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**THE EFFECT OF ORGANIZATIONAL AGILITY ON INSTITUTIONAL  
EXCELLENCE IN THE DEPARTMENT OF PASSPORT AND  
IMMIGRATION IN UAE: THE ORGANIZATIONAL PERFORMANCE AS A  
MEDIATOR VARIABLE**

**OMAR MOHAMMAD MOHAMMAD ALI SULTAN ALOLAMA**



**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY  
UNIVERSITY UTARA MALAYSIA  
2025**

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**Thesis Submitted to The Ghazali Shafie Graduate School of Government in  
Fulfilment of The Requirements for The Doctor of Philosophy  
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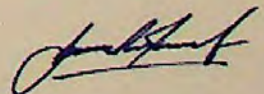
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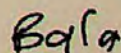
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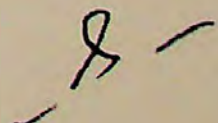
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(Title of the Thesis) EXCELLENCE IN THE DEPARTMENT OF PASSPORT AND  
IMMIGRATION IN UAE: THE ORGANIZATIONAL PERFORMANCE AS A  
MEDIATOR VARIABLE

Program Pengajian : DOCTOR OF PHILOSOPHY (INTERNATIONAL BUSINESS)  
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## ABSTRACT

Organizational agility refers to an organizational capability to adapt to changes in response to both internal and external environmental conditions. The objective of this study was to examine the mediating role of organizational performance in achieving institutional excellence within the United Arab Emirates (UAE) Department of Passports and Immigration. This department was selected due to the UAE's status as one of the world's leading destinations for tourists and immigrants, which places distinctive operational and policy demands on its immigration system. The department faces various challenges in decision-making process that affect both its performance and institutional excellence. To explore this, the study drew on existing literature to examine three dimensions of organizational agility: sensing agility, decision-making agility, and acting agility. Primary data were collected from 310 employees of the UAE Department of Passport and Immigration. The data were first tested for normality, and hypothesis testing was conducted using SMART PLS 3. The results showed that sensing agility, decision making agility, and acting agility had a significant impact over institutional excellence. Thereby, this results support the proposition of resource-based view (RBV) by addressing its limitation in accounting for organizational change. Likewise, all three dimensions of agility also significantly influenced organizational performance which, in turn, had a significant effect on institutional excellence. The study confirmed the theoretical significance of the study by testing the mediating role of organizational performance between the three types of agility and institutional excellence. The integration of the RBV, Grunig's Excellence Theory, and Tom Peters' Theory within a single framework demonstrated a synergistic theoretical alignment. The findings offers practical implications for policymakers by highlighting the importance of timely and effective decision-making in achieving institutional excellence.

**Keywords:** Institutional Excellence, Organizational Performance, Sensing Agility, Decision-Making Agility, Acting Agility, UAE.

## ABSTRAK

Ketangkasan organisasi merujuk kepada kemampuan sesebuah organisasi untuk menyesuaikan diri terhadap perubahan yang berlaku, selaras dengan keadaan persekitaran dalaman dan luaran organisasi tersebut. Objektif kajian ini adalah untuk meneliti peranan pengantaraan prestasi organisasi dalam mencapai kecemerlangan institusi di Jabatan Pasport dan Imigresen Emiriah Arab Bersatu (UAE). Jabatan ini dipilih berdasarkan kedudukan UAE sebagai salah satu destinasi utama dunia bagi pelancong dan imigran, yang seterusnya memberikan tekanan operasi dan dasar yang unik terhadap sistem imigresennya. Jabatan ini berhadapan dengan pelbagai cabaran dalam proses membuat keputusan yang memberi kesan kepada prestasi serta tahap kecemerlangan institusi. Bagi meneliti isu ini, kajian ini merujuk kepada literatur terdahulu dengan memberi tumpuan kepada tiga dimensi ketangkasan organisasi iaitu: ketangkasan dalam pengesanan, ketangkasan dalam membuat keputusan, dan ketangkasan dalam tindakan. Data primer telah dikumpulkan daripada 310 orang kakitangan Jabatan Pasport dan Imigresen UAE. Data ini dianalisis bagi menguji kenormalan, dan pengujian hipotesis dijalankan menggunakan perisian SMART PLS 3. Hasil kajian menunjukkan bahawa ketiga-tiga dimensi ketangkasan, iaitu ketangkasan dalam pengesanan, ketangkasan dalam membuat keputusan, dan ketangkasan dalam tindakan, memberi kesan yang signifikan terhadap kecemerlangan institusi. Dapatan ini sekali gus menyokong pandangan teori berasaskan sumber (Resource-Based View, RBV) dengan menangani kelemahannya dalam memberi perhatian terhadap perubahan organisasi. Begitu juga dengan ketiga-tiga dimensi ketangkasan yang turut memberi kesan yang signifikan terhadap prestasi organisasi yang seterusnya mempengaruhi pencapaian kecemerlangan institusi secara keseluruhan. Kajian ini mengesahkan kepentingan teori dengan menguji peranan pengantaraan prestasi organisasi antara ketiga-tiga jenis ketangkasan dan kecemerlangan institusi. Penggabungan RBV, Teori Kecemerlangan Grunig, dan Teori Tom Peters dalam satu kerangka analisis menunjukkan keselarasan teori yang bersifat sinergistik. Dapatan kajian ini memberi implikasi praktikal kepada pembuat dasar dengan menekankan kepentingan membuat keputusan secara berkesan dan tepat pada masanya dalam usaha mencapai kecemerlangan institusi.

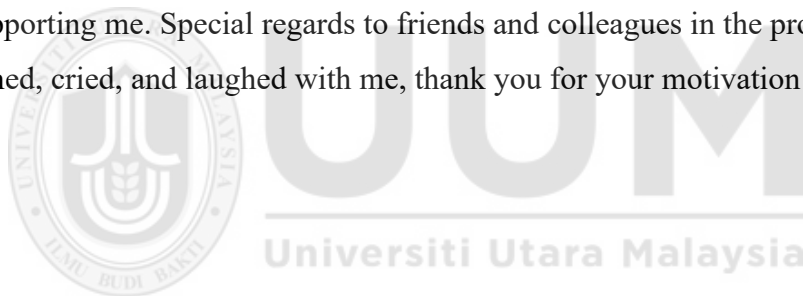
**Kata Kunci:** Kecemerlangan Institusi, Prestasi Organisasi, Ketangkasan Pengesanan, Ketangkasan Dalam Membuat Keputusan, Ketangkasan Dalam Tindakan, UAE.



## ACKNOWLEDGEMENTS

The praises and glory be to Allah (SWT) for helping me and keeping me alive till the end of this program. May His peace and blessing be upon the Prophet MUHAMMAD (SAW). I would like to thank you and place on record my profound gratitude to my honorable supervisor, for reading this work, his support, and continuous guidance throughout this study. It was a great pleasure working under his supervision because his constructive criticisms have served as a source of inspiration. Especially, thanks to external and internal examiners for their valuable suggestions and support throughout my work.

I am also indebted to my parents, may Allah (SWT) give them long and healthy life. My appreciation goes to my siblings for their love, this journey would have been a lonely one without you, thank you. I would like to express my gratitude to my siblings for supporting me. Special regards to friends and colleagues in the program who have screamed, cried, and laughed with me, thank you for your motivation and support.



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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Study Background**

Institutions operate within a dynamic and intricate environment, facing various challenges and pressures. These challenges stem from external factors such as economic, political, technological, and social influences, as well as internal forces including changes in institutional goals, values, trends, organizational climate, individuals, and work methods (Allam Z. , Asad, Ali, & Ali, 2021; Arroyabe, Arranz, Arroyabe, & Arroyabe, 2024). These factors collectively serve as catalysts for institutions, driving them towards achieving excellence (Abu-Naser & Al Shobaki, 2017). This is primarily due to its contribution towards enhancing performance and facilitating the accomplishment of the organization's mission and objectives (Alsuwaidi, 2023).

Institutional excellence on the other hand, may be characterized as a continuous endeavor to establish internal benchmarks and protocols that effectively engage and inspire staff to fulfill client expectations while adhering to financial constraints. Wang et al. (2021) conducted a study. The attainment of consistently improved performance by an organization, characterized by surpassing objectives, requirements, or ambitions (Li & Zhao, 2018).

The everyday contributions of an employee to an organization (Asad, 2020), including their passion, energy level, devotion, and originality, have been identified as important factors (Chen & Lin, 2021). A culture characterized by collaboration refers to a context in which individuals engage in regular and purposeful cooperation (Ahmed et al., 2016). The initiation of collaboration is not just contingent upon an individual's desire to engage in it (Allam et al., 2022). Conversely, this phenomenon is deeply embedded throughout individuals' daily rituals, their work practices, and their job-related dispositions (Almansour, Asad, & Shahzad, 2016).

Organizational performance is seen as a necessary requirement in the modern era for maintaining organizational performance, income, and employment (Ahlbäck et al. 2017; Doan, 2020). The most innovative and performance-driven businesses are today under tremendous pressure to operate in a dynamic environment with often changing unstable events in order to increase their organizational performance (Asad, Altaf, Israr, & Khan, 2020; Asad, et al., 2021).

Organizational performance has emerged as a contentious topic in management, business (Asad, Muhammad, Rasheed, Chethiyar, & Ali, 2020), and academic debates because it is crucial for organizations to be agile (Asad, Chethiyar, & Ali, 2020) and able to recognize and respond to market changes quickly and smoothly in order to maintain their effectiveness (Hatzijordanou et al., 2019; Meinhardt et al., 2018).

Organizational performance, according to Rajaguru and Matanda (2019) and Hashmi et al., (2020) is a metric that examines and assesses an organization's success in producing and providing value to its internal and external clients (Antony &



Bhattacharyya, 2010). Ta'Amnha, et al., (2024) defined organizational performance as an organizational accomplishment measure for making and transmitting an incentive to its internal and external customers in the business performance (Asad & Kashif, 2021) operationalization literature based on organizational strategy (Asif, Asad, Bhutta, & Khan, 2021) and key management (Bashir & Asad, 2018). It's important to remember that the word "organizational performance" has previously been used synonymously with phrases like "organizational performance" and "business performance (Asad, et al., 2024).

Every organization, whether for profit or nonprofit, must deal with the fundamental issue of organizational performance, it is one of the elements that determines whether a business thrives (Yu & Huo, 2018). To improve the organization's institutional excellence, organizational performance is continuously planned for and tracked (Tarigan & Siagian, 2021). Although organizational performance is the focus, the idea that performance must be foreseen (Asad, et al., 2018; Asad, et al., 2018), comprehended, and influenced is pervasive across all institutions especially those in the public sector like department of passports and immigration - UAE.

However, numerous aspects have been investigated and effectively connected to organizational performance at the organizational level of study. Because organizational performance is a regulatory phenomenon, previous research has divided these elements into two categories: external and internal aspects of the organization which include institutional excellence and organizational agility (Barrett et al., 2015). This viewpoint is reinforced by Arijanto and Taufik (2017) who, instead of paying equal attention to internal organizational elements, pay equal attention to external

organizational aspects. According to Barrett et al. (2015), internal organizational characteristics such as organizational agility and institutional excellence effected greatly by organizational success (Barrett et al., 2015).

Accordingly, Saha et al. (2022) organization's agility skills are thought of as those of today's forward-thinking firms that maintain such traits in order to achieve effective organizational performance and obtain an edge over rivals (Asad, Majali, Aledeinat, & Almajali, 2023). On the other hand, Breu et al. As a result, research indicates that the effect of organizational agility is one of the most frequently used prepared techniques to handle the stressors of organizations throughout the current trends of its organizational performance (Asif, Asad, Kashif, & Haq, 2021).

Because of this, organizations require light human capital mobility must exhibit sensing agility, decision-making agility, and acting agility to complete tasks successfully. According to Warr and Inceoglu (2012), this should be done in a way that encourages them to completely engage in their job and contribute all of their efforts, feelings, and realizations to attaining the organization's objectives (Asad, Asif, Bakar, & Sheikh, 2021). Continuous change is no longer the exception but the new standard in today's businesses (Brown & Eisenhardt, 1998; Tallon & Pinsonneault, 2011).

Organizations should have unique competitive traits to compete in today's uncertain and competitive environment; else, they will march towards extinction (Asad, Asif, Khan, Allam, & Satar, 2022). In a McKinsey & Company poll, nine out of ten executives said that organizational agility was essential to agile performance and

becoming more significant with time (Kanaan, Alsoud, Asad, Ta'Amnha, & Al-Qudah, 2024). Organizational agility is crucial to the success of an organization since it equips staff with information, advanced skills, organizational restructuring, and the use of cutting-edge technology (Ta'Amnha, Alsoud, Asad, Magableh, & Riyadh, 2024).

By identifying agility drivers, enabling factors, capabilities, and dimensions as agility categories and aggregating the key findings in each category, a systematic review of the literature is an appropriate method for addressing the gap in the relationship between organizational agility and organizational performance in organizations which is reflected by the decline of organization institutional excellence (Podsakoff et al. 2016). Because of this, by responding to research questions, we will shed light on the many aspects of organizational agility, gather relevant important data, and relate them to the idea of organizational performance and institutional excellence in a systematic and theoretically significant way (Alsuwaidi, 2023).

Insightful decision makers create their own unique vision before combining it with their colleagues to create a common vision to develop Organizational excellence which has a considerable beneficial influence on organizational performance in both public and organizations, according to a study done by Zhou et al., (2018). Therefore, the current study aims to examine the effect of average organizational excellence on the relationship between organizational agility and organizational performance in the Department of Passports and Immigration - UAE.

## 1.2 Problem Statement

In the contemporary and highly competitive global landscape, organizations are facing institutional excellence decline compelled to possess excellence attributes to effectively compete (Damer, Al-Znaimat, Asad, & Almansour, 2021). Agility is seen as a crucial attribute to effectively navigate and adapt to chaotic circumstances (Asad, et al., 2024). According to Awain, et al., (2025) agility enables an organization to promptly respond to changes in its environment and enhance its institutional excellence (Satar, Alharthi, Asad, Alenazy, & Asif, 2024). The contemporary environment for organizations is characterized by high levels of dynamism causing decline made it seeking institutional excellence to fulfil this gap (Trieu, Nguyen, Nguyen, Vu, & Tran, 2023) as supported by Resource Based View (RBV). Hence, it has become imperative facing a pressing demand for efficient mobilization of human resources to possess the qualities of excellence (Ta'Amnha, Alsoud, Asad, Magableh, & Riyadh, 2024).

In recent years, there has been a growing interest in organizational agility and its influence at institutional excellence decline (Fadhel, Aljalahma, Almuhanadi, Asad, & Sheikh, 2022). According to a poll conducted by McKinsey & Company, a significant majority of executives, namely nine out of ten, identified organizational agility as a crucial factor for achieving corporate success (Ullah, et al., 2021). Furthermore, these executives also acknowledged that absence of organizational agility can decline institutional excellence by the time (Hammami, Ahmed, Johny, & Sulaiman, 2021) showing limitations of RBV. Organizational agility has significant significance inside an organization as it equips individuals with knowledge, advanced skills, facilitates restructuring and organizational processes, and facilitates the adoption of new

technologies which lead to institutional excellence (Asif, Asad, Bhutta, & Khan, 2021).

Institutional excellence has seen a growing body of research on its relationship with organizational agility needs further research as suggested by the prior researchers (Abu-Naser & Al Shobaki, 2017; Alsuwaidi, 2023). Organizations strive for organizational excellence and improve their organizational performance through strong internal components such as organizational agility (Waswas & Jwaifell, 2019; Obeidat et al., 2021). Moreover, effective organizational performance is the main tool of any organization to convey institutional excellence and will be declined if the organization does not have organizational agility vision (Lasrado & Kassem, 2020; Harahsheh et al., 2021), showing a clear gap in the literature.

Organizational excellence is the ability of an organization to crystallize its tools and resources to adapt to any rapid changes (Darvishmotevali et al., 2020). Organizations recognize the need to embrace organizational resilience (Israr, Asad, Altaf, & Victor, 2021). The study of the idea of agility has expanded to include the entire organization in its management (Carvalho, et al., 2023). Despite its early use, agility is still considered a new concept in the world of management today (Patri & Suresh, 2019), while researchers consider the concept of organizational excellence to be a more mature concept with well-established empirical studies (Carvalho et al., 2017).

Organizations strive for organizational excellence and improve their organizational performance through strong internal components such as organizational agility (Waswas & Jwaifell, 2019; Obeidat et al., 2021; Lasrado & Kassem, 2020; Harahsheh



et al., 2021). Organizational excellence is the ability of an organization to crystallize its tools and resources to adapt to any rapid changes (Darvishmotevali et al., 2020). Organizations recognize the need to embrace organizational resilience (Senbeto & Hon, 2020). The study of the idea of agility has expanded to include the entire company in its management (Alkhuzaie, et al., 2024). Despite its early use, agility is still considered a new concept in the world of management today (Patri & Suresh, 2019), while researchers consider the concept of organizational excellence to be a more mature concept with well-established empirical studies (Carvalho et al., 2017). The UAE is one of the leading countries in applying the concept of organizational excellence (Awain, et al., 2022). Organizational agility in recognizing, making decisions, and acting (Nafeh, 2016). The UAE and its wise leadership adopted institutional excellence in its public institutions, especially the Department of Passports and Immigration - UAE (Denning; Lasrado & Uzbek, 2017; Al-Awadi and Al-Sharida, 2022). According to Al Suwaidi (2019) the government of the UAE is interested in developing organizational performance in its institutions.

The Dubai Government Excellence Program is a quantum leap in government performance (Hammad & Dweiri, 2018). Nethavhani (2022) stated that organizational excellence is related to organizational flexibility and its impact on organizational performance. This study aims to clarify the factors driving organizational performance within the framework of organizational agility in the Department of Passports and Immigration (Hussein and Malik, 2022; Al-Nuaimi et al., 2022). However, the performance reports of the UAE Passports and Immigration Department indicated a decline in the distinguished performance of the department, in addition to what Raleigh, Director of the Authority, indicated that there are tremendous efforts being

made by the administration of the UAE Passports and Immigration Department to overcome the problem of declining institutional excellence in the department.

The objective of the Ministry of Cabinet Affairs and the Future is to facilitate the enhancement of government agencies' performance and the development of leadership capabilities within ministries, federal agencies, and institutions, with a particular focus on the Passports and Immigration Department in the United Arab Emirates which as a public sector organizations suffer from institutional decline because of lack of organizational agility (Alsuwaidi, 2023).

Because department of passports and immigration - UAE face increasing and accelerating turmoil and changes in the workplace on a daily basis, thinking about how to build an effective approach to institutional excellence based on organizational performance through organizational agility has become critical to achieving long-term and sustainable success (Asad & Ahmed, 2024), referred to as "organizational excellence (Hijjawi, 2021).Organizational excellence is developed by ensuring alignment across all systems in the organization through organizational performance to provide an institutional excellence to the institution (Samawi et al. (2018). The UAE's Department of Passports and Immigration seeks to improve its organizational agility to enhance the organizational performance and assist organizations in developing a better sense of purpose by trying efforts to successful outcomes (Ta'Amnha, Magableh, Asad, & Al-Qudah, 2023). Prudent and enabling leadership in UAE appears to be especially well-suited to dealing with significant demands originating from multi-organizational environments (Kearney et al., 2019).

The study of Sahibzadeh, Jianfeng, Latif, Shavit, and Sohaibzadeh (2022) recommended the need to refute the causes of poor organizational performance by knowing more reasons that support this, such as organizational flexibility. While Marchiouri's study (2022) highlighted the factors that affect organizational performance, especially organizational flexibility. While the study of Farouk and Jabeen (2018) pointed to the need to provide management insights to improve the ethical climate and social responsibility of corporate organizational performance in the context of the public sector in the UAE. While the study of Al-Dhafri and Al-Alsani (2020) recommended conducting future studies in the field of verifying the elements that may affect the organizational performance of public sector institutions in the country. The findings of this study can assist managers, decision-makers, and practitioners in understanding the significance of putting these strategies into practice. The 2020 research by Ghadi, Saka, and Shehata on the need for more clarification of the theoretical link between the characteristics of both organizational agility and organizational performance was highlighted in the relationship between organizational flexibility and organizational performance (Asad, Aledeinat, Majali, Almajali, & Shrafat, 2024). While it was demonstrated by Cegarra-Navarro, Soto-Acosta, and Wensley (2016) that organizations may deal with both internal and external changes that have an impact on their organizational performance by applying organizational flexibility (Ullah, et al., 2021). While Friday (2022) said that UAE public institutions need to routinely assess their performance. Shakhour et al. (2021) adopted the idea that organizational flexibility in the UAE Passports and Immigration Department is important to enhance institutional excellence through effective organizational performance, and the impact of institutional excellence in the public sector has been verified through many studies such as (Batry & Suresh, 2019).

The UAE Passports and Immigration Department faces great pressure in adapting to the new business reality considering the developments surrounding institutions that require speed and flexibility in completing work and achieving institutional excellence (Ba-Awain & Daud, 2018). Therefore, organizational agility is considered in its various dimensions (speed of movement, agility in decision-making, and agility in representation). The RBV proposition support the need for the same and the shortcomings in the theory has been addressed by integrating Grunig's Excellence theory and Tom Peters Theory Consideration in RBV, as it is the way to increase the ability of the Passports and Immigration Department to face challenges and changing environmental conditions, adapt to them, and achieve high levels of performance, in order to confront the problem of the study, which is the decline in institutional excellence in the Passports and Immigration Department (Nafeh, 2016; Ghadi et al., 2020; Segara-Navarro et al., 2016; Friday 2022; Al-Awadhi, N. Sherida, 2022). Thus, the study integrates three theories to cater the issue under investigation.

### **1.3 Research Questions**

The main question in the study is the extent of the impact of organizational agility on institutional excellence in the Department of Passports and Immigration - UAE, and the following questions branch out from it.

- 1) Does sensing agility influence institutional excellence in UAE Department of Passports and Immigration?
- 2) Does decision-making agility influence institutional excellence in UAE Department of Passports and Immigration?
- 3) Does acting agility influence institutional excellence in UAE Department of Passports and Immigration?

- 4) Does organizational performance influence institutional excellence in UAE Department of Passports and Immigration?
- 5) Does organizational performance mediates the relationship between (sensing agility, decision making agility, acting agility) and institutional excellence UAE Department of Passports and Immigration?

#### **1.4 Research Objectives**

The main objective of the study is to investigate the impact of organizational agility on institutional excellence in the Department of Passports and Immigration - UAE, and the following objectives branch out from it.

- 1) To investigate the sensing agility influence on institutional excellence in UAE Department of Passports and Immigration.
- 2) To examine the decision-making agility influence on institutional excellence in UAE Department of Passports and Immigration.
- 3) To assess the influence on acting agility organizational on institutional excellence in UAE Department of Passports and Immigration.
- 4) To examine the influence of organizational performance on institutional excellence in UAE Department of Passports and Immigration.
- 5) To investigate mediating role of organizational performance between (sensing agility, decision making agility, acting agility) and institutional excellence in UAE Department of Passports and Immigration.

#### **1.5 Significance of the Study**

The main goal and basic contribution of this study is to know the effect of organizational agility on institutional excellence in the Passports and Immigration

Department in the United Arab Emirates regarding the effect of the three dimensions of agility, namely sensing agility, decision making agility and acting agility, considering the mediating effect of organizational performance.

The success of the public sector in the UAE is inseparable from the institutional excellence of the public sector, which it must work hard to achieve. This study will certainly enhance the UAE Department of Passports and Immigration's institutional excellence understanding and awareness of the organizational flexibility needed to improve its institutional excellence.

This study serves as a guide for organizational agility (sensing agility, decision making agility and acting agility) and organizational performance to advance the overall performance of the institution in the light of the mediating role of organizational performance, as it contributes to decision-making and to improving institutional excellence in passport management and immigration institutions.

The current study is useful in providing information on how to exploit the level of organizational agility in public sector institutions to increase its usefulness in improving the level of its impact on the institutional excellence of the Passports Department and immigration institutions. Organizations will be more effective in developing their organizational performance, organizational agility, and organizational excellence, in addition to meeting the organization's future and current needs in the public sector in the United Arab Emirates.

The study investigated whether organizational agility with its dimensions (sensing agility, decision making agility and acting agility) affects institutional excellence in the Passports and Immigration Department, through the influence of organizational performance in the Passports and Immigration Department, which mediates the relationship between organizational agility (agility, agility in decision-making, agility in representation) and institutional excellence in the Department of Passports and Immigration.

### **1.6 Research Scope**

This research study starts by looking at how organizational agility affects organizational performance and institutional excellence in the Department of Passports and Immigration in the United Arab Emirates, considering how organizational performance acts as a mediating factor. The study also evaluated the applicability to earlier studies. Through a series of quantitative questionnaires, the primary source of empirical data for this study has been produced. The scope of the study is limited only to institutional excellence, organizational performance, and organizational agility with its dimensions. Additionally, the scope is only one government department which is Department of Passports and Immigration.

The questionnaire was implemented within a sample of the UAE Passports and Immigration Department. The target group included 364 employees in various public sector organizations, who were chosen using a random sample. The offices of UAE department pf passports and immigration are the study's unit of analysis. the study period between 2023–2024. The research used Resource Based View Theory, Grunig's Excellence Theory and Tom Peters Theory as underpinning theories.

Due to the unwillingness to prosecute monitoring of public sector personnel, the past researchers had trouble acquiring or accessing the role of the UAE department of passports and immigration employees. To get around these problems, one had to make sure that the participants' preferences weren't influenced by the names in the final paper and instead an evaluation of the data gathered. The Department of Passports and Immigration in the United Arab Emirates has undertaken substantial research studies on organizational agility and its effect on institutional excellence, although it may be difficult to obtain these studies.

## **1.7 Terms Definitions**

### **1.7.1 Institutional Excellence**

Excellence is a source that an organization owns without the help of others. This source might be a unique person, a unique technology, or a unique work approach that no one else can duplicate. As a result of the above, for establishing organizational excellence at the level of inputs, processes, and assuring output that satisfies specified standards, education investment has emerged as one of the most important new trends in higher education (Bitkowska, 2018). Excellence is a holistic, all-encompassing, and indivisible concept, according to Al-Salmi (2002), in that it cannot separate an organization in one area while performance declines in others, equilibrium, and tangles marked by two characteristics of excellence in different organizational sectors, which includes the two dimensions of modern management axes.

### **1.7.2 Organization Agility**

Organizational agility was described by Teece et al. (2016) as an organization's ability to quickly adjust or adapt in response to market developments. An organization's



ability to reinvent itself, adapt and change quickly, and thrive in a turbulent, ambiguous, and rapidly changing environment is referred to as agility. An organizational strategy that appears to yield outstanding financial returns is organizational agility (Dubey et al., 2014).

By fostering relationships between managers and direct reports and giving them access to a working environment that supports these ties, organizational resilience aims to improve collaboration, innovation, and development conversations. Additionally, agile organizations achieve their strategic goals more successfully, increasing margins, predictability, and profitability (Dubey et al., 2010).

