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**THE IMPACT OF ORGANIZATIONAL AGILITY AND HUMAN  
CAPITAL ON ACHIEVING INSTITUTIONAL EXCELLENCE IN  
THE GOVERNMENT OF DUBAI**



**SALEH SALIEM SALEH HAMMOURI**

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
2025**

**THE IMPACT OF ORGANIZATIONAL AGILITY AND HUMAN  
CAPITAL ON ACHIEVING INSTITUTIONAL EXCELLENCE IN  
THE GOVERNMENT OF DUBAI**



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**A thesis submitted to the Ghazalie Shafie Graduate School of Government in  
fulfilment of the requirement for the Doctor of Philosophy Universiti Utara  
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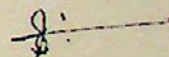
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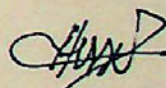
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## ABSTRACT

This study examines the impact of organizational agility on institutional excellence within the Government of Dubai, highlighting the moderating role of human capital. While past research has recognized a positive link between agility and excellence, limited attention has been given to how specific dimensions of organizational agility, namely future vision, innovation, flexibility, partnership and collaboration, and speed contribute to institutional vision and enablers. This research addresses the gap by employing structural equation modeling (SEM) to analyze data from 185 executives across various government entities in Dubai. Findings reveal that all dimensions of organizational agility significantly influence institutional excellence, both directly and through the moderating effect of human capital. The results underscore the vital role of human capital in enhancing the effectiveness of organizational agility. These insights provide practical implications for policymakers and public sector leaders seeking to develop strategies that integrate human capital development with agile practices to achieve institutional excellence.

**Keywords:** Organizational Agility, Human Capital, Institutional Excellence, Public Sector, Structural Equation Modeling



## ABSTRAK

Kajian ini meneliti impak ketangkasan organisasi terhadap kecemerlangan institusi dalam Kerajaan Dubai, dengan menekankan kepada peranan moderasi oleh modal insan. Walaupun penyelidikan terdahulu telah mengenal pasti hubungan positif antara ketangkasan organisasi dan kecemerlangan institusi, perhatian yang terhad telah diberikan terhadap bagaimana dimensi-dimensi tertentu ketangkasan organisasi, iaitu visi masa depan, inovasi, fleksibiliti, perkongsian dan kolaborasi, serta kepantasan menyumbang kepada visi institusi dan pemangkin kejayaannya. Kajian ini menangani jurang tersebut dengan menggunakan Pemodelan Persamaan Berstruktur (SEM) untuk menganalisis data daripada 185 orang eksekutif di pelbagai entiti kerajaan di Dubai. Dapatan kajian menunjukkan bahawa semua dimensi ketangkasan organisasi memberi pengaruh yang signifikan terhadap kecemerlangan institusi, sama ada secara langsung mahupun melalui kesan peranan moderasi oleh modal insan. Hasil kajian menegaskan peranan penting modal insan dalam meningkatkan keberkesanan ketangkasan organisasi. Penemuan ini memberikan implikasi praktikal kepada pembuat dasar dan pemimpin sektor awam yang ingin merangka strategi yang mengintegrasikan pembangunan modal insan dengan amalan tangkas untuk mencapai kecemerlangan institusi.

**Kata Kunci:** Ketangkasan Organisasi, Modal Insan, Kecemerlangan Institusi, Sektor Awam, Pemodelan Persamaan Berstruktur





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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of Study

With the global pandemic sweeping the world, the COVID-19 pandemic has demonstrated how unprecedented crises can reshape the foundations of government and institutional departments alike. Governments, including Dubai's, have faced significant challenges related to the need for speed and efficiency in mobilizing human and financial resources to cope with the pandemic's repercussions. Reports issued by institutions such as the World Bank in 2020 and UNICEF shed light on the broad dimensions of the crisis, emphasizing the global economic downturn and its profound effects on various sectors, including education and aviation. In the context of the global outbreak of the Corona pandemic, Dubai has not been immune to the effects of this global crisis, as many countries have witnessed similar effects. Dubai experienced a period of complete lockdown in 2020, with severe restrictions on people's movement and the suspension of flights for several months. However, the Dubai government has not shied away from continuing to provide its services, but in new ways. In record time, it was able to transfer traditional services, which often require face-to-face interaction, to digital platforms. Thanks to its flexibility and quick response, Dubai's Roads and Transport Authority (RTA) was able to convert 94% of its services to electronic form in just four days. The RTA set an ambitious goal to digitize 90% of Dubai government services by the end of the pandemic in March 2020.

In the late nineties of the twentieth century, the Government of Dubai began its journey towards institutional excellence, where its strategy to achieve government development was based on agility and flexibility. Over the past two decades, the government has undergone major shifts towards a well-developed government administration capable of keeping pace with modern challenges. This journey began with the launch of the Government Excellence Program in 1994, as well as the Dubai Quality Award, which primarily targeted the private sector. However, three years later, we witnessed the establishment of a renewed program in line with the needs and nature of government work, leading to the birth of the Government Excellence Award, which later evolved into the Dubai Government Excellence Program.

Over the years, Dubai's Government Excellence initiatives have become role models for the rest of the UAE, leveraging Dubai's expertise and approach to achieving the highest standards of government performance, as noted (Ahrens, 2013). Despite these continuous efforts, the challenges of the Corona pandemic prompted His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, on July 5, 2020, to renew the structure of the federal government, resulting in the birth of a more agile and adaptable government, as noted (Awamleh, 2022).

Organizational agility refers to the ability of an organization to adapt and respond quickly to changes, whether external or internal. It involves the flexibility to adapt to new challenges, opportunities, and market conditions (Miceli et al., 2021). An agile organization is characterized by the ability to quickly adjust its strategies, processes, and structures to take advantage of new opportunities or mitigate risks (Chan et al., 2019). Bureaucracy or flexible decision processes cannot hinder an organization's ability to swiftly adapt to new priorities or customer needs (Kalaighnam et al., 2021). Agility is becoming increasingly important for organizations in a fast-paced and rapidly evolving business environment, as it allows them to stay ahead of the curve, meet customer demands, and survive longer in an ever-changing environment (Holbeche, 2019).

In this context, the Government of Dubai has emerged as a model of adaptation and resilience, as its advanced infrastructure and innovative approach have been able to turn challenges into opportunities. The immediate response to the pandemic, through the digital transformation of services and the development of new platforms to ensure business continuity, demonstrated a high level of organizational agility. This approach is not new to Dubai, which began its journey towards institutional excellence in the nineties by launching programs and initiatives such as the Government Excellence Program and the Dubai Quality Award, which aim to enhance efficiency and innovation in the provision of government services.

The current study uses this context to investigate how dimensions of organizational agility, such as innovation, flexibility, partnership, and collaboration, can enhance organizational excellence in the Government of Dubai. The study focuses particularly on the role of human capital as a factor that can enhance or hinder this relationship, considering workers' skills, experience, and motivation as key components in this context.

By providing an in-depth analysis of the relationship between agility and organizational excellence in a dynamic government environment such as Dubai, the study hopes to bridge knowledge gaps and provide a valuable addition to the academic literature in this field. It seeks to provide insights and recommendations that may contribute to enhancing the strategies of governments and institutions to meet future challenges and achieve higher levels of innovation and excellence in their services.

## **1.2 Problem Statement**

The study's problem stems from the significant challenges faced by governments globally, and particularly the Government of Dubai, in light of the COVID-19 pandemic. This pandemic has put enormous pressure on government systems to be more flexible and agile in their management and service delivery. While Dubai has demonstrated significant achievements in institutional excellence, challenges persist in achieving the desired levels of excellence, making it crucial to explore the gaps in applying agility effectively across all government entities. In this context, there is a need to explore how organizational agility can contribute to organizational excellence, especially in an advanced government environment such as Dubai, which is known for its early adoption of advanced institutional innovations and practices.

The study's problem lies in the novelty of institutional agility in government work. Institutional agility has not been extensively implemented in the public sector, and there is a limited understanding of how its application impacts institutional excellence. This gap becomes more pronounced in Dubai, where achieving excellence is a strategic objective, yet practical barriers such as inconsistent efficiency in applying agility principles hinder progress. Governments have never formally implemented this concept, which originated in the private sector, specifically in IT and software development companies. The Government of the United Arab Emirates and the Government of the Emirate of Dubai were among the first governments to adopt institutional agility as an approach to government (AlZawati et al., 2020). In a historic decision on July 5, 2020, the UAE government decided to reconstitute the federal government and restructure with the aim of forming a more agile, flexible, and faster federal government. The decision stipulated the abolition of 50% of government service centers and the conversion of their services to digital services within two years from the date of the decision. About 50% of ministries and government entities have

also been merged with each other and ministers of state and CEOs have been established in specialized sectors. According to a decision of the Federal Government, the Government of Dubai issued Decree No. 29 of 2020 to form the Supreme Committee for the Development of the Government Sector in Dubai, paraFigure 3 of Article 2 of which stipulates that "One of the most important objectives of this committee is to develop the government apparatus in the Emirate of Dubai, increase its efficiency and effectiveness and make it more agile. to develop its tools, capabilities and systems to achieve the aspirations of citizens" (Decree forming the Supreme Committee for the Development of the Government Sector in Dubai, 2020).

Based on the UAE government's decision on July 5, 2020, which announced the restructuring of the federal government to become more agile and efficient and to convert 50% of government services to digital services within two years, it becomes important to study the impact of this agility on organizational excellence. Dubai Decree No. 29 of 2020, which establishes the Supreme Committee for the Development of the Government Sector in Dubai, emphasizes the importance of increasing the efficiency and effectiveness of the government apparatus and making it more agile, indicating the vital role that institutional agility can play in achieving these goals. Despite these reforms, reports highlight significant disparities in the application of agility principles across various government departments in Dubai, with some entities falling behind in achieving the envisioned excellence levels.

Furthermore, most previous studies have focused on investigating the impact of organizational agility on organizational excellence (Darvishmotevali et al., 2020; Nouri & Mousavi, 2020; Nazari et al., 2022). These studies indicate that organizational agility has a positive impact on organizational excellence. However, these studies have primarily focused on the private sector or generic organizational contexts, without deeply exploring the public sector in regions like Dubai or examining the specific dimensions of agility such as future vision, innovation, flexibility, partnerships, and speed in achieving institutional vision and excellence. This research aims to address this gap in the literature by applying the structures of institutional agility, which include future vision, innovation, flexibility, partnership, cooperation, and speed, to the structures of institutional excellence, which include achieving the vision and enablers.



Some Dubai government institutions have a low rate of institutional excellence (Moonesar et al., 2019), and despite their high levels of excellence compared to neighboring countries, they failed to achieve the levels of excellence planned by the Government of Dubai (Alnuaimi, 2019; Fninou & Almuraqab, 2022). The effective application of organizational agility is one of the important tools towards achieving organizational excellence, but many government institutions in Dubai do not have the high efficiency to apply the principles of organizational agility (Alnuaimi, 2019; Fninou & Almuraqab, 2022). The lack of in-depth research into the practical challenges, such as inconsistent digital readiness, limited inter-departmental collaboration, and variations in human capital skills, further underscores the need for this study. This study fills a research gap in the United Arab Emirates by examining the role of human capital in promoting the optimal application of institutional agility toward excellence, a topic not previously explored in the theoretical literature.

This study seeks to fill this gap by investigating how organizational agility, through vision realization and enablers, affects organizational excellence in the Government of Dubai. The study focuses specifically on the role of human capital as an influencing factor that can enhance or limit this relationship. If these gaps remain unaddressed, Dubai risks falling short of its strategic goals, particularly in maintaining its global leadership in public sector excellence. By addressing these issues, the study can offer actionable insights for policymakers and leaders, ensuring sustainable progress and improved government performance in Dubai. By looking at the Dubai Government's long experience in applying the principles of organizational excellence and exploring the impact of these practices on organizational agility, the study hopes to provide valuable additions to government practices and academic literature related to the subject.

### **1.3 Research Questions**

In line with the research objective, the study explores the following questions:

- RQ1. What is the relationship between the dimensions of organizational agility and organizational excellence through achieving the vision in the Government of Dubai?
- RQ2. What is the relationship between the dimensions of organizational agility and organizational excellence through enablers in the Government of Dubai?

RQ3. How does human capital moderate the relationship between the dimensions of organizational agility and organizational excellence through achieving the vision in the Government of Dubai?

RQ4. How does human capital moderate the relationship between the dimensions of organizational agility and organizational excellence through enablers in the Government of Dubai?

## **1.4 Research Objectives**

The main objective of the study is to assess the impact of organizational agility dimensions (future vision, innovation, flexibility, partnership and cooperation, speed) and the moderating role of human capital on institutional excellence (vision achievement, enablers) in the Government of Dubai, as a necessary development and economic need. However, a number of sub-objectives emerge from this objective:

RO (1): To test the impact of institutional agility dimensions on institutional excellence by achieving the vision in the Government of Dubai.

RO (2): To identify the impact of institutional agility dimensions on institutional excellence through enablers in the Government of Dubai.

RO (3): To assess the moderating role of human capital on the relationship between institutional agility dimensions and institutional excellence through achieving the vision in the Government of Dubai.

RO (4): To assess the moderating role of human capital on the relationship between institutional agility dimensions and institutional excellence through enablers in the Government of Dubai.

## **1.5 Significance of the Study**

The novel coronavirus-19 brought unprecedented health, economic, and financial shocks to the world, compelling governments to act in unusual ways. They had to be more flexible and swifter in reallocating resources, necessitating new legislation and rapid decision-making to mitigate or contain the effects. This experience enriched government practices and formed new approaches for handling similar crises in the future (Chong & Handscomb, 2020). In particular, the Government of Dubai had already embarked on a journey of flexibility, speed, and agility through its adoption of the government excellence system. This study is timely, coinciding with the UAE's

preparation for its fiftieth year, highlighting its importance in several ways (Government, 2021).

This study's theoretical importance lies in exploring the impact of institutional agility on the application of institutional excellence in the Government of Dubai, as well as understanding the influential role of human capital in these relationships. The existing literature indicates that while there is consensus on the positive relationship between institutional agility and excellence, there remains a significant research gap in understanding how specific dimensions of agility (e.g., innovation, speed, and partnerships) impact excellence dimensions (e.g., achieving vision and enablers). Furthermore, studies exploring the moderating role of human capital within these relationships are limited, creating a critical gap this study aims to address. This research will provide new empirical evidence to fill these gaps, particularly within the context of Dubai's government entities.

To illustrate the importance of these variables, previous studies have identified key trends. For instance, studies indicate that enhancing organizational agility improves efficiency and innovation (Darvishmotevali et al., 2020). Similarly, institutional excellence has been linked to achieving strategic visions and enablers in public sector organizations (Nazari et al., 2022). The moderating role of human capital has also been shown to amplify these relationships by strengthening the link between agility and institutional outcomes (AlZawati et al., 2021).

Additionally, the researcher hopes that the findings will contribute to the development of Peter Waterman's theory of excellence events (Waterman, 1982), which posits that excellence in institutions is based on foresight, strategic planning, and an institutional culture that addresses the needs of the institution, its employees, and customers.

This study's practical significance is multifaceted. It serves as a foundation for further research, providing validated and reliable tools. The results will benefit the government of Dubai by informing appropriate actions and decisions after assessing the levels of institutional agility and excellence. The findings will offer policymakers actionable insights to enhance agility and human capital as key drivers for institutional excellence, enabling more strategic decision-making. For example, they will provide recommendations for fostering innovation, improving flexibility, and accelerating partnerships within government entities to meet strategic objectives. Furthermore, the findings and recommendations will aid in enhancing government performance by bolstering agility and improving institutional excellence.

This study will also assist public sector organizations in refining their approach to human capital management, offering a framework to utilize employees' skills, experiences, and motivations as levers for achieving excellence. By doing so, the Dubai Government can build a workforce that is not only agile but also better equipped to adapt to evolving challenges. These insights are critical for defining the concept of agility and its applications within the Dubai government, as well as contributing to the development of a guide for implementing institutional excellence.

## **1.6 Limitations of the Study**

First, the objective limits: This study is confined to understanding the impact of the independent variable, institutional agility, and its dimensions (forward-looking vision, innovation, flexibility, partnerships and cooperation, and speed) on the dependent variable, institutional excellence, and its dimensions (achieving vision and empowerment). Additionally, it explores the influential role of human capital on these relationships. Second, the venue limits: The application of this study is restricted to government entities related to the Executive Council of the Government of Dubai, which consists of 73 government entities (The Council, 2022). Third, the human limits: This study focuses on 365 managers in government entities related to the Government of Dubai. Lastly, the time limits: From 2020 to 2024, a period marked by numerous closures and transportation restrictions due to the Corona pandemic. This period is notable for highlighting the role of applying institutional agility to maintain and improve levels of excellence.

## **1.7 Definition of Key Terms**

Many academics and practitioners have explained the terminology used in this study in different ways, based on a range of theories.

### **1.7.1 Government Excellence**

Al-Zawati et al. (2021) advocate for excellence in performance and results, as well as the efficient and effective provision of services to meet the needs and expectations of customers and other stakeholders. This is achieved through methodologies and practical mechanisms that ensure continuous improvement in all aspects of performance.

### **1.7.2 Vision Fulfillment**

The leading government entity achieves its objectives within the framework of the National Agenda, its strategic plan, and its main tasks by effectively and efficiently designing and implementing its operations, services, programs, and projects. It also works on the smart transformation of its services and operations to ensure that it meets and exceeds the expectations and requirements of all stakeholders, including customers, partners, and the community, to achieve the highest levels of satisfaction and happiness for them. Integration and collaboration with all relevant government agencies, the private sector, and society achieve this (Gibson, 2015).

### **1.7.3 Improvement Innovation**

Improvement The process of transforming an idea or invention into a product or service that creates value for customers while ensuring its replication at a reasonable cost and quality is known as innovation. Innovation encompasses the intentional application of information, imagination, and initiative to extract greater or different values from resources. It encompasses all the processes that generate and transform new ideas into useful products or services in the business field. Organizations often apply innovation to meet customer needs and expectations, improving, developing, or providing unprecedented solutions for services, products, policies, systems, and business models that add value to the groups involved, including government entities and leadership (Archiboji & Iamarino, 2002). (Ji & Iamarino, 2002).

### **1.7.4 Enablers**

The leading government entity delivers its services and executes its programs through the effective and efficient management of property and resources. It ensures adherence to the highest standards of transparency, integrity, and governance, alongside robust strategic and operational risk management. The entity prioritizes strategic communication with all stakeholders and fosters a positive, happy, and innovative work environment. This approach attracts and retains talented human resources, enhances learning and performance, and ensures their effective contribution to achieving the entity's goals and vision (Beati-Finfkirchen & Schneider, 2018).

### **1.7.5 Institutional Agility**

Agility is defined as "speed, lightness, and darts are said: a game in which arrows are shot at a target." More broadly, agility is defined as "an organization's ability to respond, adapt quickly, and thrive in a changing environment." Others define it as "an organization's ability to proactively detect signals in its environment, evaluate them as relevant signals, classify them into threats or opportunities, and then formulate an appropriate organizational response" (Kettunen, 2010).

### **1.7.6 Organizational Capacity**

An organization's resilience lies in its ability to adapt, withstand, and respond swiftly to internal and external variables (Nafi, 2016).

### **1.7.7 Adjustment**

Employees and organizations must possess the capability to handle unpredictable or anticipated crises and situations, whether internal or external, in a proactive and swift manner (Dutcek, 2020).

