility	5-10	25	2.5040	0.48689	Between groups	0.197	2	0.99	0.388
		11-16	19	2.5474	0.52427	Within groups	14.477	57	2.54	
		17 and above	16	2.4000	0.50596	Total	11	59		
		total	60	2.4900	0.49871					
3.	Strategic Agility	5-10	25	2.2160	0.46159	Between groups	0.212	2	0.106	0.461
		11-16	19	2.3368	0.50795	Within groups	13.118	57	0.230	
		17 and above	16	2.2000	0.47329	Total	13.330	59		
		total	20	2.2500	0.47532					
4.	Practice Agility	5-10	25	2.1700	0.40646	Between groups	0.178	2	0.089	0.435
		11-16	19	2.0921	0.46555	Within groups	11.675	57	0.205	
		17 and above	16	2.2344	0.50389	Total	11.853	59		
		total	60	2.1625	0.44822					

Table 4. Continued

5.	Learning Agility	5-10	25	2.5360	0.64735	Between groups	0.436	2	0.218	0.716
		11-16	19	2.7158	0.51775	Within groups	17.363	57	0.305	
		17 and above	16	2.7000	0.40661	Total	17.799	59		
		total	60	2.6367	0.54926					
6.	IT Agility	5-10	25	2.2720	0.44677	Between groups	0.189	2	0.059	0.394
		11-16	19	2.3579	0.57185	Within groups	13.674	57	0.240	
		17 and above	16	2.2125	0.44703	Total	13.863	59		
		total	60	2.2833	0.48474					
	Total	5-10	25	2.4050	0.39089	Between groups	0.081	2	0.041	0.309
		11-16	19	2.4864	0.33901	Within groups	7.465	57	0.131	
		17 and above	16	2.4310	0.33980	Total	7.546	59		
		total	60	2.4351	0.35762					

As shown in Table (4), there are no statistically significant differences in the effectiveness of organizational agility in crisis management at the Football Association due to the gender variable. This finding is because gender does not affect the effectiveness of organizational agility in crisis management. After all, the nature of the work in the Association is suitable for both genders, and both genders follow their administrative and technical work in the Association with a unified and clear vision for both sexes. In detail, both genders have agreed that the application of organizational agility in the Football Association is of a medium level. Moreover, the leaders in the Football Association are doing the minimum levels of sports management by setting plans and strategies, organizing work, and dealing with the elements of the game without having a clear focus on the application of the concept of organizational agility clearly and academically. This is consistent with the concept of organizational agility with its multiple dimensions in an academic, scientific, and practical manner, with a clear benefit and interest, emphasizing the need to apply what is beneficial to organizations, including sports institutions.

Third: Findings related to the Third Research Question

Are there statistically significant differences in the effectiveness of the organizational agility in crisis management in the Football Association due to the variable of experience?

As shown in Table (4), there are no statistically

significant differences in the effectiveness of organizational agility in crisis management in the Football Association due to the variable of experience. This is because, no matter how numerous and varied the experience in administrative work is, most of the study sample agree that the level of effectiveness of organizational agility in crisis management in the Football Association, and from the point of view of the study sample, is of a medium degree. This may be due to the reason that the study sample feels that the senior leadership in the Association contributes to a varying degree in empowering workers and training them to apply the concept of organizational agility in a real and correct way so that the work in implementing the concept becomes free from obstacles and difficulties. In other words, it means applying the concept of organizational agility in crisis management scientifically and systematically in which employees are trained to perform and apply it in a comprehensive, continuous, and integrated manner.

Fourth: Findings related to the Fourth Research Question

Are there statistically significant differences in the effectiveness of applying organizational agility in crisis management in the Football Association due to the academic degree variable?

To answer this question, the means, standard deviations, ANOVA, and Scheffé's test are computed, as shown in Tables (5) and (6).

Table 5. Means, Standard Deviations, and Analysis of Variance Due to the Academic Degree