According to Darvishmotevali et al. (2020), organizational agility is the ability to recognize and act upon opportunities for innovation as well as the capability to swiftly reengineer procedures to benefit from market conditions. Agility is the ability to quickly adjust to changing market opportunities. According to Ulrich and Yeung (2019), organizational agility is defined as an organization's ability to swiftly respond to both internal and external changes, meet customer needs and expectations, and drive changes to improve culture, procedures, and outcomes while preserving a competitive advantage. It is crucial to assess an organization's agility in the face of competition in a particular situation, such as the Covid-19 outbreak, to get practical and theoretical information that may complement the organization's agility literature.

### **1.7.3 Organizational Performance**

The idea of performance has received a lot of attention recently and is now pervasive in almost all facets of human activity. Performance is a subjective perception of reality,

which is why the notion and associated measuring techniques have received so many negative reviews (Asad, et al., 2022). The fact that there have been so many studies on performance at the international level is also due to the global financial crisis, which has led to a continuing need for advancement in the field of entity performance. Although it is commonly used in academic writing, the phrase "business performance" is rarely defined (Asad, Chethiyar, & Ali, 2020). The existence of a misunderstanding of this idea is being contested more and more because of the vast array of concepts used to define performance (Anwar & Abdullah, 2021).

To define organizational performance, words like productivity, efficiency, effectiveness, economy, earning potential, profitability, and competitiveness are frequently employed interchangeably. A precise and unambiguous definition of the concept of performance is therefore becoming more and more crucial. In the middle of the nineteenth century, the word "performance" first used to refer to the results of an athletic contest. The concept developed and a series of definitions that were meant to encompass the fullest meaning of what is seen via performance were formed in the 20th century. No performance is presently being made that is not connected to defined objectives. Getting the intended results is equivalent to achieving the aims. Measuring success is getting more complex because of how difficult it is to precisely define an organization's objectives and how many there are (Li et al., 2021).

#### **1.7.4 Sensing Agility**

Sensing agility is defined as a firm's ability to rapidly discover and interpret the market opportunities through its information systems, and it concerns not only an ability to distinguish information from noise quickly, but also to transform apparent noise into

meaning faster (Haeckel, 1999). Agility is one of these qualities that organizations require in challenging settings.

#### **1.7.5 Decision Making Agility**

Agile decision making is a key skill for organizational effectiveness in today's fast-changing and uncertain environment. It means being able to quickly and flexibly adapt to new information, opportunities, and challenges, while maintaining alignment and collaboration among stakeholders (Serpell et al., 2011).

#### **1.7.6 Acting Agility**

Acting with agility means embracing change positively and finding solutions that still get the results you wanted. In marketing communications, embracing change is a big part of the job — as is making sure changes are communicated, understood and adopted by people internally and externally (Nafei, 2016).

### **1.8 Thesis Organisation**

The content of this academic study is organized into five chapters in a systemic approach as the following:

- **Chapter 1** is the introduction that includes the topic presentation in terms of the background. Problem, research questions and objectives, besides other related introducing contents.
- **Chapter 2** is the literature review that contains the illustration of the existing knowledge in terms of concepts presentation, theoretical framework, and conceptual framework.

- **Chapter 3** is the methodology that contains the elaborations of the research design in terms of population, sampling, collection techniques, questionnaire design, and discussion of the data analysis procedure.
- **Chapter 4** is the findings that contain the main results that are acquired for statistical data analysis. This content supposed to have results from frequency analysis, descriptive analysis, reliability and validity tests, besides to the regression analysis of the partial least square model.
- **Chapter 5** is the conclusion chapter that contains the last-minute presentation in term of overview of the whole study, and the recommendation from the results.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses the conceptual framework, research hypothesis, and theories that support organizational agility (Sensing agility, Decision Making agility, and Acting agility), organizational performance, and institutional excellence in the UAE Department of Passports and Immigration. The UAE Department of Passports and Immigration's study examines the mediating role of organizational excellence in the link between organizational agility and performance.

#### **2.2 About UAE**

With the withdrawal of British forces from the Middle East, seven sheikhdoms in Arabia's northeast agreed to form a federation that granted each emirate significant autonomy, with the exception of some policy areas designated by its constitution for federal control (Waxin et al., 2018), namely (Abu Dhabi, Dubai, Sharjah, Ajman, Umm al-Quwain, Ras al-Khaimah, and Fujairah), where they met in 1971 (UAE). The United Arab Emirates' economy is one of the most developed in the Middle East, and it is regarded as a high-income country (Alkhuzaie, et al., 2024). The oil and gas riches of the new country, which are mostly concentrated in Abu Dhabi, have spurred fast construction of infrastructure and public services throughout the country.

This allowed Dubai to continue to grow on its traditional position as a commercial hub by aggressively investing in international ports and airports, while also using these assets to become a vacation destination and an emerging financial services center (Waxin & Bateman, 2016). The significance and vitality of this matter within the present context of governmental entities in the United Arab Emirates, along with the competitive nature of these institutions in delivering superior services to their clientele, underscores the crucial role played by organizational agility in attaining institutional excellence (Allam Z. , Asad, Ali, & Malik, 2022).

Strategic human resources management is "a pattern of deployment and planned activities aimed at enabling the organization to achieve its goals." Human resources are "organizational capabilities related to groups and individuals," and strategic human resources management is "a pattern of deployment and planned activities aimed at enabling the organization to achieve its goals". Strategic human resources need organizational agility to reach excellence level. The concept of agility is considered an administrative concept, due to the presence of many different terms surrounding this concept, and many researchers believe that physical fitness is a necessary condition for achieving organizational agility. Authors and researchers have made many attempts to develop a comprehensive definition of organizational agility.



Figure 2.1 Map of the United Arab Emirates

The national government is required by the UAE constitution to "attempt to guarantee work possibilities for citizens and train them so that they are ready" (Waxin & Bateman, 2016) which shows the intention towards performance and excellence. Indeed, organizational performance is included as the first of seven strategic enablers in the UAE Vision: 2021, in accordance with the importance of agility in "developing strategic capabilities" to accomplish strategic goals (Waxin & Bateman, 2016). It is apparent that agility plays a critical role in attaining the UAE's economic and social goals and especially excellence, as well as those of the Gulf Cooperation Council as a whole (Scott-Jackson & Michie, 2017). However, throughout the Arab world, there is a scarcity of qualified people.

Additionally, the ministry aims to propose innovative ideas, design creative initiatives, and strengthen the UAE's pioneering role through organizational agility. The topic of discussion is organizational performance, as explored by Karam and Kitana in their study conducted in 2020. The Ministry of Cabinet Affairs and the Future is actively

pursuing the realization of His Highness' visionary objectives via the implementation of the "Sheikh Khalifa Government Excellence Program." The objective of Sheikh Khalifa bin Zayed Al Nahyan, the President of the United Arab Emirates (UAE), and his deputy, His Highness Sheikh Mohammed bin Rashid Al Maktoum, the Vice President, Prime Minister, and Ruler of Dubai, is to enhance the authority and influence of their respective positions. The objective of the government sector in the nation is to demonstrate proficiency in its systems, performance, services, and outcomes, thereby embodying the concept of excellence as envisioned by the "Government of Excellence" mission. This entails creating a conducive investment climate and actively contributing to sustainable development and prosperity (Al-Dhaafri & Alosani, 2021).

The individual in question, often referred to as "His Highness," Sheikh Mohammed bin Rashid Al Maktoum, the Vice President, Prime Minister, and Ruler of Dubai, inaugurated the Government Excellence System. This system, the first of its kind globally and the most advanced in the nation, aims to empower government entities in attaining the welfare and contentment of citizens. It also seeks to meet their needs and expectations in acquiring... The government offers services of exceptional quality, characterized by a seven-star rating, which are delivered with the utmost efficiency and effectiveness. The Passports and Immigration Department, as a component of the UAE government sector, aims to attain high levels of institutional excellence by enhancing its organizational agility across multiple dimensions, including sensing agility, decision-making agility, and acting agility. This objective aligns with the evaluation criteria outlined in the Mohammed bin Rashid Award for Excellence in Government Performance, which assesses federal entities. The authors Hammad and



Dweiri (2018) and Ahrens (2014) have conducted research on the topic of organizational.

The difficulties in obtaining good data and conducting research in the region might be contributing to this shortfall. Emirati culture is heavily influenced by Islam and is built on ancient tribal practices. Many features of Gulf culture, which emphasize the significance of religion, family, education, and achievement, are present (Al-Harthi, 2005). The UAE labor market's substantial reliance on expatriates and dual labor market are among the most peculiar features. When the country began its rapid expansion, the indigenous population's skills and education levels did not match the demands of the fast-growing economy, resulting in a significant need for foreign labor (Ewers & Dicce, 2016).

Only with a "no objection" letter from the prior employer may an employee change employment, essentially restricting the movement of foreign workers. It necessitates the UAE's large dependence on expats from across the world, as well as the HR function's excellent administrative processes, expatriate management, diversity management, and workforce integration policies and practices (Pinnington et al., 2018). The so-called Emiratization standards are in place to assist more Emiratis benefit from the economic boom while also reducing the demand for public sector employees (Waxin & Bateman, 2016).

Emiratization is built on three pillars: boosting education to achieve excellence, diversifying the economy away from oil dependency, and controlling the labor market. Banks, on the other hand, appear to be an anomaly, as they are compelled to pay people

minimum salaries and give other benefits such as insurance. as well as more flexible work hours (Cummings, 2018). However, empirical data indicates that a premium exists, owing to the over-representation of the local people in the public sector, where the wage rate is greater than the wage balance in the private sector, and residents are frequently eligible for big amounts and wage rises on board. The Ministry of Labor oversees Emirati employment security (Waxin & Bateman, 2016).

### **2.3 Institutional Excellence**

Before talking about institutional excellence, we discussed the concept of excellence in general. There was interest in the term excellence in the eighties, where excellence was defined linguistically as: being unique (Xie, Qalati, Limón, Sulaiman, & Qureshi, 2023). The difference is when we say that it is distinct from its people, meaning that it differs or is unique from them in certain characteristics (Zahid, Ali, Danish, & Sulaiman, 2022). As for it, it is mentioned in The English language means excellence, excellence, creativity, and mastery, which is not only success, but effective and continuous growth and progress (Al-Buhaisi, 2014).

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The concept of institutional excellence is considered one of the concepts for which a unified definition has not been agreed upon. On the one hand due to the novelty of the concept, and on the other hand, due to the diversity of researchers' specializations and different fields of work (Damer, Al-Znaimat, Asad, & Almansour, 2021). And the multiplicity of definitions of institutional excellence in various books and research reflects the importance of this concept, which made researchers and those interested focus on their efforts to find a definition for this concept through reviewing research related to the study of institutional excellence (Dong, Wu, Lin, Sun, & Liang, 2024).

Al-Louh (2017) defined institutional excellence as doing what distinguishes itself from competitors to achieve a competitive advantage over them. What Khalifa (2018) defined as an integrated system for the results of the organization's work, considering its interaction with its work environment, which pushes it towards uniqueness and positive superiority over others (Dutton & Duncan., 1987). Compete with her for access to outstanding institutional performance.

Al-Najjar (2019) also defined it as working to integrate the organization's activities to achieve the previously planned goal to reach the maximum satisfaction that the stakeholders associated with that organization aspire to, which gives it a competitive advantage that distinguishes it from competitors. As for Rafi' (2020), he defined it as a set of complete, organized steps and procedures that the institution follows by effectively employing its capabilities and available resources to achieve balanced satisfaction for all those dealing with the institution and its employees. In it and society it appears the institution in the way that distinguishes it and elevates it (Qtairi & Alshoraty., 2022).

Considering the above, the researcher according to the previous literature believes that institutional excellence is what places institutions, and the UAE Passports and Immigration Department has no exception. Hence, in a distinguished position that will make them have a better competitive ability compared to other organizations and provide their best to reach the maximum level of satisfaction, and customers look forward to it becoming the best alternative and the most appropriate choice (Shamia, Shobaki, Abu-Naser, & Amuna., 2018), this research is needed due to clear gap of literature in such areas.

In the literature the authors believes that one of the basic drivers of institutional excellence is creating and preparing an internal environment suitable for work by verifying the administrative methods used and convincing senior management of the inevitability of change and continuous development to ensure its success through the process of continuous evaluation of the organization's performance with all its components (Asif, Asad, Kashif, & Haq, 2021; Allam Z. , Asad, Ali, & Malik, 2022). From the above, the prior author in the field believes that the term “outstanding performance” has different standards depending on the administrative organization, and what applies to one organization may not apply to another organization. The prior literature believes that it is one of the most important obstacles to concealment and the lack of interest of departments in most organizations in human resources and the failure to carry out all the necessary development (Haq, Asad, Natarajan, Sankar, & Asif, 2021; Israr, Asad, Altaf, & Victor, 2021). Thus, the need for conducting the study in UAE is highly needed because of its growing importance in the region.

The required skills and not putting the right man in the right place. From the above, we note that institutional excellence is not an administrative luxury implemented by the organization, but rather it is inevitable, required by the speed of change, the development of competitors, and the nature of the organization's work, which requires it to implement operations, continuous administrative development so that employees realize that they live in a renewed organization and appreciate new and unique work behaviors (Harraf, Wanasika, Tate, & Talbott, 2015).

Many organizations face internal issues and roadblocks that limit their ability to improve the quality of services they provide to clients or the communities in which

they operate, such as an inability to recognize rapid changes and a slow response to all variables, as well as the dispersion of administrative tasks entrusted to working individuals (Nethavhani, 2022). These and other issues played a key role in the failure and collapse of many organizations, as well as their inability to compete, and as a result, the organizations found themselves in a difficult situation that necessitated a comprehensive review of their circumstances in order to rebuild organizations on solid foundations with the goal of raising the level of organizations (Kanaan, Alsoud, Asad, Ta'Amnha, & Al-Qudah, 2024). And adopting new policies that qualify them to compete with other organizations (Barrett et al., 2015, which calls for research.

Institutional performance is the common denominator of all management and employee efforts within the framework of the organization (Kashif, et al., 2020). Performance is an essential and basic notion for all disciplines and fields of administrative knowledge, and it is nearly a comprehensive phenomenon for all branches and fields of administrative knowledge (Khalil, Asad, & Khan, 2018). Organizations and managers rely on standards and standards for studying and measuring performance that are closely related to the organization's goals and directions (Hadi et al., 2019).

Many publications, studies, and research have contributed to the idea of institutional excellence, and this variation demonstrates because of the significance of the notion, modern administrative techniques have concentrated their efforts on defining the concept of institutional excellence (Khushi, din, & Sulaiman, 2020). The scientific management method established efficiency as a foundation for institutional excellence, whereas the human relations approach focused on workers' social

requirements and introduced concepts like teamwork, work teams, quality of life, and climate to the institutional excellence lexicon (Ashwin, 2022).

The idea of effectiveness, which focuses on achieving the objectives of the entire business in the face of multiple environmental changes, has also endured, as have organizational culture and administrative efforts (Alnuaimi, 2022). Clear purpose, enough resources, and a concentration on outcomes describe effective strategy and commitment to achieving a common objective (Pinar & Girard, 2008). AlHalaseh & Alrawadyeh's definition of it in 2022 is "any action or activity of each individual that develops and reinforces accomplishment inside the organization and incorporates various work forces.

"Organizations consistently outperform the best international practices in performing their tasks, linking with their customers and clients through support and interaction relationships, and knowing the performance capabilities of their competitors, their external weaknesses and strengths, and the surrounding environment," according to Alnuaimi, (2022). As a result of reviewing the previous definitions of institutional excellence, the literature concludes that an organization's ability to contribute strategically, excel in performance, solve problems, and achieve goals effectively distinguishes it from others and allows it to enter the competitive market efficiently due to the many advantages it possesses (Felicetti, Corvello, & Ammirato, 2024).

The notion of institutional excellence has been defined in a variety of publications, studies, and research, and this diversity demonstrates the importance of the issue, which has prompted current administrative methods to focus their efforts on defining

organizational excellence concepts (Elsakaan, Ragab, El-Gharbawy, & Ghanem., 2021). Teamwork, work teams, quality of life, climate, and organizational culture are all phrases used in the workplace. Administrative efforts have persisted, with modern administrative techniques defining the idea of effectiveness as focusing on fulfilling the total organization's goals in the face of numerous environmental changes (Asad, Chethiyar, & Ali, 2020) explained the significance of institutional excellence:

### **2.3.1 Types of Institutional Excellence**

#### **2.3.1.1 Senior Leadership**

Through their leadership abilities, the ability to foster productive working relationships, their capacity to rejuvenate thinking that departs from convention, and their desire to foster competition among team members to generate novel ideas, senior leadership has a direct impact on excellence and innovation. A renowned leader is someone who can identify several concerns in one situation. He is conscious of his errors, shortcomings, and limits and is cognizant of the problems. There is little question that as people's sensitivity to flaws and faults in all settings grows, so does their ability to conduct study and write about them. The likelihood of their achieving brilliance grows in front of them (Pelonis, 2021).

#### **2.3.1.2 Excellence in Service**

Consumers of products and services include all types of labor. When they obtain a product that does not fulfill their demands or raises their expectations, these dealers turn to rivals to deal with them. And, in the context of excellence management, relying on these outcomes indicates that something is wrong with the technique of delivering the service that led to the creation of this service, and these symptoms lead to a plan of action. To rectify these flaws or faults (Pinar & Girard, 2008).

### **2.3.1.3 Human Excellence**

Management is the process of accomplishing corporate goals, while organization is the planned human gatherings, with a high level of efficacy and efficiency (Aljamal, 2018). The human element, in this perspective, is the essential structure of every organization, and its importance is due to various factors, including the fact that the human person is the decision maker, responsible for invention and innovation, and the learning mediator in the organization. Despite the use of sophisticated quantitative tools in organizational decision-making, the human element remains the most important factor in the process (Hess & Ludwig, 2020).

Perhaps what the era is witnessing is a remarkable change in various aspects of life, as well as the massive information and technological revolution that swept all organizations of all kinds, as well as the innovative ways that technology provided to accomplish educational tasks, which changed the shape and goal of the educational process and created a highly competitive environment that required organizations to innovate. To pay close attention to the nature of the efforts made to complete the task to achieve maximum effectiveness by concentrating on teacher efforts that go beyond the official job duties and criteria (Cerfolio & Chang, 2021).

Considering the changes taking place, organizations are no longer only required to achieve performance, but excellence in performance as a requirement for survival and continuity. Performance refers to an organization's capacity to accomplish goals through the most effective use of resources and expresses the degree to which human resources perform their tasks in accordance with specific standards through the



performance evaluation process. If the finest and most extraordinary accomplishment has not yet been attained (Hess & Ludwig, 2020).

### **2.3.2 Dimensions of Institutional Excellence**

Institutional excellence has a set of dimensions according to the King Abdullah II Award model, which are as follows:

#### **2.3.2.1 Leadership**

The development of people's capacities and their encouragement of a focus on creativity and excellence have a direct impact on excellence, as do the higher levels of leadership's leadership skills, their ability to foster productive working relationships, their capacity to renew thinking that departs from imitation, and their interest in fostering competition among people to generate original ideas (Al Shobaki & Abu-Naser, 2016). This makes it possible to discuss the efficacy of the organization, share information about it, and develop fresh ideas for solving its issues (Abdelrahman, 2021).

For the organizations to foster the emergence of greatness, executives must engage in several actions. The decentralization structure in place inside the organization promotes direct communication without bureaucratic obstacles between staff and top leadership, which also has an impact on people's capacity for innovation. Using a democratic leadership approach (Cerfolio & Chang, 2021). There is no doubt that people whose sensitivity increases the more they realize the shortcomings and problems in all situations, his chance increases, and if they do so, the probability increases for them to excel. Additionally, the distinguished leader who can see many

problems in one situation, is aware of the mistakes and the shortcomings and shortcomings, and he senses the problems (Borghini, 2005).

#### **2.3.2.2 Human Resources**

To successfully accomplish the organization's goals and given the quick and renewed change in the environment, senior management must establish policies and strategies that are adaptable to these difficulties. To efficiently and effectively provide goods and services to citizens, senior management must adopt the delegation method at work and grant freedom to employees at various administrative levels to make the appropriate decisions without consulting senior management except in necessary cases and when decisive decisions are made (Asad, Asif, Bakar, & Sheikh, 2021).

Institutional excellence includes achieving the goals of individuals and the goals of the organization, by involving subordinates in decision-making and taking them, and thinking logically, or taking advantage of opportunities that require initiative and focus on the main goals and not to distract efforts. The narrative is in the support of Grunig's Excellence theory. It ensures that they make every effort to achieve the goals of the institution efficiently and effectively, and to update the applicable laws, regulations and instructions, as abandoning routine and centralization in dealing, achieves excellence (Cerfolio & Chang, 2021).

#### **2.3.2.3 Operations**

When an item is purchased, all types of dealers are regarded as consumers of commodities and services. As these dealers turn to rivals to deal with them, it neither meets the demands of the various consumer segments nor raises their expectations (Abdeldayem, 2019). The use of these outcomes under the management of excellence

is a sign that there is a problem with the procedures that resulted in the creation of these goods or services, and these displays result in a plan of action to address these mistakes or shortfalls. It is undeniable that adopting the structural approach to problem-solving enables Continuous progress toward continuous improvement (Meng & Berger, 2013).

#### **2.3.2.4 Knowledge**

Definition of the notion of knowledge is of particular importance, and to do so, we start with the claim that the concept of knowledge One or both two primary methods are covered by knowledge in the social sciences. The initial approach focuses on methodical research and hypothesis testing for objective and explanatory models of the environment (Haynes & Tuitt, 2020).

In social and economic sciences, experimentation and proof, the development of a causal link between variables, and their separation to ascertain their independence are the most prevalent tendencies. The second entry points to anthropology and history, which emphasize the interconnectedness of all social processes and support unity over division. Management science is real. emphasizes the first entry (Alwan & ElShereef, 2022).

#### **2.4 Organizational Performance**

Performance, which is the common denominator, is the yardstick by which individual efforts inside any firm are judged. In terms of how the idea of organizational performance has evolved, traditional management trends view exceptional performance as a result of an emphasis on and orientation toward administrative and

operational practices that help boost an organization's overall performance (Asad, Asif, Sulaiman, Satar, & Alarifi, 2023). It occurred in stages, whether in the industrial framework as businesses, organizations, or nations. It's important to note that this evolution initially placed a heavy emphasis on financial indicators only, based on factors influenced by social and human conditions, before making several attempts to link activities, processes, and outputs in the evaluation of work performance.

Performance, according to Saffar and Obeidat (2019), is an organization's capability to achieve its goals. They agree with him that performance is an organization's capacity to achieve long-term goals. Performance is a function of an organization's ability to maximize the use of its available resources and steer them in the direction of its goals. And, in accordance with (Al-ma'ani et al., 2019), performance represents the desired output or to be achieved by the organization, based only on the positive aspects of the performance results, and assuming the organization's ability to achieve a high level of performance. Since performance is seen as the result of the various activities and works carried out by the organization, its measurement is determined in proportion to the factors affecting it. Organizational performance and institutional excellence and organizational agility are typically related (Hani, 2021).

According to (Ramataboe & Lues, 2018), the effectiveness of an organization's performance is influenced by its special abilities and the best utilization of its resources. It reflects an organization's capacity and aptitude to achieve its objectives; OP is an organization's ability to achieve its long-term objectives) (Alrowwad et al., 2017). The term "performance" derives from the verb "to perform," which implies "to conduct labor, complete a mission, or carry out a certain activity." In addition to being

a part of a string of outstanding performances, it is something that various academics and authors identify differently and quantify differently.

The use of financial performance indicators in the process of assessing institutional performance in various corporate business organizations was widely agreed upon by many writers and academics. Ahlbäck et al. (2017) emphasized that financial performance is the most basic measure of an organization's success, and that failure to achieve the required and basic financial performance may jeopardize the organization's existence and continuity, and expresses (Anwar, 2019) by saying: Superior and outstanding financial performance is the organization's main goal, and that all secondary goals can be achieved impeccably.

Doan (2020) saw that the financial performance product may be utilized as a primary indication in the internal analysis of the organization, and that managers can use these data to determine the organization's overall performance level. They also stress the relevance of financial success in connection with the organization's external environmental elements. Because it is vulnerable to less pressure from stakeholders and rights, a firm with strong financial success is better equipped to make use of the chances it has in confronting the issues it confronts in its external work environment. Hatzijordanou et al. (2019) found that an organization's excellent financial performance gives it sufficient financial resources to exploit any investment potential while also helping it meet stakeholder demands and rights. (Meinhardt et al., 2018) identifies the best financial indicators in measuring the organization's performance, such as net asset turnover, return on net assets, net profit margin, and gross profit margin, whereas (Anwar, 2019) considers that the most important of these indicators

are return on investment and asset growth , while Rajaguru and Matanda (2019) believe that the ratios of return on investment, return on equity, and return on equity are most appropriate.

In addition to financial indications, it is reliant on operational metrics and performance indicators, including market share, the introduction of new products, product quality, service, or productivity, and other metrics linked to the organization's performance level. Using Financial Indicators, the integration of operational performance measurements gives management a true picture of performance (Suifan et al., 2017). Hashmi et al. (2020) saw that using financial indicators and ratios solely as a tool and metric for evaluating an organization's performance does not provide an integrated view of the organization's overall performance, and it is necessary to use non-financial methods as well to build an effective system for measuring the organization's overall performance. And observes (Abu Nimeh, 2018) that if a manager focuses on the organization's total and overall performance, he will be more likely to strike a balance between financial and operational issues.

A mechanism for assessing an organization's financial and operational success. To improve the organization's future performance, this card combines financial information with operational indicators based on customers, internal processes, and development and innovation activities in the business. Despite the study and studies that have been done on the subject, achieving a consensus and developing a clear definition of performance is extremely challenging. Due to its link to different internal and external environmental elements, performance is a profound issue for research and study due to the multitude of dimensions within this topic and the consistency of

organizations paying attention to its numerous aspects (Awain, Asad, Sulaiman, Asif, & Shanfari, 2025).

Organizational performance, according to Yu & Huo (2018), is a broad concept with variables to the degree that any of the organization's components are identified and developed. As a result, the disparity about performance stemmed from differences in the criteria and metrics used by managers and organizations to assess performance, as he sees it. This disparity, according to some experts, is attributable to the range and complexity of performance evaluation targets (Hani, 2021). To support this, the study used a combination of financial and operational performance metrics, such as profitability and market share, to assess the organization's success (Tarigan & Siagian, 2021).

Its basic existence is determined by OP. Organizational death or mortality (Arijanto & Taufik, 2017) happens when an organization collapses, shuts down activities, and disbands its constituent pieces because of a systematic or sudden decrease in OP level (Barrett et al, 2015). Despite a significant body of research and studies on OP, there is no consensus on the idea of OP. Regardless of this disparity, most researchers convey their OP through the organization's performance in attaining its goals.

OP reflects an organization's ability to achieve its goals, or, to put it another way, its capacity to achieve long-term goals (Hani, 2021). OP is a combination of an organization's resources and abilities that are used effectively and efficiently to achieve its objectives. OP is the level of the organization's outputs following the

completion of operations on its inputs. OP stands for the organization's actions' final product (Meinhardt et al., 2018).