### **1.7.8 Regulatory Speed**

An organization's ability to accomplish tasks swiftly and with high quality depends on recalibrating processes, streamlining decision-making, empowering frontline leaders, and reducing hierarchical and bureaucratic slowdowns. By focusing on these key areas, the organization can improve efficiency, enhance responsiveness, and ensure superior performance outcomes (Deng et al., 2022).

### **1.7.9 Prospective**

Foresight is the language of honor, characterized by a high vantage point that enhances awareness (Lisan Al-Arab, 1414 AH). It involves anticipating future social, technological, and economic developments and trends, analyzing their nature and significance, and assessing their potential impact on all aspects of the entity's work. This approach enables the entity to build readiness for the future (Oedik & Nizgouda, 2016).



#### **1.7.10 Forward-looking Vision**

The organization's ability to monitor and seize opportunities hinges on its timely response to changes in the surrounding environment. By anticipating future social, economic, and technological developments and trends, it can analyze their potential impact on areas related to its work. This proactive approach allows the organization to build future models and capitalize on opportunities while maintaining strategic and practical flexibility. Such flexibility positively influences its operations, services, and policies, ultimately achieving happiness for stakeholders and society (Kandil, 2020).

#### **1.7.11 Partnerships and Collaborations**

The government entity establishes a network of relationships among multiple parties to achieve national goals, indicators, initiatives, and strategic objectives. These partnerships, whether internal or external with customers, suppliers, or other government entities, facilitate integration and the accomplishment of desired outcomes (Gabler et al., 2017).

#### **1.7.12 Human Resources**

Employees of government agencies engaged in implementing projects, services, and products, regardless of their employment status be it civil service, contract, or daily work, and whether part-time or permanent are recognized as long as their job titles are included in the organizational structure of the concerned entity (Minbeva & Muratbekova-Toruń, 2013).

#### **1.7.13 Transformational Leadership**

Transformational leadership is a crucial element in achieving organizational excellence. This leadership philosophy involves leaders collaborating with teams to identify necessary changes, develop a vision to inspire those changes, and implement them alongside committed group members. When leaders influence and motivate their followers to exceed their perceived capabilities, it exemplifies transformational leadership (Burns Jr., 2017; Lee et al., 2019).

#### **1.7.14 Strategic Planning**

Strategic foresight involves deeply and comprehensively thinking about the ideal future state of an organization. It entails drawing various scenarios for the future and then planning to capitalize on available opportunities while minimizing or avoiding potential risks (Mahmoud, 2010).

#### **1.7.15 Institutional Performance**

A flexible management system directs organizational activities by measuring the effectiveness and efficiency of efforts through comparison of achieved results with established standards. This system is responsive to both internal and external changes and circumstances. By utilizing a comprehensive set of standards and tools, it evaluates actual performance against targeted performance at all stages of implementation, for both individual activities and the organization as a whole (Al-Taie, 2016).

#### **1.7.16 Maturity of Future Foresight**

The University of Houston has designed and approved a model to determine the readiness of institutions by assessing their ability to foresee the future and identify best practices for improving strategic performance and operations. This model, known as the Future Foresight Maturity Measurement Model, evaluates institutions to identify strengths and weaknesses and recommend necessary actions. The model includes six main criteria and descriptions of practices to achieve future foresight: leadership, a clear framework for future possibilities, strategic planning, research and information collection, future forecasting, and strategic vision (Kaabi, 2016).

#### **1.7.17 Corporate Governance**

Effective governance facilitates the guidance and control of institutions by adhering to fundamental principles such as justice, responsibility, accountability, integrity, and transparency. Additionally, governance seeks to align government administration policies with the broader vision of the state, ensuring coherence and consistency in achieving strategic objectives. This alignment not only fosters trust among stakeholders, but also improves the overall efficiency and effectiveness of public administration, contributing to sustainable development and society's well-being.

### **1.7.18 Human Capital**

Economics, human resource management, and social development extensively use the term "human capital." This term describes the set of abilities, knowledge, skills, experience, and other traits that individuals possess that contribute to their ability to perform work and generate economic value. Targeted investments in education, training, and personal development can significantly enhance individuals' value, viewing them as valuable assets (Baraei & Mirzaei, 2019).

Human capital underscores the idea that investments in people, such as education, health, and skill development, yield exceptionally high returns. These returns benefit not only the individuals by increasing their productive potential and expanding their life opportunities, but also the institutions and communities in which they operate. This concept is central to discussions on economic development, human resource management, and public policy. It highlights the importance of creating and improving conditions that enable individuals to realize and maximize their full potential, thereby driving overall economic and social progress.

## **1.8 Study Structure**

The thesis is organized according to an organized structure consisting of five main chapters:

### **Chapter One: Introduction**

It is considered an introduction to the thesis, where it highlights the main concepts related to the research, identifies the problems at hand, and outlines the questions and objectives that the study aims to address.

### **Chapter Two: Review of Previous Studies**

It is concerned with studying and reviewing references and previous works, highlighting the basic concepts and theories that support the research topic, in addition to presenting the proposed model and the relationships it contains.

### **Chapter Three: Study Methodology**

It focuses on the methods and techniques used in the research, explaining the methods and mechanisms that will be followed to reach the desired results.

It represents the main part of the study, in which the results are presented, with a clear discussion of the analysis steps, numerical breakdown of the sample, demographic data, as well as the connections associated with the proposed model.

#### **Chapter Four: Results and Data Analysis**

This chapter provides the data analysis procedures and findings of both quantitative and qualitative method

#### **Chapter Five: Discussions, Conclusions and Recommendations**

It concludes the thesis, in which it reviews a summary of the results and effects of the study, evaluates the extent to which the set objectives have been achieved and concludes with recommendations related to the research.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Due to the scarcity of field studies that dealt with the impact of the application of institutional agility on institutional excellence in the Government of Dubai, as well as knowing the impact of human capital as an influential factor on this relationship, it was found through research that previous studies, although few, were limited in researching an aspect of agility and its impact on some aspects of strategic excellence, such as a study (Cali et al., 2019), which examined the aspect of organizational excellence as an independent variable and its impact on the relationship between strategy management in its aspects (design, information gathering, application, and evaluation) and crisis management, as we find in the study (Shakhour et al., 2021), which examined the impact of institutional agility in its aspects (response, flexibility, and speed) on institutional excellence as an independent variable.

Furthermore, Amini and Rahmani (2023) examined the aspect of strategic agility in its aspects (strategic objectives, core capabilities, strategic sensitivity, clarity of vision, speed of response, and shared responsibility) as an independent variable and its relationship to organizational excellence in aspects (leadership, knowledge, and services) in private banks. It is clear from this that since the issue of institutional agility in government work in the Emirate of Dubai is new, and there is a scarcity of studies, and although some studies have dealt with the impact of institutional excellence by identifying (strategic objectives, basic capabilities, strategic sensitivity, vision achievement, speed of response and shared responsibility) as an independent variable and its relationship to institutional excellence with its aspects (leadership, knowledge and services) as a dependent variable. Al Nuaimi (2021) examines the impact of financial agility on institutional agility in its six dimensions (excellence and vision). foresight, innovation, flexibility, cooperation and speed) on government entities in the Emirate of Dubai, so this study comes to try to fill that gap.

Through the researcher's review of the theoretical literature and previous studies, and due to the difficulty of obtaining consistent, consistent and specific studies, due to the lack of researchers who have addressed such a topic – the impact of applying

institutional agility towards institutional excellence in the Government of Dubai: the role of human capital as an influential factor – and none of them addressed institutional agility in government agencies, especially as it is a modern topic. Therefore, the following studies have been addressed, which are the closest and most appropriate and can be considered relevant or related, to be based on them as previous studies related to the subject of the current study. Where he was able to access a number of them, and the following is a presentation of them.

Study of Prats et. al. (2018) organizational agility: why large corporations often struggle to adopt the inventions created by their innovation units and how to improve success rates in a rapidly changing environment"; we live in an age of agility, and organizations that want to survive – let alone thrive – need to increase their agility, adaptability, and innovation. It's a challenge that not many of them are equipped to face. In a survey of chief innovation officers and related roles conducted by the authors of this white paper, nearly 90 percent of respondents said agility was critical to their company's future success, and 96 percent said they needed to become more agile in the future. However, only 26 percent rated their company's current agility as high or larger.

Study of Zitkiene and Deksnys (2018) Titled "Organizational Agility Conceptual Model ", this study aimed to demonstrate organizational agility as a complex and multidimensional concept. One of the challenges in the study on organizational resilience is its unified definition and concept. Different dimensions and frameworks have been used to analyze the agility of the organization. Many of them focused on the concept of organizational flexibility from a limited perspective. The results of the study showed that the organizational agility of a coherent and holistic conceptual model applicable to diverse industries and organizations and that the diversity of features, characteristics, capabilities and practices facilitates the measurement of organizational flexibility to be analyzed. Based on the main research frameworks to analyze the concept of organizational agility. The results showed that the conceptual organizational agility model based on organizational agility traits, capabilities and practices showed a unified concept, which can be adapted in the study of organizational flexibility in a wide and global range of organizations, regardless of the industry in which they practice.

Khoshnood and Nematizadeh (2017). Entitled " Strategic Agility and Its Impact on the Competitive Capabilities in Iranian Private Banks", this study aimed to explain the concept of strategic agility and its determinants, and to reveal its importance in the banking sector and verify its impact on the competitiveness of private banks in Iran, and the study sample consisted of (150) managers and experts from banks. The results of the study showed that strategic agility has a significant impact on the competitiveness of private banks in Iran.

Fatlawi study (2017) entitled "The Relationship between Lean Leadership and Building Organizational Reputation through the Intermediary Role of Regulatory Compliance: An Analysis of the Opinions of a Sample of Employees in the State Automotive Manufacturing Company", this study aimed to assess the relationship between agile leadership and organizational reputation through the mediating role of regulatory compliance in the State Company for the Automotive Industry The target study sample was represented by employees working in the General Company for the Automotive Industry, the results of the hypothesis analysis indicated that the change in the level of availability of agile driving is reflected in Further change in employees' levels of organizational commitment This effect also applies to a change in organizational reputation levels. Perhaps the most important of these recommendations was the need for the company's management to adopt philosophies and methods of dealing that ensure the disclosure of these phenomena, and to take note of the requirements for strengthening them and increasing their levels of presence by implicitly including the company's vision and mission and trying to create confidence in the same direction and the company's procedures and policies.

Harizat study (2015) entitled: "The Impact of Strategic Agility in Light of the Competitiveness of Companies on Operational Performance", An Applied Study in Engineering Industries Companies in Jordan. The study aimed to clarify the impact of strategic agility in light of competitiveness in developing the performance of operations in Jordanian industrial engineering companies, and the study found a synaptic correlation between strategic agility factors and competitiveness factors.

Nira (2012). Titled "The Strategically Agile Organization: Development of a Measurement Instrument ", this study aimed to develop management concepts so that they can be relied upon to build a strategically agile organization, and help organizational leaders to evaluate and improve the speed and flexibility of responses to changes. Study of the Arab (2011). This study aimed to identify the role of

organizational change in the development of innovations within Algerian telecommunications organizations from the point of view of Algerian telecommunications organizations, and the results were: The general arithmetic average of organizational change within the studied companies was high with its approved variables, namely the company's culture and the technology used, and the perceptions of the members of the study sample. The dimensions of innovation within organizations are also high, and there is a positive role for the organizational change process in supporting and developing organizational innovations.

Kettunen (2010). Titled "The Evolution of Productive Agility and Strategic Agility in Technology Companies"; This study aimed to develop an integrated framework for business strategy and the development of product methodologies under specific conditions, in complex and rapidly changing market environments, because companies need strategic agility to maintain competitive advantage in the current era. This study was tested on Finnish technology companies, which was conducted through a personal interview with executives, it has been found that with the company's experience during the past years, the existence of part of the study model has been achieved and there are positive effects expected by the model found in the operational processes of companies. The results of the study recommended adopting methods in product development through long-term strategic agility, and taking the initiative to accept change in all units of the company's departments rather than avoid it.

## **2.2 The UAE Government and the Government of Dubai**

The UAE is one of the countries most interested in sustaining its leadership and institutional excellence, hence its leaders seeking to adopt an approach to organizational agility, by motivating leaders to innovate and foresee the future, and supporting a culture of focus on values based on the fact that agile governments focus on delivering public value in the future (Moonesar et al., 2019). The UAE Global Government has not only taken action within its borders, but is also seeking to strengthen its partnerships with developed countries interested in the field of agility. Due to the importance of this in monitoring global changes on a large scale, and exchanging knowledge and evidence, which helps in developing innovative models through which they can be scientifically prepared to face future challenges, which facilitates not only adapting to them, but also benefiting from them and turning them into strengths that reflect positively on societies.



The UAE signed the Charter of Agile Nations on November 25, 2020, and also joined the network established by the World Economic Forum (WEF) and the Organization for Economic Co-operation and Development (OECD). UAE leaders recognize the importance of cooperation and partnerships with other countries, and the role of this in managing the changes and challenges created by the Fourth Industrial Revolution. An agile approach refers to efficiency in managing opportunities and risks, by designing a set of regulatory frameworks that enable focus on risks, minimizing costs, supporting responsible innovation, and reforming rules in a timely manner. Cooperation between States to create clear rules of institutional agility contributes to the coordination of risk management activities and mutual capacity-building to build a better future.

The agile forward-looking thinking of Emirati leaders is an important factor in supporting and implementing the forward-looking approach in the UAE, as the UAE government is developing policies and regulations to make them more flexible in dealing with VUCA challenges is a real indicator of the UAE's high ability to achieve global competitiveness in terms of speed in making appropriate decisions at the right time and managing crises with high efficiency. Of course, the world is coming to deeper changes than we have known, and it is certain that the world after Corona is not like the world before it but the UAE government's agile approach must be a lifeboat from the challenges ahead (Alnuaimi, 2019).

In the UAE government, innovation and agility are key factors in designing the future, and good governance, innovation and agile regulations are key pillars in the development of advanced models, which will help design the future of governments, highlighting the UAE's pioneering approach to strengthening global partnerships between governments and between organizations to build a better future" (Fninou & Almuraqab, 2022). The best thing we can talk about in this context is that on September 25, when the government was reformed, His Highness Sheikh Mohammed bin Rashid announced a new methodology for government work aimed at changing the tools of change, and moving to government work faster than before, closer to reality, and more in line with global changes. His Highness called on all institutions and ministries of the federal government to commit to shifting towards the new methodology in setting priorities, managing resources and budgets, and leading the government development process. The five parameters of the new methodology are as follows, with a set of practical proposals for its implementation:

First: Government work in the coming period will be led by major transformational projects and not only long-term strategic plans:

Institutions of all kinds seek to provide the finest services to their customers and this approach has been good and useful for a long period of time. But it is no longer sufficient in light of the great and unprecedented global changes. Today, institutions are required to anticipate the requirements of customers and present them to them even before they request them. Not only that, but delivering it with quality that exceeds their expectations. We cannot rely on previous traditional rules in light of the changes and complexities of VUCA, but the organization must be in a state of constant innovation and innovation. We cannot remain responsive to the requirements of customers, but we must monitor and understand the changes well and create new services with high quality that satisfy the citizen and all customers and reflect positively on the institution. This is done through major transformational projects such as moving government institutions from operating according to specific budgets to investing assets in an innovative way and generating revenue to achieve self-sufficiency in financial needs. Elephants can dance as well as major transformations make the difference.

Second: The upcoming change cycles will be flexible and fast (from 6 months to two years), unlike the previous strategic cycles, which ranged from 5 to 10 years.

Strategic plans are one of the most important and famous tools of change used by governments and institutions globally to develop themselves and transfer them to the desired future. But in the era of change, more emphasis is placed on the flexibility of strategic plans in all their elements, and their adaptability to rapid changes. Today, we cannot define a specific strategic direction and adapt the conditions to achieve it, but institutions must periodically and periodically assess the reality of their internal and external environment, and determine the direction in which the institution should operate for its benefit and ensure its sustainability.

In a turbulent age, priorities are constantly changing, so reviewing the plan periodically is important to rearrange alternatives and priorities according to changes and challenges, and to ensure the success of the organization in the long term. Third: sectoral priorities will be determined. Followed by the identification of clear transformational projects. Ministerial task forces will be formed to implement these projects. And rely on our national cadres who have a deep understanding of the field and the mechanisms of change in determining the new government priorities.

Despite the multiplicity of ministries and each of them is specialized in a field, we cannot overlook the importance of agility and coordination between them to achieve the required goals. Hence the importance of dividing ministries into a group of sectors, as each sector can include a group of ministries that cooperate with each other to achieve a common goal. These sectors are managed by Emirati leaders who are distinguished by their high ability to understand reality scientifically and logically, analyze its variables accurately, and lead change in it in order to achieve alignment between the institution and external requirements of change, thus achieving a large type of integration in resources and activities between institutions, not just coordination. Fourth: Moving from the sole responsibility of the ministries to the joint responsibility of the field work teams, and performance contracts will be signed with these teams to implement the projects and follow them up from the Council of Ministers.

Overcoming the challenges of change is mainly related to the efficiency of working within a team and the ability to coordinate between all its parties and components, we cannot only track indicators to judge success or failure. Changes impose more complexity and this requires openness to the ideas of others and skill in communication, cooperation and coordination between all departments. Responsibility cannot be borne by a specific individual or department. Great challenges require a shared responsibility in which all parties strive to achieve the required overall achievement. It should be noted the importance of this cooperation in promoting the culture of "internal performance agreements" in government work, and its importance and role in completing work within the required period.

Fifth: The scale of incentives and promotions will be developed based on the performance of the executive teams and their ability to complete the transformational projects approved by the Council of Ministers and achieve integration and coordination among them. Creativity, the ability to innovate and high skills in making timely decisions are hallmarks of workers in an era of change, we cannot rely solely on those with degrees and turn a blind eye to those with competencies. Thus, the restructuring of the annual evaluation in organizations contributes to the continuous restructuring of leadership to ensure that change leaders are in the right place and in the decision-making position. In this case, it is important to establish distinctive recruitment mechanisms such as incentives and bonuses to ensure that individuals who are leaders remain in the government team.

Governments are the backbone of societies and the main engine of progress and prosperity. When we talk about the Government of Dubai, we are talking about a unique model of excellence, innovation and leadership. From this standpoint, the role of implementing the institutional excellence system comes as one of the most prominent tools that enhance the quality of services and lead to achieving citizen satisfaction (Baraei & Mirzaei, 2019). In a fast-paced world, there is an urgent need to apply the concepts of organizational agility, as it represents the ability to adapt to changes and seize opportunities in this changing world.

This research focuses on the interaction and integration between agility and organizational excellence, seeking to provide a deep understanding of how governments achieve peak performance by integrating these two concepts. As the topic is recent and rarely featured in Arabic scientific literature, the study represents a valuable addition in this field, contributing to providing new and in-depth knowledge of how the Dubai government can achieve its future goals and provide better services to its citizens.