No.	Dimension	Education	No.	SMA	SD	Case	Sum of squares	DF	Average	F value
	Sensing Agility	below	4	2.6000	0.23094	Between groups	0.192	3	0.064	0.240
		Bachelor	29	2.7793	0.57903	Within groups	14.888	56	0.266	
		Master's	21	2.7333	0.50332	Total	15.079	59		
		PhD	6	2.6333	0.23381					
		Total	60	2.7367	0.50555					
	Decision-Making Process Agility	Below	4	2.3500	0.52599	Between groups	0.866	3	0.289	1.171
		Bachelor	29	2.4828	0.47963	Within groups	13.808	56	0.247	
		Master's	21	2.4286	0.53023	Total	14.674	59		
		PhD	6	2.18333	0.42740					
		Total	60	2.4900	0.49871					
	Strategic Agility	Below	4	2.1000	0.70238	Between groups	0.726	3	0.242	1.076
		Bachelor	29	2.2276	0.41309	Within groups	12.604	56	0.225	
		Master's	21	2.2190	0.50559	Total	13.330	59		
		PhD	6	2.5667	0.49666					
		Total	60	2.2500	0.47532					
	Practice Agility	Below	4	1.6250	0.14434	Between groups	4.009	3	1.336	9.540
		Bachelor	29	2.0172	0.33362	Within groups	7.844	56	0.140	
		Master's	21	2.3092	0.41007	Total	11.853	59		
		PhD	6	2.7083	0.51031					
		Total	60	2.1625	0.44822					
	Learning Agility	Below	4	2.5000	0.57735	Between groups	0.482	3	0.161	0.520
		Bachelor	29	2.6345	0.60726	Within groups	17.317	56	0.309	
		Master's	21	2.7238	0.53470	Total	17.799	59		
		PhD	6	2.4333	0.23381					
		Total	60	2.6367	0.54926					
	IT agility	Below	4	2.2000	0.58878	Between groups	1.221	3	0.407	1.803
		Bachelor	29	2.2690	0.45127	Within groups	12.642	56	0.226	
		Master's	21	2.2000	0.43359	Total	13.863	59		
		PhD	6	2.7000	0.65422					
		Total	60	2.2833	0.48474					
	Total	Below	4	2.2500	0.43103	Between groups	0.410	3	0.137	1.073
		Bachelor	29	2.4150	0.33260	Within groups	7.135	56	0.127	
		Master's	21	2.4401	0.39736	Total	7.546	59		
		PhD	6	2.6437	0.25402					
		Total	60	2.4356	0.35762					

Table 6. Mean Differences & Significance for Agility Practice dimension (n=60)

No.	Dimension		Bachelor	0.39224
1.	Agility Practice	Less	Master's	0.68452
			Ph.D.	1.08333
		Bachelor	Master's	0.29928
			Ph.D.	0.69109
		Master	Ph.D.	0.39881
		PhD	Less	1.08333
			Bachelor	0.69109
			Master's	0.39881

As shown in Table (6), there are no statistically significant differences in the effectiveness of applying organizational agility in crisis management in the Football Association due to the academic degree variable except for the practice agility dimension. With that being attained, Scheffé's test indicates that the differences are a function of the practice agility dimension and in favor of the higher level. As gleaned from the point of view of the study sample, and given the differences in academic degree among the study sample, the study sample still sees that applying the concept of organizational agility may be carried out in random ways, or they may believe that the application of the concept is done through spontaneous opinions and without prior planning to implement the concept in its various dimensions. The significant differences are in favor of changing the practice agility and with a higher degree. The study also explains that it is possible that holders of Ph.D. and MA degrees may have previous knowledge, whether theoretical or practical concept of organizational agility through related readings and/or their prior knowledge of the concept and counting the elements and strategies that can apply the concept in a systematic manner and within clear and explicit methods and means. This is in line with the need to amend some processes and practices and apply modern methods by reform agencies, affirming that the extension of technological applications and the quantitative and qualitative expansion in their employment, and the development of knowledge and skills to deal with crises include flexibility, control, and technology for workers in institutions.

4. Conclusions

In a nutshell, the current study aims to pinpoint the effectiveness of organizational agility in crisis management at the Jordan Football Association. With that being said, the results of the study show that all the items in the dimensions of organizational agility are at the beginning of the medium degree. The results of the study also show that the dimensions of organizational agility are

arranged as follows: Sensing agility, learning agility, strategic agility, decision-making process agility, information technology (IT) agility, and practice agility. Likewise, the results of the study indicate that there are no statistically significant differences in the effectiveness of organizational agility in crisis management in the Football Association due to the change in gender and experience. Moreover, the results of the study show that there are no statistically significant differences in the effectiveness of organizational agility in crisis management in the Football Association due to the academic degree variable except for organizational agility in practice and favor of the higher academic degree.

5. Recommendations

In light of the foregoing findings, the current study recommends developing organizational structures, regulations, and instructions in a way that reduces bureaucracy and enhances the independence of the departments and committees working in the Association to exercise speed and flexibility in decision-making to manage the crisis, encouraging and supporting the partnership between the Football Association Administration and community institutions to provide the necessary material and service support to implement the concept of organizational agility in crisis management and increasing the capabilities of directors of departments and committees in the Football Association in pinpointing and applying the concept of organizational agility and its work practices.

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