A thorough analysis of the several OP principles has led to the conclusion that the organization's targeted objectives are what OP is most fundamentally about: achieving them successfully and efficiently. Both Meinhardt et al. (2018) and Hatzijordanou et al. (2019) classify the dimensions of OP into two groups. They can be discussed in the manner shown below:

#### **2.4.1 Comparative Performance**

The capacity of different groups of employees to comprehend the organization where they work's level of profitability, market share, and rate and magnitude of growth relative to other organizations in the same industry (Majali, Alkaraki, Asad, Aladwan, & Aledeinat, 2022; Oturan, 2021). Additionally, the government departments are competitive in their relations with each other and in their relations with other institutions in society (Singh, Kaushik, Tyagi, & Tyagi, 2021).

#### **2.4.2 Internal Performance**

This relates to the possibility that the organization will achieve the OP objectives set for it in the short and long terms, as well as the capability of different categories of employees to understand which level of the OP they belong to in the short and long terms (Sulaiman & Asad, 2023).

One of the most crucial management ideas, organizational performance, is a broad term that includes a variety of approaches developed by specialists to describe and



evaluate organizational performance. There isn't a consensus among researchers regarding the definition of performance, or if there is, it is because of the differing viewpoints of thinkers and those who are interested in this field, and the differences in their objectives are meant to model a particular definition of this term. Some researchers started with the quantitative concept (numbers and proportions), i.e., the preference of technical means in loading, while others want to take the concept's performance into account (Abu Nimeh et al.,2018).

Two factors that may be used to judge an organization's performance are its ability to maintain profitability and long-term market share, as well as its competitiveness in relation to other organizations. Due to rising employee turnover, strategic organizational alignment has placed a high priority on employee engagement (Suifan et al., 2017). To determine, analyze, and improve team and individual performance to align performance with the organization's strategic goals, performance management (PM) is a continuous activity (Aguinis, 2013).

Performance management (PM) is defined as an organized, systematic collection of employee performance reviews and guidance methods (Ramataboe & Lues, 2018). The effectiveness and efficiency of transformational processes at each level are also important factors in organizational success since they show how well-adapted an organization is to attain its goals. The three levels of strategic group level, organizational level, and industrial level are the main areas of study in the pursuit of performance (Anwar, 2019). Additionally, across all disciplines and areas of management knowledge, organizational performance is considered as the fundamental

tenet of an organization, the ultimate dependent variable, and a regular occurrence (Alrowwad et al., 2017).

The discrepancies in the performance concept are caused by the criteria and standards utilized in the study of performance, as well as the measurements used by managers and organizations (Al-ma'ani et al., 2019). The desired results of the organization are represented by performance in its simplest form. The capacity to maintain stability and continuity of work through accumulated experiences and prior experiments that enrich the organization as well as the ability to pass these experiences down from generation to generation, so that the organization is unaffected by the absence of or a change in leadership, is one of the most crucial characteristics of organizational performance (Abdallah & Matsui, 2008).

## **2.5 Organizational Agility**

The concept of organizational agility is one of the new management concepts that is very popular in academic circles, and in the administrative literature, organizational agility appeared within the year 1991 AD. Because people realized that the change in corporate environments was faster than their ability to adapt, it has been done. The concept of agility was proposed for the first time by the Iacocca Institute at Lehigh University in the United States. According to Asad, Muhammad, Rasheed, Chethiyar, and Ali (2020), agility gives an organization the chance to respond quickly, be compatible with its surroundings, and increase its productivity. Both academics and practitioners are now interested in the issue of organizational agility.

In 1990, American university, through four researchers coined the term organizational agility as part of a response to request the US Congress to submit a strategic report on industrial organizations in which he confirmed that the regulatory policies of organizations are insufficient to ensure development and keep pace with Competition, so organizational flexibility is required to maintain organizational competitiveness, and by In the mid-nineties, the largest organizations in the United States adopted the concept of organizational agility (Young, 2013).

The term "organizational agility" extends to the manufacturing industry, and in the early 1990s it was introduced recognizing this concept by practitioners and researchers and applying it to market conditions that need to face change, development, and organize the modified elements with the required speed, so the word “agility” appeared. As a concept in the field of manufacturing, it then quickly spread to a wider scope, which paved the way for the emergence of the concept Organizational agility (Li et al., 2008).

By giving the organization a qualitative, quantitative, and distinct advantage over rivals, institutional excellence is highlighted as being crucial (Asad, 2024) because it improves the organization's performance, organizational agility (Qalati, Qureshi, Ostic, & Sulaiman, 2022), and service delivery while also having a positive effect on employee and customer perceptions (Hijjaw, 2021). It encourages them to keep learning and growing, ensuring their long-term viability (Qalati, Ostic, Sulaiman, Gopang, & Khan, 2022). Making goals to attain organizational prosperity that are compatible with the organization and its environment is what organizational excellence is all about (Hadi et al., 2019).

It includes all the important aspects and dimensions, as defined by the creators of the concept of agility at the Iacocca Institute at Lehigh University in the United States as “a manufacturing system with soft technology capabilities (Hamad & Yozgat, 2017).” The importance of this concept has been clarified. The concept of organizational agility is considered one of the modern concepts. Researchers and interested parties focus their efforts on finding a definition of this concept through review. There are several definitions of organizational agility (Zetkin & Daksnes, 2018).

Furthermore, while agility dimensions are frequently cited as a category of organizational agility, they are overlooked in conceptions. As a result, there is no unambiguous definition. Finally, inconsistencies in variable definitions, as well as the omission of simultaneous examination of all agility categories and the ensuing conceptual ambiguity, contribute to a variety of outcomes and difficulty in comprehension (Asad, Asif, Sulaiman, Satar, & Alarifi, 2023). Due to ongoing uncertainty around the definition of agility and a lack of connection between these and an overall conceptual frame of organizational performance categories, it is necessary to create a conceptual map based on recent study findings (Vinodh et al. 2012).

Defined by Hamad and Yozgat (2017) the ability of an organization to proactively detect and respond quickly and effectively to sudden and unexpected changes in the business environment. Zetkin and Daksnes (2018) define it as the organizational ability to recognize unexpected changes in the environment and respond appropriately, quickly and effectively by using usually reconfigured internal resources and thus gain a competitive advantage in this regard. As defined by Dervishmotevali and Tajeddini (2019) defined it as controlling and responding to continuous and rapid changes in

complex environments. As Mansour (2020) defined it, it is the ability to sense changes and respond to them more quickly and effectively through flexibility and exploiting possible opportunities resulting from this change and investment competencies and enhancing excellence. While Zaqout (2020) defined it as the ability to respond and adapt to turbulent environmental variables and develop its services and develop its resources to the extent that achieves effectiveness in organizational performance.

Considering the above, the literature showed that although researchers have all agreed on the characteristic of organizational agility, which is organizational ability as one of the modern terms, on the essence of the definition. Rapid response and adaptation to changes, improving overall performance, especially administrative performance, and taking advantage of new opportunities to gain a competitive advantage for the organization. Accordingly, in the literature the researchers defined organizational agility procedurally as: a dynamic process capable of immediate and rapid response to expected and unexpected environmental changes based on the sensor and predict what might happen to achieve change management and take advantage of available opportunities with sufficient flexibility and speed.

It can be said that applying organizational agility in organizations has many advantages, because it plays an important and vital role in maintaining the survival of the organization in light of the rapid and fierce competitive changes between organizations today, and improving their ability to adapt to changes in the surrounding environment and achieve goals, and therefore it is considered Organizational flexibility is a basic requirement for excellence and competitive advantage (Darvishmotevali & Tajeddini, 2019).

A solid basis in management philosophy is necessary for the concept of agility (Yusuf et al., 1999). Early in the 1990s, agility—a novel approach to managing a dynamic, shifting environment—was established. Agile manufacturing, driven by customer-defined goods and services, is the ability to quickly and efficiently adapt to changing markets to survive and succeed in a competitive environment of rapid and unpredictable change (Gunasekaran et al., 2018). The Iacocca Institute at Lehigh University was the birthplace of the "agility" concept, which its creators defined as a manufacturing system with the capacities (hard and soft technology, human resources, educated management, and information) to meet the market's constantly changing demands (speed, agility, customers, competitors, suppliers, infrastructure, responsiveness).

By combining reconfigurable resources and industry best practices from a knowledge-rich environment to generate goods and services that are centered on the needs of the customer, agility is the effective application of competitive principles including speed, agility, innovation, and quality in a market that is rapidly changing (Yusuf et al., 1999). Speed and flexibility are important aspects of agile businesses that are highlighted by agility (Gunasekaran et al., 2018). Another essential component of agility is the capacity to react quickly to change and uncertainty. Some analysts contend that effectively adjusting to change and utilizing and capitalizing on change are the essential elements of agility (Sulaiman, Asad, Awain, Asif, & Shanfari, 2024).

Agility is the term for proactive reactions to changes (Bessant et al., 2001). Agility is the ability to take advantage of changes as inherent possibilities in a turbulent environment (Sulaiman, Asad, Awain, Asif, & Shanfari, 2024). Agility is the capacity

to thrive and advance in an unpredictable and ever-changing environment (Doz, 2001). Organizational agility is the capacity of an organization to adjust its internal processes and structures in response to environmental changes. Agility is the readiness and ease of mobilization of organizational resources, whereas adaptability is the degree to which organizational activities fit into their environment. The word "agility" encompasses both flexibility and adaptability. The manufacturing sector is where the concept of agility as a corporate strategy first emerged, notably in the context of adaptable production systems (Coronado et al., 2005).

In administrative philosophy, the concept of agility is relatively new. One author described the process of agility in terms of the skills needed to achieve light mobility in an organization. The ability to quickly and economically adapt to rapidly shifting conditions is known as agility. According to Inman et al. (2011) an organization's agility is its ability to react quickly and successfully to a rapidly changing environment.

Movement that is rapid, agile, and dynamic is referred to as agility. The capacity to move swiftly and smoothly while simultaneously thinking swiftly and carefully is referred to as agility. This idea has been put up recently: agile production is the origin or birth of agility. Producers have acknowledged agile production as an effective tactic that equips them for a noteworthy performance (Mishra et al., 2014).

From the many definitions of the word "agile," it is possible to infer the concepts of speed and quick reaction, as well as teamwork and a common goal in terms of organization. According to Yusuf (2002) agility is the capacity of a cohesive group to

react swiftly to environmental changes to accomplish a common goal. OA is the ability of an organization to respond quickly and successfully to unforeseen circumstances as well as to offer solutions that anticipate future demands (Nelson & Harvey, 1995). OA is described as having the ability to thrive and prosper in an unpredictably competitive environment of constant change by fast adapting to shifting markets and meeting customers' desires and needs, whether for goods or services (Gunasekaran, 2018).

Through resource integration, the restructuring of best practices in a technical knowledge environment, and the provision of services or products that meet customers' preferences in a rapidly changing environment, OA is the successful application of competition rules such as speed, agility, innovation, and quality (Yusuf et al., 1999). OA describes an organization's ability to produce high-quality, efficient results while operating comfortably in a fast evolving and fragmented global market environment. And assist the organization in effectively managing possibilities and risks associated with commercial operations as well as several specific responsibilities. OA makes businesses more responsive to market changes and quicker at delivering goods and services than non-agile businesses. The three aspects of OA are decision-making, sensor agility, and agility training and application (Sambamurthy et al., 2003). In addition to being "flexible" enough to accept anticipated changes, OA is also nimble enough to react to and adjust to unforeseen events (Puriwat & Hoonsopon, 2022). The state of organizational performance in terms of agility and adaptability is known as OA, and it may be attained by the organization's activities. From a process-based perspective, OA is a set of processes that enables an organization to recognize changes and adjust quickly, cost-effectively, and efficiently in both internal and external



settings. Sensing is the ability of an organization to identify, seize, and grasp organizational opportunities (Seo & Paz, 2008).

These two talents need to work together for optimal OA. According to Medeiros and Maçada (2022) Organizational Agility describes an organization's capacity to quickly identify and address market opportunities and threats. The goal of OA is to maintain an organization's resources while promptly satisfying client expectations. The concept of organizational adaptation (OA) is based on two related ideas called "organizational adaptation" and "organizational agility," which are taken from the performance traits of an agile organization. Organizational agility is the ability of an organization to quickly adjust to its business environment regardless of its form, structure, or level of formalization (Awain, Jantan, & Sukati, 2022).

Organizational agility is made up of numerous essential components. The top two are speed and agility, followed by adapting to environmental changes, high-quality products, accurate information products and services, engagement with social issues and the environment, gathering various technologies, and internal integration both within institutions and among themselves (Awain, Jantan, & Sukati, 2022). The term "OA" describes the process of reorganizing and eradicating corporate divisions, markets, and sectors to place an emphasis on unique core strengths (Hill & Jones, 2009).

It becomes clear that agile organizations are distinguished by their organizational structure, which is a network with a flat horizontal shape, in which the work team works through multiple and central specializations in which information flows and

decisions are made, and the role of managers in them goes beyond control and monitoring to reach the point of coordination and settlement. Organizations that are distinguished by Agility also involve the adaptation of its employees, and the assumption of responsibility and independence, while we find in traditional organizations that rely on centralization in making and taking decisions.

The work of teams depends on experience, and the role of managers is limited to oversight, monitoring, and judging the quality of individuals depends on the presence of respect and competence. Thus, organizational agility represents the future of leading organizations. If an organization is to remain competitive, it must have the ability to constantly adapt to market changes. Changes in customer expectations and keeping pace with tremendous developments in information technology.

### **2.5.1 Organizational Agility Dimensions**

In today's unpredictable and competitive climate, organizations must have distinct organizational performance attributes to compete; else, their institutional excellence will decline. One of the qualities that businesses want in turbulent situations is agility (Awain, Asad, Sulaiman, Asif, & Shanfari, 2025). A corporation that is agile is more efficient and can react swiftly to changing circumstances (Satar, Alarifi, Alkhoraif, & Asad, 2023).

Organizational agility is the ability of an organization to thrive by recognizing and responding to external changes (Asad, Asif, Allam, & Sheikh, 2021), which has become increasingly important in today's fiercely competitive and turbulent business environment (Asad, Asif, Bakar, & Altaf, 2021). It is seen as a crucial business element

and a potential facilitator of an institutional excellence (Ta'Amnha, Magableh, Asad, & Al-Qudah, 2023). There are three different categories of OA dimensions. They are the capacities for seeing, making decisions, and acting (Kanaan, Alsoud, Asad, Ta'Amnha, & Al-Qudah, 2024).

#### **2.5.1.1 Sensing Agility**

Sensing agility is the capacity of an organization to quickly analyze and track events and changes in the external environment (e.g., changes in customer preferences, new competitor actions, and advancements in technology) (Sulaiman, 2025). Sensing is the process of strategically observing environmental events that may have an impact on organizational strategy, competitive work, and future performance. It involves several activities, such as gathering information about environmental change-demonstrating events on the one hand and removing irrelevant information on the other, all while abiding by predetermined foundations and rules. Making and following through on decisions is the focus of this study. It is concerned with how businesses adjust to environmental changes (Fadhel, Aljalahma, Almuhanadi, Asad, & Sheikh, 2022).

#### **2.5.1.2 Decision-Making Agility**

The capacity to gather, accumulate, reorganize, and assess pertinent information from a variety of sources in order to quickly explain the business' implications, identify opportunities and threats based on the interpretation of events, and develop action plans that guide resource reconfiguration and the creation of new competitive strategies (Satar, Alharthi, Asad, Alenazy, & Asif, 2024). The decision-making process comprises several related activities that identify potential threats and explain a range of occurrences. To understand the implications of their job, decision-makers

must obtain information from several sources. The goal of decision-making is to maximize opportunities and reduce threats' negative effects on the organization's survival (Darijani et al., 2022).

#### **2.5.1.3 Acting Agility/Practicing**

To adapt to changes in the environment, the acting task involves a sequence of activities targeted at reassembling organizational resources and altering business processes based on work principles obtained from the decision-making task (Nafei, 2016). Organizations may change their organizational structures and business processes by utilizing a range of tools and resources (Mohammed & Omer, 2020).

### **2.6 Underpinning Theories**

#### **2.6.1 Resource Based View Theory**

The many theories that have been utilized to guide the study of talent management, succession planning, and employee well-being in the Department of Passports and Immigration, notably in the Emirate of Dubai, are examined in this section. The following resources are used in supply theory. Agents create or collect resources to apply methods that lead to 'winning,' according to Resource Based View Theory (Eisenhard & Schoonhoven, 1996). Supply hypothesis based on resources The capacity of the client to invest in internal capabilities and so preserve a competitive edge influences the choice to outsource (Javed, Yaqub, Ali, & Sulaiman, 2024). The resource-based supply theory, which allocates the organization's resources, is the primary driver of its success and may lead to a long-term competitive advantage (Grant, 1991).

Finding resource qualities that competitors could not mimic was the main goal in the early phases of resource-based presentation (Priem & Butler, 2001). Even though an organization's resources are the foundation of its competitive advantage, if competitors can easily copy those resources (Riphah, Ali, Danish, & Sulaiman, 2022), the advantage will not last for very long since productive activity requires resource team collaboration and coordination (Grant, 1991). He contends that an organization's capacity is defined as its ability to manage a team of resources to carry out certain tasks or activities, and that the organization's resources serve as both the foundation for its capabilities and the main factor in determining the caliber of its services (Asif & Bakar, 2025).

In each function or production process in any firm, the resource team's collaboration and coordination is necessary (Asad, 2024). The organization's resources, on the other hand, are a source of capabilities for implementing succession management, with the continuing ability being the human resources team's capacity to carry out certain duties or operations (Zafar, Wenyuan, Sulaiman, Siddiqui, & Qalati, 2022; Asad, 2024). And the notion of resource-based capabilities is a key source of its competitive advantage over other organizations in the market, whether they are in the same situation or not (Mikalef et al., 2020). The organization is viewed as a collection of tangible and intangible resources that enable it to compete with other enterprises in this strategic theory of resource-based supply theory (Jawed & Siddiqui, 2019).

By possessing a resource that allows the organization to apply any of the components, the value creation approach may be implemented as a feasible option to outperform rivals or lessen own shortcomings (Awain, Asad, Sulaiman, Asif, & Shanfari, 2025).

This element necessitates that the resource costs stay lower than the future rents demanded by the value-creation method (Hoskisson et al., 2018). If it can exploit possibilities or discover strengths, shortcomings, and opportunities by going into detail and providing value, it becomes a resource (Asad, 2024). The development of organizational performance has been a component of the exclusive competence pillars since the beginning of the twenty-first century. As a result, in recent years, many businesses have tried to manage their performance using various ways to address the difficulties facing the organization via enhancing its institutional excellence (Radhi & Hamdi, 2023).

Regardless of its physical or intangible breadth, the resource has value or should not be judged by its profitability and so must take the shape of an economic asset (Dziwiski, 2019). As a strategy of retaining competitive advantage, the resource-based perspective advocates managing relationships with other organizations and utilizing their core resources in a way that extends across business borders (Satar, Alarifi, Alkhoraif, & Asad, 2023). Human resource management has been strongly affected by resource-based presentation theory (Khizindar & Darley, 2017).

According to Mahdi et al. (2019), the resource-based presentation theory aims to support assigning importance to resource activities, especially talent management. It may also be used to increase the value of human resources' contribution to competitive advantage (Bashir & Asad, 2018). When applying the ideas of value, awareness, and the ability to tyrannize and replace, the human capital pool must have high levels of skill and a willingness to demonstrate productive behavior (Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019). This is because human resource practices cannot

serve as the foundation for sustainable competitive advantage and are easily copied by competitors (Asif, Asad, Bhutta, & Khan, 2021).

According to Gaya (2017), resource-based offerings have limitations, including the difficulty of finding resources that satisfy all requirements and the ability to simply provide generic information on appropriate resources (Shaker, Asad, & Zulfiqar, 2018). According to Paauwe & Boon (2018), strategic importance entails building HR strategies that connect with and assist business strategy implementation (vertical or appropriate integration). Han et al (2019) suggest that this approach aids in the establishment of HR activities such as resource management, employee development, reward, and employee relations such that they complement and support one another (horizontal integration or convenience) (Shakhour, Obeidat, Jaradat, & Alshurideh., 2021).

#### **2.6.2 Grunig's Excellence Theory**

Grunig's search for an audience led him to Colombian farmers, where he launched the study initiative now known as Excellence Theory (Subramaniam, 2021). The importance of public relations in organizational decision-making, the symmetric model of public relations, public relations measurement, and how an organization's structure and environment affect public relations behavior were then studied (Grunig, 2008).

Grunig's Excellence Theory offers valuable insights for the UAE Department of Passports and Immigration because it deals with public relations. Institutional excellence at UAE Department of Passports and Immigration refers to the overall high

performance, effectiveness, and positive impact of UAE Department of Passports and Immigration across all its functions. The model was expanded by the IABC Excellence Project to include theories about the functions of operations research, gender, and diversity. A general view of public relations as a strategic management function emerged from excellence theory (Grunig, Grunig 2008).

Organizational excellence is the ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations (Cerfolio & Chang, 2021). Additionally, the four factor models of excellence including the press agency, public information, two-way asymmetrical, and two-way symmetrical are essential building blocks for crafting comprehensive communication strategies that cater to an organization's diverse needs (Radhi & Hamdi, 2023).

Thus, considering the relevance of the theory in addressing the role of excellence for the public sector organization, this theory is supposed to be most suitable to provide the foundations for developing the framework of the study (Alsuwaidi, 2023). Excellence across an institution requires the integration and alignment of all its departments and functions (Karam & Kitana, 2020). Consistent and coordinated communication internally and externally ensures clarity, avoids conflicting messages, and contributes to a cohesive organizational identity and positive stakeholder experiences.

Hence it would be right to say that Grunig's Excellence Theory provides a framework for achieving excellence in UAE Department of Passports and Immigration. The



theory contributes significantly to an organization's overall effectiveness and success. By embracing the principles as laid in the theory, institutions can move closer to achieving a state of holistic institutional excellence (Beil-Hildebrand, 2018). The theory highlights that treating stakeholder fairly, communicating openly, and integrating the communication function at a strategic level are not just beneficial for public relations but are essential for the long-term health, reputation, and overall excellence of the entire institution.

### **2.6.3 Tom Peters Theory**

Tom Peters is a thinker who revolutionized the science of management over a period of 32 years, and his ideas undo old ideas about management and strategy and revolutionized the paradigm shift by believing that success is linked to systems linked to shared values (corporate culture), employee empowerment and individual excellence (Sulaiman & Asad, 2023). They saw that many governmental and private institutions today overlook the importance of training, and that many institutions are reluctant to train due to the spread of (a culture of shyness) and some officials are ashamed to admit their need for continuous training, calling for a change of the old. (Al-Tajer, 2015).

In *Search of Excellence*, a management theory by Tom Peters that examined 43 organizations that epitomize excellence, was released in 1982. Tom Peters' theories on leadership are the foundation of management theory. Good leaders respect possibilities for work and value; they only do what they do best. They believe in productivity via people (McGowan, 2011). Additionally, Peters discussed the concept of simultaneous loose-tight properties, where institutions have strong core values and a clear direction

but allow for flexibility in how those values are implemented. This is a key characteristic of organizational agility. They maintain a clear vision while empowering teams to adapt their methods and processes as needed, enabling them to respond effectively to dynamic environments and drive excellent performance. Peters explicitly addressed the increasing uncertainty and rapid change in the business environment. The theory emphasized the need for organizations to be flexible, adaptable, and even embrace "chaos" as an opportunity for innovation.

From this point of view, it is believed that Tom Peters' theory is one of the owners of the theories of excellence that have been developed and completed in the circles of management and excellence (Thomas, Clark, & Gioia, 1993). Benefiting from it during the past decades, and with the development of its theory, it is possible for institutions to benefit from the theory to the extent appropriate to their work and field. Moreover, according to the theory, as per the Peters' philosophy is that users are the individuals using the services, so they will have the best insight of the strengths and weaknesses of the services. Communicating with users will help create loyalty between them and the institution. Hence the theory is supposed to be most suitable for underpinning the framework that has been developed in this study. Thus, it would be right to say that Tom Peters' theory, in search of institutional excellence, strongly supports the relationship between organizational performance and excellence driven by organizational agility.

Thus, Tom Peters' theory laid the groundwork for many of the principles we now associate with organizational agility and excellence through organizational performance. The theory emphasis on action, customer focus, empowerment,

flexibility, and embracing change are all core tenets of agility. By cultivating these characteristics, organizations can become more responsive, innovative, and ultimately achieve higher levels of performance and excellence in today's dynamic and complex world.

## 2.7 Conceptual Framework and Hypotheses

### 2.7.1 Conceptual Framework

Organizational performance serves as the mediating variable in this model, which primarily comprises of the independent variable organizational agility and the dependent variable institutional excellence. Considering the role that organizational performance plays, this model aims to explain the nature of the link between organizational agility and organizational excellence.

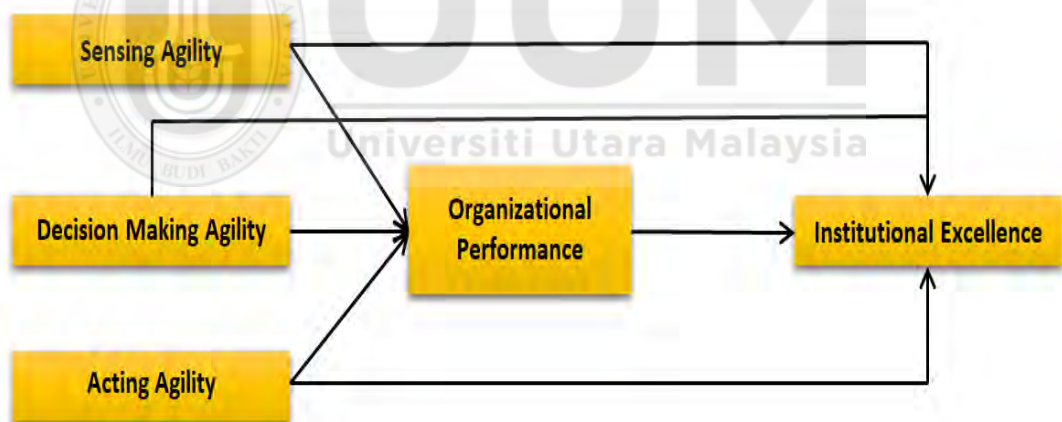


Figure 2.2 Conceptual Framework

### 2.7.2 Hypotheses

The study's hypotheses, which describe the nature of the correlations between the various variables, are depicted in the following figure. Organizational performance serves as an intermediary variable in this model between organizational excellence,

which serves as a dependent variable, and organizational agility, which serves as an independent variable. Considering the mediating role played by organizational performance, this model aims to explain the nature of the link between organizational agility and organizational excellence.