The researcher hopes that this research will be a step towards developing the performance of the government and enhancing the role of institutional agility and institutional excellence, not only in the Government of Dubai, but also as a knowledge reference that can be used in various government frameworks around the world. The history of the United Arab Emirates has been linked to trade since 630 AD, as the UAE's strategic location between the countries of Europe and the Middle East attracted traders from various parts of the world, such as traders from India, China, Europe, Portugal, the Netherlands, and Britain. Due to the UAE's commercial importance, the Europeans sought to control the UAE coasts, which made the Bedouins take Abu Dhabi. Dubai is home and a hub of importance to them. It is worth noting that the UAE signed in the nineteenth century a set of agreements with the United Kingdom, which stipulates that the UAE does not deal with any country other than Britain without prior approval from it in exchange for the British protection of the coastal and land roads of the Emirates, and the United Arab Emirates was formed by the Federation of the following emirates in 1971, the Emirate of Abu Dhabi, the Emirate of Ajman, the Emirate of Fujairah, the Emirate of Sharqia, the Emirate of Dubai, the Emirate of um Al Quwain, and the Emirate of Ras Al Khaimah, which joined in 1972.

### **2.2.1 Dubai Government and its Development (Dubai, 2020)**

In recent decades, the Emirate of Dubai has witnessed tremendous development, and the emirate has placed itself on the economic map of the world, achieving a prestigious global position and reputation, due to several reasons, the most important of which are the ease and flexibility of its laws and investment promotion policies, and the luxury of the standards of life, security and stability that characterize life in it, to become a center for major international companies that manage their business in a vast area with a population of about two billion people from their offices in Dubai (Emirate of Dubai, Government of Dubai - Executive Council", 2020).

### **2.2.2 Emirate of Dubai in the Past**

The city of Dubai originated in the thirties of the nineteenth century, in 1833 AD, and the creek, which extends for ten miles, represents the best natural ports in the south of the Arabian Gulf, which prompted nearly 800 people belonging to the Bani Yas tribe led by Al Maktoum at the Creek area to settle on its banks, and the emirate continued to grow, until the beginning of the twentieth century, known then as an important port for ships passing through the Arabian Gulf and became one of the most famous ports on the Arabian Gulf, and increased The population of the emirate to become about 20,000 people, and the late Sheikh Maktoum bin Butti (1833 - 1852 AD), the founder of the first emirate of Dubai, proved ingenuity and efficiency in organizing and managing the affairs of the tribe, and tribes from Bani Yas in general and from other tribes flocked to Dubai until their number increased and the number of residents doubled many times (Dubai Date, 2020).

Dubai remained in turbulent growth, and in the fifties of the twentieth century, with the fame of the port of Dubai, and the increasing number of ships using the creek, which led to its filling with goods, so the ruler of Dubai, the late Sheikh Rashid bin Saeed Al Maktoum, decided a decision characterized by boldness, ambition and farsightedness, as he decided to dredge the bottom of the creek and clean it, and that step had a clear impact on increasing the number of ships arriving at the port, and increasing the volume of goods imported into Dubai, and that decision was the basis for strengthening Dubai's position as an important trade hub and a leading re-export terminal.

After the discovery of oil in 1966, oil revenues were used to build and develop the emirate's infrastructure, schools and hospitals were built, roads were built, a modern communications and transportation network was built, and during the reign of Sheikh Rashid, Dubai International Airport was built and the landing strip was developed to accommodate all types of aircraft, in parallel with the construction of Jebel Ali Port in the Jebel Ali area (Dubai Government, 2020).

The elements of success and the seeds of universality for Dubai with its inception, and grew and grew those components, under a wise leadership that possessed a clear vision, and next to the long history of Dubai's achievements, which the world witnesses, and perhaps the achievements made by the Emirate of Dubai during the last three decades in particular, are only the fruit of diligence, wisdom, and foresight of its leaders and rulers, along with the late Sheikh Zayed bin Sultan Al Nahyan - the first president of the UAE, was for the achievements of the late His Highness Sheikh Maktoum bin Rashid Al Maktoum – Vice President and Prime Minister of the UAE and Ruler of Dubai – highlighted him as a leader who enjoyed close connections with his people, and with whom he shared his dreams. Sheikh Maktoum bin Rashid ruled Dubai between November 1990 and January 2006, and when His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, assumed the leadership of the emirate in 2006, he pushed it into the future quickly (Dubai Government, 2020).

### **2.2.3 Emirate of Dubai Present**

On January 4, 2006, His Highness Sheikh Mohammed bin Rashid Al Maktoum took over the reins of the Emirate of Dubai after the death of his brother Sheikh Maktoum bin Rashid Al Maktoum. His Highness remains the Ruler of Dubai. Dubai is the second emirate among the seven emirates that make up the UAE. The UAE enjoys its legislative bodies and regulations as well as the federal legislation that governs it. It has its own Executive Council that manages the affairs of the Emirate in accordance with the provisions of the law (Law on the Establishment of an Executive Council for the Emirate of Dubai, 2003). The Executive Council shall carry out the following tasks: Setting the general policy of the Council in various fields under the supreme control of the Ruler of the Emirate, supervising the implementation of that policy and taking the necessary measures to implement federal laws, including preparing local laws, regulations, decisions and orders, approving draft laws and decrees before

submitting them to the Ruler of the Emirate for approval, issuing them and taking the necessary decisions for their implementation, in addition to preparing the draft annual budget of the Emirate and following up on its implementation after adoption, preparing the final account, and approving plans Development and follow-up of their implementation after approval, approval of draft regulations and their issuance with the approval of the Ruler, supervising the proper performance of laws, rules and decisions, establishing and organizing government departments, agencies and bodies required by the interest of the Emirate, monitoring the progress of work therein, supervising the coordination of work between departments and ensuring the progress of work therein, and any other specializations assigned to the Executive Council in accordance with the law. In addition to these departments, several government centers and entities have been established in the Emirate of Dubai. Accordingly, government entities in the Emirate of Dubai are divided according to the website (Dubai Government Information Office, 2020) as follows:

1. The thirteen government departments in Dubai are: Department of Finance, Department of Economic Development, Tourism and Commerce Marketing Authority, Dubai Chamber, Dubai Customs, Smart Dubai, Government of Dubai Human Resources Department, Dubai Municipality, Financial Regulatory Authority, Islamic Affairs and Endowments Department, Dubai Land Department, Dubai Protocol and Hospitality Department, Government of Dubai Legal Affairs Department.
2. The eight public authorities in Dubai are: Community Development Authority, Dubai Electricity and Water Authority, Dubai Civil Aviation Authority, Dubai Culture & Arts Authority, Dubai Health Authority, Roads and Transport Authority, Knowledge and Human Development Authority, Dubai Airport Free Zone.
3. Public institutions in Dubai, which are ten institutions: Dubai Ambulance Services Authority, Awqaf and Minors Affairs Foundation, Dubai Government Workshop, Dubai Export Development Authority, Dubai Media, Dubai Airports, Mohammed Bin Rashid Housing Authority, Dubai Women Establishment, Specialized Telecommunications Corporation, and Mohammed Bin Rashid Space Centre.
4. The three military entities in Dubai are: General Directorate of Dubai Civil Defence, Dubai Police, General Directorate of Residency and Foreigners Affairs - Dubai.

5. The council's number three: Dubai Sports Council, Dubai Executive Council and Dubai Supreme Council of Energy are three councils in Dubai.
6. Judicial authorities in Dubai, and there are two, namely: the courts in Dubai and the Public Prosecution. In addition, the Government of Dubai has established three academic bodies:
  - a. Mohammed Bin Rashid School of Government,
  - b. Hamdan Smart University,
  - c. Dubai Judicial Institute.

About fifty-nine thousand employees work in all government institutions of the Emirate of Dubai, the government decided from the beginning not to rely on oil as a basic source of income for the emirate, so it worked to build a diversified economy, the contribution of oil in it does not exceed 6%, as indicated by the Emirates Today newspaper (2019), the emirate's economy is growing from the revenues of industry, tourism, real estate and hosting conferences, exhibitions and major international events, and the emirate also enjoys a modern and solid infrastructure, as it has two international airports, the first of which is "Dubai International Airport" Jebel Ali Port, which is the largest port built by man, is an important economic backbone that supports its economy, and has a major role in making Dubai one of the most important re-export centers in the world, and it does not stop there, as the Emirate of Dubai has worked to establish modern industrial zones and free economic zones of various specialties, including: Jebel Ali Free Zone, DIFC, Dubai Silicon Oasis, Dubai International Airport Free Zone, Dubai Media City, Dubai Internet City, Dubai Academic City and Knowledge Village.

In preparing the human cadres necessary to support this strong economic movement, it has provided, contributed and established a prestigious group of local and international universities and institutes, which are visited by students from all over the region, and the Emirate of Dubai has developed the entire health sector and set standards to ensure the provision of high-quality health services, provided by government and private hospitals, while Dubai Healthcare City has quickly become a destination for hospitalization and a prestigious destination for medical tourism (Government of Dubai-Executive Council, 2020).

The Emirate of Dubai did not stop at the borders of the earth, but extended its head high into space, where it began to develop and improve the space industries sector, and



culminated in the construction of the Mohammed bin Rashid Space Center, which contributed to the training and qualification of the first Emirati astronaut, Hazza Al Mansouri, who participated in a trip to space aboard the Soyuz MS-15 to join a team of scientists at the International Space Station in 2019, as well as the UAE and the Emirate of Dubai celebrated the design of the first satellite by Emirati hands, which Manufactured at the Mohammed bin Rashid Space Centre in Dubai, it was launched into space as KhalifaSat in October 2018. (Mohammed bin Rashid Space Centre, 2020), and in this year 2023, the Emirati astronaut Sultan Al Neyadi had launched his mission to the International Space Station, aboard the Dragon spacecraft, accompanied by the crew-6 team, to spend about 180 days in space, after which he returned safely to Earth on September 4 of this year.

The Emirate of Dubai, which is located on the coast of the Arabian Gulf, with an area of (4,114) km<sup>2</sup>, is surrounded by sand dunes from every direction, and temperatures rise in summer to above forty degrees Celsius, and despite the high temperature of the climate and desert conditions, this emirate has attracted more than (3,092,450) expatriates from various parts of the world, and is inhabited by more than (263,450) citizens (Dubai Government-Dubai Statistics Center, 2020). They found this emirate their paradise on earth, as the way this emirate is governed and managed and the principles established by the wise leadership were the way for the development and universality of the Emirate of Dubai, and in this His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, says: Changes are accelerating around us, competition with us is increasing, and expectations are rising for our generations, and we must respond, as our responsibility is to keep pace with and maintain development and excellence, and continued growth, and what was suitable in the past, may it is not suitable for the future, and what benefited us in the past twenty years, may not be the most beneficial for us in the next twenty years, time forces us to change tools, renew institutions, and fight recession, the future forces us to renew blood, and rebuild our structures, culture and ideas, in order to ensure real transformations for Dubai during the coming period.

### **2.2.3.1 Government of the Emirate of Dubai**

The inspiring vision of the leadership in the Emirate of Dubai, which was manifested in its first beginnings, when His Highness Sheikh Maktoum bin Rashid Al Maktoum issued a decree in 2003 to form the Executive Council of the Emirate, and entrusted him with a number of tasks, the most important of which are:

- Formulate the general policy of the Council in various fields under the supreme control of the Ruler, and supervise the implementation of that policy.
- Take such measures as may be necessary to implement federal laws, including the preparation of local laws, regulations, decisions and orders.
- Approving draft laws and decrees before submitting them to the Ruler for ratification, promulgation, and taking the necessary decisions for their implementation.
- Prepare the draft annual budget of the Emirate, follow up its implementation after ratification, and prepare the final account.
- Approving development plans and monitoring their implementation after their ratification.
- Approving and issuing draft regulations with the approval of the Ruler.
- Supervise the proper implementation of laws, regulations and decisions.
- Approving agreements concluded with oil companies.
- Establish and organize government departments, bodies and agencies whose establishment is required by the interest of the Emirate and monitor the progress of work therein.
- Supervise the coordination of work between the departments and ensure the progress of work therein.
- Any other functions entrusted to the Executive Council by law.

Thirteen government departments were established, including the Department of Economic Development, the Department of Finance, the Department of Tourism and Smart Dubai... etc., and eight bodies were established, including the Water, Electricity, Transportation, Aviation, Knowledge, Community Development and Health... etc., and ten public institutions established to integrate with other structures of the emirate, including: an institution specialized in endowment, minors and women's affairs, the Space Center, Dubai Media Incorporated... etc., and security and stability had a share

in Dubai's military institutions, civil defense, residency, foreigners affairs and Dubai Police, as well as, three academic bodies were established, such as the Mohammed bin Rashid School of Government, Hamdan Smart University, and the Dubai Judicial Institute, to provide the government apparatus in Dubai and abroad with the necessary knowledge for the development of the emirate, as well as the emirate established a Supreme Council for Energy and the Dubai Sports Council, and developed the necessary legislation, and established Dubai courts that follow a legal system independent of the United Arab Emirates, and made The Emirate of Dubai is a Public Prosecution, and finally the Emirate has established a statistical center for it, all these departments work in harmony and balance under the Executive Council to achieve the plans of the Emirate (Government of Dubai-Executive Council, 2020). Nearly 100,000 government employees manage these job structures.

In parallel with the modernization and development of the organizational and legislative structure of the emirate, work was moving at a rapid pace towards going to the future and reaching it early, in 2014, the Dubai Plan 2021 was developed, and this ambitious plan that draws the future of Dubai through several perspectives that complement each other to work to draw the image of Dubai in the future, starting with the perspective of the individual and society, addressing the desired characteristics available in members of Dubai society, citizens and residents, to carry out the burden of development and play a pivotal role in leading the plan's axes. In addition to describing the ideal society in its cohesion, cohesion and respect for multiculturalism and harmonious coexistence among them, the plan also addresses the future of Dubai from the perspective of urban space, whether with regard to the elements of infrastructure such as a natural and constructed environment, roads, means of transportation, energy sources, etc., or what is related to the form of life experience that members of society, including Emiratis, residents and visitors, live, whether in their interaction with each other, or in their interaction with the elements of urban structure and related social services. She was an economic mother.

The plan also addresses the future of the city from an economic perspective, not only as the engine of development and fuel that feeds the city and drives its continuous development, but also the factor that makes the city an insurmountable hub in the global economy, and finally the plan addresses the future of Dubai from the perspective of good governance, as the institutional mechanism that ensures the leadership and continuity of development, enhancing the well-being of the individual

and society, and maintaining security and order. The above perspectives have been translated into six pillars, each of which is a key title for a set of key goals at the level of Dubai, and together they shape the city's future aspirations towards 2021 (Government of Dubai-Executive Council, 2014).

#### **2.2.3.2 Dubai in Numbers**

The development of the Emirate of Dubai, especially in the last two decades, is reflected in comparing the figures achieved by the emirate, and perhaps it indicates beyond any doubt, the wisdom of the leadership and its foresight to the future.



Table 2.1: Comparisons of the development of the Emirate of Dubai between 2007 and 2019

No	Sector	Statement	General	Value	General	Value
1	Environment	Greenery	2019	13,532,560 m2	2007	7,567,698 m2
		Number of trees	2019	4,823,265	2007	2,691,587
2	Community Services	Total Value of Aid	2018	476,793,000		202,139,000
		Average value of aid per capita	2018	39		18
		Number of individuals benefiting	2018	12,198	2007	11,402
3	Health	Employment in hospitals and government centers	2018	28,284	2007	8,936
		Employment in hospitals and private centers	2018	13,016	2007	5,161
4	Tourism	Number of hotels	2019	544	2007	319
		Number of hotel rooms	2019	100744	2007	32,617
		Number of hotel guests	2019	16,730,000	2007	5,863,509
5	Economy and foreign trade	GDP	2018	398,129 (Million)	2007	244,418(million)
		Export & Re-Export (Direct - Free Zones)	2019	572,849(million)	2006	179,187 (Million)

No	Sector	Statement	General	Value	General	Value
6	Education	Commercial Licenses (renewed and new)	2019	172,066(Million)	2007	80,717(million)
		Manufacturing activities		136,211,384,000	2007	88,571,416,000
		Number of students (citizens / expatriates)	2018	29,387	2007	29,759
		Number of students (citizens / expatriates)	2018	289,195	2007	144,152
		Number of graduates in colleges	2018	13,082	2007	9,607
7	Population	Population	2019	3,355,900		1,529,792
8	Transportation	Number of passengers at Dubai airports	2019	87,927,811	2007	34,348,110
		Number of planes landing at Dubai Airport	2018		2007	260,530
		Number of containers delivered at Jebel Ali Port	2019	14,111,303		10,653,009
		Number of completed buildings	2019	6,665		2,369
		Value of completed buildings	2019	36,117,000,000		-
9	Housing & Buildings					
10	General Budget	Total Revenue	2020	63,917,555,999.99	2014	37,000,000,000.21

No	Sector	Statement	General	Value	General	Value
		Revenue from the economy, infrastructure and transportation sector	2020	40,471,520,000.00	2014	26,852,692,318.23
		Revenue from the Government Excellence, Innovation and Creativity Sector	2020	16,431,356,000.00	2014	5,810,783,000.00
		Revenue from the Security, Justice and Safety Sector	2020	5,410,699,999.99	2014	3,368,860,187.98
		Revenue from the social development sector	2020	1,603,980,000.00	2014	967,664,494.00
		Total expenses	2020	66,417,301,027.99	2014	37,882,000,000.00
		Expenditures on the Government Excellence, Innovation and Creativity Sector	2020	3,251,879,400.00	2014	4,887,261,334.00
		Expenditures on the economy, infrastructure and transportation sector	2020	19,925,268,527.99	2014	14,181,082,120.00
		Expenditures on the social development sector	2020	12,549,735,000.00	2014	10,012,836,546.00
		Expenditures on the security, justice and safety sector	2020	3,251,879,400.00	2014	8,800,820,000.00

Source: Government of Dubai - Dubai Statistics Center (2020)

## 2.3 Institutional Excellence

### 2.3.1 The Concept of Excellence

Webster's dictionary defined excellence as "the highest level of quality." The word excellence means comparing an activity to those who work in the same field. Achieving perfection requires making every effort possible and available for excellence, which puts the organization in a position to face global competition (Elton, 1998). In addition, he explained (Adebanjo, 2001) based on the term excellence in total quality management, where excellence is an evolution in the quality process. Studies that have addressed excellence are complementary to studies on quality. Because of the idea of quality on the basis.

Institutional excellence is the total effort made by organizations in order to reach a leading position among their peers who participate in providing the same service or product, whether at the local, regional or international level. Organizational excellence is "a dynamic process that brings high value and competitive advantage. In addition, customer and supplier satisfaction is achieved by improving internal capabilities, achieving business integration and creating a sustainable attitude for its business" (Kanji, 2001). In addition, Sousa and Aspinwall (2010) defines excellence as "planned organizational efforts aimed at achieving lasting competitive advantages for an organization in an era of intelligent organizations, total quality, and creative workers." Researchers believe that institutional excellence occurs in all private or public organizations. It doesn't happen suddenly and instantaneously, but goes through several stages. With regard to institutional excellence in the government work environment, it can have a direct relationship with the performance of government sectors, where outstanding and unique performance is a driving force for survival and continuity.

### 2.3.2 Types of Institutions and Their Relationship to Excellence

- **Failed institutions:** These are those institutions that fail to achieve any of their strategic and executive plans or the needs and desires of their internal and external customers.
- **Casually distinguished institutions:** of which we see many examples permanently, which are those institutions that have made efforts that helped them achieve an important level of excellence, but the continuation was not an ally for



them, so their excellence fades suddenly as it suddenly shined, and there are a large number of possibilities that may describe what is going on inside those institutions and may be on top of those possibilities and reasons the absence of vision and leadership, and most importantly is the absence of a leading model to be followed, which is characterized by the third type of Institutions.