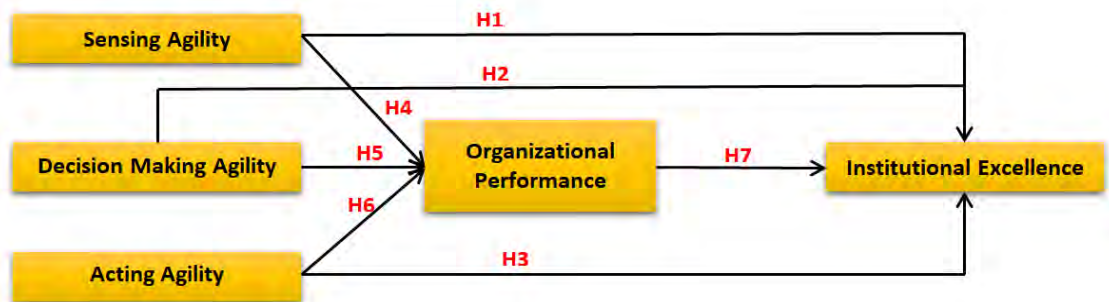


Figure 2.3 Hypotheses

### 2.7.2.1 Sensing Agility and Institutional Excellence

Sensing agility is closely connected to organizational excellence, which is the ability of the organization to quickly study and monitor events and changes in the immediate environment (changes in customer preferences, new competitor actions, new technology) (Asif, Asad, Kashif, & Haq, 2021). The task of sensing entails strategic monitoring of organizational events that may have an impact on organizational strategy, competitive work, and future performance, leading to organizational excellence. This task includes a variety of activities, such as access to information about events that show change in the work environment and the behavior of the institution on the one hand, and remove obstacles to excellence on the other, while ad hoc sensing is also a task (Al-Sawy, 1985). Making judgments and carrying them out through suitable and efficient sensory agility are the main objectives of this activity (Daft & Weick, 1984; Dutton & Duncan, 1987). Sensing agility, then, is concerned

with how organizations respond to environmental changes and reach prospective institutional excellence (Smerch and Stobart, 1985).

*H1: Sensing agility influences organizational excellence in Department of Passports and Immigration*

#### **2.7.2.2 Decision Making agility and Institutional excellence**

To quickly explain the business implications of an organization's organizational excellence, identify opportunities and threats based on an interpretation of events, and develop action plans that guide reconfiguration, decision-making agility is the capacity to gather, organize, restructure, and evaluate pertinent data from a variety of sources. Resource availability and the creation of novel competitive methods (Khan, Asad, Khan, Asif, & Aftab, 2021). The decision-making function consists of a variety of interconnected tasks that identify opportunities and risks in the environment of the organization, which in turn requires efficient decision-making agility. Decision-makers must gather information from trustworthy sources with suitable and effective decision-making agility to evaluate the ramifications of their job, which leads to appropriate organizational excellence via smart judgments (Thomas et al., 1993). By making quick decisions, the decision-making task aims to maximize possibilities, lessen risks' effects on the existence of the organization, and attain institutional excellence (Houghton et al., 2004).

*H2: Decision Making agility influence organizational excellence in Department of Passports and Immigration*

### **2.7.2.3 Acting Agility and Institutional excellence**

To respond to changes in the organization's environment, the task of representation entails a series of actions aimed at regrouping organizational resources and adjusting business processes based on business principles derived from the task of decision-making. This in turn determines the level of institutional excellence within the organization from Through the extent of influence and strenuous effort In addition to reorganizing their organizational structure, setting their priorities, and enhancing their overall performance, organizations can change their business operations by utilizing a variety of techniques, resources, and administrative methods, especially acting agility (Dutton & Duncan, 1987; Thomas et al. al., 1993). To achieve a credible degree of organizational excellence inside the organization, the three aspects of organizational agility, including acting agility, are represented.

*H3: Acting Agility influences organizational excellence in Department of Passports and Immigration*

### **2.7.2.4 Organizational Performance as Mediator**

Many organizations face challenges and setbacks that limit their capacity to compete and enhance organizational performance. To achieve a level of institutional excellence that is suitable for them, it is possible to link the relationship between organizational agility in its various dimensions (sensing agility, decision making agility, and acting agility) and organizational excellence. One of the concepts that was discovered to describe the need for a complete strategy that unites all the aspects and components of the organization based on excellence and organizational agility is the notion of effective organizational performance. The only means by which institutions may continue to exist and function in the modern world is via quick performance

improvement and constant development to reach the required degree of excellence (Al-Salami, 2012).

Institutional excellence cannot be achieved by chance or through the existence of abstract scientific theories that discussed the relationship that links it to organizational agility and the extent to which that relationship is affected by administrative performance, which constitutes the accumulation of mature administrative performance in institutions, but rather it must have tangible achievements in relation to that relationship. Institutional excellence means achieving all the results that interest and delight all concerned with the facility through a clear interaction between organizational agility and organizational performance (Daoud, 2020). It is possible to simply highlight the goals and advantages of adopting and applying effectiveness in organizational performance and its impact on the relationship between organizational agility (sensing agility, decision making agility, actingagility) and institutional excellence, as mentioned by Jameel and Safir (2011).

*H4: Organizational performance mediates the relation between sensing agility and organizational excellence in Department of Passports and Immigration.*

*H5: Organizational performance mediates the relation between decision making agility influence organizational excellence in Department of Passports and Immigration*

*H6: Organizational performance mediates the relation between acting agility and organizational excellence in the Department of Passports and Immigration.*

#### **2.7.2.5 Organizational Performance and Institutional Excellence**

Institutions seek to invest in their resources and capabilities and raise their efficiency through holding many programs that raise the level of organizational performance in them to reach a state of excellence in the institution (Ab Hamid, 2015). In the framework of the institution's continuous pursuit towards institutional excellence, it develops methodologies for organizational performance, because of its effectiveness as a reason for institutional excellence (Elsakaan et al., 2021).

Many studies show that organizational performance clearly affects organizations achieving effective institutional excellence (Dodge et al., 2012). Therefore, successful institutions seek to ensure effective organizational performance that leads the organization to an improvement in its administrative operations and an improvement in its level of institutional excellence, which often depends on the efficiency of the organization's organizational performance. (Abu-Naser et al., 2016).

*H7: Organizational performance influence organizational excellence in Department of Passports and Immigration s.*

#### **2.8 Research Gap**

The study of Sahibzada, et al., (2022) recommended the need to refute the causes of low performance by knowing more reasons that support this, and to identify the dimensions that may effectively affect the improvement of performance. Institutions, while the study of Marchiori (2022) highlighted the factors that affect organizational performance. While the study of Farouk, & Jabeen (2018) indicated the need to provide management insights to improve the ethical climate and social responsibility of the organizational performance of organizations in the context of the public sector



in the UAE. While the study of Al-Dhaafri & Alosani (2020) recommended conducting future studies in the field of verifying the elements that may affect the organizational performance of public sector institutions in the UAE. The results of this study can help managers, decision-makers and practitioners in considering the importance of applying these practices. The results help achieve the desired best organizational performance.

The Dubai Government Excellence Program is working on organizing a new series of training seminars for Dubai government employees in the various departments, institutions and bodies in the emirate, as a continuation of the group of specialized knowledge seminars that started at the end of last year, in which more than one thousand and five hundred government employees participated.

It is noteworthy that the Dubai Government Excellence Program is the main driver of the creative boom in the quality and excellence of institutional and functional performance in the Dubai government. A qualitative leap in government performance, building and promoting a culture of quality and excellence in government bodies, departments and institutions, and changing the way of thinking, behavior and performance of government human resources in Dubai.

Therefore, the UAE government is interested in developing institutional excellence in its various sectors, especially public sector institutions, by relying on methods that may contribute to any of this framework, by achieving a higher level of institutional excellence and organizational agility in the public sector, motivated by performance Effective organizational. institutions. Which will have a significant positive impact on

the output of these institutions and their ability to progress, withstand and provide high quality services, and thus this study helps workers in the Passports Department and immigration institutions well.

## **2.9 Summary**

The chapter highlights the institutional excellence in public sector institutions in the Emirates, and the ability to manage people from diverse backgrounds and orientations in terms of religion and social and economic status. Thus, it is evaluated as affected by organizational agility. In this chapter, the relationship between organizational agility practices and institutional excellence in terms of basic functions (sensing speed, decision-making speed), and the role of mediating organizational performance was highlighted. Then, in this chapter, the researcher moved to the refutation of institutional excellence in terms of its nature, definition, importance, and various forms. The chapter also dealt with the relationship of the study variables to each other and then derived the hypotheses of the study through that. The philosophy underlying this research lies in the philosophical assumption in the idea that organizational excellence helps explain how administrative structures and behavior help through organizational performance and organizational agility. At the end of the chapter, I dealt with the research framework and its hypotheses, and then reviewed previous studies related to the subject of the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The definition of the research methodology is covered in this chapter, along with the creation of the study framework, sample, questionnaire, participants, hypotheses, research design, data collecting techniques, and techniques for evaluating the information gathered. In the previous chapter, organizational excellence served as the dependent variable and sensing agility (SA), decision making agility (DA), acting agility (AA), and organizational performance (OP) served as the independent factors.

#### **3.2 Research Design**

Research design refers to the systematic framework and approach used to examine a certain research inquiry. This research adopts a quantitative approach in its methodology. Sekaran and Bougie (2013) have classified business research into three distinct categories, namely exploration, descriptive, and causal. The term "exploratory" refers to the act of investigating new topics of study, whereas "descriptive" involves attempting to provide a comprehensive description of phenomena, problems, information, or programs connected to data, information, and sources that are relevant to research interests. Furthermore, this study aims to

investigate if there is a causal relationship between variables, specifically whether one variable can cause changes in another variable.

This study is grounded on an explanatory research design. Exploratory research is used and selected based on the problem statement of the present investigation. Exploratory research is conducted with the aim of enhancing understanding of a particular topic, rather than providing definitive proof. But the current study as per the nature is not exploratory (Zikmund, Carr, & Griffin, 2013).

In the quantitative causal research, the framework is developed, and research hypotheses are formulated by drawing upon prior research that has examined the association between organizational agility and institutional excellence, while considering the impact of organizational performance. The survey methodology was used for the investigation. The measurement used for each variable is referenced based on prior research studies in which the products were utilized to address the research inquiries (Sekaran & Bougie, 2016).

The study design used is a one-time or cross-sectional approach, whereby data was collected on a single occasion, potentially spanning days, weeks, or months, with the aim of addressing the research inquiries. A questionnaire was sent to all respondents and collected upon completion to gather the necessary data. The data was disseminated and collected just once. The use of cross-sectional studies has many advantages, including its efficiency in terms of time and cost. This study adheres to a systematic process and employs a scientific approach.

It involves a thorough examination of current information to establish a hypothesis about a specific problem or topic. Subsequently, a strategy and technique are devised to address the research question. The confirmation or rejection of presented hypotheses is determined by the numerical outcomes derived from statistical analysis. In fact, a research design refers to a systematic framework that outlines the methodology and procedures used in conducting a study.

The selection of a research strategy is contingent upon the specific methodologies and procedures used in the investigation. The process outlined involves the sequential steps of data collection and subsequent assessment, with the aim of attaining the objectives set out in the research study (Sekaran & Bougie, 2016). This study may be considered preliminary in nature due to its focus on a topic that has previously been extensively researched.

The applications of exploratory research address the concerns raised in this study by focusing on the need to understand the impact of the aforementioned factors on school performance. However, further investigation is required to address additional unanswered questions. The concept of research design pertains to the overarching strategy for integrating several elements, including the selection of samples or groups, measures, and assignment techniques, to effectively investigate the main research query (Trochim, 2006).

It is recommended that the research approach includes a survey focusing on several elements linked to organizational agility. Previous studies have shown that the examination of three distinct independent variables, namely sensing agility, decision

making agility, and action agility, is essential to explore the relationship between these components and the performance of organizations.

Nevertheless, the concept of institutional excellence is seen as the intermediary factor in the correlation between the performance of an organization and its features of organizational agility. The incorporation of scientific techniques to substantiate the analytical approach is a customary practice in the realm of quantitative strategy. This approach encompasses a series of systematic procedures, beginning with the identification of the research subject and the formulation of anticipated outcomes in the form of a hypothesis. Subsequently, the evaluation of the operational effectiveness of the United Arab Emirates' Department of Passports and Immigration is conducted utilizing a specifically devised framework and a tool for selecting relevant data.

In general, the analysis culminates in a discourse that relies on quantitative data, whereby the anticipated outcomes are either affirmed or challenged (Creswell & Clark, 2004; Jackson, 2015). Figure 3.1 presents a research flowchart illustrating the measurements and methods used in the scientific inquiry process, whereby the research strategy is shown as a methodical undertaking.

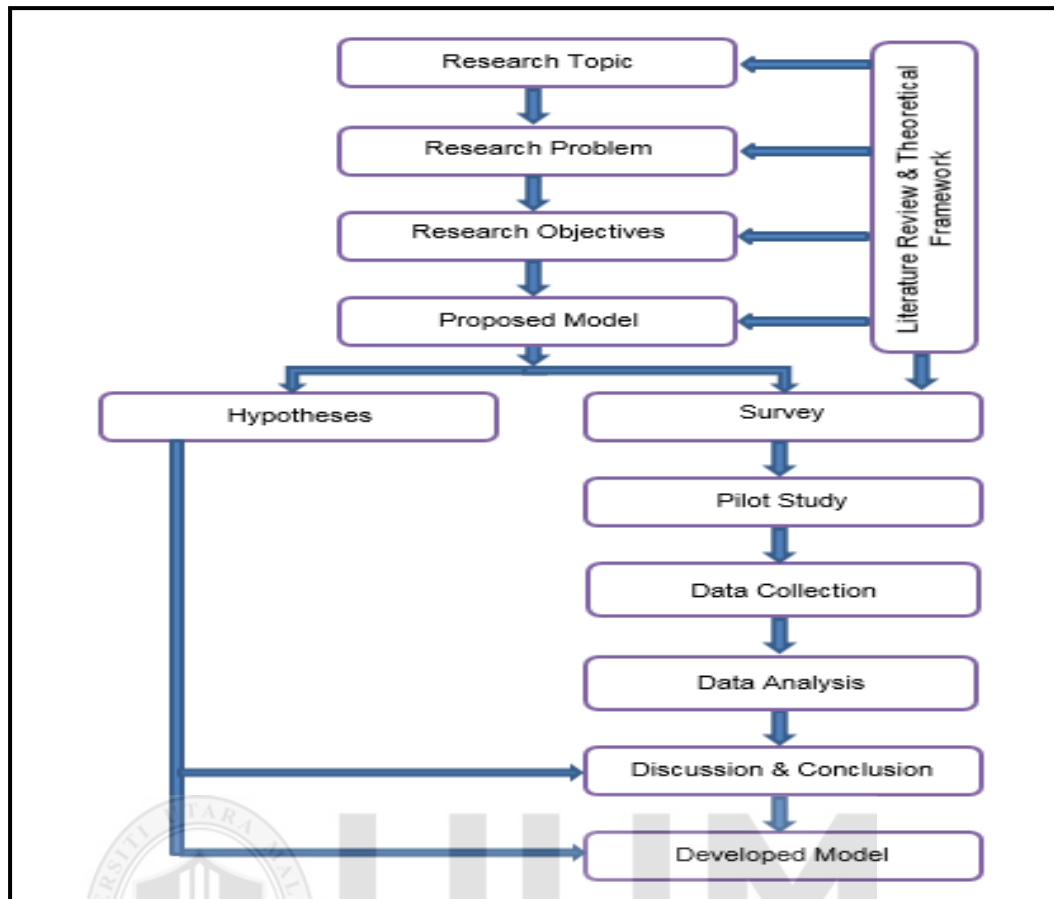


Figure 3.1 The Research Flowchart

Another important this that must be discussed while finalizing the research design is the use of a positivist or non-positivist approach. Positivist and non-positivist research paradigms show two different dimensions to understanding the philosophy that must be used for the research (Floyd J Fowler, 2013). The first approach is Positivism, empirical evidence, and the use of quantitative methods to establish cause-and-effect relationships, which are supported by the framework of the research (Cooper & Schindler, 2006). On the other hand, a non-positivist research approach considers the researcher as an actor with values, through which interpretation happens, while positivist approach maintains that values and biases of researchers must be set aside when conducting research, thus researcher is the instrument, and the study is mostly qualitative and exploratory (Cooper & Schindler, 2006).

In the current research, positivist research paradigm is considered more suitable as it is a causal study, supported by a framework. The reason for choosing a positivism approach is that positivism emphasizes objective observation and measurement of an independent reality (Quinlan, Zikmund, Babin, Carr, & Griffin, 2018). This aligns well with the goal of identifying cause-and-effect relationships that can be generalized. Likewise, positivist research typically employs quantitative methods like experiments, quasi-experiments, and surveys with large sample sizes. These methods allow for statistical analysis to establish correlations, determine the strength and direction of relationships, and assess the probability of one variable causing another (Zikmund, Carr, & Griffin, 2013).

Additionally, a key aim of positivist research is to establish generalizable laws and principles. Identifying consistent causal relationships across different contexts and populations is central to this goal (Sekaran & Bougie, 2016). Thus, for a study that is explicitly aiming to establish cause-and-effect relationships, the positivist research paradigm provides a more suitable framework due to its emphasis on objectivity, quantitative methods, control, and the goal of generalizable findings (Zikmund, Carr, & Griffin, 2013).

### **3.3 Quantitative Approach**

Briefly, quantitative research creates numerical information or data interpreted as numbers in which the study seeks to learn the issue through numerical proof. On the other side, qualitative Research produces non-numerical data & mostly descriptive data in which the study aims to refer to much more, exactly why this particular phenomenon. Several experiments use equally Qualitative and quantitative Research



(Bryman, 2016; Creswell & Clark, 2017). Additionally, quantitative research is often fast, focused, scientific and reliable as it involves testing of hypothesis. The speed and efficiency of the quantitative method are attractive to researchers and considering the same as in the current study hypothesis were evaluated, hence the quantitative methodology has been followed.

Quantitative methods typically make use of the scientific research stairs, beginning by creating a hypothesis to be examined. This particular hypothesis should be provable by mathematical and statistical measures, and was the centre that the entire study is concentrating in. The quantitative research design may be the most effective method of concluding findings and disproving or proving the sought-after null hypothesis (Creswell & Creswell, 2017; Gray, 2019).

The main outcome of the first three steps is the proposed model that reveals the concepts and relations in between for this study. Followed by the design of the survey that was used for collecting original data from the chosen samples. Pilot study is performed to validate the research tool. Actual data collection is performed among chosen sample of the entire population. The last phases are to analyse data and come out with conclusions.

### **3.4 Population, Sampling and Data Collection**

Finding out how many people there are in the world is the first step in the population process. A sample is a subset of the population, whereas the population is a group of people, objects, or an event that is of interest to study, as stated in (Sekaran & Bougie, 2016).

### **3.4.1 Population**

The population process begins with determining the total population size. Population refers to a group of people, things or events of interest to investigate while sample is subset of population as cited in (Sekaran & Bougie. 2013). The study is examining the institutional excellence of the Department of Passports and Immigration - UAE; therefore, the unit of analysis is the department offices. In addition, the study focused on all the offices and directorates belonging to the immigration department. The population is the employees who are working in any offices of Department of Passports and Immigration, and an estimate based in some informal communication with the Department of Passports and Immigration can reveal there are 1600 full time employees in Department of Passports and Immigration. The candidate himself is working in the department, that is why the figure is known, otherwise, as per the government data privacy act of UAE it is difficult to provide and link for this information.

### **3.4.2 Sample Size**

While the total population is the employees who are working in the Department of Passports and Immigration - UAE, the samples were chosen from the various management levels only because they have the information related to this study questions. The top management includes supervisors, deputy managers, managers, and general managers.

Table 3.1

*Morgan's Sampling Table*

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie &amp; Morgan, 1970</i>				

1600 people work for the Department of Passports and Immigration in the UAE, and 310 people would provide a good sample size according to the Morgan and Kerjice calculation. The Morgan sample table is shown in table 3.1, and the formula is shown in the text box below it with the assumptions of 95% confidence and 5% marginal error.

### 3.4.3 Sampling Technique

The study population size is 1600 employees, and the target sample size is 310; however, the proper selection of the samples is essential to ensure that participants are effective presenters of the population landscape. The population is allocated to Department of Passports and Immigration - UAE offices and directorate. The technique used for selecting samples is quota sampling and has the following characteristics:

- The samples are allocated into the different offices and directorate Department of Passports and Immigration – UAE
- Convenience technique is used to reach participants at every chosen location based on their availability and acceptance to fill up the survey.

Thus, in the study the quota sampling technique is used because it helps to collect the proportionate sample representing the subunits in the Passport and immigration department of UAE.

#### **3.4.4 Data Collection**

To reach a somewhat narrow target sample of municipal employees in the three chosen municipalities, the study uses the direct collect survey approach. Evidence shows that a direct collect approach is more dependable at collecting payments than online or email, although it is more expensive than those two options (Nuno & John, 2015). The study and his team visited the chosen places, as was said in the paragraph above, to get responses from possible participants.

According to the agreement with location management, the research team of two people collected data from locations after hours or the next day. The questionnaires were given to employees so that they have ample time to respond, and the data collection took place after hours or the following day. The data was collected from the people working along the top level. The top level was categorized based on the decision-making authority and control over the people in shaping their decisions. The age was not considered at this stage. Considering the demographics of the UAE, many young individuals are working at the top positions having good authority and control.

### **3.5 Instruments Development, Validity, and Reliability**

The main instrument used to collect original data from sampled participants is a well-structured questionnaire. However, this questionnaire must be solid, valid, reliable, asking proper questions, asking enough information, easy to use, and keeping participants confidential. The following sections discuss questionnaire design, items development, validity, and reliability.

#### **3.5.1 Questionnaire Design**

The survey consists of two primary portions. The first element pertains to the collection of demographic data from the participants, including personal profile information such as gender, age, income, positions, and qualifications. The primary focus is inside the second part, which has six sub-sections. Each sub-section is dedicated to one of the variables outlined in the conceptual framework. Each variable is examined via the use of several questions, which have been gathered and modified from prior research, and have undergone validation and reliability testing prior to being used in the gathering of empirical data.

The assessment of the survey instrument's validity is determined by an examination of its content. One approach to assessing validity is using the face validity technique, wherein a test is subjectively evaluated to see whether it adequately encompasses the idea it intends to measure. The term "test validity" pertains to the degree of transparency and pertinence shown by a test in its ability to gather data from the targeted respondents.

According to Flick (2018), the questionnaire is widely recognized as a crucial instrument used in scientific inquiry, particularly within the domains of educational and social research. Researchers use several methods to gather data and information pertaining to the language under investigation, regardless of whether the research approach is survey-based or focused on a specific subset. Frequently, the questionnaire is used to ascertain the patterns within the research sample, analyze their activities, and uncover pertinent facts (Taherdoost, 2016).

The questionnaire serves as a tool for gathering data and information pertaining to a scientific research topic or phenomena. In this process, the researcher constructs a questionnaire form with inquiries aimed at a selected group of participants, who reply to these inquiries based on the nature of the questionnaire (Sulaiman, 2025). The questionnaire tool is used in surveys due to its ease of preparation in comparison to other scientific research instruments, such as interviews and observations. The questionnaire facilitates the attainment of precise and reliable responses. The questionnaire offers the participants full autonomy by not requesting them to disclose their identities. The questionnaire provides a substantial volume of data (Dörnyei, Z., & Dewaele, 2022).

The questions pertaining to the perceptions of variables are intended to be answered on a five-point ordinal scale. This scale ranges from 1, representing a strong disagreement (very disagreement), to 5, indicating a strong agreement (extremely agree). The Likert-5 scale, widely used by researchers in social-based studies, is recognized as the scale of choice. In the study conducted by Babakus and Mangold (1992) the authors used a Likert-type scale with five points.

This approach was chosen with the aim of enhancing both the rate and quality of responses, while also mitigating the amount of annoyance experienced by the respondents. The prior researchers chose to use a five-point Likert scale based on recommendations from previous studies, since it is believed to minimize annoyance among patient responders and enhance both the pace and quality of responses. The authors of the paper are Sachdev and Verma (2004). Using a five-point scale, the interviewer may easily articulate the whole set of scale descriptions.

### **3.5.2 Questionnaire Development**

The questionnaire has six main sets (scales) that ask for the perception of the participants for the following variables, and it is crucial to utilize the right instrument to measure each one. The questionnaire was employed in this study, which was an adaptation of earlier research. Reliability and validity testing has been done to ensure the survey's quality and applicability. The survey's equipment was modified to look like this:

- Organizational Agility (Mohammed & Omer, 2020)
- Sensing Agility (Nafei, 2016)
- Decision Making Agility (Darijani et al., 2022)
- Acting Agility (Mohammed & Omer, 2020)
- Organizational Performance (Saffar & Obeidat,)
- Institutional Excellence (Nethavhani, 2022; Hadi et al., 2019)

To ascertain how organizational performance mediates the link between organizational agility and institutional excellence, the original survey was conducted.

To achieve the goal of this study, the original questionnaire was revised based on the literature review.

The instruments for the survey verified the interval range. According to Sekaran and Bougie (2016), the Likert scale is an interval scale that explicitly employs the five stances of strongly concede, strongly disagree, strongly disagree, neither admit nor oppose, and oppose. The advantages of using a Likert scale to evaluate the dependent and independent variables are that it summarizes the replies to illustrate a certain assertion, which can then be genuinely altered to achieve specific favorable results regarding the research study's goal. This specific analysis' focus on the variables influencing organizational excellence is crucial.

Some items have been utilized for the constructs, which are usually modified from earlier studies, to achieve the goals of the research study. The exact items for each of these structures and their origins are listed below. The Likert scale, which has a maximum score of five and a minimum score of one, is employed. The items for every variable are adapted from some related previous studies.

#### **3.5.2.1 Items Measure Sensing Agility**

- The Passports and Immigration Department can predict changes.
- The Passport and Immigration Department is keen to explore customers' desires for the service pprovided on an ongoing basis.
- The Passports and Immigration Department is interested in analyzing customers' desires to provide services that are compatible with their needs.



- The Passport and Immigration Department works to keep pace with modern technology to provide its services effectively.
- The Passports and Immigration Department prepares studies on competitors to determine their capabilities and their trends.
- The Passport and Immigration Department has advance plans to confront possible changes.
- The Passports and Immigration Department is working to develop its services quickly.
- The Passport and Immigration Department is distinguished by its speed in following up on all changes that occur in competitors' trends.

#### **3.5.2.2 Items Measure Decision Making Agility**

- The Passport and Immigration Department sets applicable goals for all its activities.
- The Passport and Immigration Department conducts an analysis of problems in the work environment on an ongoing basis.
- The Passport and Immigration Department provides an effective information system to rationalize the process of taking the decision.
- The Passport and Immigration Department has a stock of information to assist it in formulating future decisions.
- The Passport and Immigration Department can make decisions under environmentally troubled conditions.
- The Passport and Immigration Department is distinguished by taking decisions that are free of risk.

- The Passport and Immigration Department uses advanced information systems to communicate with its units internally to support the decision-making process.
- The Passport and Immigration Department is keen on employee participation in decision-making.

### **3.5.2.3 Items Measure Acting Agility**

- The Passport and Immigration Department encourages the principle of teamwork.
- The Passport and Immigration Department uses modern scientific methods in managing its activities.
- The Passport and Immigration Department adopts flexibility in its policies to keep pace with sudden changes.
- The Passport and Immigration Department has the necessary competencies to exploit technology to improve its operations.
- The Passports and Immigration Department is keen on creativity in performing its activities and completing operations.
- The Passport and Immigration Department can implement its decisions on time without delay.
- The Passport and Immigration Department is keen to establish a series of procedures to meet the needs of customers.
- The Passport and Immigration Department is keen to solve the problems facing customers in a timely manner.

#### **3.5.2.4 Items Measure Institutional Excellence**

- The Passports and Immigration Department can effectively develop its strategy for needs.
- The Passport and Immigration Department determines its strategic goals based on customer needs.
- The Passport and Immigration Department establishes a clear system of work values and ethics.
- The Passport and Immigration Department seeks to adopt a philosophy of change.
- The Passports and Immigration Department seeks to enhance the culture of creativity and innovation in all areas of work.
- The Passports and Immigration Department employs employees with distinguished administrative competencies and skills directed towards excellence.
- The Passports and Immigration Department enjoys building sustainable external partnerships that benefit it.
- The Passports and Immigration Department contributes to various community activities.
- The management of the Passports and Immigration Department is keen to carry out its social responsibility towards society.
- The Passport and Immigration Department maintains constant communication with clients to understand their needs.
- The Passport and Immigration Department is characterized by transparency and bears responsibility towards all those concerned with it.

- The Passport and Immigration Department seeks to translate all the needs and expectations of customers.
- The Passport and Immigration Department can implement institutional excellence programs.
- The Passport and Immigration Department seeks to use feedback from data and information to make the necessary improvements in performance.
- The Passports and Immigration Department is keen to ensure that it invests well in its employees' access to excellence.
- The Passport and Immigration Department has a clear model for evaluating employee performance.
- The Passports and Immigration Department is interested in achieving distinct results from competing organizations in the of quality service.
- The Passports and Immigration Department adopts effective mechanisms to manage the risks it identifies through planning for possible future scenarios.
- The Passports and Immigration Department allocates financial and technical resources to support institutional excellence.
- The Passports and Immigration Department monitors the extent to which excellence is achieved in accordance with specific standards and principles.
- The Passport and Immigration Department can predict future expectations to enhance its competitive position

#### **3.5.2.5 Items Measure Organizational Performance**

- The Passports and Immigration Department works with the ability to develop its organizational performance effectively to meet the needs.

- The Passports and Immigration Department establishes a clear system to develop its organizational performance.
- The Passports and Immigration Department seeks to enhance the culture of creativity and innovation in its organizational performance.
- The Passports and Immigration Department employs employees with distinguished administrative competencies and skills directed towards its organizational performance.
- The Passports and Immigration Department maintains organizational performance to constantly communicate with customers to understand their needs.
- The Passports and Immigration Department seeks organizational performance that translates all the needs and expectations of customers.
- The Passports and Immigration Department can implement programs to improve its organizational performance.
- The Passports and Immigration Department seeks to use feedback from data and information to make the necessary improvements in its organizational performance.
- The Passports and Immigration Department is interested in ensuring that it invests well in ensuring that its employees achieve the best organizational performance.
- The Passport and Immigration Department has a clear model for evaluating employees' organizational performance.
- The Passports and Immigration Department is interested in achieving results that are distinct from competing institutions in its field of organizational performance.

- The Passports and Immigration Department adopts effective mechanisms for its organizational performance.
- The Passports and Immigration Department allocates financial and technical resources to support organizational performance.
- The Passports and Immigration Department monitors the extent of the development of organizational performance according to specific standards and principles.
- The Passports and Immigration Department can predict future expectations to enhance its organizational performance.

### **3.5.3 Questionnaire Validity and Reliability**

The validity and reliability of a questionnaire is an important consideration in research methodology. To ensure the validity of the questionnaire used in this research, a panel of three experts was consulted. Each specialist was requested to evaluate and provide comments on the first draft of the survey items, which aims to ascertain the perspective about the input received from the panel.

The three specialists have been selected from distinct areas of expertise, with two being professors specializing in management and one being senior manager in HRM. Various perspectives were solicited about the language, sequencing, wording, and utility of the second draft, with the aim of refining it for inclusion in the face validity assessment group.

The concept of context validity pertains to the extent to which the second iteration of the research assessment seems to be a robust and reliable methodology. To assess face

validity for this study, a beta test was conducted among a sample of 10 persons from the United Arab Emirates, namely from an urban region that is distinct from the final sample population. The members of this testing group were not involved in the actual testing phase of the research project.

The following procedures were employed: (1) The exam was administered simultaneously, and students were instructed to complete the questionnaire. The actions undertaken, the temporal aspect, and the challenge encountered were effectively observed. The questionnaire used a conversational tone. Annotations and revisions were made to refine the third draft and align it with the research study on aviation.

The assessment conducted a pilot research study to assess the reliability and validity of the pre-test approach. The study had a group of thirty-five participants who were selected for the purpose of conducting the survey efficiently. The acquired data is subjected to analysis to assess its internal consistency, with the aim of ensuring that the scores obtained for Cronbach's alpha are above a threshold of 0.7.

#### **3.5.4 Pilot Study**

To be sure that the instrument is reliable pilot study was conducted, and the results are mentioned in table 3.2 below.

Table 3.2  
*Pilot Study*

<b>Constructs</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Sensing Agility	0.849	0.751	0.583
Decision Making Agility	0.953	0.763	0.574
Acting Agility	0.962	0.786	0.557
Institutional Excellence	0.968	0.749	0.539
Organizational Performance	0.916	0.739	0.615

Based on table 3.1 the instrument used is reliable and valid and fit for further analysis. The pilot study helped in revealing if respondents understand the questions as intended. It ensures that the instructions for completing the questionnaire are clear and easy to follow, minimizing errors or skipped questions. It also helps in understanding that the sequence of questions is logical and doesn't influence responses to later questions.

Likewise, a pilot study can indicate if all the questions are relevant to the research objectives and if any crucial areas have been missed. It helps determine if the response options provided are comprehensive, mutually exclusive, and appropriate for the questions being asked. The pilot study provided an early indication of the potential response rate for the main survey. It highlighted any question that respondents were skipping or providing incomplete answers. Thus, this pilot study acted as a trial run for the developed questionnaire. By identifying and addressing issues at pilot level it significantly helped to increase the chances of getting a clear, effective, and capable of collecting high-quality data accurately.



### **3.6 Data Analysis**

In this study, data was checked for the reliability and normality analysis using Statistical Package for the Social Science (SPSS) version 21. Further SEM-PLS is also being used for structural equation modeling. The several methods are used in data analysis included:

- Descriptive analysis
- Validity and reliability test
- Normality test
- Correlation analysis
- Structural Equation Modelling
- Descriptive Analysis

Before carrying of any statistical analysis like correlation or multiple regressions, descriptive analysis is using to perform frequency analysis and mean test. Means test was used to separate between lower level and upper level of implementation as a midpoint because Healey (2005) determine descriptive analysis as a better instrument to balance with accurately.

#### **3.6.1 Validity and Reliability Test**

Reliability test is referring to consistent and stability of test in measuring both variables based on samples. Cronbach's Alpha analysis is used to measure the reliability of instrument. Reliability test in this study is used by researcher for pilot test and actual test. If validity is not valid in this study, it means no point to discuss about reliability test. Both of tests are important to ensure the quality of result.

### **3.6.2 Normality Test**

Normality tests have several steps to follow such as histogram, stem-and-leaf plot, and boxplot to ensure the normality of distribution.

### **3.6.3 Pearson's Correlation Analysis**

Sekaran and Bugie (2013) argued that Pearson's correlation is used before using multiple regressions. Pearson correlation can vary from -1.0 which considered as perfect negative correlation through 0.0 which is no correlation at all to +1.0 which considered as perfect positive correlation. The researchers in the past indicated the scale according to Hair, Money, Samouel, and Page (2008).

### **3.6.4 Structural Equation Modelling**

The SEM is among the very most proper process for the number of causes including it is actually greatest among existing procedures which is actually very leading and deliver additional durable option of analyst issues which just van certainly not be attained from numerous regressions. According to Hair et al. (2016) PLS strategy serves specifically when the exclusive objective of making use of structural modelling is actually to obtain explanation and forecast regarding the constructs. Thus, considering the benefits of testing and building theory, PLS-SEM has been applied in this study. Additionally, PLS-SEM is least affected by the sample size and is hardly influenced even if the data is not normal.

Smart PLS software is used as a main tool for analysis to perform two sets of examinations: measurement model tests and structural model test. Measurement model tests include tests for validity and reliability for the model and the dataset. However,

the main results for relations and predictions are coming from structural model tests, in which regression-based analysis is applied by using PLS algorithm, bootstrapping, and blindfolding.

### **3.7 Summary**

This research employs a deductive technique, characterized by the formulation of hypotheses at the outset and the subsequent drawing of conclusions based on these assumptions. The research conducted in this study may be classified as quantitative in nature due to its reliance on statistical analysis, numerical measurements, and the use of covariance and covariance methodologies. The research conducted in this study may be classified as exploratory due to its inherent character of exploration. This categorization is justified by the fact that the area of study has a substantial amount of previous information, which enables the formulation of preliminary hypotheses. The research employs a scientific methodology, since it adheres to a methodical process that starts with assumptions and culminates in the acceptance or rejection of hypotheses. The focal point of examination in this study is the performance of the Department of Passports and Immigration in the United Arab Emirates. The individuals residing in the United Arab Emirates (UAE) are employed as personnel at different administrative tiers within the Department of Passports and Immigration. The selection of the Department of Passports and Immigration - UAE was based on its congruent efforts to enhance its administrative procedures. The chosen examples include several levels of management, including supervisors, deputy directors, managers, and general managers. The chosen sampling strategy used in this study is quota sampling, which was utilized to acquire appropriate samples from the offices of the Department of Passports and Immigration in the United Arab Emirates. The

sample size used in this study is 310, as determined by the Kerijici and Morgan Formula.



## **CHAPTER FOUR**

### **ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

This section involves all the results drawn from the gathered data after using the structural equation modeling as well as a diagnostic test with the SPSS 25 and SMART PLS 4.0. The first section of the chapter discusses early detection and data screening. This chapter presents the results of research using data collected from employees who are working in the Department of Passports and Immigration of the UAE. Firstly, the response rate as well as the non-response bias test has been used for the data.

Participants of the study used descriptive statistics to determine demographic factors such as age, gender, qualification, marital status, and designation of respondents in order to identify the situations that require analysis. In addition, the common method bias test as well as descriptive analysis of major variables which involves analysis of missing data, analysis of normality, as well as assessment of multicollinearity have been examined.

Likewise, the results of the study involved the evaluation of PLS structural equation modelling. Similarly, the assessment of the measurement model includes Outer Loadings, Cronbach's Alpha, Composite Reliability Average Variance Extracted, as

well as Discriminant Validity by Fornell and HTMT criterion. Finally, the evaluation of the structural model which involves the direct relationships, mediation effects, as well as coefficient of determination, and evaluation of predictive relevance has been examined.

#### **4.2 Response Rate**

The study has been collected the data from the employees who are working in the Department of Passports and Immigration of the UAE. Questionnaires for this study were distributed in person with a pen as a symbol of motivation. Additionally, free consultations have been offered to make it easier for respondents to complete the surveys. Sekaran and Bougie (2016) found that reminding respondents via phone calls, SMS, and in-person visits enhanced the response rate. Because of these efforts, 384 questionnaires have been returned out of 858 questionnaires that were personally administered to the respondents who are working in the Department of Passports and Immigration of the UAE.

Consequently, this effort makes the response rate of 44.75%, however, out of 384 responses acquired, only 310 questionnaires have been used for further analysis which makes a valid response rate of 36.13% (Baruch, 1999). Whereas 83 questionnaires have been identified to be wrongly filled 81 respondents did not respond and were rejected for additional analysis. As a result, the response rate is comparable with other prior studies (Narver & Slater, 1990; Baruch, 1999).

Table 4.1  
*Response Rate*

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
No of questionnaires distributed	858	100%
No of questionnaires not responded	83	9.67%
Returned questionnaires	384	44.75%
Excluded questionnaires	81	9.44%
Useable questionnaires	310	36.13%

### 4.3 Non-Response Rate

Non-response bias testing occurs in surveys when respondents' responses appropriately distinguish between those who reply and those who do not reply. Respondents' unwillingness to provide information is referred to as non-response errors. For instance, a respondent's failure to answer may have an impact on problems with analysis as well as the decision to reject them from the survey. Non-response errors are especially problematic when respondents' responses to questions and the information they gave differ from those of respondents who either didn't answer at all or answered too late as indicated by (Armstrong & Overton, 1977).

Furthermore, if a non-response bias test is found, the results prevented the response of the entire sample from being determined. Consequently, non-response bias could affect how widely the results of the sample can be applied to the entire population. To begin addressing the problem of nonresponse bias, follow-up by WhatsApp, phone calls, SMS, and consultation have been suggested as encouragement for response (Rogelberg & Stanton, 2007). Additionally, as response rates varied according to response time, the research variables in this study have been used to investigate any differences between the participants who answered quickly and those who took longer to reply.

Hence, to test for response bias, the respondents were divided into two groups: early respondents and late respondents. Levene's test for equivalency of variances has been used to determine whether the variances remain valid for both early and late respondents. Furthermore, the precise p-value, which is associated with the hypothesis, was determined using the two-tailed equality of mean t-test, which was based on the Levine test, to ascertain whether there is a significant variation between the two groups. Likewise, respondents who responded to the questionnaire within 15 days of receiving it were considered early responders, and those who took longer than 15 days to respond were considered late responders.

Consequently, based on responses to the questionnaire survey which includes all the essential elements that are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility, in which most of the variables have early responders 258 as well as late responders are 52. Therefore, the findings of Levines's test for equivalency of differences have been applied to check if there was a difference between early responders and late responders are mentioned in Table 4.2.

Table 4.2  
*Non-Response Rate*

<b>Variables</b>	<b>Response</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
Acting Agility	Early	258	3.34	0.88
	Late	52	3.43	0.93
Decision Making Agility	Early	258	3.66	0.76
	Late	52	3.54	0.81
Institutional Excellence	Early	258	3.76	0.92
	Late	52	3.88	0.87
Organizational Performance	Early	258	3.76	0.98
	Late	52	3.74	0.89
Sensing Agility	Early	258	3.55	0.69
	Late	52	3.68	0.82



Table 4.2 indicates the measured values of the non-response bias test which are collected after assuring that the gathered data was free of any form performing the previous structural analysis. The results of the independent samples showed that the t-test indicated that the same variances do not have substantial variances as the P values for the five main variables of the study because the findings were greater than the significance level 0.05 of assumed values for Levine's test equality of variance. Therefore, the study assured that the assumptions of equal variances among early and late responders are adequate.

#### 4.4 Demographics of Respondents

This section has investigated the demographic characteristics of the respondents. Age, Gender, Qualifications, Designation, and Marital Status of respondents are among the demographic of employees who are working in the Department of Passports and Immigration of the UAE.

##### 4.4.1 Age of Respondents

The study examined the respondents' responses to ascertain which employee age groups responded well from the employees who are working in the Department of Passports and Immigration of the UAE. Thus, the findings of the respondent's age are mentioned in Table 4.3.

Table 4.3  
*Age of Respondents*

	Frequency	Percentage	Cumulative Percentage
18-25	33	10.64	10.64
26-35	40	12.90	23.54
36-45	74	23.88	47.42
46-55	86	27.74	75.16
Up to 55	77	24.84	100
Total	310	100	

Table 4.3 indicates that the majority of the respondents are between the age groups of 46-55 and above the findings are 86 which shows that their percentage is 27.74 which is above other age groups. Thus, to provide an understanding of the results, which are presented in Figure 4.1 graph below.

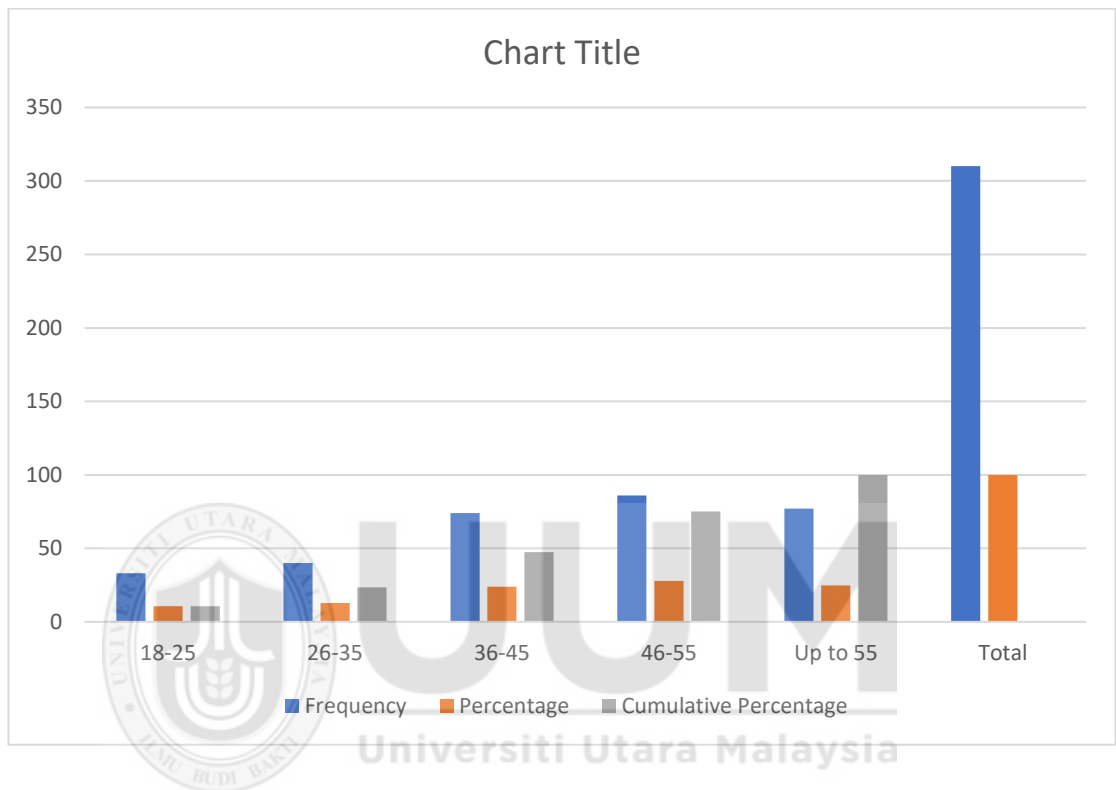


Figure 4.1 Age of Respondents

#### 4.4.2 Gender of Respondents

The gender of the respondents has been assessed to determine which gender group of employees reacted well from the employees who are working in the Department of Passports and Immigration of the UAE. The results of the respondent's gender are demonstrated in Table 4.4.

Table 4.4  
*Gender of Respondents*

	Frequency	Percentage	Cumulative Percentage
Male	251	80.96	80.96
Female	59	19.04	100
Total	310	100	

Table 4. demonstrates that most of the respondents are male and the findings are 251 which represents that their percentage is 80.96, whereas the frequency of females is 59 which indicates that their percentage is 19.04. Therefore, for a better understanding of the results which are revealed in Figure 4.2 graph below.

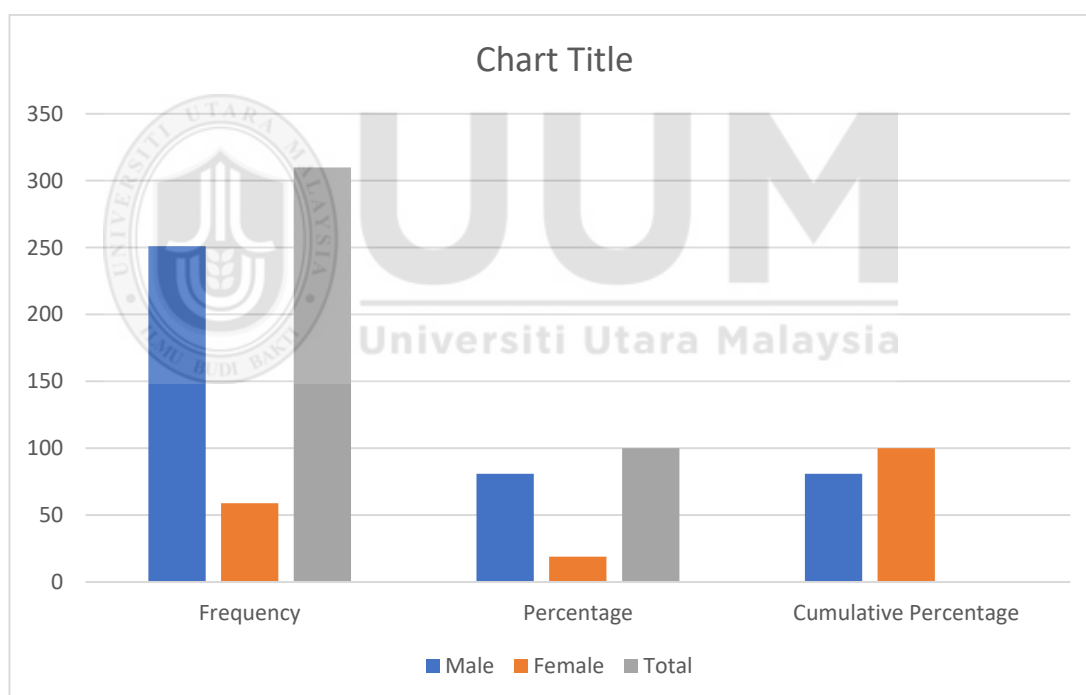


Figure 4.2 Gender of Respondents

#### 4.4.3 Qualification of Respondents

The respondent's qualification has been assessed to better understand the demographic of the respondents from the employees who are working in the Department of Passports and Immigration of the UAE. Therefore, the findings of the qualification of respondents are shown in Table 4.5.

Table 4.5

*Qualification of Respondents*

	Frequency	Percentage	Cumulative Percentage
Diploma	84	27.09	27.09
Graduate	95	30.64	57.73
Postgraduate	131	42.25	100
Total	310	100	

The above findings of the respondent's qualifications reveal that the postgraduate respondents have more persistence as compared with other respondents' qualifications. Thus, for more easiest understanding of the respondent's qualification findings are shown in Figure 4.3 below.

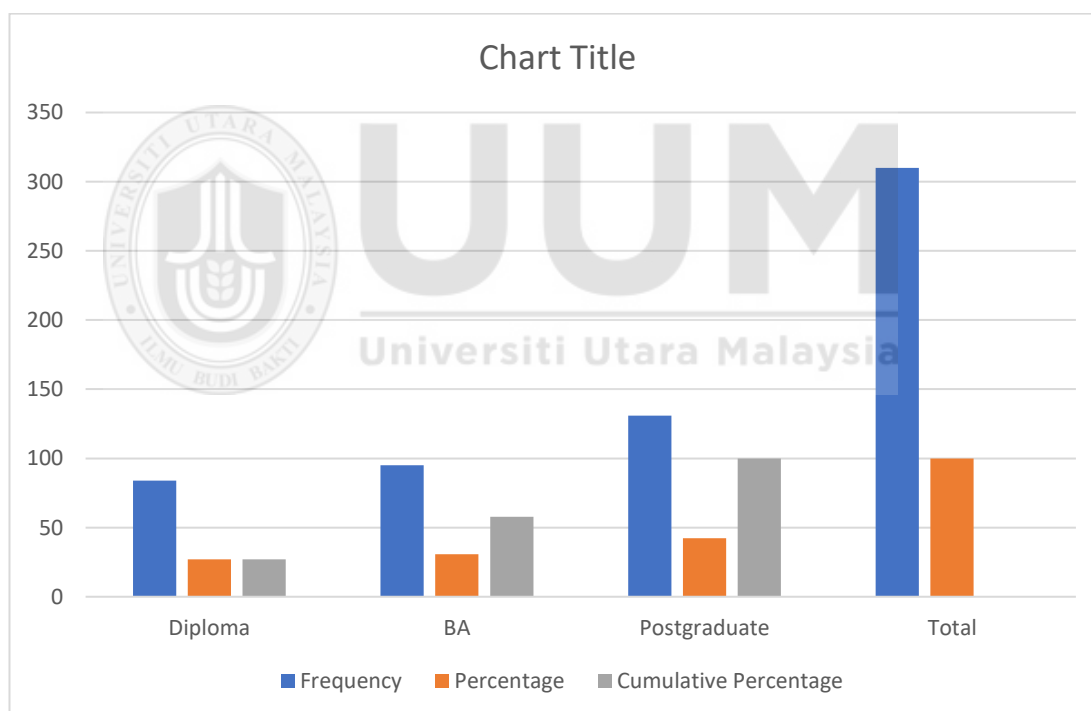


Figure 4.3 Qualification of Respondents

**4.4.4 Marital Status of Respondents**

The marital status of respondents has been assessed by the employees who are working in the Department of Passports and Immigration of the UAE. The marital status of the respondent may influence the responsibility level of the individual, because mostly

married individuals are more responsible to their personal life issues and are not very much concerned about the official matters, that is why marital status is added in the demographic's variables. Therefore, the results of the marital status of respondents have been shown in Table 4.6.

Table 4.6  
*Marital Status of Respondents*

	Frequency	Percentage	Cumulative Percentage
Married	145	46.77	46.77
Unmarried	104	33.54	80.31
Divorced	39	12.58	92.89
Widow	22	7.09	100
Total	310	100	

Thus, the findings of respondents' marital status in Table 4.6 indicated that the married respondents have more persistence as compared with other respondents of marital status. Hence, for the easiest understanding of the respondent's marital status findings are shown in Figure 4.4 below.

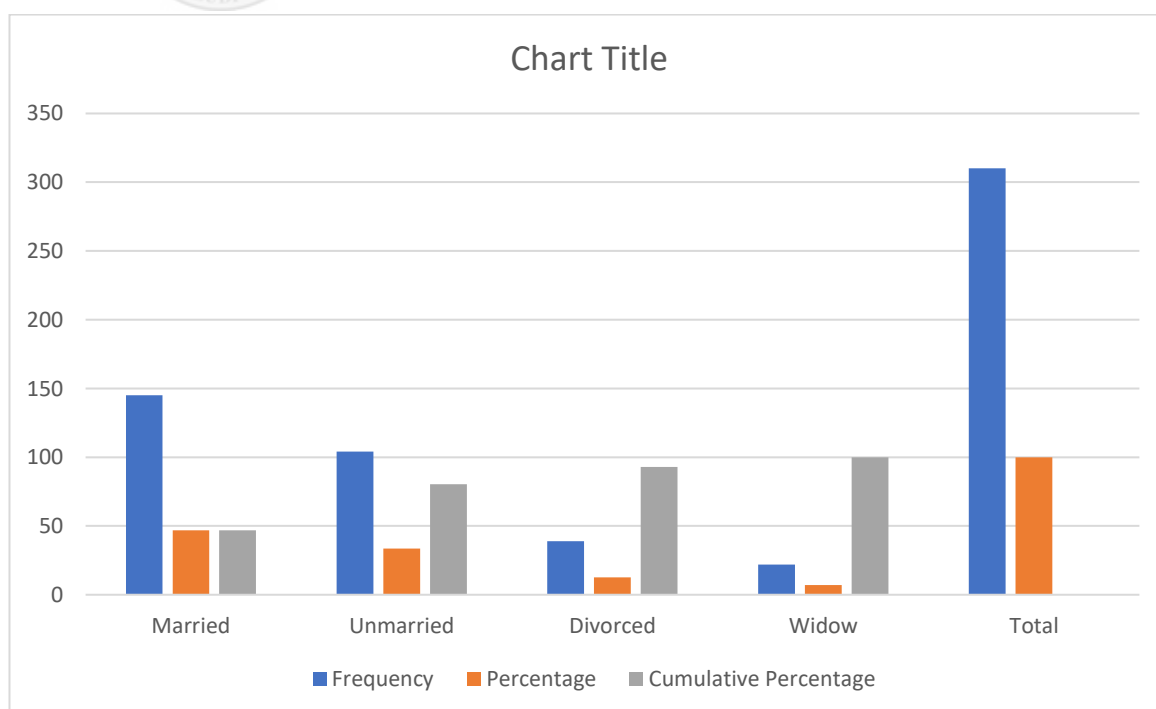


Figure 4.4 Marital Status of Respondents

#### 4.4.5 Designation of Respondents

The designation of respondents from the employees who are working in the Department of Passports and Immigration of the UAE has been also examined to better understand the designation of respondents. As a result, the findings of respondents' designation have been shown in Table 4.7.