- Institutions with sustainable excellence: They are continuously distinguished institutions. The most important characteristic of these institutions is to follow a clear model and standards that force them and all those who belong to them, led by senior leaders, with clear levels of performance without any possibility of complacency or complacency, which ensures them always take the lead and strive with the utmost passion to see the best practices at home and abroad to achieve sustainability in good performance, and this category of institutions is the least affected by the change of leadership, as its leaders change is often Accompanied by a steady increase in performance levels and not the other way around.

### 2.3.3 Basic Concepts of Organizational Excellence

#### 2.3.3.1 European Institutional Excellence Model

The core concepts of the European Organizational Excellence Model (EFQM Excellence Model) are represented in eight concepts, which are as follows:

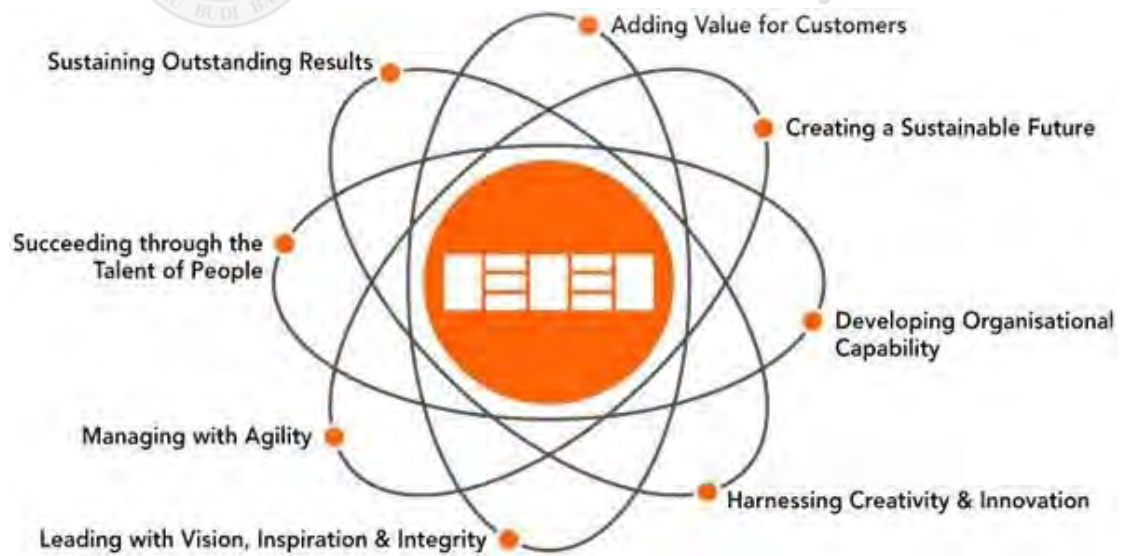


Figure 2.1 Basic Concepts of Excellence Model

The first concept, added value to customers, emphasizes that distinguished organizations consistently provide added value by understanding, anticipating, and meeting the needs, expectations, and opportunities of their customers. The second concept, creating a sustainable future, highlights that outstanding organizations positively impact the world around them by improving their performance, driving the economy forward, and enhancing the environmental and social conditions of the communities they engage with.

The third concept, developing institutional capacity, focuses on how distinguished organizations enhance their capabilities by managing change effectively both within and beyond their organizational boundaries. This is achieved through continuous courses, conferences, and dialogues that contribute to the development of institutional capacity. The fourth concept, supporting creativity and innovation, underscores the importance of fostering enthusiasm and positivity among workers. It is not only a motivating factor for outstanding, renewed, and innovative work but also a civilized and sophisticated appreciation and consideration for creative workers.

The fifth concept, leadership with vision and ambition, points out that outstanding organizations have leaders who shape the future by embodying their values and ethics. This enhances the organization's role locally, humanely, and globally, presenting the organization as a model that respects values, ideals, and role models. The sixth concept, managing gracefully, recognizes organizations for their ability to identify and handle opportunities and challenges effectively and efficiently.

The seventh concept, success through the talents of employees, acknowledges that outstanding organizations value their people and create a culture of empowerment to achieve both corporate and individual goals. The eighth concept, sustainability of unique results, ensures that outstanding organizations achieve sustainability for their unique results, meeting the short- and long-term needs of all stakeholders in their environment. Moreover, organizational excellence is an institutional performance program that emerged due to the development of quality and total quality within an integrated business model (Carayannis et al., 2013). The European model of excellence in institutional performance is recognized as the first comprehensive system of excellence, as depicted in the figure below.

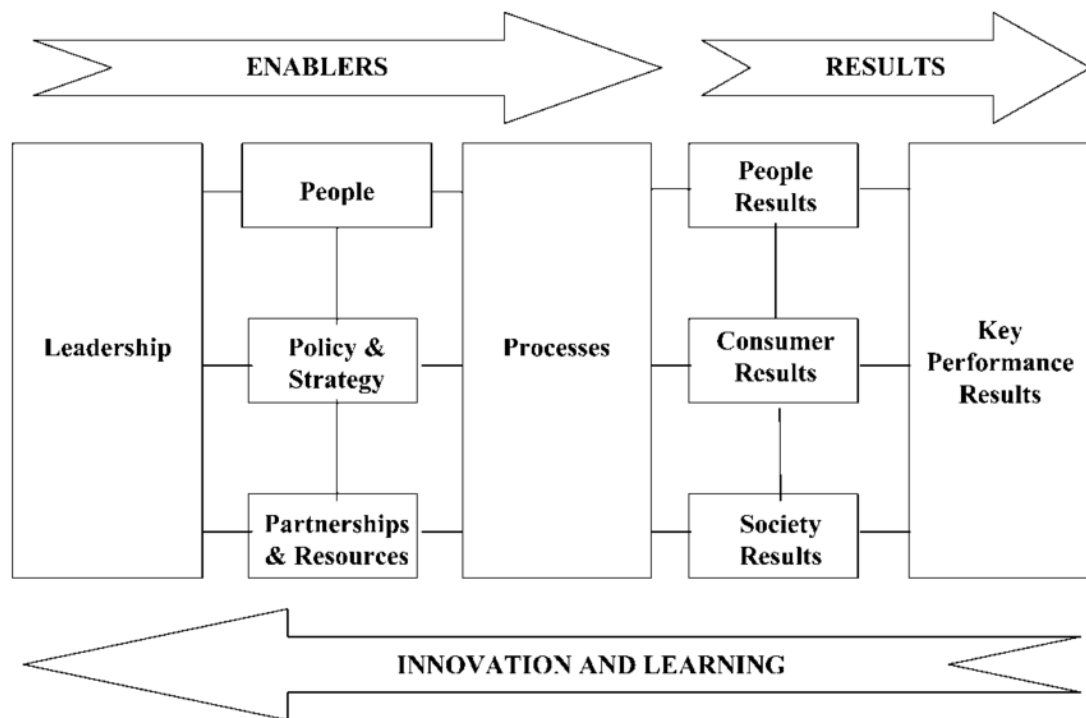


Figure 2.2 The European Model of Excellence in Institutional Performance

### 2.3.3.2 GEM 2.0 Government Excellence System

The GEM 2.0 system in the UAE is based on achieving the government's vision of improving the quality of life of citizens. This ecosystem encourages government entities to achieve this vision by building distinctive and innovative capabilities, enabling them to develop adaptable strategies that respond to future aspirations. In addition, the system seeks to provide distinguished services, maximize the use of technology and innovation, make the best use of resources, and enhance cooperation and knowledge exchange between various stakeholders.

The Government Excellence System is superior to traditional administrative concepts, as the government entity is part of an integrated and dynamic system that includes diverse and interconnected activities supported by strategic partnerships. Thus, the system has a broader view of the government entity, which sees it not only as a closed system, but as part of a larger system that seeks to achieve integration and make the most of cooperation opportunities.

Finally, the GEM 2.0 system is based on ten basic concepts:

- **Ambitious Vision:** The entity's vision aligns with future aspirations and the country's national strategy, aiming to achieve a prominent position for the country among the most prestigious countries in the world.
- **Improving the Quality of Life:** The entity strives to achieve results that meet the expectations of all stakeholders, effectively contributing to increasing the satisfaction and happiness of individuals and society, and improving their quality of life in the long term.
- **Wise Leadership:** The entity has effective and motivating leadership that emphasizes innovation and continuous improvement. This leadership is characterized by a constant aspiration for the future and readiness to face any challenges. Additionally, the leadership implements proven work methods to achieve high goals and increase the entity's competitiveness.
- **Proactivity and Embracing Change:** The entity is innovative and adaptable to ongoing challenges, ensuring continuity and achieving sustainable positive results.
- **Boost Confidence:** The proficient government entity strengthens its institutional structure through a governance system based on core principles and values such as integrity, accountability, trust, transparency, and readiness to interact. It has committed leadership aimed at meeting the expectations and needs of all stakeholders.
- **Integrated Work System:** This entity considers itself an essential element within a homogeneous and integrated work system. Through this corporate vision, the entity seeks to closely cooperate with all stakeholders to build sustainable and fruitful partnerships. These partnerships are the basis for creating unique value that combines the aspirations and needs of different parties, enabling the entity to provide efficient and effective services and solutions.
- **Focus on Results:** The entity believes that focusing on results and outputs is crucial for any organization's success. From this standpoint, the entity develops and implements a strong institutional system that emphasizes continuous measurement and evaluation. This system enables the entity to identify strengths and weaknesses in its performance and find opportunities for

improvement and innovation. By focusing on measurement, the entity ensures effective progress toward achieving its goals and future vision, allowing it to provide high-quality services and solutions.

- **Specific Value:** The entity strives to transform every effort into real value that benefits the community, the government, and the concerned parties. When discussing "qualitative value," it refers to tangible and significant results that exceed mere numbers and statistics. By focusing on innovation and providing high-quality services and programs, the entity ensures real added value that reflects societal welfare and national economic development. Its investments in human resources and cognitive capabilities are crucial to its success, as it works to develop employees' skills to keep pace with the latest developments and challenges.
- **Effective Investment in Human and Knowledge Resources:** Recognizing that human resources are the foundation of any institution's success and the source of its strength, the entity seeks to appreciate and develop these individuals' capabilities to be active and influential parts of its mission and strategic objectives.
- **Leading Government:** Excellence and leadership in the government sector require a firm commitment to quality and efficiency. As a vital part of the country's ecosystem, the leading government entity understands the importance of upgrading its services to achieve excellence and international recognition. The entity adopts advanced international standards as the basis for developing its missions and operations, ensuring it remains at the forefront of government institutions. This adherence to high standards not only enhances the entity's competitiveness but also ensures the provision of high-quality services to citizens and residents, increasing trust and recognition as a reliable and effective government institution. Despite the challenges, continuous development, innovation, and adoption of international best practices ensure that the entity remains a leader in its field.
- **Transformational and Forward-Thinking:** In an era of rapid change and continuous development, constant innovation and adaptability are essential for any government entity seeking leadership. The leading government entity recognizes that success involves more than achieving current goals; it requires

continuous aspiration toward the future and anticipation of upcoming challenges and opportunities. Leadership within the organization plays a vital role in guiding and motivating teams and individuals toward the organizational vision, valuing the energies and capabilities within its team. Focusing on developing and motivating human resources helps achieve organizational success and ensures sustainability and continuity in excellence and progress. Building and strengthening partnerships with other government entities, the private sector, and civil society ensures a wide-ranging positive impact.

#### **2.3.3.2.1 Government Excellence System (GEM 2.0) Incentives**

The GEM 2.0 system includes three interrelated and harmonious incentives: innovation, proactivity and flexibility, and the system requires the inclusion of these three incentives when applying and evaluating all axes, standards and principles of government excellence.

1. Innovation "everywhere": Innovation is a 'vital element in every corner': A distinguished government entity considers innovation as the foundation of its culture and strategy. Through this approach, you can build innovative capabilities to address the challenges you face, pivoting these challenges into opportunities for leadership and continuous development.
2. Proactive "always": A distinguished government entity is distinguished by its ability to excel and seize the available opportunities brilliantly. It is a leader who updates standards and transcends traditional patterns. It does not wait for external pressures to make change, but rather has a proactive vision to know the motives for change in the surrounding context, and seeks to explain and deal with them flexibly, preparing itself to face the future with confidence and readiness.
3. Flexibility "in everything" (agile): The advanced government entity demonstrates the power of flexibility, while adhering to a rapid response to the continuous and rapid changes in the needs of stakeholders. Always strives to exceed expectations by delivering quality value. Flexibility is one of the rules it adopts in organizing its strategies and methods, allowing it to adapt in a challenging and changing work environment, while maintaining a focus on achieving goals and achieving outstanding results (Government Excellence System Guide, 2020).

#### **2.3.4 Difficulties and Challenges Faced by Agile Management to Raise the Level of Excellence in Organizations**

It is certain that it is possible for institutions to face a set of difficulties and challenges when applying the concepts of excellence, and from the researcher's point of view, it is possible that the most important of these challenges are: The disparity of age and intellectual levels between generations of employees, as the unified language of discourse does not suit everyone, and therefore the different ways of thinking and resistance that some groups may pose to everything new must be taken into account, and the concept of change management is not sufficiently mature, which prevents the required development, with the weakness of the communication system Internal and external, and the inability to keep pace with successive and rapid changes and updates.

#### **2.3.5 Basic Requirements for Rooting Institutional Excellence and Its Implications for Institutional Agility**

It is necessary to work on spreading the concept of excellence in the institution for the purposes of rooting it and at all functional levels so that it becomes part of the culture of the institution and the nature of work for each individual in the institution, not only the management of excellence, while linking the concepts and frameworks of excellence to the process of evaluating institutional and individual performance and job descriptions and emphasizing the verification of leaders' awareness of the concept of excellence and its applications, engaging and empowering employees, and the concept of employee happiness and motivation permanently materially and morally according to a well-studied plan designed based on scientific foundations in accordance with The needs of employees will help in rooting excellence, especially when taking the suggestions of customers and employees in order to develop and improve services.

#### **2.3.6 Dimensions of Institutional Excellence**

Based on what has been reviewed previously and to know the impact of organizational excellence on organizational efficiency in the Government of Dubai, we have reviewed the emergence and definition of organizational excellence. The researcher will review the dimensions of institutional excellence approved by the Dubai Government Excellence Program, and their impact will be tested in this study based on what the

researcher proposes, which are represented in two main axes that represent the main pillars of the government excellence system in Dubai. Each pillar consists of criteria that form the pillars that enable the government entity to achieve outstanding sustainable performance and a leading competitive position, and these axes consist of the following:

#### **2.3.6.1 Realizing the Vision**

According to the Dubai Government Excellence System Guide, the vision realization pillar has been given a weight of 60%, as the first pillar includes four main criteria, namely the Dubai Plan 2021, the main tasks, government services and digital government, which represent the main pillars of government work. Through it, government entities achieve their visions and strategic objectives, and the objectives of the Dubai Plan 2021. In addition, the goal of achieving happiness, positivity and quality of life in the community is implemented, and the extent of impact and desired results are considered, and the distribution of grades is taken based on the four criteria based on the nature of the work of the government entity and the tasks entrusted to it in the Articles of Association, which includes one of the government support agencies being a service agency and a regulatory/supervisory body. In addition, the distribution of scores depends on the extent to which the entity contributes to achieving the objectives and indicators of the Dubai Plan 2021.

Samad et al. (2018) examined the impact of strategic flexibility factors and dimensions on outstanding institutional performance in government institutions in the Hashemite Kingdom of Jordan. It concluded that there is a statistically significant impact on strategic agility factors and dimensions (strategic sensitivity, selection of strategic objectives, vision achievement, shared responsibility and enablers, in addition to collective commitment) on excellence in institutional performance in Jordanian government institutions. However, it ranked lowest among the dimensions of institutional agility in terms of its impact on Achieve agility. As for the study (Abu Rumman, 2021), which examined the relationship between the strategic agility of academics and the institutional excellence of Jordanian universities from the point of view of faculty members, it concluded that there is a statistically significant positive relationship at the level of ( $\alpha \geq 0.05$ ) between strategic agility and institutional excellence. The lists of Jordanian universities were divided into (clarity of vision, objectives, basic capabilities, and excellence of institutional culture).



The researcher believes that achieving the vision is the other side of the existence of a forward-looking vision, and the vision is achieved only if it is clear and its objectives are specific, and the resources necessary to achieve it have been identified, and what needs flexibility and speed by moving those resources to respond to expected and unexpected changes in order to reach the final result of achieving the institutional vision, whether at the level of the institution or the government as a whole.

#### **2.3.6.2 Enablers**

This axis, which took a weight equal to (25%) of the weight of all axes, is based on four main criteria, namely human capital and Emiratisation, material resources management, financial resources management, and governance, as they are applied to all participating entities, and the extent to which the standards are applied is taken into account based on the nature of the work of the government entity in terms of the nature and size of the resources and properties used by the government entity.

The results of a study that looked at the implications of a model confirmed GET UP. As a strategic management tool in practice: the case of the Slovak tourism sector, less than 10% of the companies that made up the study sample use the European Excellence Model "GET UP.", The low level of use of the European excellence model in tourism companies, as the reason for this is due to obstacles related to financial resources and employees, and a study that examined in managed health centers confirmed the standards of excellence, and a study that looked at the method of agility management on organizational excellence, and a study that looked at organizational agility and its relationships to excellence in organizational performance that human resources came at a high level in terms of achieving excellence, and a study also found the importance of the human element in enhancing organizational agility, in care units Organizational agility increases the satisfaction of workers in intensive care units, as shown by a study study: which examined the satisfaction of beneficiaries with the level of digital reference service in the library of King Abdulaziz University, the importance of information technology and the development of services electronically with customer satisfaction and preserving the privacy of beneficiaries. A study that examined the impact of IT governance on the profitability of Jordanian banks confirmed that IT governance in its three dimensions had a statistically significant impact on the profitability of banks, and all its dimensions came at a high level (Melián-Alzola et al., 2020).

The researcher sees the intersection between the dimensions of institutional agility in its five dimensions and institutional excellence, while institutional agility comes as a modern administrative concept, in the process of emerging as a tool for developing institutional performance to be able to carry the institution to work and anticipate the future, and deal with emergency and mysterious events flexibly and quickly, especially at the government level in Dubai, while we find that institutional excellence has its standards and has tools to measure its achievement or not, and evaluated by the authorities based on those entities, and granted the rank it deserves according to the verification Institutional excellence standards in them or not, and therefore, the researcher believes that institutional agility will be built on the standards of institutional excellence, with flexibility and speed as important factors that must be evaluated and given the appropriate weight that enables them to deal with emergency and existing variables in a way that achieves the government entity through its strategies and objectives set.

#### **2.3.6.2.1 Issues Faced by the Government of Dubai during the Corona Pandemic**

##### **1. Coordination and communication issues:**

During the COVID-19 pandemic, coordination and communication issues have been a major challenge for many governments around the world. In some cases, there was a lack of clear leadership and direction, leading to confusion and contradictory responses. In other cases, there has been a break in communication between different levels of government, or between different departments and agencies. For example, in some countries, there have been conflicting messages about the seriousness of the pandemic and the measures required to control it. This created confusion and mistrust among the public and made it difficult for people to follow the guidelines and recommendations. In addition, there were challenges related to coordination in the distribution of resources, such as personal protective equipment and vaccines. Some countries have had difficulty ensuring that these resources are distributed equitably and effectively, resulting in shortages in some areas and surplus in others. In general, the Corona pandemic has highlighted the importance of effective coordination and communication between government agencies, as well as communication between the government and the public (Al-Khalidi & Abdullah, 2022).

## **2. Department of Border Control and Travel Restrictions**

This issue was a big problem during the Corona pandemic. Many countries have implemented travel restrictions and border controls to limit the spread of the virus across their borders. These measures included measures such as mandatory quarantine, screening procedures and entry restrictions for non-essential travel. However, the management of these procedures faced many challenges, including issues related to implementation and compliance. For example, some countries have had difficulty enforcing mandatory quarantine measures, which in some cases has led to the free movement of infected individuals in the community. In addition, there were economic and diplomatic considerations related to the implementation of travel restrictions. For countries that rely heavily on tourism, for example, travel restrictions have had significant economic impacts. There was also the question of possibilities in privileged dealings with certain groups, such as foreigners or individuals from certain countries. This highlighted the importance of ensuring that travel restrictions are based on public health principles rather than discriminatory attitudes (Dott, 2022).

## **3. Provide support to vulnerable groups**

Providing support to vulnerable groups has been a critical issue during the coronavirus pandemic. Vulnerable groups, such as the elderly, people with underlying health conditions, low-income individuals and the homeless, were particularly vulnerable to contracting and suffering from the virus. Many governments have implemented measures to support vulnerable groups, such as providing financial assistance, food assistance, and access to health care. For example, some countries have provided direct cash transfers or unemployment surpluses to individuals who have lost their jobs due to the pandemic. Some have established programmes to provide food and basic supplies to those in need. However, providing support to vulnerable groups also faced many challenges. One of the biggest challenges was identifying and reaching those in need, especially those who were not already receiving government assistance. This requires effective coordination between government agencies, as well as collaboration with community institutions and volunteers. In addition, there were challenges related to providing support while maintaining social distancing and other public health measures. For example, some homeless shelters and food banks have had difficulty providing services while ensuring that individuals can maintain safe distancing (Hack-Sahim et al., 2020).

#### **4. Balancing health and economic priorities**

Balancing health and economic priorities have been a big issue during the pandemic. Control measures to contain the spread of the virus, such as lockdowns and restrictions on businesses, have had significant economic impacts. These measures have led to job losses, business closures and reduced economic activity, which in turn has led to negative impacts on individuals and communities. At the same time, there was a need to prioritize public health and prevent the spread of the virus, this often-necessitated draconian measures such as lockdowns and travel restrictions. Some argue that strict measures to control the spread of the virus are needed to protect public health and that the economic impact can be mitigated through government support programmes. Others argue that the economic effects of the closures and restrictions have been severe and these measures should be lifted to allow businesses to reopen (El-Gamal et al., 2022).

#### **2.3 Institutional Agility**

In February 2001, seventeen leading programming minds gathered at a ski resort in the Utah Wasatch Mountains. Despite the short skiing periods they enjoyed, most of their time was spent on intense discussions about developing a revolutionary new programming methodology. This methodology aimed to speed up the development process and make it more responsive to customer needs, without the need for fixed and complex requirements documents, which were previously considered an essential part of the development process.

At the end of three days of serious discussions and intense reflection, they produced a landmark document titled "The Agile Manifesto". This statement established a new methodology known today as "agility", which has led to the development of hundreds of thousands of software around the world in an innovative and customer-centric way. The agile methodology is one of the most prominent project management strategies, and was founded specifically for software development. This approach is focused on meeting customer needs in a dynamic and flexible manner. The teams adopting this methodology are self-organized and have a high ability to manage their tasks independently.

Instead of waiting for the entire program to be delivered at the end of the project, Agility delivers "workable" results periodically and consecutively, allowing the progress of the project to be seen and evaluated continuously. This gives the client the

opportunity to give his opinion and request the required adjustments immediately, ensuring that the final program fully matches his expectations and needs. What distinguishes the "agility" methodology is its speed and ability to adapt to changes, as modifications can be made to the program without delaying the project or complicating the process. Thus, the final program produced is considered to be conforming to the expectations of the client and satisfactory to him ("History: The Agile Manifesto", 2018).

At the beginning of the development of the software industry, developers faced several challenges towards traditional methods used in software development. The software industry sector at that time was characterized by tension and an urgent need for innovation and innovation. Although for years the waterfall methodology has been considered a reliable method, it is beginning to show its shortcomings in the face of rapid developments and constant changes in market demands. In this context, the Agile manifesto came as a reaction to the urgent need for more flexibility and adaptability. Agility was an answer to the challenges faced by the software industry, especially with the rapid increase in competition between software companies. In a fiercely competitive market, it has become imperative that software be constantly updated and modified according to new developments.

With the increasing need to respond quickly to customer requirements and adapt to rapid changes, Al Shallal's methodology showed a lack of flexibility, lacking the ability to deal with unexpected changes and challenges presented to development teams. On the contrary, the agile methodology provided an effective solution that ensures continuous communication with the customer, and the ability to respond quickly to his changing requirements, which made it widely popular and is considered today one of the most prominent software development approaches in the modern era (Radwan, 2014). The Agility Manifesto, launched into existence, contained four core values accompanied by twelve central principles. The objective of this statement is not only theoretical but is mainly to contribute to guiding programmers and software developers towards the use of the best possible methods. By guiding them to a clear and specific structure, the statement seeks to promote continuous development and flexibility in dealing with changes, as well as emphasizing the importance of effective and collective collaboration. For further clarification, let us address the four values that underpin this statement (Manifesto for Agile Software Development, 2018):

Individuals and interactions are more important than processes and tools: This value suggests that human interaction and teamwork are more important than relying on specific tools and protocols. Focus on understanding customer needs and working closely with them. Usable software is more important than comprehensive documentation: While documentation remains important, the primary focus should be on delivering a working and efficient product. Customer cooperation is more than contract negotiation: Mutual understanding and cooperation with customers are more important than relying solely on what is written in the contract. In response to change more than following a specific plan: In a rapidly changing IT world, there must be flexibility in dealing with changes and developments, even if it means changing the original plan.

These four values promote a more advanced and flexible approach to software development, allowing for greater success and better delivery of products that meet customer needs (Manifesto for Agile Software Development, 2018). Denning (2018) points out that most large companies today are not agile with a recent Deloitte survey of more than 10,000 senior executives revealing that less than 10% of senior executives see their current organization as "fast-moving today." However, more than 90% of these executives see "agility and collaboration" as important to their company's success. This, in turn, reflects the findings of McKinsey & Company. Companies and units that implement Agile perform better financially than companies that don't (Denning, 2018),

It is important for governments to be agile not only to maintain public services, but to improve them, and the ability of the public sector to meet tomorrow's challenges of fiscal constraints. Governments face uncertainty in many things, including financial market trends, demographic changes, globalization, climate change, potential disaster risk on a large scale, and many more (Sherehiy, 2008). Given these multiple challenges, governments must be quick and responsive in strategic ways. This means being aware of emerging opportunities and threats, being able to make and uphold rigorous collective decisions, and mobilizing all policy tools from a full government perspective to facilitate policy implementation, using budgetary, human, technological and policy improvement tools. Governments must therefore become more strategic and flexible, to identify the challenges on the horizon and adapt quickly.

The concept of "strategic agility", borrowed from the private sector, can be a useful framework for reforming public sector organizations to "think" and act differently and prepare for the future (Organization for Economic Co-operation and Development (OECD), 2015). Accordingly, when the agility methodology was adopted in software development by a large segment of companies working in the field of software development, it achieved a qualitative leap for them quickly, quality and great satisfaction for customers, due to the fact that the programs under development were accommodating all the variables required by customers, and ensuring the speed of development, so that customers can within a short period of time start using the required programs, with the possibility of continuing the development process by programmers, and because governments were and still contract with companies to develop Various programs to achieve their orientations and goals, and since these companies mostly adopt the agility methodology, the agility methodology began to infiltrate governments first-hand, forcing governments to accept the methodology of these companies in order to obtain the technical programs they need (Sherehiy, 2008). Government agencies adopt an accurate procurement system, and are under overlapping and highly complex legal policies and systems, ensuring that what will be purchased, the delivery period, and the price are documented, and this is included in contracts between government agencies and suppliers, in a way that ensures that you get what you want, with quality and at the right price, for all contracted programs, and because the agility methodology is not compatible with government policies and regulations, the agility methodology in developing programs does not depend on clear plans mostly, and does not care to determine all requirements. From the outset, they may change constantly, ensuring the delivery of workable software, not concerned with documentation and documentation, and based on trust and collaboration between stakeholders and the team, and face-to-face interaction. It was necessary to bridge this gap between government regulations and the agility approach adopted by companies. To illustrate this gap, we cite an example of Montgomery, Director of Information Technology in Transport in London (TFL: Transport for London), who has held this position for a long time, and for many years he followed the waterfall method ("waterfall") in developing programs for his work, and he - any Montgre - believed that this method was suitable for him, especially in projects with specific cost and time, and he was very skeptical of the success of the first project presented to him to be implemented according to the agility methodology and said: ("The agility

methodology was a gimmick, and this project will not succeed, how will it succeed without a timetable, no specific plans and no outputs. Two weeks later, Montgomery's thinking changed, and he said: "Within two weeks my thinking changed completely, the work was fun, there is no hierarchy, the discussion was peer-to-peer, and the progress could be clearly seen in the progress of the project so we succeeded together (Park, 2011).

Perhaps the joint work between the private sector, which adheres to the methodology of agility in software development, and the government agencies behind which there are legal articles, legislative texts, many policies and rigid governance, eventually led to influencing government policies and legal structures in them and bridging some of these gaps, in an interview with Professor Raed Al-Awamleh, Dean of the Mohammed Bin Rashid School of Government (personal interview, March 12, 2019) in one of his courses on the future of governments. He says ("First, the director of the institution must be treated for administrative schizophrenia, so how can he not?! As the director of a government institution, he is required to run his organization, abide by the laws, abide by the regulations, follow the regulations and not exceed the rigid organizational structure, and in return he is asked to be a leader, take risks, make radical changes in his organization, and innovate and innovate." As it is known, creativity and innovation need space, freedom, departure from the ordinary, breaking laws and regulations, experimenting and failing in some projects (Abu Zureik, 2017).

### **2.3.1 Dimensions of Institutional Agility**

By reviewing the previous definitions, it is clear that organizational agility is based on several dimensions, although previous studies and research in institutional agility did not agree on those dimensions, but Wardhani et al. (2022) identified three main dimensions of organizational agility, namely the degree of strategic sensitivity, which means the organization's ability to build awareness and conscious recognition of strategic variables and developments, and collective commitment through the team's ability to make bold and quick decisions, which means that public entities are committed to a common vision. A set of general objectives is used to guide individual action, coordination and cooperation with other parties (inside and outside the government) according to the need to achieve collective goals. Resource flexibility is the internal capacity of organizations to rapidly reconfigure capacities, redeploy and redeploy financial and human resources, respond to changing priorities, identify and



promote innovative ways to maximize resource outcomes, increase efficiency and productivity, and reinvest in more effective public policies and services, based on those dimensions. In turn, Nafei (2016) suggested that there are five dimensions of institutional resilience, which together represent the dimensions that will be studied and measured in this study.

### **2.3.1.1 Forward-looking Vision**

#### **2.3.1.1.1 The Concept of Forward-looking Vision**

Vision is a multifaceted concept and interpretations. Linguistically, according to the Comprehensive Dictionary of Meanings, vision expresses the ability to observe and perceive things clearly using the eye and heart. This definition refers to discrimination, awareness and totalitarianism in the outlook. Foresight is a language originally from honor, which is height, such as looking at it from a high position and being more perceptible (Lisan Al Arab, 1414 AH). Foresight is a term that indicates behavior that requires knowledge and skill, requires determination and will, and aims to achieve future visions through certain mental activities (Al-Hindawi, 2017).

It is clear from these two definitions of foresight that it carries in its content the meanings of looking at the distant object, trying to identify it, and taking the means that reach it accurately. Foresight is the art and science of shaping the future, and it is a practical skill that includes drawing a proactive approach and adopting scenarios that can be transformed into reality that elevates work on innovative foundations and standards (Moses, 2017). Al-Jashami (2017) defines it as a systematic, participatory process based on gathering future information and developing future and long-term visions aimed at making decisions that are actionable in the present.

Al-Shehhi (2019) defined future foresight as an attempt to explore the future using quantitative methods based on reading the past and present, or qualitative methods that deduce their evidence from personal opinions reading the course of events, or both. Al-Kaabi (2016) sees it as a structured, participatory, interdisciplinary approach to exploring the driving forces of change and future alternatives ranging from the medium to the long term, and is a structured way to shape the future, make decisions and act through systematic attempts to consider the future of science, technology, society and economics, and their interactions, in order to promote social, economic and environmental benefit, as well as the process of anticipating and managing change.

Cornish (2007) indicates that foresight is the act, art and science of identifying the potential of future events - the potential of future events or developments - and evaluating these events, indicating that it means saying that something will likely happen in the future, and foresight includes a greater percentage of uncertainty and prognosis, and the two terms are often used interchangeably, and he explained that foresight is a very broad term, and that the term foresight is still less widespread and currently employed in its use and employment in future-oriented studies, He pointed out that future studies mean foreseeing possibilities, believing that not every technical foresight in a particular field can foresee the future for a general situation, for example, future technical foresight of new or improved technology characteristics, or for a new device The technical foresight is usually called to do a feasibility study for a technology, and not to extrapolate whether it will occur or not, because the development of a technology is associated with many non-technical factors, such as profit prospects and government procedures.

Al-Bawab (2018) also defined futuristic exploration as an intellectual science based on the conviction that the future can and must be built to the extent that the project has the means, and thus it is based on art and methodology, and it is based at the same time on a rational analysis of the forces of change that can be monitored, and this approach gives a share to the spirit of the project and to the necessary accuracy, considering that predictions that are often based on exaggerated hypotheses have been replaced by much more accurate and more vibrant exploratory approaches. A competitive style that is plagued by a lot of doubt and a lot of complexity.

Mahmoud (2010) believes that future foresight does not aim to predict the details of future events for individuals, society or humanity as a whole, but rather aims to draw a proactive approach and adopt scenarios that can be turned into reality that elevates institutional work on innovative foundations and standards, based on the results achieved to achieve the highest rates of customer satisfaction and happiness of community members, identify long-term trends, imagine a desirable future, and propose strategies that achieve goals, taking into account the measures to be taken and correcting deviations if they occur.

Al-Raisi (2017) indicates that future foresight provides a wide space for various stakeholders and experts to think systematically and develop proactive knowledge, and explores future changes by anticipating and analyzing possible future developments and challenges in terms of quantity and quality, and also supports stakeholders to shape

the future vision of the strategies and actions of the present, for the benefit of the organization by detecting unfavorable situations, directing its policies, formulating its strategies, and surveying available data to develop a forward-looking vision in the work environment. Institutional.

In an organizational context, the vision takes on a different connotation, as it is a strategic statement that defines the direction the organization wants to go in the future. The vision is formulated by senior leadership and used as a key tool to guide efforts and assist in planning. Vision answers questions like: How would the organization like it to emerge? What goals do you aspire to achieve? And what is the ideal image towards which you are directed? In addition, vision involves concepts such as perceptions, orientations, ambitions, wishes and mental assumptions. It forms the foundation on which the Foundation relies to achieve development through the commitment and cooperation of the Foundation's members. The vision must be clear, simple, and concise to ensure its effectiveness.

For foresight, which is the science of the future, it is a proactive approach that addresses future processes in an objective and positive way. Although the results of foresight may not appear immediately, they contribute significantly to supporting development and value addition. Foresight aims to position organizations in a stronger position towards the future, prepared for a variety of possibilities and scenarios. Rather than viewing the future as a fixed and specific path, foresight addresses the future as a set of possibilities for which we need to prepare. Hence, the role of foresight is not limited to identifying risks, but also to identifying and exploiting promising future opportunities, as pointed out (Deeb, 2017).

A forward-looking vision is to think strategically about what the situation will be tomorrow and take the necessary measures and steps to achieve the highest levels of success in the goals set. Accordingly, it relies on assumptions about the past and the present to explore the question of entering the elements of the future and predicting the future of the institution, society and state. Future foresight is the early anticipation and exploration of future challenges and crises, their analysis and treatment, and the development of proactive plans to face future challenges and uncertainty (Burrows & Gnad, 2018). Moreover, it deals with its symptoms in an organized institutional manner by exploiting future opportunities based on visions, values and future goals at all levels to achieve qualitative achievements that serve the interest of the state and current and future generations. The UAE has defined foreseeing the future as the

correct reading of the future, preparation and readiness for it through a systematic and structured process in which a set of tools, methods, methodologies and theories are used (Aldulaimi et al., 2022). The Ministry of Presidential Affairs and the Future of the United Arab Emirates has prepared the "UAE Strategy for Future Foresight", which states that the country is the one that has the vision, flexibility, initiative and proactive ability to succeed and sustainably to:

- Foreseeing and early exploration of future challenges and crises, analyzing and addressing them and developing proactive plans for them.
- Facing the challenges and ambiguity of the future and addressing their symptoms in an organized institutional manner.
- Exploiting future opportunities based on long-term national visions, values and goals at all levels to achieve qualitative achievements to serve the interests of the state and current and future generations.

Success factors have been identified in key success factors in capacity building, long-term investment, infrastructure development, resilience and planning (Alteneiji et al., 2020).

According to the results of the study carried out by Al-Omoush et al. (2020), the forward-looking vision after the dimensions of institutional agility, has a lower impact on strategic agility, as innovation occupies the first level in terms of its impact on institutional agility from the point of view of employees in government agencies in Dubai, and the future vision comes in second place. Future vision is one of the two dimensions of future forecasting, while the study Mahadeen et al. (2016) indicates that strategic sensitivity and the selection of strategic objectives occupy the first and second places between the dimensions of strategic endurance and its impact on outstanding institutional performance in government institutions in the Hashemite Kingdom of Jordan. The researcher believes that the future vision is an important dimension, as it determines the way for the institution, which means that it is the main guide for its future performance, especially if it is accompanied by foresight, so it shows and predicts what is the future for the institution to modify and develop its performance to reach there.

The importance of foreseeing the future is focused on the following:

- Leading the planning process, which is a method for studying the future, and future studies represent the informational method on which the planning

process is based, as it provides planners with various forms of futures, which results in choosing the best ones.

- Thanks to future methods, planners were able to move from their past and present framework to accurately anticipate the image of the possible or desired future, to achieve this future and prepare for it and its requirements and challenges, so as not to be surprised by difficulties and problems that lead to its lagging behind its time.
- The future is fast with its scientific and technological achievements and changing with its increasing speed in comprehensive changes (technical, scientific, economic, social) and the organization that was not ready to keep pace with these changes will lose the ability to live tomorrow and benefit from its achievements, because the current era and the rapid changes and great challenges it is witnessing in the business world caused by the progress of knowledge and all its fields and the emergence of globalization and the entry of organizations in it and the opening of branches in other countries with different cultures, and diverse environmental conditions, which makes the basic feature of organizations Foreseeing the future because of its importance in keeping pace with these changes.

### **1. Obstacles to the implementation of the forward-looking vision**

There are many obstacles that may prevent the implementation of this forward-looking vision, the most important of which can be summarized in the following points, according to the researcher's experience: namely the lack of readiness of the government entity, the difficulty of keeping pace with the large flow of information, the entry of a wide range of new technologies in light of the Fourth Industrial Revolution, with the high level of uncertainty and uncertainty, the inability to manage change appropriately in some institutions, as a result of the complexities that they may face when modifying procedures and policies in line with the government's directions.