Table 4.7  
*Designation of Respondents*

	Frequency	Percentage	Cumulative Percentage
Supervisors	75	24.19	24.19
Deputy Managers	84	27.09	51.28
Managers	68	21.93	73.21
General Managers	83	26.77	100
Total	310	100	

As the above findings of respondents' designation in Table 4.6 indicate that deputy managers have more persistence as compared with other respondents which is 84. As a result, figure 4.5 illustrates the designation of the respondent for better comprehension.

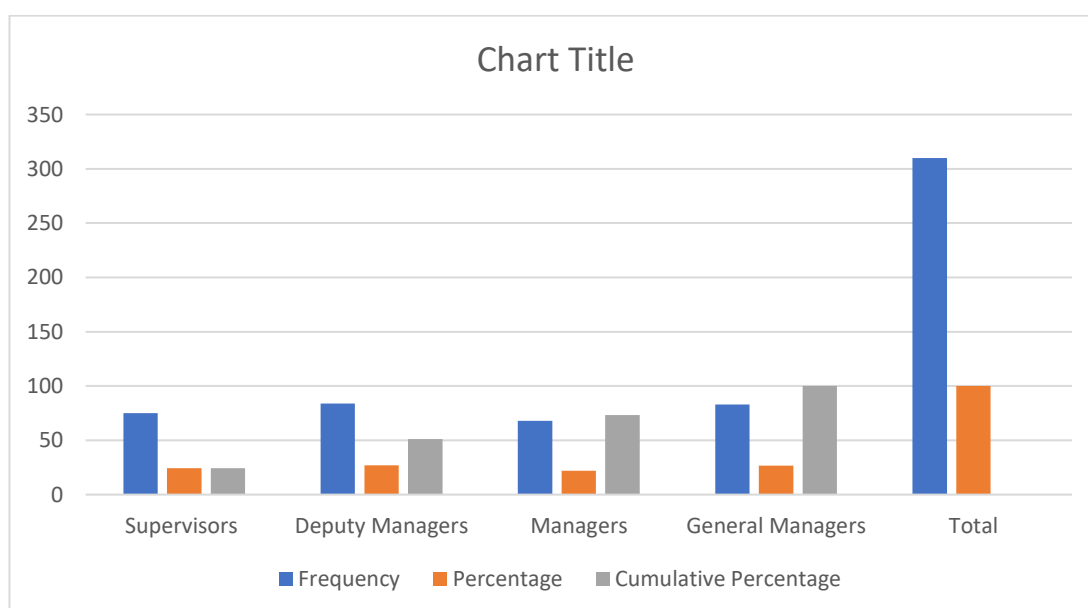


Figure 4.5 Designation of Respondents

#### **4.5 Common Method Bias Test**

Exogenous factors and endogenous variables were collected simultaneously using the same instrument, which may have resulted in common method bias affecting the data. The study aimed to verify that observed scores are not affected by an overstated method correlation effect in contrast to a potential problem carried on by the common method bias in the study behavior.

The common method preference explained the differences observed between the findings of the dimension method of several underlying variables that each measurement represents individually (Podsakoff et al., 2012). Likewise, there are several arguments regarding the significance of common method bias on data.

The common method variance can be addressed by utilizing numerous statistical approaches and techniques. Additionally, the academicians invited applicants who did not answer the item questionnaires to highlight their uncertainties. They were also assured of their discretion in terms of their identity as well as what response they would provide. As a result, the adoption of scale enhancement items has been consistent with their objectives.

#### **4.6 Descriptive Analysis of Major Variables**

The study entails the analysis of the descriptive statistics of the major variables which have been demonstrated. Initially, the study conducted an analysis of indicative indicators to determine the average, standard deviation, minimum, and maximum values.

The study utilized Likert scale items which have a 5-point Likert scale. For acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility 1 indicates strong disagreement, whereas 5 indicates strongly agree according to the availability of acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility. Therefore, the findings of the descriptive statistics are shown in Table 4.8.

Table 4.8  
*Descriptive Analysis of Major Variables*

	Average	Standard Deviation	Minimum	Maximum
Acting Agility	3.81	0.98	1	5
Decision Making Agility	3.74	0.86	1	5
Institutional Excellence	3.46	0.93	1	5
Organizational Performance	3.93	0.94	1	5
Sensing Agility	3.75	0.88	1	5

#### 4.7 Analysis of Missing Data

The first step in a data cleaning process is to address any missing data values once the various responses that respondents entered in the questionnaires are extracted. According to Hair, Black, Babin, Anderson, and Tatham (2010), missing data is the term used to describe circumstances that frequently occur when values or items on one or more variables in the questionnaire are incomplete for analysis purposes. In other words, missing values are instances that typically arise when respondents neglect to intentionally or unintentionally fail to respond to some of the questionnaire's questions. According to Sekaran and Bougie (2016), the respondent's inability to comprehend the questions asked, their unwillingness to answer the questions or a variety of other obstacles preventing them from answering the questions. In general, when a researcher discovers a case of missing data in a specific data collection, the necessary actions are taken to straighten out the issue. This is due to analysis performed with missing data



that may yield erroneous results (Hair, Black, Babin, Anderson, & Tatham, 2010). Hair et al. (2010) stated that given a data sample that is sufficient for analysis, any instance of more than 50% missing data should be removed from the study.

Previous researchers have widely agreed that a rate of 5% or less than 5% is not significant, even if there is never an acceptable level of missing data in each data set to enable a valid statistical inference (Schafer, 1999; Tabachnick & Fidell, 2013). However, this percentage of missing data does not exceed the acceptable tolerance level of 5%, referred to by Tabachnick and Fidell (2013). The missing data found in this study was replaced using the mean substitution method, which has been recommended by previous researchers for a percentage of missing values that is less than or equal to 5% of the total responses (Little & Rubin, 1989; Tabachnick & Fidell, 2013). Additionally, Bennett (2001) asserted that the results of a statistical analysis may be skewed and invalid if more than 10% of the values are missing. Thus, the statistical approach for missing values in the current study was performed by using SPSS 25.

#### **4.8 Analysis of Normality**

After examining the missing data, the data's normal distribution was assessed. A structural equation model and statistical analysis both depend on the normal distribution (Hair, et al., 2010). As a latent model, the PLS-SEM performs without assuming a normal distribution of the data distributions (Sarstedt, et al., 2014). It is crucial to confirm that the data is substantially typical even though PLS-SEM is a non-parametric statistical technique and does not require normally distributed data (Hair,

et al., 2013). Because strongly non-normal data can make it difficult to establish the parameters and because bootstrapping may lead the standard errors to be overstated.

According to Hair, et al., (2010), "normality" is the form of the data distribution for a certain metric variable and how closely it resembles a standard statistical distribution. To examine any deviations from normality, this study employed statistical methods of skewness and Kurtosis. The shape of the distributions was also utilized to verify normality (Hair, et al., 2010). On the other hand, Tabachnick and Fidell (2013) asserted that deviations from the normality of skewness and Kurtosis do not substantially impact the study when the sample size exceeds 200. Likewise, kurtosis values should be less than 7 as well as skewness values should be less than 2. Furthermore, according to the same argument of Joanes and Gill (1998), absolute values of skewness greater than three and kurtosis greater than ten could indicate an issue. On the other hand, if the values are greater than 20, it can demonstrate a highly significant issue. Thus, based on the recommendations, each item in the research has an absolute value for Skewness and Kurtosis that falls between 2 and 7 in an acceptable range.

#### **4.9 Assessment of Multicollinearity**

Multi-collinearity implies a situation where two or more than two exogenous latent variables are become correlated, where the independent variables exhibit a minimal relationship with another dependent variable (Hair, et al., 2010). According to Tabachnick and Fidell (2013), multicollinearity issues arise when there is a significant correlation between the independent variables. Thus, when two or more than two variables are significantly associated indicates that they contain information that is not

beneficial. Since they contain the error terms, not all of them are necessary for the relevant analysis.

Furthermore, significant cross-variable multicollinearity raises the standard error of the regression coefficient, reducing the validity of the statistical significance of these coefficients. Tolerance and Variance Inflation Factor (VIF) are the most reliable statistical tests for multicollinearity analysis with a threshold value of greater than 0.1 and less than 10 indicated by Hair, Ringle, and Sarstedt (2013). Therefore, in this study, the correlation matrix was examined to determine multicollinearity, and then the tolerance and VIF level of the independent variables were determined.

Additionally, the evaluation of tolerance and VIF utilizing the regression results from the SPSS collinearity diagnostic outcomes determined multicollinearity. Hair, et al., (2010) stated that this is a highly significant and reliable test for multicollinearity. Table 4.9 Reveals that the tolerance range between 0.54 and 0.93 are significantly greater than 0.1 along with that VIF ranges between 1.09 and 1.97 which are also substantially less than 10. Subsequently, tolerance values of less than 0.10 and VIF values are greater than 10 indicate significant collinearity (Hair, et al., 2010). As a result, table 4.9 indicates that multicollinearity does not arise from the study.

Table 4.9  
*Multicollinearity Analysis*

<b>Variables</b>	<b>Tolerance</b>	<b>VIF</b>
Acting Agility	0.54	1.09
Decision Making Agility	0.85	1.23
Institutional Excellence	0.66	1.31
Organizational Performance	0.74	1.97
Sensing Agility	0.93	1.51

#### **4.10 Assessment of PLS-SEM**

The assessment of the PLS-SEM analysis has been performed in the study. The factor analysis results are demonstrated in this section. In this study, the reliability and validity of the variable calculations were assessed. The outer model indicates that the study's variables are uni-dimensional in the context of item analysis. Afterwards, the structural model was examined, and the correlations between latent constructs were also assessed, to confirm the reliability and validity of the variable's measurement. According to Vinzi, et al., (2010), assessing both the inner and outer models occur after assuring and evaluating the data. Likewise, PLS-SEM was used to examine the outer and inner models, which represent the measurement and structural models, respectively. Meanwhile, PLS-SEM has been used to analyze the direct and mediating results. Smart PLS 4.0 was applied by Sarstedt, et al., (2014) to examine casual correlations between the variables in the theoretical models.

Furthermore, this model should be implemented to be easily recognized before performing the PLS-SEM analysis. Similarly, indicators need to be simplified to distinguish between formative and reflective indicators. Subsequently, it is essential to note that the configuration of the model is necessary as the methods in analyzing the reflective measurement model have distinctions from the methods that are used in examining the formative dimension model (Hair, et al., 2013; Lowry & Gaskin, 2014). Thus, all latent construct indicators are considered in this study.

Therefore, the latent constructs that are not observed and indicator variables that are observed are reflective as compared to formative variables. Additionally, second-order structures, which are composed of elements in the second and third layers, have

received minimal attention. In other words, the study variables have been regarded as first-order variables in the inner model. As a result, based on series and connections among the variables in the study, there are five latent variables in which one dependent variable is institutional excellence, one mediating variable is organizational performance whereas, the endogenous variables are sensing agility, decision making agility and acting agility have been examined in the study.

#### **4.10.1 Assessment of Measurement Model**

The outer model, commonly referred to as the measuring model, develops the correlations between latent variables and indicators (Chin, 1998; Sarstedt, et al., 2014). The reliability as well as validity of the measurement model have been assessed in the current study. Consequently, reliability and validity are the most significant factors when assessing the measurement of variables, as indicated by Kimberlin and Winterstein (2008) whereas, Cook and Beckman (2006) stated that reliability assessment is the ability to remain stable or consistent throughout several administrations.

According to Chin (2009), reliability is also generally evaluated at the individual or construct level. Furthermore, the present study applied PLS which is Structural Equation Modelling the scale was also determined based on Outer Loadings, Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE), and Discriminant Validity (Fornell-Larcker Criterion and HTMT) method (Hair, et al., 2013; Henseler, et al., 2015). As a result, figure 4.6 exhibits the evaluation of the measurement model which is considered.

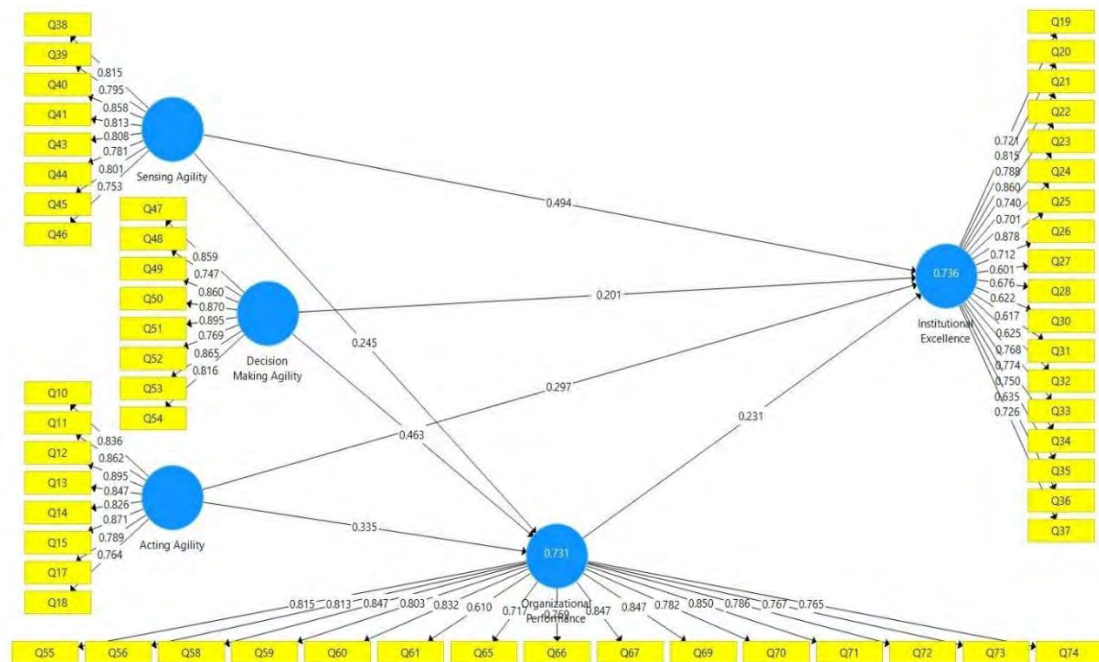


Figure 4.6 The Measurement Model

#### 4.10.1.1 Outer Loadings

Initially, the study evaluated all outer loading to identify any issues with any items as well as to determine the convergent validity. Similarly, all the items loading indications on their values of all variables including acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility ranges between a lower bound of 0.701 and a higher bound of 0.895 are mentioned in Table 4.10.

Table 4.10

*Outer Loadings*

	Acting Agility	Decision Making Agility	Institutiona l Excellence	Organizational Performance	Sensing Agility
Q10	0.836				
Q11	0.862				
Q12	0.895				
Q13	0.847				
Q14	0.826				
Q15	0.871				
Q17	0.789				

	Acting Agility	Decision Making Agility	Institutional Excellence	Organizational Performance	Sensing Agility
Q18	0.764				
Q19			0.721		
Q20			0.815		
Q21			0.788		
Q22			0.860		
Q23			0.740		
Q24			0.701		
Q25			0.878		
Q26			0.712		
Q27			0.701		
Q28			0.767		
Q30			0.722		
Q31			0.717		
Q32			0.825		
Q33			0.768		
Q34			0.774		
Q35			0.750		
Q36			0.735		
Q37			0.726		
Q38					0.815
Q39					0.795
Q40					0.858
Q41					0.813
Q43					0.808
Q44					0.781
Q45					0.801
Q46					0.753
Q47		0.859			
Q48		0.747			
Q49		0.860			
Q50		0.870			
Q51		0.895			
Q52		0.769			
Q53		0.865			
Q54		0.816			
Q55				0.815	
Q56				0.813	
Q58				0.847	

	Acting Agility	Decision Making Agility	Institutiona l Excellence	Organizational Performance	Sensing Agility
Q59				0.803	
Q60				0.832	
Q61				0.710	
Q65				0.717	
Q66				0.769	
Q67				0.847	
Q69				0.847	
Q70				0.782	
Q71				0.850	
Q72				0.786	
Q73				0.767	
Q74				0.765	

Table 4.9 reveals the outer loadings analysis which ensures that all items are sustained in the model that have outer loading values that are greater than 0.7 which implies that a significant number of items have been left over after the elimination of item loading values that are below 0.7. Subsequently, it is claimed that the reliability scale is not considerably affected if less than 10 percent of the items are removed. Additionally, according to Quinlan, et al., (2018), all the items loading values should be greater than 0.7. Therefore, the instrument used to identify the variables in the study had less than 10 percent of the items removed.

#### 4.10.1.2 Cronbach's Alpha

The study involves Cronbach's Alpha, which has been used to assess the validity of all variables including acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are mentioned in Table 4.11.



Table 4.11  
Cronbach's Alpha

	Cronbach's Alpha
Acting Agility	0.939
Decision Making Agility	0.938
Institutional Excellence	0.946
Organizational Performance	0.957
Sensing Agility	0.921

Table 4.11 exhibits Cronbach's alpha analysis for all variables including acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility values are 0.939, 0.938, 0.946, 0.957, and 0.921. Consequently, the results demonstrate exceptional internal consistency among the items utilized in the calculation of all variables.

#### 4.10.1.3 Composite Reliability

The internal consistency shows the outcomes of reliability among the same items that have been considered in the evaluation of composite reliability. Internal consistency is a method that is used to confirm the items used to measure the variables which create findings that are similar if used again in the same situation as referred to by Hair, Ringle, and Sarstedt (2013). Similarly, composite reliability has been used to assess the internal consistency in the study.

Furthermore, the composite reliability varies from 0 to 1; whereas, the measured values of composite reliability of all variables must be higher than 0.60 according to the threshold level of composite reliability (Hair et al., 2020). Consequently, if the values are higher than 0.70, it is considered adequate and appears significant.

However, it will be recognized as more significant if the measured values are 0.70 or higher than 0.70 (Hair, Black, Babin, Anderson, & Tatham, 2010).

Therefore, the findings of composite reliability for all variables acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility show that the measurement model is reliable are mentioned in Table 4.12.

Table 4.12  
*Composite Reliability*

	<b>Composite Reliability</b>
Acting Agility	0.949
Decision Making Agility	0.949
Institutional Excellence	0.952
Organizational Performance	0.962
Sensing Agility	0.936

The composite reliability analysis is shown in Table 4.12, where all the measured values are higher than the threshold level of 0.70. Consequently, the lowest value of composite reliability for sensing agility is 0.936, whereas the highest value for composite reliability is 0.962 which is determined for organizational performance as well as other variables values which are acting agility that is 0.949, decision-making agility is 0.949, and institutional excellence is 0.952.

#### **4.10.1.4 Average Variance Extracted (AVE)**

The research investigates the Average Variance Extracted (AVE) to identify a convergence point in the variable measurement. Vinzi, Chin, Henseler, and Wang (2010) stated that convergent validity shows the extent in which the same variables are theoretically associated with one another. Convergent validity, as identified by Hair,

Ringle, and Sarstedt (2013), is the degree of correlation between the measurement of numerous items in the same variables. In addition, convergent validity ensures a threshold level of 0.7, and higher than 0.7 is considered as significant (Hair, Black, Babin, Anderson, & Tatham, 2010; Hair, Ringle, & Sarstedt, 2013).

Moreover, the results showed convergent validity, indicating that it may be possible to determine if the item loadings are significant or not significant. The AVE coefficients for various indicators are appropriate in terms of composite reliability. It was also necessary to ascertain that the elements displayed have distinctive latent variables in order to ensure their convergence validity. Likewise, when the value of AVE is 0.5 or higher than 0.5 the variables are highly convergent and can indicate the existence of higher than 50 percent of the variance.

Consequently, AVE has been applied to determine the convergent validity of the study. Thus, Table 4.13 demonstrated that all variations of AVE values were greater than the threshold level of 0.50 that was recommended by (Vinzi, Chin, Henseler, & Wang, 2010; Hair, Ringle, & Sarstedt, 2013). Therefore, the results of AVE measurements with coefficient findings ranging between 0.529 and 0.701 show that convergent validity has been attained for all variables used in the model are mentioned in Table 4.13.

Table 4.13  
*Average Variance Extracted (AVE)*

	<b>Average Variance Extracted (AVE)</b>
Acting Agility	0.701
Decision Making Agility	0.700
Institutional Excellence	0.529
Organizational Performance	0.628
Sensing Agility	0.646

Table 4.13 reveals the AVE analysis in which the calculated values of all variables including acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility 0.701, 0.700, 0.529, 0.628, and 0.646. Hair, Ringle, and Sarstedt (2013) identified that the criteria for the measured values should be higher than the threshold level of 0.5 as shown above. Therefore, all the measured values of variables are greater than 0.5 indicating that all variables in the model are valid and must be sustained.

#### **4.10.1.5 Discriminant Validity by Fornell Larcker Criterion**

In this study, the discriminant validity reveals the extent in which one latent variable differs from the other potential variables. Numerous methods for assessing significant discriminant validity, such as the Fornell-Larcker criterion and the evaluation of cross-loadings, are demonstrated in the previous research based on PLS path modeling (Chin, 1998; Vinzi, Chin, Henseler, & Wang, 2010). Although the present study primarily focused on the Fornell-Larcker criterion as well as the cross-loading techniques since these are the most common methods used to evaluate discriminant validity.

Moreover, previous researchers have demonstrated that the Fornell Larcker was found to be discriminant against validity when the square root of AVE is compared with correlations among variables that are off-diagonal items (Claes & Larcker., 1981; Sarstedt, M.Ringle, Smith, Reams, & F.HairJr, 2014). Roldán & Sánchez-Franco (2012) identified that the diagonal elements in both consecutive rows and columns must be significantly higher than the off-diagonal components to obtain the appropriate discriminant validity. Therefore, the results of discriminant validity by the

Fornell-Larcker criterion for all constructs including acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are mentioned in Table 4.14.

Table 4.14

*Discriminant Validity by Fornell Larcker Criterion*

	<b>Acting Agility</b>	<b>Decision Making Agility</b>	<b>Institutional Excellence</b>	<b>Organizational Performance</b>	<b>Sensing Agility</b>
Acting Agility	0.837				
Decision Making Agility	0.663	0.837			
Institutional Excellence	0.772	0.664	0.727		
Organizational Performance	0.750	0.798	0.746	0.792	
Sensing Agility	0.745	0.777	0.611	0.754	0.803

Discriminant validity has been proven and validated after the confirmation of reliability as well as the validity of all variables in the structural model. Reliability and validity are the two main criteria utilized to assess the outer model in the PLS-SEM analysis referred to by (Hair, Ringle, & Sarstedt, 2013). As a result, the findings of discriminant validity by the Fornell-Larcker criterion in Table 4.14 show that the measurement of all constructs which are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are valid methods of their specific values based on parameter estimations and statistical implications.

#### **4.10.1.6 Discriminant Validity by Heterotrait-Monotrait Ratio (HTMT).**

A statistical model referred to as discriminant validity confirmed that, based on empirical standards, one latent variable differs from the other latent variable. The one criterion used in variance-based structural equation modeling to assess discriminant

validity is the heterotrait-monotrait ratio of correlations (HTMT). It is apparent that at least one discriminant validity can be identified as established when utilizing the HTMT which evaluates how one latent variable compares with another latent variable. Moreover, the HTMT criterion is a vigilant test that can detect any significant lack of discrimination between latent variables suggested by Ab Hamid, Sami, and Sidek (2017). Similarly, other previous researchers claimed that a threshold of 0.85 was necessary because the HTMT values significantly suggested that there was a lack of discriminant validity (Ab Hamid, Sami, & Sidek., 2017; Hair Jr, Howard, & Nitzl., 2020). Subsequently, the two main common approaches used to examine discriminant validity which is the Fornell -Larcker criterion and cross loading while, Henseler, Ringle, and Sarstedt (2015) recognized a simulation study that these techniques do not frequently examine the absence of discriminant validity in distinctive situations of study. Therefore, Table 4.15 reveals the results of discriminant validity by applying the heterotrait-monotrait ratio of correlations (HTMT) for all constructs which are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are mentioned below.

Table 4.15  
*Discriminant Validity by HTMT*

	<b>Acting Agility</b>	<b>Decision Making Agility</b>	<b>Institutional Excellence</b>	<b>Organizational Performance</b>	<b>Sensing Agility</b>
Acting Agility					
Decision Making Agility	0.700				
Institutional Excellence	0.811	0.697			
Organizational Performance	0.787	0.820	0.776		
Sensing Agility	0.793	0.825	0.793	0.796	

Therefore, Table 4.15 shows the findings of discriminant validity by the heterotrait-monotrait ratio (HTMT) for all variables which are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are valid approaches of their variables based on their parameter estimations as well as statistical implications.

#### **4.10.2 Assessment of Structural Model**

An evaluation of an inner model, or structural model, involves investigating the dependent correlations between the exogenous and endogenous latent variables in a theoretical model generated for a study. Sarstedt, M.Ringle, Smith, Reams, and F.HairJr (2014) demonstrated that a structural model includes assessing the predictive capabilities of a model and determining the existing correlations among the variables. Therefore, the significance of path coefficients, coefficient of determination ( $R^2$ ), and evaluation of predictive relevance ( $Q^2$ ) are essential concepts for evaluating the structural model in PLS-SEM.

##### **4.10.2.1 Evaluation of Direct Effects**

The study uses the structural model to analyze a systematic model. The model has been applied to particularly test the hypothesis 1 to 3 and provide a broad picture of the results. The evaluation of the internal model is based on a study in which the relationship between one dependent variable and several independent variables. The PLS-SEM algorithms have been utilized to examine the scope of path coefficients as well as the significance of correlations that were evaluated through the method of PLS-SEM bootstrapping in the Smart PLS 4.0.

Likewise, the initial number of cases was applied to measure the actual number of cases which was attained by using 5000 samples of bootstrapping (Hair, Ringle, & Sarstedt, 2013). In addition, the first model investigated the analysis of the relationship between dependent variable and independent variables ( $H_1$  to  $H_3$ ). Lastly, the mediating variable has been introduced in which it mediates between independent variables and dependent variables ( $H_4$  to  $H_6$ ).