### **2. Basic requirements for rooting the forward-looking vision and its implications for institutional agility**

To root the forward-looking vision and its repercussions on institutional agility, several basic requirements must be achieved, the most important of which are, according to the researcher's experience: All leaders in the organization adopt forward-looking directions and have the knowledge and skills necessary to achieve the government's

vision, while educating employees about the concept of foresight and the details of the forward-looking vision and how to achieve it, while introducing each employee to the importance of his role in achieving the forward-looking vision, working to develop the communications system in the institution, and developing the matrix of powers while granting employees Higher powers after empowering them, and working to form a specialized team in the institution to follow up the implementation of the forward-looking plan.

### **2.3.1.2 Innovation**

#### **2.3.1.2.1 The Concept of Innovation**

We live in an era of breathtaking change, and we live in an information society that people can access quickly and easily accessible to all career levels. Therefore, the work environment requires flexibility, agility, adaptability and foresight. These institutions work to provide options and services beyond expectations, meet the needs and desires of customers according to their categories, and work to make them happy, instead of serving them only.

Government institutions were guided in the reports of the Government Summit held in Dubai 2017 to play a role in shaping the digital future in their countries, and future foresight technologies should be used to build a clear vision and identify the current and future digital needs of society, so that they can successfully achieve digital transformation by creating a range of digital services that facilitate government transactions.

When we say innovation, we are not satisfied with only improved innovation, it has become required of the public sector to include radical innovation in its services, and to invent new funds of services, as there are many changes in global trends and in advanced technological capabilities. As the digital economy has begun to flourish, in this century, governments must create an appropriate environment that contains all the elements of a positive environment that helps in business growth, and radical innovation will certainly advance in digital technology, provide more efficient services, and improve the customer experience.

The primary goal of radical innovation is to find new ways to impact people's lives, and to activate new methodologies to assert their role as partners in shaping the future. They differ from traditional models of thinking, adopt new technologies and ideas and have huge potential in the field of government, but the challenges faced by government are enormous.

It is time for the public sector to stop fearing failure and experimentation and wait for products and technologies to mature until they are adopted. The process of picking the fruits of radical innovation requires effort and cost, as a successful idea may be reached after trying 20 ideas, and a lot of money may be spent on experimentation and development before it later leads to efficiency, effectiveness, growth, and prosperity. Many innovations, including the radical ones carried out by the private sector, have contributed to the high expectations of customers, and people around the world are demanding that their governments increase their services and be fast and of high quality, so governments and pioneering institutions must move forward in innovating the services they provide in order to keep pace with the pace of rapid change, which will lead to increased economic growth, attracting industries and investors, and driving economic growth.

A recent study by the OECD identified the interrelated factors affecting innovation in the government sector: overcoming bureaucratic barriers, leveraging people's ideas, building open, transparent and trusting relationships with citizens, and enabling a culture that supports innovation.

Although we live in the era of the knowledge economy, knowledge is no longer the only and strong competitive advantage capable of empowering, distinguishing and leading institutions, competition has become for future foresight and radical innovation in the products and services that are provided, all elements of excellence have become present, and the world has become interconnected and data and information are open, in addition to the rapid spread of open technologies that allow cooperation and collaborative work across the world, the ease of quoting new ideas, the prevalence of open innovation approaches and techniques, and the possibility of Working with individuals from all over the world through mobile teams that do not exist in a particular country where they are linked by the projects they work on and with multiple technologies, competition for risk, exploration of new land has become undiscovered and services are already non-existent.

In a report issued by Harvard University presented at the government summit in 2016, the time stages of automation were outlined, which show the natural and logical gradient of machines' intrusion into the world of decision-making, and they are now talking about the stage of "singularity", which means that robots and artificial intelligence will surpass human intelligence, by 2040, but the creator of the twenty-first century, "Alon Musk," says that in 2030 there will be robots smarter than humans.

Despite all that is published and reported about innovation, development and technology, statistics show that the majority of managers in companies and government institutions prefer security and survival to the status quo more than innovation, and encourage the application of success factors in the past rather than encourage them to discover the factors of success in the future. Therefore, Sheikh Mohammed bin Rashid Al Maktoum warned in his book "Flashes of Thought" when he said: Getting used to it is a source of comfort, and change will require fatigue and a departure from the circle of rest. So people usually don't like change, and many fight those who advocate change because it will require them to change their habits. That's why I say to all creators: you will always find someone who resists your ideas, and these are the first signs that you are on the right path to change. I say to the brothers in charge: do not resist change, be part of it."

At the individual level, millennials born between 1980 and 1995 were found to be more open to technology and innovation. Therefore, managers, experts and businessmen will soon be replaced by employees of this category, except for those who develop themselves from the old generation and adopt innovation as a curriculum, which will achieve a positive point for the benefit of the previous generation due to their experience and maturity.

The concept of innovation is a broad concept and includes everything that is new and different that distinguishes the institution from others and gives it support in the competitive position and improving performance, whether it is innovation in the field of products or methods of administrative, financial or marketing performance. For example, using a new way of providing customer service is an innovation or doing a new organizational activity is an innovation. So innovation is related to any action or something new by the organization, and it may be in the form of a new solution to a problem (Sudrajat & Andhika, 2021).

Innovation in the government sector is based on developing, testing and implementing innovative ideas that achieve public benefit, and this may be in the form of a new product, a new service, updating existing processes or proposing a policy, or even by thinking challenged and in a different way or stopping a specific practice that has not proven successful, and thus the effective innovation process in the government sector is based on adopting a continuous development principle approach, which looks at government services from the point of view of their beneficiaries, i.e. customers, and On the principle of partnership between the government and citizens to find



appropriate solutions and provide better service. The success of innovation lies in integrating these new ideas with other existing systems and processes, and monitoring long-term results to identify effective solutions. Innovation is also linked to people, resources and systems, an activity that can be managed and encouraged at all levels of government given each person's ability to innovate equally (Madrid-Guijarro et al., 2009).

### **1. Basic actions or steps to encourage innovation**

There is a set of procedures that must be followed according to the writer's experience to encourage innovation, as the entity must work to spread the concept of innovation at various levels, educate employees about it, and indicate its importance in developing institutional performance, with an amendment to the organizational structure to create a specialized administrative unit for innovation whose tasks are to develop an integrated strategy for innovation linked to the institution's strategy, and in accordance with the special guide for government innovation, with the development of a special system for creative suggestions and ideas, and facilitate the process of delivering and studying new ideas. And suggestions received from employees, customers and other stakeholders, and it is important for the entity to provide knowledge resources to employees, encourage the process of knowledge transfer and sharing among employees, enroll them in courses and workshops to enhance their skills and expand their perceptions, with an emphasis on introducing innovation in all job descriptions, and evaluating performance to encourage employees to suggestions and creative ideas, with senior leaders emphasizing on solving problems and challenges in innovative ways and working to root innovation as part of the culture institutional.

### **2. Difficulties and challenges faced by agile management to root innovation in organizations**

From the experience of the researcher, he finds that there is a set of difficulties and challenges faced by the government entity when applying the concept of innovation, as it faces the weak awareness of some leaders and employees of the importance of innovation and the comprehensive change management process that the entity will face, especially when applying a radical innovation in a particular service, in addition to the lack of stimulating and sufficient programs for employees, and one of the biggest challenges is the obstacle of legislation and/or policies that are not compatible with the requirements of innovation.

### **3. Basic requirements for rooting innovation and its implications for organizational agility**

There are a set of factors that help spread and root the concept of innovation, and from the researcher's point of view, it is possible to increase awareness programs among all employees in the organization about the importance of innovation. In addition to organizing events that will contribute to rooting innovation, increasing the material and moral motivation of everyone who presents a creative idea and turning it into a useful innovation for work in terms of speed, improving quality, or shortening time and procedures in order to improve and develop institutional performance, preparing and organizing visits for employees to institutions with innovative expertise and practices in their work for the purposes of transferring experience and knowledge, in addition to improving the work environment and spreading positive energy among employees.

### **4. Innovation Labs in Government Institutions**

The Government Innovation Lab is a set of sessions and workshops based on a well-thought-out methodology that uses innovative methods and means to come up with innovative ideas and find realistic solutions to the challenges facing government agencies. This is done by bringing together all stakeholders in the laboratory to discuss topics in specific teams. These laboratories are characterized by:

- Engage users at all stages of development in "Collaboration for solutions."
  - Multiple partners from the public and private sectors.
  - Combining different systems and methodologies for design, science, technology and business enterprise
  - Allocate a "physical or virtual" space to experiment and import new ideas.
- Thus, innovation labs are tools for focusing creative efforts and skills. Many of them serve as "research centers" and "executive centers" at their best, innovation labs are platforms for collaboration in search of solutions and identification of new opportunities. These labs also often embrace design thinking, potentially practicing analytical intuitive thinking methods more clearly, in balance with logical and analytical thinking styles. The Innovation Lab goes through several stages, namely:
- Preparation stage for the Innovation Lab.
  - The implementation phase of the Innovation Lab.
  - Post-Innovation Lab.

## **5. Stimuli for thinking**

Sometimes the innovator faces the problem of running out of ideas and the inability to bring solutions to the challenge he faces, and here he can use one of the following thinking stimuli:

### **a. Replacement:**

- What materials or resources can you exchange or exchange to improve your business?
- What rules can you use?
- Can people be replaced?
- What happens if places are changed?

Example: A service center in one of the telecommunications companies was suffering from customer fatigue and there is no room to expand the center because it is located in a very demanding commercial complex, so the company replaced the seating of the customer and the service provider by standing for the two and replaced the traditional "disc" desk with a very small square desk 45 cm x 45 cm and replaced customer waiting areas with service provision offices, and this led to doubling the number of service providers and improving the speed of performance.

### **b. Merge:**

- What will happen if you combine different aspects of your work to create something new?
- How can you combine talent and resources to create a new methodology?
- Combine several works together?

Example: Two government institutions can combine their services in one hall because the customer is usually required to obtain the consent of both sides. The higher education authority and the Ministry of Foreign Affairs can be combined with the Higher Education Service at the same location.

Example: The health license service and the civil defense license for restaurants can be combined in one application to facilitate the procedures for the employer.

### **c. Remixing:**

- How can you modify your business to serve another purpose or use?
- Who can you follow to adjust your business?

Example: The Washington Police have adjusted their objectives and performance indicators, so instead of measuring their performance by the number of cases they dealt with and the number of wanted persons arrested, they modified them to prevent crime and now measure their performance by their ability to reduce the crime rate.

**d. Versa:**

- What happens if you reverse or arrange your processes differently?
- What if you worked the opposite of what you're trying to do now?

Example: Some banks have downgraded the performance of the cashier service instead of improving it in order to push customers to rely more on ATMs.

**e. Exclusion:**

- How can you organize or streamline your work?
- What elements or rules can you delete from your work?
- What additional services can be deleted which helps improve the main service?

Example: Ireland's Southwest Airlines has cancelled most customer service activities in order to give a cheap fast service.

Example: Canceling signatures or copies in transactions because they have no value and are routinely done.

**f. Improvement:**

- What can you add to improve your business?
- What can you emphasize or highlight in order to create useful value?

Example: An organization used a faster scanner, halving the archiving time.

Example: An institution in social insurance has improved the quality of the employee who plays the role of information, instead of leaving this task to the simple or new employee, a person with great experience and extensive knowledge was placed as an information officer, which led to directing customers to the right place of service and providing them with integrated information on the status of the transaction and providing excellent advice, and the level of satisfaction and happiness of customers was improved.

**g. Use work in another area:**

- Can you benefit from your work elsewhere?
- Who can benefit from your work?
- Can you reuse some ideas/objects from the previous project?

For example, special police and counterterrorism forces used ambulances instead of armoured vehicles, enabling them to reach the area of operations in less time.

Example: Turning schools into shelters for refugees in case of disaster.

## **6. Tasks of innovation leaders**

The most important features of leadership are influence and inspiration, and the leader's practices affect and change followers, and often the leader is the focus of attention, close follow-up, scrutiny and exaggerated analysis by the rest of the team members, so they monitor his actions, hear his words, read his writings and facial expressions, and analyze everything and when they think that following this leader is beneficial and beneficial to them, only then are their thoughts, beliefs, behaviors and habits affected by this leader, and at that time this leader is called an "influential leader" and so that innovation leaders are influential leaders on them Supporting creativity and innovation efforts and encouraging employees to do so, and providing everyone with the opportunity to contribute their genius and uniqueness to reach the desired state of collective genius. Leaders must begin their mission by renouncing the "Follow Me and I'll Show You the Way" style that many think is a hallmark of leadership, and replacing it with a mindset that allows differences to arise and embrace them to reach innovative solutions that benefit the organization by:

- Raise awareness of what is possible through a professional approach to innovation.
- Legitimize innovation to break out of the traditional approach by challenging traditional assumptions and ways of doing business.
- Bear higher levels of uncertainty and thus raise the degree of potential risk, but on a more informed basis.
- Assist those with creative ideas to formulate proposals that are likely to be approved to allow them to develop into creators.
- Ensure a continuous flow of innovative ideas submitted for consideration, and quickly start implementing approved initiatives.
- Harness available talent for better impact.
- Balanced organization of innovative initiatives.
- Innovative initiatives should be handled professionally and decisions should be strictly implemented.

- Pursue initiatives by maintaining proper momentum and generating repetitive creativity.
- The memory of the institution should be linked to creativity and innovation (knowledge and experience management).
- Support others in taking responsibility for their innovations.
- Highlight innovations and integrate them with other disciplines.

Linda Hill, a professor at Harvard Business School, asserts that stereotypical leaders are the ones who focus on closing "performance gaps," that is, moving from the current situation to what it "is supposed to be." This tendency stems from a desire to improve production, develop what is old and already exists, and work on improvement innovation. Influential leaders dedicate their energies to closing "opportunity gaps," that is, moving from the current situation to what it "can" be. This is the agenda of action leading to radical innovation and foreseeing the future, as there is a difference between living with what exists and reviving by breaking down restrictions and removing borders.

Future leaders make every plan and every decision based on the principles they have acquired not only through knowledge, competence and skill, but also through vision, foresight, courage, responsibility and integrity.

From the above, the researcher believes that the UAE government has stressed since its establishment the importance of continuous growth and development. Therefore, innovation is at the heart of successful government management, and the secret of the success of the government sector lies in its constant commitment to continuous development, as the current policies, processes and services that are never supposed to be the best or represent the only solution to existing challenges, but always work to bring about changes that benefit society and enable citizens to advance their society themselves.

### **2.3.1.3 Resilience and Adaptation**

#### **2.3.1.3.1 The Concept of Institutional Resilience**

Institutional flexibility is defined as the ability of an organization to predict, anticipate and respond to continuous changes, and adapt to those variables, starting from simple daily matters, ending with major crises and shocks that the organization can go through, and the transformation of a flexible institution must be set as a strategic goal so that it can survive and grow. The concept is not entirely new, as it is implicit in

other literature on management, such as knowledge management, quality and change management.

ISO defined organizational resilience as the institutional ability to absorb and adapt to changes in the environment; Ledesma (2014) defined it as the institutional ability to anticipate, anticipate, respond to and adapt to constant changes, from simple everyday matters to crises. In addition, the significant shocks that the organization can go through, from the above, the researcher believes that the UAE government has stressed since its inception the importance of continuous growth and development. Therefore, innovation comes in The secret of the success of the government sector lies in its constant commitment to continuous development, as the current policies, processes and services that are never supposed to be the best or represent the only solution to existing challenges, but always work to bring about changes that benefit society and enable citizens to advance their society themselves. (Cheema-Fox et al., 2021).

As well as in the literature of institutional learning and creativity, but what is new is the intense interest in the topic, and its adoption with complete seriousness from some major institutions, such as Barclays, which established a large management of institutional resilience, which replaced several previous departments, including risk management and business continuity management. Therefore, some supporters of this concept, and the specification (BS65000:2017), expect that institutional flexibility will replace many departments and functions, including risk management and corporate governance, as well as lead to the abolition of several specifications such as the 31000 specifications for the management of risk.

### **1. Basic actions or steps to be taken to make the organization have a good level of flexibility and adaptability**

From the researcher's point of view, legislation must be amended to comply with the requirements of flexibility, and policies and instructions must be amended according to developments, with an emphasis on continuing to foresee and study the future to develop scenarios to confront uncertainties and ambiguities, and it is possible to amend the system of powers so that the scope of powers granted to employees is expanded, but the problem remains in the event that the organizational structure and job descriptions are not modified to comply with the requirements of flexibility.

**2. What are the constraints and challenges that may prevent the organization from responding to a good level of flexibility and adaptability in organizations?**

Flexibility and adaptability are pivotal factors that enable organizations to deal with ongoing changes and challenges they may face. However, there are many constraints and challenges that may limit an organization's ability to respond flexibly. The following are some of these constraints and challenges:

- a. **Strict organizational structure:** In some cases, organizational structures may be rigid and inflexible, making them unable to adapt to changes quickly.
- b. **Enterprise Culture:** If an organization's culture is traditional or resistant to change, this will limit its ability to respond flexibly.
- c. **Lack of resources:** Organizations may lack the necessary resources (whether financial, human, or technical) to achieve the required flexibility.
- d. **Legacy systems and technologies:** Legacy organizations sometimes rely on outdated and abandoned technological systems, making them difficult to modernize or adapt to meet new challenges.
- e. **Communication deficiencies:** Lack of good communication between departments or teams may lead to a loss of flexibility and adaptation.
- f. **Change resistance:** Some employees can have resistance to change, for fear of losing their jobs or as a result of not understanding the potential benefits of change.
- g. **Lack of a clear strategy:** Organizations may lack a clear vision or strategy that allows them to adapt to rapid changes in the environment.
- h. **Traditional performance appraisals:** Evaluation systems that discourage experimentation or risk may discourage employees from devising new solutions.
- i. **Lack of training:** Employees may not be equipped with the skills to deal with rapid changes if the organization does not provide them with proper training.
- j. **Inadequate planning:** Sometimes, organizations may lack adequate planning for future changes, resulting in a loss of flexibility.



### **3. Basic actions or steps to be taken to enhance the level of resilience and adaptability in organizations**

To overcome these barriers and challenges, organizations must foster a culture of continuous learning, invest in new technologies, emphasize effective communication, and encourage experimentation and innovation.

Enhancing flexibility and adaptability in organizations is vital to ensure business continuity and market excellence. Here are the basic steps you can take to enhance these abilities:

- a. **Assessment of the current situation:** Analyze the organization to understand how resilient and adaptable it is currently. Use tools such as SWOT assessment to identify strengths, weaknesses, opportunities, and threats.
- b. **Setting a clear vision:** You must have a clear and specific vision of what you want the organization to be in the future, and how flexibility and adaptation can help achieve that vision.
- c. **Culture of Change:** Foster a culture of change within the organization, where employees are encouraged to continuously learn and embrace changes positively.
- d. **Training & Development:** Provide training opportunities for employees to improve their skills and adapt them to new technologies and practices.
- e. **Use of technology:** Invest in technology and systems that enhance resilience and adaptability. Automation and cloud solutions, for example, can help achieve resilience.
- f. **Future planning:** Develop strategies that help your organization adapt to future changes, whether expected or not.
- g. **Reinforcement of the connection:** Ensure good communication between management and employees, and between different departments, to achieve better coordination and interaction.
- h. **Attracting the right talent:** Look for employees who have adaptive thinking skills and the ability to deal with change.
- i. **Review and evaluation:** Review and evaluate your strategies and progress periodically, and adjust plans accordingly.
- j. **Encouraging Innovation:** Encourage employees to think outside the box and propose new solutions for flexibility and adaptation.

- k. Driving stability: Leadership must be committed and coherent in supporting and promoting resilience and adaptation.
- l. Emergency Preparedness: Develop crisis response plans to deal with unforeseen situations and minimize damage.

By following these steps, organizations will be better positioned to adapt to changes and respond to challenges effectively.

The researcher believes that flexibility is an inherent element of the existence of institutional agility, as flexibility coupled with adaptability makes the institution able to continue in ambiguous, volatile and unexpected circumstances, from its ability to modify its goals and methods that lead to their achievement, and institutions must rely on information technology in this era because it is considered according to the researcher's opinion is the backbone of flexibility and its main engine.

#### **2.3.1.4 Partnership and Cooperation**

##### **2.3.1.4.1 Concept of Cooperation**

The concept of partnership and cooperation is central to the world of business, institutions, and even everyday life. Let's review them in detail: Partnership is a process in which an individual or group of individuals or institutions ally with others to achieve a common goal or to meet a specific challenge, and that partnership is based on foundations such as mutual trust, integration, and a shared appreciation of values and goals, and partnerships can be between people (personal partnership), between institutions or even between countries (strategic or diplomatic partnership), and one of the benefits of partnership is that it allows sharing resources, exchanging experiences, expanding access to markets, and enhancing efficiency and effectiveness in achieving goals. Cooperation is the joint work between a group of individuals or entities to achieve a common goal and cooperation has a set of characteristics, where cooperation is characterized by constructive interaction, mutual respect, and good coordination. Its importance lies in the fact that it allows the exchange of ideas and information, and helps to achieve better results by pooling efforts. Cooperation has levels where cooperation can occur at different levels, from cooperation between individuals within a team, to cooperation between different institutions or even countries. Cooperation is a language that is the help and the Dahir on the one and the two and the plural, and it

says that it is a subsidy and I used it and I used it and it helped me, and cooperation is helping people with each other, and aid / good is help for people (Ibn Manzur, 1994). As for institutional cooperation idiomatically: it is the synergy of two or more institutions to achieve a goal, and this goal may be to overcome an economic, social, political, or other problem. According to sociology, it is: a mechanism carried out by a group of institutions working together out of mutual benefit. It is the opposite of competition in which the motivation stems from individual or personal benefit. Cooperation shall be between the management of the enterprise itself or with other institutions (van den Assem, van Dolder & Thaler, 2012). The definition of partnership refers to the network of relationships built by a government entity between two or more parties to achieve a national goal, indicator, initiative, or strategic goal, whether internal or external partnerships with customers, suppliers or another government entity, as long as these partnerships contribute to integration and achieve the desired goal (NDOU, 2004). Halalmeh (2021) study on the method of managing resilience in achieving institutional excellence in Jordanian commercial banks showed that joint responsibility and partnerships achieve a high level through Achieve institutional resilience. The Lungu study (2018) also showed that the partnership dimension ranked third in terms of its impact on achieving resilience. When partnership and cooperation unite, the ability to adapt, innovate and meet challenges is strengthened. Partnerships provide structure and resources, while collaboration allows the exchange of ideas and experiences to achieve common goals.

### **1. Levels and aspects of collaboration in institutions**

Cooperation within the entity increases by developing a methodology for managing teams, and reports on the work of the teams are submitted to senior management and studied on a first-hand basis. Periodic meetings are also held between department managers and their employees with the aim of increasing work and cooperation to raise the level of the institution's performance through the formation of a knowledge management unit in the entity whose task is to identify tacit and explicit knowledge, and to promote the process of knowledge exchange and dissemination between departments and employees within a methodology prepared for that, while measuring the percentage of achieving goals in this field and emphasizing holding meetings and meetings with partners to exchange ideas and knowledge, enhance cooperation and

develop joint plans to achieve the benefit of all within the entity or with other parties to cooperate in Achieve common goals.

## **2. Difficulties and challenges that may stand in the way of the system of effective cooperation in institutions**

There are a set of difficulties and challenges that may be an obstacle to the cooperation system, including: lack of awareness and lack of awareness of the importance of cooperation in achieving individual and then institutional success, and the lack of intellectual readiness for this method within the work system in the institution.

## **3. Basic actions or steps to be taken to enhance the level of effectiveness in the level of cooperation in the organization**

It is possible to increase the number of indicators shared among departments and individuals to enhance the concept of cooperation, with an ongoing assessment of the level of individual and institutional cooperation, and to evaluate the success of partnerships associated with knowledge exchange and cooperation, with an increased focus on the role of knowledge exchange in individual and institutional success.

To enhance the effectiveness of collaboration within an organization, it can have a significant positive impact on productivity, innovation and satisfaction among employees. Here are the basic actions and steps to enhance the effectiveness of collaboration:

- a. Setting a clear vision and objectives: Defining the general and specific goals that must be achieved through cooperation, and clarifying the vision and purpose of this cooperation.
- b. Culture of Collaboration: Build a culture that encourages collaboration between different departments and teams.
- c. Improved communication: Ensure effective and transparent communication channels that allow for easy exchange of information and ideas.
- d. Deliver the right tools and technology: Invest in tools and techniques that foster collaboration, such as project management systems and crowdsharing tools.
- e. Employee Training: Provide training programs for employees on collaboration skills and best practices.

- f. Recognition and appreciation: Recognize and honor individuals and teams that excel in cooperation and success.
- g. Enhance mutual trust: Build a work environment that fosters trust among employees, where they feel safe sharing ideas and information.
- h. Periodic evaluation and review: Review and evaluate the effectiveness of the collaboration periodically and adjust strategies accordingly.
- i. Encourage collaborative thinking: Encourage employees to think about shared outcomes and mutual benefit, not just personal benefits.
- j. Organizing multidisciplinary teams and committees: Establishing working groups composed of members from different departments and disciplines to promote knowledge exchange.
- k. Frequent communication: Encourage periodic meetings and workshops to follow up on progress and solve problems and challenges that may face collaboration teams.
- l. Leadership Engagement: Ensure that leadership supports and encourages collaboration and provides the support and resources needed to achieve this.

By following these steps, more effective collaboration in organizations can be achieved and thus better results.

The researcher believes that institutional work or work through the institution as a form of expression of cooperation between people or what we call cooperative work, and institutional work in this nature is not a choice in today's world, but rather a necessity for survival, preservation of existence and competition in order to provide the best, as there is no place today for individual work.

### **2.3.1.5 Speed**

#### **2.3.1.5.1 Speed Concept**

The concept of speed in organizations is rapid organizational change and is another challenge in leadership development in the near future (Pasmore, 2015).

Change and its speed have become a feature of the modern era, because change has become inevitable and necessary to adapt in various economic, social and other aspects of life. Change is a continuous and renewable process, especially with digital transformation and the volume of data flows around the world. Artificial intelligence has made previous traditional practices impossible in the modern era, and it has become impossible to develop a strategic vision that enables institutions and

governments to live in the future, requiring organizations to understand, respond and adapt to these external changes to achieve their goals and avoid The negative effects of these changes. Therefore, organizations should use the most appropriate methods to achieve their goals in light of the fluctuations and changes followed, and therefore traditional work should be avoided (Knowles et al., 2020).

**1. Prerequisites to maintain the highest levels of speed of delivery and response in organizations:**

One of the basic requirements to increase the speed of achievement in the entity is: adopting the concept of digitization, using smart technology, artificial intelligence and all means of accelerating work and responding to changes, while promoting innovation and focusing on it to come up with new methods of carrying out work so as to shorten time, time and effort, and it is important to study the simplification of procedures and remove duplication in them, and focus on the concept of change management systematically, and develop comprehensive plans to face the changes that may occur to the entity and may be beyond its control.

**2. Obstacles and challenges that may prevent rapid and effective response in institutions:**

The fear of change, and the lack of leadership sometimes in communicating with employees when change occurs, which leads to resistance to change, in addition to the lack of sufficient awareness among leaders and employees about the importance of speed of response, and it is possible that the inability to link between the strategic goals emanating from the forward-looking vision and developments and changes within a work system capable of understanding, linking and responding accordingly.

**3. Basic actions or steps to be taken to enhance the level of agility and ability to manage change and respond in organizations:**

Work on amending legislation and regulations to regulate the process of using innovations and advanced solutions shall be flexibly as quickly as possible and experimentation should be carried out without fear of failure, while rooting the concept of change management in the organization as one of the main values, enhancing awareness among leaders and employees about the importance of rapid response, and emphasizing the link between the strategic objectives emanating from the forward-looking vision and developments and changes within a work system capable of absorbing, linking and responding accordingly, with the amendment to legislation internal so that it is able to quickly respond better.

The researcher believes that the speed of making decisions and responses to expected or unexpected changes must be one of the capabilities that institutions build internally, and work all the necessary change policies and legislation so that this ability becomes existing and able to work under the changing circumstances that afflict institutions.

### **2.3.2 The Importance of Organizational Agility**

Institutional agility has become a necessity for institutions in the midst of increasing administrative and organizational problems within institutions as well as the rapid increase in changes in the surrounding environment. Increased competition also pushes organizations to nominate and seize better opportunities. Also, some institutions, through their efficiency, will excel at some point. And be superior to others. In order to maintain this superiority and excellence, it must take institutional agility as an effective means to enter the world of the future, but in the case of If it does not take this path, the organization will reach stagnation and inflexibility over time, and if it is not anticipating the changes that surround it and taking advantage of the appropriate opportunities to seize them to help it maintain its level of institutional agility. Organizational agility gives the organization the quality of acumen, flexibility as well as openness to new events, which makes it able to always be ready for the purpose of reevaluating previous options and directing them towards new developments. Constant change makes it even more competitive in this dynamic global environment. These changes can be exploited by agile organizations by responding quickly to these changes. As agility and flexibility increase, so will the opportunities for innovation. Lack of agility not only leads to significant real losses, but also causes missed opportunities (Doz & Kosonen, 2008).

Rapid and unexpected change in the mysterious world of Volatility, Uncertainty, Complexity and Ambiguity (VUCA), which is accelerating, and the waves of change brought about by the Fourth Industrial Revolution, will bring all non-renewable enterprises out of the local and global market, from which old administrative means cannot be protected.

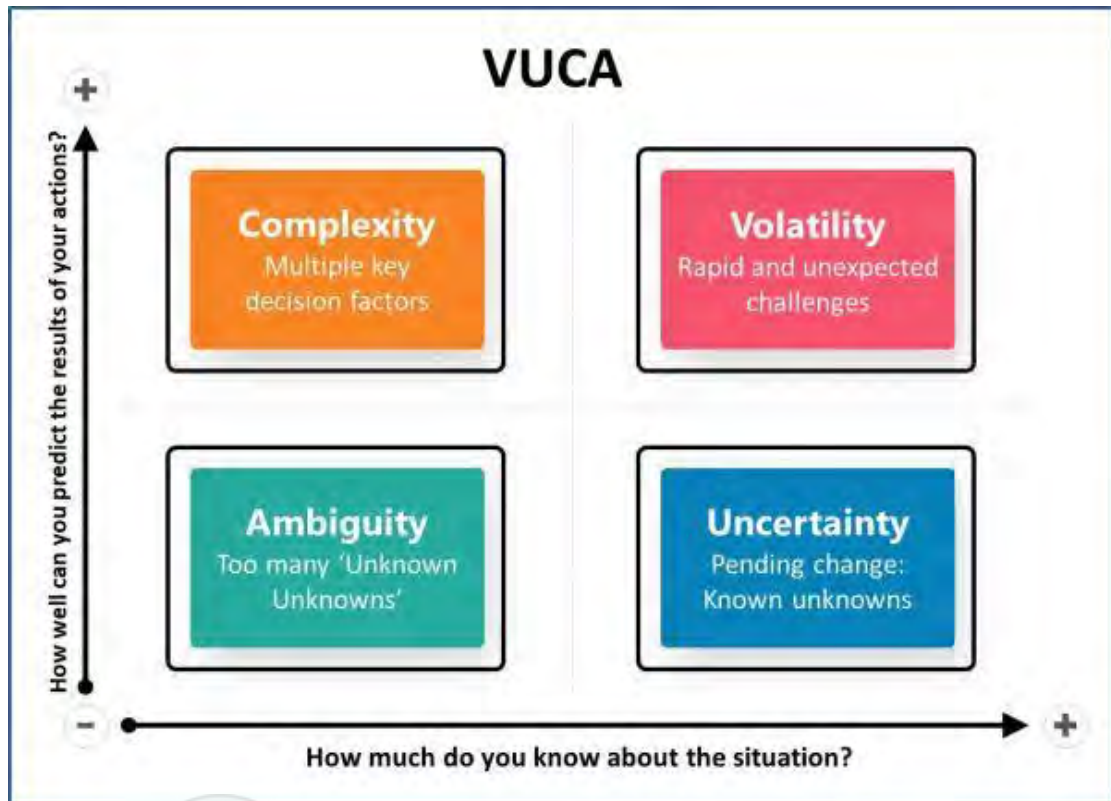


Figure 2.3 VUCA World

Another example we cite in this context is Kodak, which waited a long time before responding to market developments, and struggled to survive decreasing which led to its exit from the market, while other companies such as Amazon, which faced the same high winds that Kodak faced, but managed to reinvent itself by recognizing and responding to changing market trends and shifting from an online bookseller to a retail platform via The Internet has become a digital media force, and then became a leader in cloud computing, and this continuous change has occurred without a performance crisis, demonstrating the ability to anticipate and adapt changes and the ability to handle them gracefully (Joiner, 2019).

Examples abound of companies that have disappeared due to their inability to adapt and cope, companies that have adopted agility, such as Google, Apple, IBM and many others, as well as governments that have begun to make their way by adopting corporate agility such as Estonia, Canada, the United Arab Emirates and many others, because they all know that the world of VUCA is ruthless for any slower who lives in the past.



### **2.3.3 Attributes of Agile Organizations**

To achieve sustainability and success in the new environment, organizations need to change from traditional to agile, balancing both dynamic and stable traits at the same time, the following are the most important features of agile organizations: (Nafei, 2016).

- a. It has stable and scalable structural attributes so that it supports dynamic capabilities.
- b. You can adapt quickly to new challenges and opportunities.
- c. Able to accumulate resources intelligently and as quickly as possible.
- d. Have the ability to act.
- e. It empowers its employees and empowers them well to be able to act in different situations.
- f. Clarity of role and high level of operational efficiency.
- g. Powerful machines for innovation and learning.
- h. Be strongly motivated.
- i. It has high institutional health.
- j. A strong correlation emerges between institutional health and value creation.

### **2.3.4 Mechanisms of Transformation into an Agile Enterprise**

The writer "Ken Miller" says in a book entitled "Beautification of Government Administration": The problems that affect the performance of governments seem like barriers that are difficult to overcome, and these problems are: (increased expenditures, budget reductions, failure of information technology projects, making serious mistakes, low morale, permanent conflict between employees and managers, endless waiting lists of unemployed, accumulation of tasks and unfinished projects (Miller, 2011).

The answer was: This is achieved when we realize that all these phenomena and problems are symptoms of one disease, namely: weakness or inefficiency, as most governments simply lack efficiency to do everything they must do, and everything that citizens, residents and visitors need, so what is required of governments exceeds their capabilities, which leads to a deficit in their budgets, and falling into the clutches of debt, which results in long waiting lists, lowers morale, and other problems, and from here began to think In introducing the concept of agility to government work strategically and with the aim of changing the administrative approach followed to find

solutions to the current and future challenges that will face the progress of governments.

The institutional agility strategy is an approach that needs tools and mechanisms, which needs financial resources, human resources, monitoring and follow-up, and when talking about agility in the future government, it is not easy, because the government is institutional blocks with a long history and full of practices, and employees saturated with those policies, and their practice and application, and deal with customers and citizens in millions of numbers, so the transition to an agile government cannot take place overnight, because it is impossible. Therefore, the transformation process is long and needs In conjunction with this change, to adopt new policies, new legal systems, build a new institutional culture, disseminate and spread this culture to various government entities, and promote that culture until it is worked, and this needs integration between leaders who believe in the transition to agility, possess strategic vision, efficiency, and have the legal tools and financial and human resources that enable them to achieve this (Collins, 2016).

Before we discuss the transition to an agile government, we must know how institutions, organizations and private companies can be agile, as this strategy is newly established, and is still in the permanence of development and mutation, and therefore it is necessary to consider the transformation of institutions and companies into agile ones, before entering the mechanisms of government transformation to agility.

According to McKinsey Consulting, there are five obstacles to becoming an agile organization (Aaron, 2018):

- Transforming the institutional culture and the traditional way of working.
- Lack of qualified and talented leaders.
- Build a clear vision and develop a viable plan.
- Lack of human and financial resources.
- Adopt the most appropriate technology.

But how do these institutions overcome these obstacles, many questions must be asked, the most important of which are: How can they become agile institutions? Does change have to be fast? And other questions that may face the leaders of these institutions if they decide to turn into agile institutions. Due to the newness of the era of institutional agility, which is still subject to factors of development, scrutiny and improvement, there is no single approach that everyone can agree on is correct, so that these

institutions find It has the best and well-defined approach on which to base, but by reviewing the studies carried out in this area, we can summarize the mechanisms of transformation of organizations from the traditional situation to the agility strategy by going through the following stages (Collins, 2016):

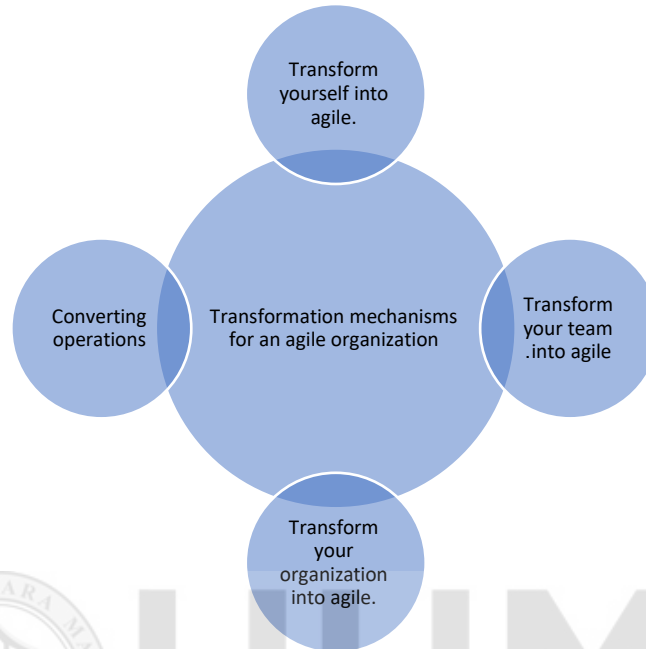


Figure 2.4 Mechanisms of Agility Organization

The Policy Council paper concluded with a set of recommendations, including: that it called for a review and redeployment of effective human resources policies to attract, develop and retain agile employees, and to develop agile employees, there is a need to have strong skills and they are developed, through continuous training and systematic performance evaluation. Often, new hires are not sufficiently aware of business responsibilities, let alone a list of skills they need to develop rather than the competencies needed to succeed in the job. Training is required Continuing to help employees develop their full potential and navigate between levels or across organizations, one of the challenges facing the government will be: "How do you keep them 'employees' up to date with new knowledge without destroying the workflow?" (Stephens, 2019).