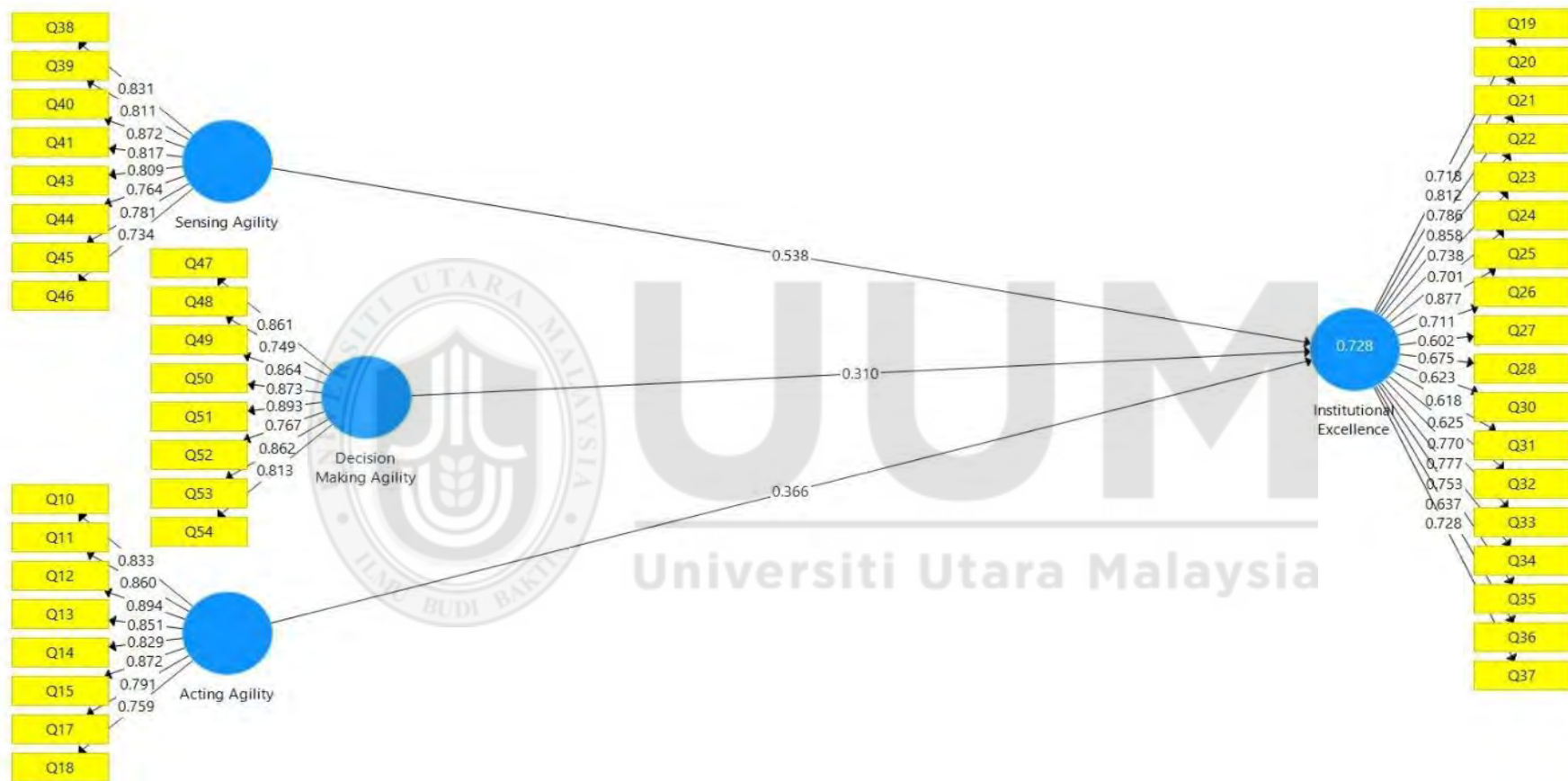


Figure 4.7 Direct Effects of Algorithm

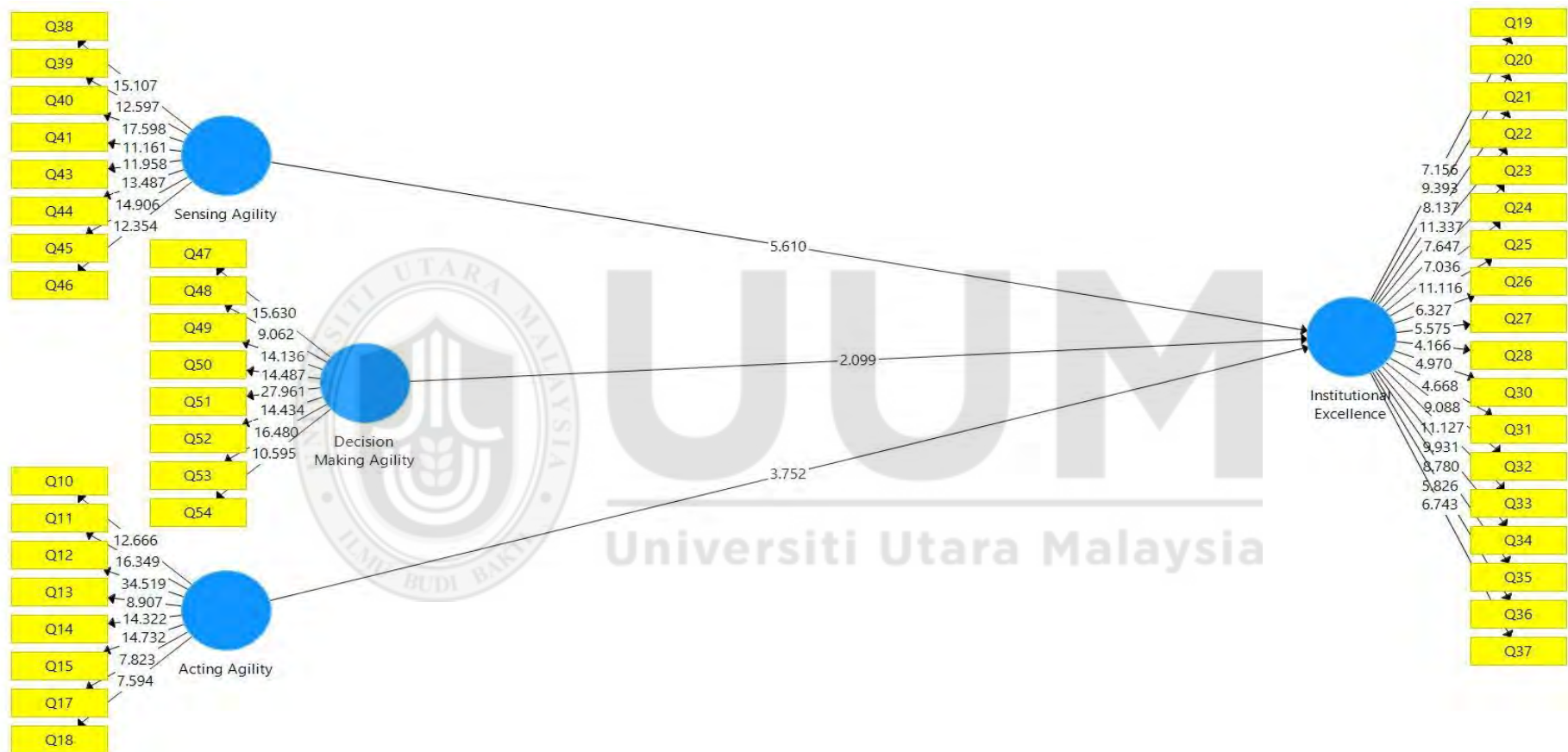


Figure 4. 8 Direct Effects of Bootstrapping

The path coefficient direct effects of PLS-SEM algorithms are shown in Figure 4.7 Table 4.16 Indicates the path coefficients of the independent variables over the dependent variable. The results indicated that there is a significant relationship among exogenous and endogenous variables. Similarly, the findings of PLS-SEM bootstrapping in Figure 4.8 indicated that the relationship between independent variables and dependent variable are more significant at  $p < 0.005$ , whereas table 4.16 signifies the results of path coefficients original sample ( $\beta$ ), t statistics, and p-values. Likewise, the findings of bootstrapping for direct effects by using the bootstrapping method of 5000 subsamples recognized that the relationship is significant along with that independent variable are also significant over dependent variable. Thus, the findings of H<sub>1</sub> reveal that there is a significant relationship between acting agility and institutional excellence ( $\beta=0.366$ ,  $t=3.752$ ,  $p=0.00$ ) whereas the findings of H<sub>2</sub> specifies that there is a significant relationship between decision-making agility and institutional excellence ( $\beta=0.010$ ,  $t=0.099$ ,  $p=0.000$ ).

Lastly, the findings of H<sub>3</sub> show that there is a significant relationship between sensing agility and institutional excellence ( $\beta=0.538$ ,  $t=5.610$ ,  $p=0.000$ ). Therefore, the measured values of the path coefficient for direct effects are mentioned in Table 4.16.

Table 4.16  
*Direct Effects*

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Acting Agility -> Institutional Excellence	0.366	0.360	0.098	3.752	0.000
Decision-Making Agility -> Institutional Excellence	0.010	0.009	0.102	0.099	0.000
Sensing Agility -> Institutional Excellence	0.538	0.540	0.096	5.610	0.000

Table 4.16 shows the analysis of the direct effects of acting agility, decision-making agility, and sensing agility with institutional excellence has been determined in the model which indicates that direct effects have a significant relationship, whereas the mediating variable organizational performance has been introduced in the model. Lastly, the mediating effect has also a significant relationship between the independent variables and the dependent variable.

#### **4.10.3 Mediating Effects**

Initially, the mediating effects were determined over the relationship between independent variables (acting agility, decision-making agility, and sensing agility) and mediating variable which has been introduced, then to examine the relationship between mediating variable organizational performance and dependent variable institutional excellence. Similarly, the mediating effect of the PLS algorithm is shown in Figure 4.9 Whereas, the mediating effects of the PLS bootstrapping are shown in Figure 4.10.

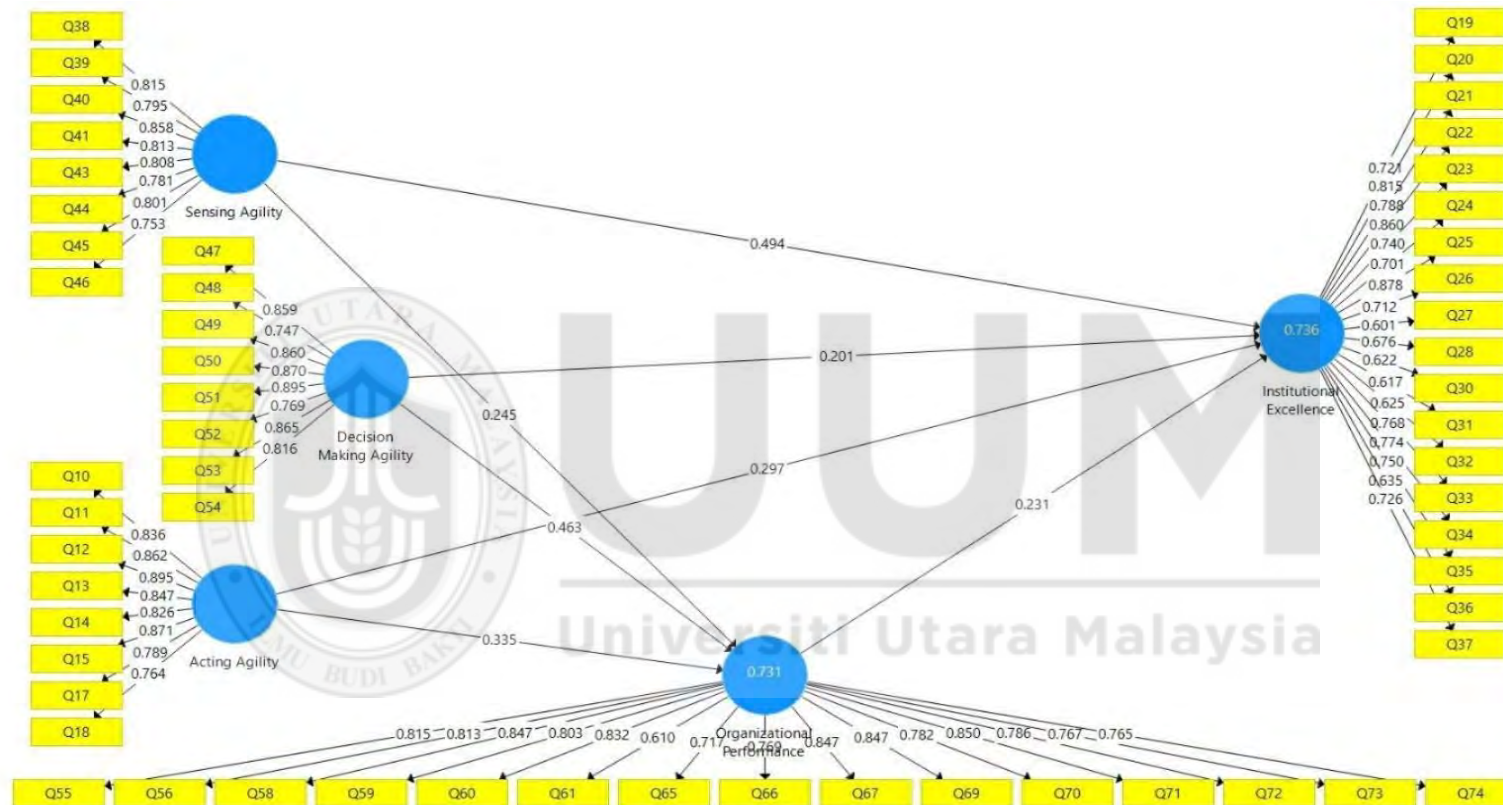


Figure 4.9 Mediating Effects Algorithms

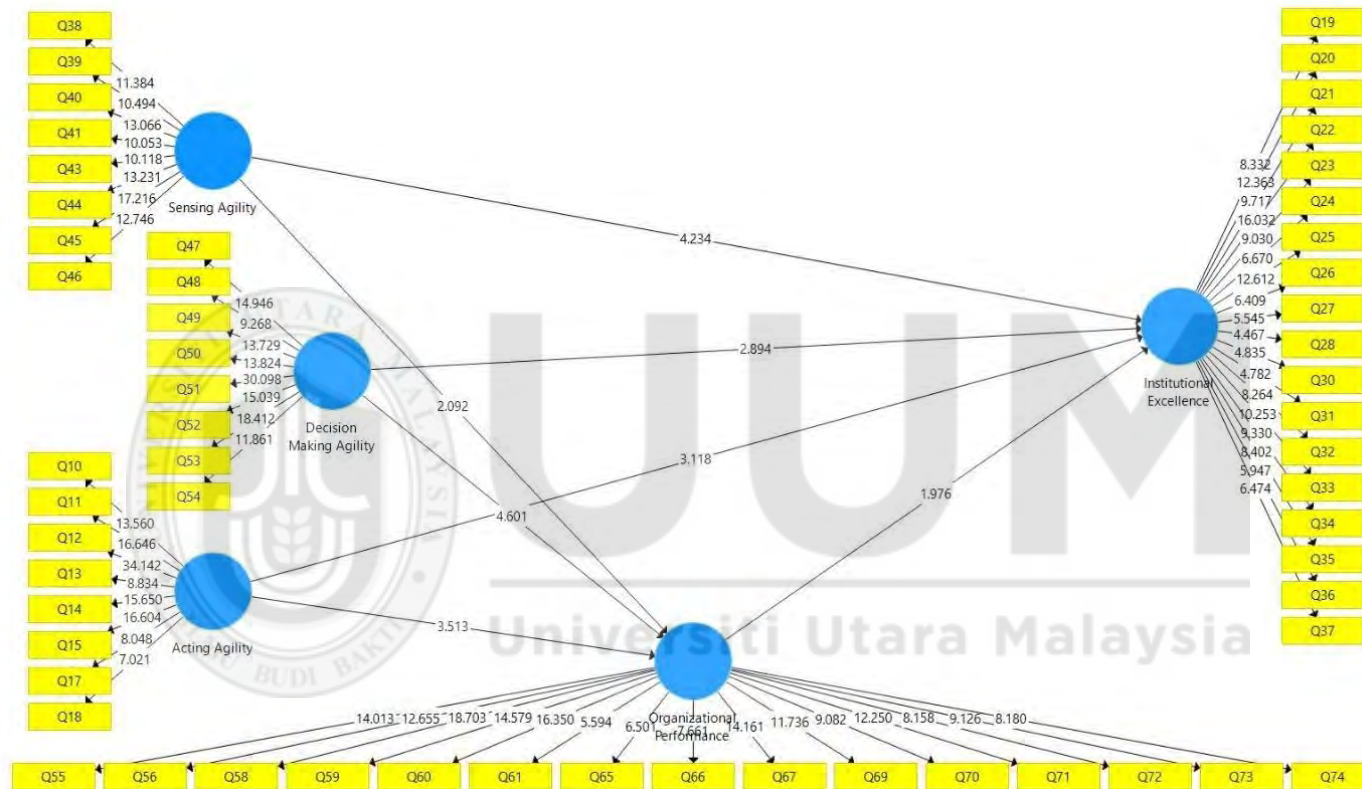


Figure 4.10 Mediating Effects Bootstrapping

Table 4.16 reveals that H<sub>4</sub> has a significant relationship between acting agility and organizational performance ( $\beta = 0.335$ ,  $t=3.513$ ,  $p=0.000$ ) which is supported whereas, the H<sub>5</sub> shows that there is a significant relationship between decision-making agility and organizational performance ( $\beta = 0.463$ ,  $t=4.601$ ,  $p=0.000$ ) which is encouraged. Likewise, H<sub>6</sub> exhibits that there is a significant relationship between sensing agility and organizational performance ( $\beta = 0.245$ ,  $t=2.092$ ,  $p=0.003$ ). Lastly, H<sub>7</sub> shows that there is a significant relationship between organizational performance and institutional excellence ( $\beta=0.231$ ,  $t=1.976$ ,  $p=0.048$ ) which is supported.

Table 4.17  
*Mediating Effects*

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Acting Agility -> Organizational Performance	0.335	0.323	0.095	3.513	0.000
Decision-Making Agility -> Organizational Performance	0.463	0.460	0.100	4.601	0.000
Sensing Agility -> Organizational Performance	0.245	0.156	0.117	2.092	0.003
Organizational Performance -> Institutional Excellence	0.231	0.222	0.117	1.976	0.048

#### 4.10.4 Mediation Effects

After assuring the mediating effects then the mediation effects of specific indirect effects were examined in which the mediator variable organizational performance has a significant effect between independent variables (acting agility, decision-making agility, and sensing agility) and dependent variable institutional excellence. Therefore, the findings of the mediation effect in which the specific indirect effects results are mentioned in Table 4.18.

Table 4.18  
*Specific Indirect Effects*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Acting Agility -> Organizational Performance-> >Institutional Excellence	0.341	0.324	0.105	3.248	0.000
Decision-Making Agility -> Organizational Performance-> Institutional Excellence	0.542	0.531	0.125	4.336	0.000
Sensing Agility -> Organizational Performance-> Institutional Excellence	0.515	0.504	0.142	3.627	0.000

The findings of specific indirect effects in mediation affect are shown in Table 4.17 in which H<sub>8</sub> reveals that organizational performance significantly mediates between acting agility and institutional excellence ( $\beta=0.341$ ,  $t=3.248$ ,  $p=0.000$ ) which is supported, whereas H<sub>9</sub> shows that organizational performance significantly mediates between decision making agility and institutional excellence ( $\beta=0.542$ ,  $t=4.336$ ,  $p=0.000$ ). Lastly, H<sub>10</sub> assures that organizational performance significantly mediates between sensing agility and institutional excellence ( $\beta=0.515$ ,  $t=3.627$ ,  $p=0.000$ ).

#### 4.10.5 Coefficient of Determination (R<sup>2</sup>)

This research assessed the coefficient of determination which is also known as R-square to determine how much the number of differences in the endogenous variable can be identified by the effect of exogenous variables. R square is an efficient approach for examining how independent variables predict the dependent variables. Another



word, the R-square represents the degree to which a regression model successfully organizes the data. As a result, the regression model's suitability to the data is shown by the R-square value that is closest to 1. Likewise, the prior study's context determines an appropriate R-square value as indicated by (Hair, Black, Babin, Anderson, & Tatham, 2010), which recognizes the minimum acceptable values of R-Square are 0.1 or 10 percent.

Table 4.19 Indicates the value of R-square, the primary effect of the structural model, and the mediating effect of the structural model. Thus, the findings reveal that the coefficient of determination for the core of PLS affects the measured value of institutional excellence without a mediator is 0.728, whereas, the calculated value for institutional excellence with a mediator is 0.736. Hence, the combined effect of the coefficient of determination for the mediating effect of the PLS model as well as both main effects of the PLS model have been shown above. Therefore, the findings of the coefficient of determination exhibit that values of R-square shown in the PLS model for both primary effects and mediating effects were acceptable and appropriate.

Table 4.19

*Coefficient of Determination*

<b>Variable</b>	<b>R<sup>2</sup> without mediator</b>	<b>R<sup>2</sup> with mediator</b>
Institutional Excellence	0.728	0.736

#### **4.10.6 Evaluation of Predictive Relevance (Q<sup>2</sup>)**

One of the criteria in this study is predictive relevance at the construct level of Q<sup>2</sup>, which is evaluated by using a theoretical or structural model. The current study utilized the Stone-Geisser test of predictive significance, employing the subsequent criteria for the analysis of a model that was recommended by Geisser (1974). Cha (1994) asserts

that models are evaluated based on their ability to precisely match the data, as demonstrated by the findings of the Stone-Geisser predictive relevance test.

Likewise, PLS path modeling could generate two different types of  $Q^2$  values, and a blindfolding technique known as cross-validated redundancy (Cha, 1994) whereas, Chin (1998) highly recommended by employing the cross-validated redundancy in order to verify the predictive capacity of the structural model. Furthermore, a cross-validated relevance result in which the value of  $Q^2$  is greater than zero indicates a theoretical or structural model's predictive value is significant, whereas, in a structural model if the value of  $Q^2$  is less than zero which shows that the model has a lack of predictive relevance (Chin, 1998). Therefore, the findings of the Stone-Geisser test of predictive relevance are shown in Table 4.20.

Table 4.20  
Construct Crossvalidated Redundancy

	SSO	SSE	$Q^2(=1-SSE/SSO)$
Institutional Excellence	1782.000	1154.686	0.352
Organizational Performance	1485.000	849.281	0.428

Table 4.19 indicates the analysis of endogenous latent variables  $Q^2$  of cross-validated redundancy for institutional excellence (0.352) and organizational performance (0.428) which shows that the structural model has a predictive effect in the study (Chin W. W., 2009).

Table 4.21

*Chapter Summary*

	Description	
H1	Sensing agility has significant influence on organizational excellence in Department of Passports and Immigration.	Supported
H2	Decision Making agility have significant influence on organizational excellence in Department of Passports and Immigration	Supported
H3	Acting Agility have significant influence on organizational excellence in Department of Passports and Immigration.	Supported
H4	Organizational performance significantly mediates the relation between sensing agility and organizational excellence in Department of Passports and Immigration	Supported
H5	Organizational performance significantly mediates the relation between decision making agility influence organizational excellence in Department of Passports and Immigration	Supported
H6	Organizational performance significantly mediates the relation between acting agility and organizational excellence in the Department of Passports and Immigration	Supported

**4.11 Chapter Summary**

The findings of the study are based on the gathered information which is summarized in this chapter. Firstly, the chapter begins with a background of the study. Then the response rate and non-response rate were confirmed. The participant's age, gender, qualifications, marital status, as well as the designation of respondents have been calculated as part of the analysis of demographics with the support of their responses, whereas the common method bias test has been also determined. Consequently, the elaborative results of the major variables in the study were examined which include descriptive analysis, analysis of missing values, analysis of normality, and multicollinearity analysis have been calculated which involves VIF as well as tolerance.

Moreover, the assessment of PLS-SEM has two models which are measurement and structural. Firstly, the measurement model has been investigated which involves the Outer Loadings, Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE), and Discriminant Validity (Fornell and HTMT). Additionally, the structural model assessed the analysis of direct relationships which involves PLS structural equation modeling algorithms and PLS structural equation modeling direct bootstrapping effects were assessed, and the path coefficient variables. Lastly, the assessment of mediating effects and mediation effects has been also conducted whereas, the coefficient of determination and assessment of predictive relevance was also examined in this chapter.



## **CHAPTER FIVE**

### **CONCLUSION AND FUTURE RECOMMENDATIONS**

#### **5.1 Introduction**

The findings of the study are demonstrated in this chapter along with an overview of its goal and how those objectives relate to previous studies. The key goal of this research is to assess the relationship between sensing agility, decision-making agility, acting agility, and institutional excellence in the Department of Passports and Immigration of the UAE. Another significant objective is to investigate the organizational performance which acts as a mediator between sensing agility, decision-making agility, acting agility, and institutional excellence. Specifically, the implications of the study which involve theoretical, practical, and methodological implications have been determined for latent variables. Finally, the limitations and recommendations for future research have been also studied.

#### **5.2 Discussion on Hypothesis**

This research primarily defined the perception of collected information from the employees who are working in the Department of Passports and Immigration of the UAE. It analyzed the independent variables sensing agility, decision-making agility, and acting agility and mediating variable organizational performance over institutional excellence among employees who are working in the Department of Passports and Immigration of the UAE. Therefore, the discussion of hypothesis is shown below.

- 1) There is a significant relationship between sensing agility and institutional excellence.
- 2) There is a significant relationship between decision-making agility and institutional excellence.
- 3) There is a significant relationship between acting agility and institutional excellence.
- 4) Organizational performance significantly mediates the relationship between sensing agility and institutional excellence.
- 5) Organizational performance significantly mediates the relationship between decision making agility and institutional excellence.
- 6) Organizational performance significantly mediates the relationship between the relationship between acting agility and institutional excellence.

#### **5.2.1 Sensing Agility and Institutional Excellence**

The first hypothesis of the current study has examined the relationship between sensing agility and institutional excellence. The hypothesis outcomes are supported by a sample of 310 respondents from the employees who are working in the Department of Passports and Immigration of the UAE. Based on the results of PLS modelling the current study reported that there is a significant relationship between sensing agility and institutional excellence ( $\beta=0.538$ ,  $t=5.610$ ,  $p=0.000$ ).

As the measured value of  $t$  is 5.610 which is higher than the threshold level of 1.96, thus the hypothesis was accepted that there is a strong relationship between sensing agility and institutional excellence. Similarly, the  $p$ -value is 0.000 which is less than the threshold level of 0.05 which signifies that there is a significant relationship

between sensing agility and institutional excellence. Likewise, sensing agility plays a crucial role in institutional excellence by enabling organizations to proactively sense and respond to changes in their environment. This capability allows institutions to anticipate and adapt to emerging trends, challenges, and opportunities swiftly and effectively. By developing a keen awareness of their surroundings, institutions can make informed decisions, innovate, and stay ahead of the curve, ultimately enhancing their overall performance and competitiveness (Shakhour, Obeidat, Jaradat, & Alshurideh., 2021; Harraf, Wanasika, Tate, & Talbott, 2015; Saha, Gregar, & Sáha, 2017).

Sensing agility and organizational excellence are closely related. Organizational excellence refers to an organization's ability to swiftly analyze and monitor events and shifts in its immediate environment, such as changing customer preferences, new competitor moves, and technological advancements (Park & Fiss., 2017). Sensing is the strategic monitoring of organizational events that may influence competitive work, organizational strategy, and future performance, which ultimately results in organizational excellence.

This task includes a variety of activities, such as access to information about events that show a change in the work environment and the behavior of the institution on the one hand, and removing obstacles to excellence on the other, while ad hoc sensing is also a task (Shamia, Shobaki, Abu-Naser, & Amuna., 2018). The main objectives of this activity are to make decisions and execute them with appropriate and effective sensory agility (Daft & Weick., 1984; Dutton & Duncan., 1987). Therefore, sensing agility pertains to an organization's ability to adapt to changes in the environment and

achieve future institutional excellence (Shakhour, Obeidat, Jaradat, & Alshurideh., 2021).

### **5.2.2 Decision-Making agility and Institutional Excellence**

The second hypothesis of the current study has examined the relationship between decision making agility and institutional excellence. The hypothesis results are supported by a sample of 310 respondents from the employees who are working in the Department of Passports and Immigration of the UAE. Based on the outcomes of PLS modeling the current study reported that there is a significant relationship between decision making agility and institutional excellence ( $\beta=0.010$ ,  $t=0.099$ ,  $p=0.000$ ).

As the measured value of  $t$  is 0.099 which is higher than the threshold level of 1.96, thus the hypothesis was accepted that there is a strong relationship between decision-making agility and institutional excellence. Similarly, the  $p$ -value is 0.000 which is less than the threshold level of 0.05 which signifies that there is a significant relationship between decision-making agility and institutional excellence. Decision-making agility is a crucial component of institutional excellence, as it enables institutions to make informed decisions swiftly and effectively, thereby enhancing their overall performance and competitiveness (Shakhour, Obeidat, Jaradat, & Alshurideh., 2021; Nafei, 2016).

Likewise, the ability to make quick and effective decisions is particularly important in today's rapidly changing business environment, as traditional techniques for managing organizations have become less effective. Organizations that pursue agility, including decision-making agility, are better equipped to respond competently and efficiently to



dynamic business encounters and avoid the drawbacks of moving toward obsolescence (Shakhour, Obeidat, Jaradat, & Alshurideh., 2021). Moreover, decision-making agility is a key factor in achieving organizational excellence in various sectors, including the telecommunications sector in Egypt (Nafei, 2016).

Similarly, a study on this sector found that organizational agility, including decision-making agility, plays a significant role in enhancing organizational excellence, as it enables organizations to adapt quickly to changing market conditions and customer needs (Nafei, 2016). In order to quickly explain the business implications of an organization's organizational excellence, identify opportunities and threats based on an interpretation of events, and develop action plans that guide reconfiguration, decision-making agility is the capacity to gather, organize, restructure, and evaluate pertinent data from a variety of sources.

The decision-making function consists of a variety of interconnected tasks that identify opportunities and risks in the environment of the organization, which in turn requires an efficient decision-making agility. Decision-makers must gather information from trustworthy sources with suitable and effective decision-making agility in order to evaluate the ramifications of their job, which leads to appropriate organizational excellence via smart judgments (Thomas, Clark, & Gioia, 1993). Therefore, organizational agility practices, which emphasize decision-making agility, are essential for organizations to respond actively to rapid changes in their environment and achieve excellence.

### **5.2.3 Acting Agility and Institutional Excellence**

The third hypothesis of the current study has examined the relationship between acting agility and institutional excellence. The hypothesis results are supported by a sample of 310 respondents from the employees who are working in the Department of Passports and Immigration of the UAE. Based on the outcomes of PLS modeling the current study reported that there is a significant relationship between acting agility and institutional excellence ( $\beta=0.366$ ,  $t=3.752$ ,  $p=0.000$ ).

As the calculated value of  $t$  is 3.752 which is greater than the threshold level of 1.96, thus the hypothesis was accepted that there is a strong relationship between acting agility and institutional excellence. Similarly, the  $p$ -value is 0.000 which is less than the threshold level of 0.05 which indicates that there is a significant relationship between acting agility and institutional excellence. Acting agility and institutional excellence are both crucial elements for organizations to thrive in today's rapidly changing business environment. Operational excellence, organizational culture, and agility are interconnected and play a significant role in bridging the gap between quality and adaptability (Carvalho, et al., 2023).

Likewise, acting agility is an essential component of achieving institutional excellence, and it is increasingly becoming a priority for organizations to avoid obsolescence and respond competently and efficiently to dynamic business encounters (Shakhour, Obeidat, Jaradat, & Alshurideh., 2021). Agility is a novel concept within the contemporary administrative realm, and it is originating in a manufacturing firm. However, it is being explored extensively as a way forward to achieve institutional excellence in various sectors, including the healthcare sector (Shakhour, Obeidat,

Jaradat, & Alshurideh., 2021) however, at the same time it has been ignored by Department of Passports and Immigration of the UAE. The United Arab Emirates (UAE) is one of the leading countries in adopting the excellence journey with all its dimensions without limitations of time, and agility is an effective and efficient manner to manage the opportunities and threats that exist within the organization's ecosystem (Shakhour, et al., 2021).

Agile emphasizes prioritization and reduces overhead roles, leading to more efficiency on the organizational level. However, it is essential to reimagine the entire organization as a network of high-performing teams, each going after clear, end-to-end business-oriented outcomes, and possessing all the skills needed to deliver. Agility at scale goes beyond adding more agile teams and team-level practices; the broader operating model, the connective tissue between and across the teams, also needs to be transformed.

#### **5.2.4 Organizational Performance Mediates the Relation Between Sensing Agility and Institutional Excellence**

The fourth hypotheses of the study examined the mediating role of organizational performance between sensing agility and institutional excellence. The hypothesis findings are supported by a sample of 310 respondents from the employees who are working in the Department of Passports and Immigration of the UAE. Based on the results of PLS modeling the current study reported that of organizational performance significantly mediates the relationship between sensing agility and organizational excellence ( $\beta=0.341$ ,  $t=3.248$ ,  $p=0.000$ ).

As the measured value of  $t$  is 3.248 which is above the threshold level of 1.96, thus the hypothesis was accepted that organizational performance has a strong mediating effect on the relationship between sensing agility and institutional excellence. Organizational performance mediates the relation between sensing agility and institutional excellence. The study emphasizes that organizational agility practices focusing on extensive sensing agility and response agility play a crucial role in achieving institutional excellence (Shakhour, Obeidat, Jaradat, & Alshurideh., 2021). Therefore, the study highlights the significance of organizational performance as a significant mediator in the relationship between sensing agility and institutional excellence, showcasing how agility practices impact overall institutional success.

#### **5.2.5 Organizational Performance Mediates the Relation Between Decision Making Agility Influence Institutional Excellence**

The fifth hypotheses of the study assessed the mediating role of organizational performance between decision making agility and institutional excellence. The hypothesis findings are supported by a sample of 310 respondents from the employees who are working in the Department of Passports and Immigration of the UAE. Based on the results of PLS modelling the current study reported that organizational performance significantly mediates the relationship between decision making agility and institutional excellence ( $\beta=0.542$ ,  $t=4.336$ ,  $p=0.000$ ).

As the measured value of  $t$  is 4.336 which is above the threshold level of 1.96, thus the hypothesis was accepted that organizational performance has a strong mediating effect on the relationship between decision-making agility and institutional excellence. Organizational performance plays a crucial role in mediating the relationship between decision-making agility and institutional excellence. Decision making rights,

information, motivators, and structure, can significantly impact institutional excellence through organizational performance (Elsakaan, Ragab, El-Gharbawy, & Ghanem., 2021). Effective decision making is crucial for enhancing organizational performance, which in turn contributes to institutional excellence. The speed, quality, and execution of decision making are essential for building a high-performing organization that can outperform competitors. Organizational structure plays a significant role in decision making, as it affects the organization's ability to make and execute key decisions better and faster than competitors. Therefore, effective decision making and organizational performance are crucial for building high-performing organizations that can outperform competitors. Similarly, clear goals and objectives, comprehensive data collection processes, open channels of communication, and highlighting the positive impact in the Department of Passports and Immigration of the UAE are essential strategies for achieving organizational excellence in the academic world.

#### **5.2.6 Organizational Performance Mediates the Relation Between Acting Agility and Institutional Excellence**

The sixth hypothesis of the study examined the mediating role of organizational performance between acting agility and institutional excellence. The hypothesis findings are supported by a sample of 310 respondents from the employees who are working in the Department of Passports and Immigration of the UAE. Based on the results of PLS modeling the current study reported that organizational performance significantly mediates the relationship between acting agility and institutional excellence ( $\beta=0.515$ ,  $t=3.627$ ,  $p=0.000$ ).

As the measured value of  $t$  is 3.627 which is above the threshold level of 1.96, thus the hypothesis was accepted that organizational performance has a strong mediating effect on the relationship between acting agility and institutional excellence. Acting agility is a crucial factor in enhancing the entrepreneurial orientation, productivity, and performance of universities and other organizations (Qtairi & Alshoraty., 2022). It involves the development of effective skills and practices that enable organizations to be more resilient, flexible, and adaptable to new events, ideas, and developments. Acting agility is particularly important in turbulent and rapidly changing environments, as it helps institutions to achieve their desired results by developing and increasing knowledge, exploiting resources, and becoming more agile.

The concept of acting agility is closely related to the idea of institutional excellence, which refers to an institutional ability to consistently deliver high-quality products, services, and outcomes (Organization, 2023). Institutional excellence is achieved through the development of institutional capabilities, which are the key elements that make up an organization's superpower and enable it to do something consistently better than competitors. Institutional capabilities include people, processes, and technology, and they must be integrated and aligned with the organization's strategy and industry. Agile leaders are known for their inclusiveness, democratic approach, passion for learning and development, and ability to act as change agents within the organization (Subramaniam, 2021). However, there are also challenges associated with acting agility leadership, such as the need to balance stability and flexibility, and the need to develop a culture that supports agility.

### **5.3 Contributions of the Study**

The findings of the current study provide the implications and conclusions of the research which are analysed under three various aspects; theoretical implications, practical implications, and methodological implications have significant contributions as a mediating effect of organizational performance over the relationship between sensing agility, decision making agility, and acting agility and institutional excellence. Therefore, the discussion about theoretical implications, practical implications, and methodological implications are shown below.

#### **5.3.1 Theoretical Implications**

The research findings are anticipated to the body of knowledge by supporting prior results, extending the literature about the understudied variables, and addressing the correlated methodological issues related to the specific context of this study. Particularly, this research is encouraged to shed lights on the sensing agility, decision making agility, and acting agility over the institutional excellence towards the employees who are working in the Department of Passports and Immigration of the UAE in addition to filling the gap in the scant literature. Consequently, a discussion of several theoretical contributions is given below.

The findings confirmed that sensing agility, decision making agility, and acting agility have a significant impact over institutional excellence. The findings are in support of Grunig' Excellence Theory. However, the theory ignores the significance of organizational performance which is catered by using organizational performance. Additionally, to cater agility Tom Peters' agility, theory has been used. The

confirmation of the mediating role of organizational performance confirms the theoretical integration which is the main contribution of the study.

The analysis of institutional excellence from the employees who are working in the Department of Passports and Immigration of the UAE can benefit from initial theoretical contributions. The first theoretical contribution from the assessment of institutional excellence while declining interruptions in which common setting has not received much attention in previous studies. Likewise, most of the prior studies examine sensing agility, decision making agility, and acting agility separately, however, it also not examined with other variables institutional excellence as well as mediating variable organizational performance which does not specify the specific type in which sensing agility, decision making agility, and acting agility is deemed affected in terms of institutional excellence.

Similarly, other government institutions of UAE are also keen to learn from these empirical results given the common national views as well as practices about sensing agility, decision making agility, and acting agility along with the relationship with institutional excellence. Moreover, the investigation of the impact of sensing agility, decision making agility, and acting agility on the execution of institutional excellence strategies is an additional contribution for enhancing the theoretical dimension within this framework. Therefore, this research offered significant perspectives for decision-makers in department of Passports and immigration of the UAE, in addition to academics who specialize in institutional excellence as well as their impact on these types of institutions in UAE and other significant neighbouring nations.



### **5.3.2 Practical Implications**

Initially the institutional excellence has been distinguished as the main role for this research are sensing agility, decision making agility, and acting agility are linked with institutional excellence. The government authorities and policymakers have recognized that their decisions have a direct effect on institutional excellence. Similarly, it is vital to demonstrate that government authorities and policymakers could enhance the institutional excellence of employees who are working in the Department of Passports and Immigration of the UAE.

The findings will help to implement the concept of agility which will improve employee performance, which helps in the achievement of institutional excellence. Employee performance will improve organizational performance, which in return will lead to excellence. Likewise, according to the literature, this study has recognized that policies of sensing agility, decision making agility, and acting agility lack organizational performance as well as unfriendly characteristics are the main cause of institutional excellence. The government institutions have numerous programs and support agencies to assist and improve institutional excellence.

Moreover, lack of organizational performance as well as growth policies such government institutions can be the reason behind most of the institutional excellence. Thus, there is the fact that even those who are well known are not well managed in their efforts to guide about the institutional excellence and correlate with decision makers and policymakers and hence they are still not being patronized. This indicates the need for the government to enhance institutional excellence, specifically the

employees who are working in the Department of Passports and Immigration of the UAE as well as known towards organizational performance.

Additionally, facing issues in getting good organizational performance from internal and external sources, these should encourage the institutional excellence which are sensing agility, decision making agility, and acting agility to improve the responsibility of the organizational performance which results to enhance the institutional excellence.

Therefore, having a good organizational performance could encourage organizations to perform visionary among employees who are working in the Department of Passports and Immigration of the UAE but at the same time institutional excellence cannot be ignored. As a result, it is demonstrated that government authorities, decision-makers and policymakers must encourage the strategies to enhance institutional excellence to configure the sensing agility, decision making agility, and acting agility and improve organizational performance.

However, when employees perceive the organizational performance to be not responsive towards institutional excellence, they are less likely to force them towards institutional excellence. Therefore, the decision-makers, policymakers, and government authorities should develop policies for employees who are facing issues of institutional excellence should be concerned. Additionally, they should create a policy for institutional excellence that should linked with sensing agility, decision making agility, and acting agility among employees who are working in the Department of Passports and Immigration of the UAE.

Finally, the conclusion of the research identified that sensing agility, decision making agility, and acting agility diplomacy are crucial for catering the issue of institutional excellence. Therefore, they must be considered while developing the strategies regarding organizational performance because in turn it will affect the institutional excellence. Hence, this research supports the sensing agility, decision making agility, and acting agility among employees who are working in the Department of Passports and Immigration of the UAE who are facing issue issues in institutional excellence are the main responsible figure for organizational performance that could lead towards institutional excellence.

This research has significant methodological implications in addition to its theoretical and practical implications. Firstly, the previous studies on institutional excellence have primarily used SPSS, however, to the superior knowledge of the prior researchers very rare have used Smart PLS-SEM 4.0 to generate the findings of the (Sarstedt, et al., 2014). Additionally, in this study the measurement scale of sensing agility, decision making agility, and acting agility has been adapted from previous studies as stated in the operationalization section is being used for the first time in GCC specifically in the UAE region.

Consequently, for replicating the sensing agility, decision making agility, and acting agility study in another context is explained to verify reliability and validity. Moreover, outer loadings, Cronbach's alpha, composite reliability, average variance extracted, and discriminant validity (Fornell and HTMT) have been analyzed and found to be significant above the required threshold level. Therefore, the current research adds to the methodology and institutional excellence by establishing the

reliability and validity of measures designed for employees who are working in the Department of Passports and Immigration of the UAE.

#### **5.4 Limitations of the Study**

In the current research several limitations have been examined. The first limitation is that even though there are numerous variables that affect institutional excellence, in this research it is limited sensing agility, decision making agility, and acting agility and organizational performance. Another limitation of this research is that data has been collected from employees who are working in the Department of Passports and Immigration of the UAE, and other officials of government institutions have not been added to the respondents. It involves the data gathered in 2024 that can be analyzed in a limited time due to time and resource limitations. This research has been conducted cross-sectional study as the competencies are not able to develop and affect correlation among variables over a longer time.

The current study depends on the assumption of employees about institutional excellence based on sensing agility, decision making agility, and acting agility. Based on the gathered data, participants who are tested and may have specific perceptual biases and cognitive impairments are likely to have some degree of confidence. Moreover, the consideration of these variations, the current research makes a good effort to determine the relationship between sensing agility, decision making agility, and acting agility, institutional excellence because the organizational performance implementation under employees who are working in the Department of Passports and Immigration of the UAE.

Similarly, in this research findings investigate the significant relationships between the variables that are studied. In addition, the study sample was limited even if included employees who are working in the Department of Passports and Immigration of the UAE who participate in institutional excellence. Due to the nature of the study the government authorities, senior executives or managers and other essential perceptions did not participate. Therefore, the result of our study reveals that organizational performance has a significant relationship between sensing agility, decision making agility, acting agility, and institutional excellence based on the perception of employees as well as ignoring the governing bodies perception.

### **5.5 Recommendations of the Study**

The study suggests that further research could be conducted by using other factors to improve institutional excellence with regard to opinion of sensing agility, decision making agility, acting agility with regard to opinion of sensing agility, decision making agility, acting agility as well as organizational performance among employees who are working in the Department of Passports and Immigration of the UAE who are involved towards institutional excellence in order to overcome the study limitation. Similarly, empirical research on sensing agility, decision making agility, acting agility, and institutional excellence connect to the implementation of organizational performance through the Department of Passports and Immigration of the UAE for the purpose of achieving institutional excellence.

### **5.6 Recommendation for the Future Researchers**

As this research is cross-sectional in nature, future research could also investigate collecting data over a longer time, or longitudinal data collection. A longitudinal study

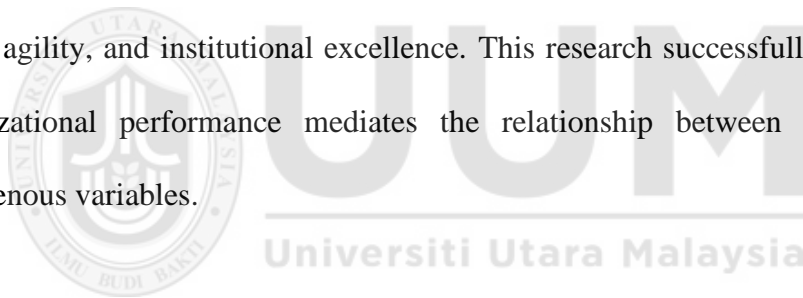
could also be very helpful because it could show how policies have affected over a longer period. Additionally, the present research uses only employees as participants. Similarly, future research could also consider employees, managers or higher authorities under Department of Passports and Immigration of the UAE or it can also consider Department of Passports and Immigration of the other GCC regions.

Likewise, this study using a quantitative research method, whereas future research could also evaluate the qualitative method design. Furthermore, it can also be possible to conduct qualitative interviews with participants to get a better understanding of the insights on how the constructs under analysis may respond. Similarly, the current study also reveals a study of institutional excellence which may encourage insight as well as facilitate the management in terms of institutional excellence Department of Passports and Immigration of the UAE among employees.

## **5.7 Conclusions**

The findings and results of the hypothesis testing of the study demonstrated a highly significant indication of increasing the significance of the mediating effect of organizational performance on the relationship between sensing agility, decision making agility, acting agility, and institutional excellence. Additionally, the current study has been successful in addressing all the research questions as well as research objectives regardless of numerous limitations. Consequently, several studies have been performed on the aspects that affect institutional excellence, however, the present study focused on the theoretical gap by adding organizational performance as a mediator variable for institutional excellence.

The findings of this research revealed that employees who are working in the Department of Passports and Immigration of the UAE are involved in attaining institutional excellence. Similarly, sensing agility, decision making agility, acting agility can be enhanced by proper legislation resulting in enhanced institutional excellence. Likewise, this research also supports theoretical, practical and methodological assistance for the mediating effect of organizational performance over the relationship between sensing agility, decision making agility, acting agility, and institutional excellence. Furthermore, the findings also demonstrate that even though there is a significant relationship between sensing agility, decision making agility, acting agility, and institutional excellence. In other words, organizational performance has also a significant relationship between sensing agility, decision making agility, acting agility, and institutional excellence. This research successfully analyzed how organizational performance mediates the relationship between exogenous and endogenous variables.



The theoretical framework has been supported by the underpinning theories (Resource Based View Theory, Grunig's Excellence Theory, Tom Peters theory) by analyzing the effect of sensing agility, decision making agility, acting agility because of organizational performance and institutional excellence. The findings give us significant inferences and assumptions of employees who are facing an issue in attaining institutional excellence. On the other hand, the study involved valuable theoretical and practical implications to the emerging organizational performance in terms of sensing agility, decision making agility, acting agility, and institutional excellence which may further improve the institutional excellence in the Department

of Passports and Immigration of the UAE. Lastly, the current study limitations have several future research objectives that have been anticipated.





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## APPENDICES

### APPENDIX 1

#### QUESTIONNAIRE

<b>Gender</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female
<b>Age</b>	<input type="checkbox"/> 18-25 <input type="checkbox"/> 26-35. <input type="checkbox"/> 36-45 <input type="checkbox"/> 46-55 <input type="checkbox"/> up to 55
<b>Educational level</b>	<input type="checkbox"/> Diploma <input type="checkbox"/> Graduate <input type="checkbox"/> Postgraduate
<b>Job title</b>	<input type="checkbox"/> Administrative Supervisor <input type="checkbox"/> Executive Management <input type="checkbox"/> Middle Administration <input type="checkbox"/> High Administration
<b>Experience</b>	<input type="checkbox"/> 1-3 Years <input type="checkbox"/> 4-7 Years <input type="checkbox"/> 8-12 Years <input type="checkbox"/> more than 12

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
<b>The first axis: Sensing Agility (SA)</b>						
1.	The Passports and Immigration Department can predict changes.					
2.	The Passport and Immigration Department is keen to explore customers' desires for the service pprovided on an ongoing basis.					
3.	The Passports and Immigration Department is interested in analyzing customers' desires to provide services that are compatible with their needs.					
4.	The Passport and Immigration Department works to keep pace with modern technology to provide its services effectively.					
5.	The Passports and Immigration Department prepares studies on competitors to determine their capabilities and their trends.					
6.	The Passport and Immigration Department has advance plans to confront possible changes.					
7.	The Passports and Immigration Department is working to develop its services quickly.					
8.	The Passport and Immigration Department is distinguished by its speed in following up on all changes that occur.					

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
9.	The Passport and Immigration Department sets applicable goals for all its activities.					
10.	The Passport and Immigration Department conducts an analysis of problems in the work environment on an ongoing basis.					
11.	The Passport and Immigration Department provides an effective information system to rationalize the process of taking the decision.					
12.	The Passport and Immigration Department has a stock of information to assist it in formulating future decisions.					
13.	The Passport and Immigration Department can make decisions under environmentally troubled conditions.					
14.	The Passport and Immigration Department is distinguished by taking decisions that are free of risk.					
15.	The Passport and Immigration Department uses advanced information systems to communicate with its units internal to support the decision-making process.					

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
16.	The Passport and Immigration Department is keen on employee participation in decision-making.					
17.	The Passport and Immigration Department encourages the principle of teamwork.					
18.	The Passport and Immigration Department uses modern scientific methods in managing its activities.					
19.	The Passport and Immigration Department adopts flexibility in its policies to keep pace with sudden changes.					
20.	The Passport and Immigration Department has the necessary competencies to exploit technology to improve its operations.					
21.	The Passports and Immigration Department is keen on creativity in performing its activities and completing operations.					
22.	The Passport and Immigration Department can implement their decisions on time without delay.					
23.	The Passport and Immigration Department is keen to establish a series of procedures to meet the needs of customers.					

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
24.	The Passport and Immigration Department is keen to solve the problems facing customers in a timely manner.					
25.	The Passports and Immigration Department can effectively develop its strategy for needs.					
26.	The Passport and Immigration Department determines its strategic goals based on customer needs.					
27.	The Passport and Immigration Department establishes a clear system of work values and ethics.					
28.	The Passport and Immigration Department seeks to adopt a philosophy of change.					
29.	The Passports and Immigration Department seeks to enhance the culture of creativity and innovation in all areas of work.					
30.	The Passports and Immigration Department employs employees with distinguished administrative competencies and skills directed towards excellence.					
31.	The Passports and Immigration Department enjoys building sustainable external partnerships that benefit it.					
32.	The Passports and Immigration Department contributes to various community activities.					

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
33.	The management of the Passports and Immigration Department is keen to carry out its social responsibility towards society.					
34.	The Passport and Immigration Department maintains constant communication with clients to understand their needs.					
35.	The Passport and Immigration Department is characterized by transparency and bears responsibility towards all those concerned with it.					
36.	The Passport and Immigration Department seeks to translate all the needs and expectations of customers.					
37.	The Passport and Immigration Department can implement institutional excellence programs.					
38.	The Passport and Immigration Department seeks to use feedback from data and information to make the necessary improvements in performance.					
39.	The Passports and Immigration Department is keen to ensure that it invests well in its employees' access to excellence.					

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
40.	The Passport and Immigration Department has a clear model for evaluating employee performance.					
41.	The Passports and Immigration Department is interested in achieving distinct results from competing companies in the field of service quality					
42.	The Passports and Immigration Department adopts effective mechanisms to manage the risks it identifies through planning for possible future scenarios.					
43.	The Passports and Immigration Department allocates financial and technical resources to support institutional excellence.					
44.	The Passports and Immigration Department monitors the extent to which excellence is achieved in accordance with specific standards and principles.					
45.	The Passport and Immigration Department can predict future expectations to enhance its competitive position					
46.	The Passports and Immigration Department works with the ability to develop its organizational performance effectively to meet the needs.					

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
47.	The Passports and Immigration Department establishes a clear system to develop its organizational performance.					
48.	The Passports and Immigration Department seeks to enhance the culture of creativity and innovation in its organizational performance.					
49.	The Passports and Immigration Department employs employees with distinguished administrative competencies and skills directed towards its organizational performance.					
50.	The Passports and Immigration Department maintains organizational performance to constantly communicate with customers to understand their needs.					
51.	The Passports and Immigration Department seeks organizational performance that translates all the needs and expectations of customers.					
52.	The Passports and Immigration Department can implement programs to improve its organizational performance.					
53.	The Passports and Immigration Department seeks to use feedback from data and information to make the					



No.	Item	c.agree	agree	Neutral	disagree	c.disagree
	necessary improvements in its organizational performance.					
54.	The Passports and Immigration Department is interested in ensuring that it invests well in ensuring that its employees achieve the best organizational performance.					
55.	The Passport and Immigration Department has a clear model for evaluating employees' organizational performance.					
56.	The Passports and Immigration Department is interested in achieving results that are distinct from competing institutions in its field of organizational performance.					
57.	The Passports and Immigration Department adopts effective mechanisms for its organizational performance.					
58.	The Passports and Immigration Department allocates financial and technical resources to support organizational performance.					
59.	The Passports and Immigration Department monitors the extent of the development of organizational performance according to specific standards and principles.					
60.	The Passports and Immigration Department can predict future					

No.	Item	c.agree	agree	Neutral	disagree	c.disagree
	expectations to enhance its organizational performance.					