Warren Baines says: "Leaders who want to change their organizations must start changing themselves, starting with their thinking", as the institutional culture has always been dripping from above, as leaders who adopt the institutional culture are the ones who initiate its broadcast in the organization, as well as institutional agility,

institutions and governments through their ability to face unexpected changes, and to be happy and meet the needs of customers and stakeholders alike, and perhaps the first step to the success of this adoption process lies with the leaders, who They must be agile before anyone else in their organizations. Leaders have a great burden and responsibility to be the ideal model for their employees, as well as their ability to carry the burden of moving the organization to a long life (Bennis, 2009).

John C. Maxwell says in his book *The 360-degree leader*: ("Maybe you can give someone a position, but you can't give them real leadership"), (Maxwell, 2012) Therefore, leaders carry a real and great burden, and to be agile leaders who lead their teams and organizations to agility is a greater burden, and research conducted by McKinsey shows that leaders must go through multiple stages when moving from traditional management to agility, and we summarize them as follows: (Aaron et al., 2018):

- The need to shift from reaction to innovative creative thinking: The leader who adopts the thought and behavior of the reaction is characterized by dealing with his institution based on actions that have been done, so these actions produce reactions by him, meaning that he is affected and not influential in the beginning, and this is unlike the innovative leader, the creative and creative leader, who creates the action and innovates his tools to make those around him believe in what he does, and therefore: A leader must shift from reactive thinking to creativity and foster a culture of innovation, collaboration, and value creation at the heart of agile organizations.
- From certainty to innovation: By strengthening the innovation mechanism, as innovation is the main feature of this transformation, leaders in traditional organizations pursue the reproduction of the past, by believing that they should not lose, set a budget and rejoice at the end of the year that they spent every penny on that budget as planned, set personal career goals for each employee, and are happy that their plans went well, because they believe that the environment does not change and there are no imminent risks other than those risks that I reminded the risk register, today leaders need to shift to a creative mindset that promotes discovery, leaders need to seek diversity in thinking, embrace risk, foster creativity, and leaders must encourage innovation, through continuous experimentation, testing and learning.

- From authority to partnership: By strengthening cooperation, and not relying on job hierarchy, because agile institutions are interested in skills, innovative ideas and team strengths, in an atmosphere of freedom that drives them from all fear of sharing their ideas, which are often of great return to the institution, institutions do not succeed with the ideas of managers only, so leaders in agile institutions work to guide and assist employees, not guide them and enter into administrative details that waste their efforts.
- From scarcity to abundance: promoting added values in creativity, discoverable through innovation, abandoning old beliefs and models.

The role of leaders in transforming their institutions into agile institutions does not stop at transforming themselves only, it is necessary to help their team also by creating teams capable of being agile, because the team is the heart of the organization, and it is the beating heart of agility - if it is true, and the ability of leaders is clearly shown with their ability to create those agile teams, and it is worth mentioning, that there is no boundary and no one can say for sure: That there is a watershed stage, or a synchronization between the leader's transformation from traditional to agility, and the team's transformation to agility, all of which are purely experienced, and all of them can be improved and modified as long as the leader's goal is clear in front of him.

Perhaps the most important question that a leader must answer is, how can I as a leader help my team to be agile? And what is required of me as a leader to offer them? The answer to these questions can be summarized in three main drivers (Collins, 2016):

- Building teams, with the customer at heart: Leaders must help their team to be close to the customer, whether internal or external, by collaborating with him and understanding his needs, and that innovation and creative thinking are their tool to anticipate customers' invisible needs, and their unsatisfied needs as well.
- Building diverse self-managing teams: These teams must have the powers to perform their tasks, small dynamic teams, communicate with each other quickly, and perform tasks quickly, perhaps the most important features of agile work teams, they must work with the least degree of control, and not wait for approvals.
- Building work teams that work continuously: Building work teams based on dividing large tasks into smaller ones, marking and arranging them according to their importance and the degree of necessity that they deserve, and working

to implement the important and urgent ones, and the role of the leader is to monitor and assist the team by measuring the extent of completion of those tasks, and reviewing the lessons learned from this to be taken into account in the upcoming tasks, and perhaps the important thing is that the leader believes and that each member of the team believes that his role is not secondary, but rather essential in the team and has importance much.

### **2.3.5 Governments and Institutional Agility**

Since the inception of the concept of agility in business, it has evolved during the past two decades, yet it is new, and it is still constantly evolving, and it is worth noting that there is no clear roadmap that any company, institution or government can adopt to apply the agility strategy to its operations or to implement its strategies, and we note this by reviewing the companies that have adopted agility with their administrative processes, such as Google, Netflix, ING Bank and other companies, which even if they adopted the system of self-driving teams, However, every company and organization has been modified and adjusted with a agility strategy to be more aligned with its goals. The transformation of governments around the world during the last century and until a few decades ago has been a remarkable one; the concept of governments has evolved since the late eighteenth century. So that the structure of government was transformed from a top-down hierarchy to a bottom-up structure. Functionally, the government has moved from a "controlled" institution to a "service-based" institution to institutional agility. In the post-colonial or post-imperial period, the "bureaucracy model" was adopted in most parts of the world. The bureaucracy was characterized by top-down power-based power that functioned as a non-political and efficient civil service.

In the early twentieth century, the next shift of government toward a "democratic state" was when the concept of liberal democracy formed many governments aimed at serving society and citizens. "Development" became the main agenda of governments in the post-thirties Great Depression, followed by the post-World War II "welfare state" when governments were expected to spend huge sums on social welfare and economic reconstruction. The new public administration, governance, and digitization of government emerged as three important changes in the eighties and nineties respectively. Finally, current debates revolve around government reform, adaptive management, and flexible policies to form an institution called "agile government." An important feature of these transformational reforms in the structure and functions

of government is that when there was turmoil in global geopolitics such as colonialism or war and sometimes financial or political fallout, the form of government needed to change. Thus most of the changes occurred (Reinvent Government Cycle, 2020).

Since government administration is a fundamental pillar and one of the most important social sciences that examines the management of government institutions through the implementation of the state's public policies, which achieves the role of the government in society, government administration is also entrusted with participating in the development of public policies and the economy and setting administrative foundations for managing and linking these policies to the economy. Building an agile government based on citizen centricity is critical to economic growth and competitiveness of countries, as there is a strong relationship between the agility of government institutions and the competitiveness of countries in particular (Ghalayini, 2020).

From the above, it is clear that governments have actively sought in the last three decades to develop their tools and capabilities so that they work to serve citizens in a way that ensures the access of services, and satisfactorily achieves their aspirations, so they have adopted several practices and mechanisms to achieve them, imposed on them by the technological development that swept the whole world, so governments in many countries have been developing their traditional services and converting them into electronic services, or so-called electronic governments that use information and communication technology, especially the Internet, to achieve a better government that enables. With the revolution of smart phones, many governments have been adopting and implementing the concept of smart governments, by providing applications for their services that enable the customer to benefit from these services through his mobile phone. Perhaps the adaptation of governments, and their adoption of these mechanisms, whether e-governments, or through the concept of smart governments, is a kind of flexibility, and cannot be called institutional agility, because there is a big difference between agility, and between flexibility, as the latter contains the first, and the first cannot contain the second. Agility is not limited to anticipating and containing change, but invests change to achieve the goals set. It's not just about disaster recovery, as it seems at first glance, it's about developing the organization and improving its performance, whether crises occur or not. An agile organization remains ready to deal with any emergency and the leader finds himself ready to face any exceptional circumstance (Joiner, 2019).

Accordingly, we believe that an agile government is the one that can provide the requirements and needs of customers at the time of their choice, regardless of external pressures. They can do this because they are flexible, creative, anticipating customer needs, and have the ability to respond quickly.

In order to achieve access to agile government, it is necessary to have the elements and characteristics of the government, as shown as follows:

#### **2.3.5.1 The Agile Mentality of Leaders**

Despite the importance of strategic planning as a management method adopted by institutions to reach a deep and realistic understanding of the reality of their internal and external environment, and to come up with strategic alternatives that enable the institution to formulate a future path compatible with its capabilities and objectives.

However, the complexity of the business environment, and the uncertainty of the so-called Fouka world, of which change is an integral part, makes it difficult for organizations to maintain their sustainability and market position based solely on their strategic plans.

Strategic planning is usually based on analyzing the external environment, anticipating the surrounding opportunities, investing them to achieve the required goals, identifying risks, working on drawing scenarios to avoid and avoid them, and seeking to turn them into strengths and attractions for the organization.

But in light of the changes in the world of Fouka, it can be said that we live in the unknown, the rapid change in technological and technical outputs, the diversity of customer requirements, and the urgent need to provide the labor market with cadres prepared to work with new jobs. All of this makes it difficult for leaders to make bold and effective decisions based solely on strategic alternatives, but it is necessary for the organization to recreate itself to suit the demands of the VUCA world. And to increase its agility and ability to anticipate the future, contain change and invest in it to serve its goals and achieve leadership and sustainable excellence.

It is worth noting that the effects of VUCA World are not limited to private sector institutions, but include all public, private and joint sectors, and many governments in developed countries seek to adapt their strategic directions in line with changing environmental conditions, as they work to foresee the future in depth, understand the aspirations of those dealing with them, and work to meet their needs and improve the services provided to them in a way that may exceed their expectations, regardless of



the size of the pressures in the surrounding environment. It seeks to achieve this by empowering its people, investing in technical and technological developments, and adapting them to ensure the quality of its products and services. And spreading the culture of institutional agility in its dimensions "innovation, forward-looking vision, flexibility and adaptation, cooperation, speed".

Therefore, it believes that what is required is "perception" and "foreseeing the future and monitoring the external environment on a large, deep and continuous scale" to sense changes, and it is also good to increase the efficiency of communication channels with decision-makers who interpret and formulate appropriate responses, and make appropriate adjustments.

Thus, it can be said that what is required of leaders in the world of change is the following:

- a. Have an open and agile mindset, which increases their flexibility in containing changes and making effective decisions – which may often be unprecedented.
- b. The ability to anticipate the future, sense changes, and not only adapt to them, but also efficiency in investing change and innovation through it to serve the goals of their institutions.
- c. Investing in empowering human resources, to be able to face the complexity of the work environment, and motivate them to collaborate and work teamwork in interpreting reality and designing future visions.
- d. Focusing on innovation and creativity in the work environment, and directing work towards more leadership and excellence.
- e. Define a common goal, so that organizational objectives are translated into actionable outputs.
- f. Empower employees at all levels to make decisions, ensuring that every employee in the organization knows exactly what needs to be done to achieve the goal.

#### **2.3.5.2 Grateful and Agile Governments and Institutions**

It is agreed that the development of knowledge and perceptions represents a real force for the human mind, through which it enhances its abilities to find intellectual approaches to reach useful conclusions and effective decisions. This is not achieved by reading alone, but through hard daily work, accumulated experience, and constant communication and discussion with those who are passionate about learning. These

lines, for example, are the culmination of a series of dialogues, the most recent of which took place in a Ramadan session with experts in strategic planning.

We talked about: "The Black Swan Book: The Repercussions of Unexpected Events" by the philosopher and professor of confusion and uncertainty "Nassim Talib", and the theory of strengthening by the philosopher of Arab management "Nassim Al-Samadi." In his book, Nassim Taleb pointed out the difficulty of predicting events and their repercussions, as we know what we discover and only discover what we know, while variables surprise us with what we do not know and did not accept, just because we were not familiar with it. We are often shocked by what we have rejected or ignored! In his book Antifragile, Taleb focused on the individual human being who is able not only to face difficulties, but also to withstand shocks, turn problems into opportunities, and fragility into durability.

Nassim al-Smadi was the first to differentiate between "toughness" and "durability", saying that the best Arabization of Nassim Talib's theory of resistance to fragility is the term "durability." Al-Samadi's view is that strength has three levels: weak, strong, and durable, and this is not described by English concepts, which prompted Nassim Taleb to describe the third level of strength with the term "against fragility", that is, unbreakable or failable. Everything that is solid is strong, but increased rigidity means rigidity and lack of agility. It is Then Nassim Samadi coined the term "durability" to add agility to strength, and we get "durability, i.e. antifragility.

In his writings, al-Smadi referred to "strengthening" (strengthening the strong) versus hardness and strengthening, which is no more than "strengthening the weak". Agile and robust organizations need "grateful" and "grateful" managers, meaning they have the strengths required for their roles – not just their jobs, because there's a difference between a job and a role. These managers take it upon themselves to hire suitable employees, that is, talented in their fields and "scopes", then strengthen them by developing their capabilities, and then empowering them, which ensures the success of the organization and increases its durability, not its resilience. As we note, as Al-Smadi believes, strengthening always precedes empowerment. Also, he says, steel is breakable, so putting the wrong employee, in the right place and training him, leads him to mediocre, good or even strong performance, but does not push him to double performance and agile excellence.

With the COVID-19 pandemic and the novel coronavirus, the conversation led us to how institutions and governments deal with unexpected developments, and the need to activate the concepts and methodologies of institutional agility in all fields.

We then concluded by arguing that robustness and robustness must be combined as tools for achieving organizational agility in governments, and as strategies for sustaining their success. When an agile organization faces an unexpected event, we find it ready to seize change and create appropriate opportunities, where it is prepared with the grace and durability of its empowered employees, tending to employ their talents by sensing, multiplying their performance tenfold with sensing, and automatically enabling them - as teams and individuals - to innovate. We then figured out the clear and straightforward way for agile and well-established institutions to survive and adapt through boldness and speed in decision-making.

Yes, the theories of "antifragile", "tamteen" and institutional "agile" are collectively - and in my view - effective factors and integrated tools to face the vicissitudes of the world of VUCA and the surprises of the future, in preparation for a new future and to create a better world. Abstract of the book "Durability: How to Increase and Benefit from Extreme Stress – Nassim Taleb, 2013".

The complexity of the "Fouka World" and the uncertainty and ambiguity it entails in light of the Corona crisis make it necessary for governments and institutions to draw for themselves new smart and integrated ways to deal with all variables, including developing policies, spreading the culture of government agility, and putting them into practice. Abstract of the book "Ten Lessons for the Post-Corona World: How to Create a Safe World – Farid Zakaria, 2020".

### **2.3.5.3 Elements of Agile Government**

Agile government is characterized by its tools used to obtain the required outputs and eliminate waste and waste that hinders the development and increase of government efficiency, and among the most common tools in agile government applications are the following:

- Workplace organization: Introducing workplace organization is one of the ways to improve productivity (Chovatiya et al., 2017) and the key to successful change that expresses the cleanliness of the place and free from clutter, this tool works to improve the workplace and the environment surrounding workers

to enhance their productivity and to ensure that standard work is introduced in order to find things easily and reach them without) (Michalaska & Szewieczek, 2007).

- Standard work: It is the cornerstone of effort directed towards continuous improvement, and the key element to achieving success. Which helps to reach the achievement of goals. This method can be described as the best way to do the work because it works to standardize the executive procedures on the workplace to ensure the satisfaction of the beneficiaries and this method seeks to answer the following questions: What? And where? And when? And who? To ensure the best means (Mironiuk, 2012).
- Six Sigma tool: There are several concepts for the term Six Sigma, ranging from considering the concept as just a statistical measure to measure quality, or considering it a new strategy, input or philosophy for continuous improvement, (Jawada, 2011), which leads to building a high reputation for the institution's products and services, which thus benefits users, customers and shareholders, and the tool is based on a number of components, including: Training – continuous improvement – organizational culture – senior management support (Edili, 2014).
- Multifunctional workers: The concept of multifunctional workers refers to those with multiple skills, educated, specialized and trained who are able to study and understand the current reality in each activity and are able to solve its problems, and even develop it for the better, unlike traditional management that relies on experienced people. Unlike the prevailing in labor and employment research from the allocation of work, its fragmentation or division, the research and studies conducted after the emergence of the concept of institutional agility showed a different view of work from the point of view of Employees as the main partner in the work of continuous development and improvement, as well as attention to the improvement of their psychological climate (Jassim, 2006).
- Effective and influential plans: Focusing directly on employees based on the best international practices in this field, to reach the government to an advanced position among the ranks of international countries in the field of government efficiency, competitiveness, efficiency management and change.

#### **2.3.5.4 Characteristics of Agile Government**

Government can play a more important role for the economy than markets can do. However, the bureaucratic system is no longer necessary, and alternative means must be sought for this system, which led to the failure of the government to provide basic services in an efficient or democratic manner (Osborne & Gäbler, 1997).

- **Motivated government** (supportive government that manages and does not blaspheme): A motivated government differentiates between leadership (providing guidance and guidance) and rowing, or producing goods and services directly, which means that the government administration owns the boats, and can run them as well, but it must leave the task of rowing to others. Most government leaders focus on two ways: either controlling spending or increasing revenues by imposing new fees and taxes, while ignoring the option of having access to better government service. with the same allocations as the current work, by making policies and moving boats while the private sector operates and accelerates them. For example: concluding contracts, providing grants and tax exemptions.
- **Community-owned government**: The community-owned government pushes the provision of services away from the bureaucracy and towards society, meaning that it relies on competitive mechanisms to deliver services to the masses, and the content of this is to provide opportunities for the participation of the masses in deciding to benefit from what the government provides when choosing goods or services in which they find what suits their desires and satisfies their orientations, and this is based on supporting non-governmental efforts to provide services through civil society institutions that are more aware of the needs of Citizens and attention to them and commitment towards them.
- **Competitive government**: provides its services on a competitive basis, the quality of government services can be improved and their cost reduced through competition, not through reorganization procedures, such as privatization. Competition also reduces costs, forces monopolists to respond to customer demands, and encourages development and creativity, as competition achieves many advantages, including: reducing costs, encouraging creativity and innovation, responding to the needs and requirements of customers, and raising the morale of government employees, so that It can compete not only with the private sector, but also with other institutions in the public sector by improving

the level of performance and services provided, but at the same time it needs good planning and management by the government so that competition does not negatively affect the achievement of social justice.

- A government based on partnership between the public, private and voluntary sectors (civil society institutions): Each sector has characteristics and advantages that qualify it to play its role efficiently and effectively, and there are tasks that suit each sector more than other sectors. In other words, they must work in complementary cooperation and coordination, so that one sector cannot operate alone or be a substitute for other sectors.
- A government with a mission: A government driven by the achievement of a particular mission and the achievement of goals, frees itself from within, by eliminating many of its internal rules and radically simplifying its administrative systems, such as budgeting, employment and procurement systems, which leads to the concentration of efforts and provides the leadership with flexibility to move and act. It is a government that focuses on the main purpose by shifting attitudes away from routine, a government with a mission is more efficient than a government that operates under rigid laws. More effective and flexible by changing the current way of thinking, as well as flexible allocations and budgets that respond to changing circumstances.
- Results-oriented government or results-based government: A results-oriented government that transfers accountability from inputs to outputs, or results. They measure performance and reward well-performing organizations, so they often achieve and even exceed their goals, a trend that means elevating operations to a high level of performance and reduces the need for bureaucracy and red tape. In addition, this concept is based on a number of principles such as: Recognize success, rewards, learning, failure avoidance, support and support. This concept is also associated with the development of many methods and the development of multiple methods and means such as total quality management, institutional performance management and others.
- A government run by its customers (which seeks to satisfy customers): It is the one that makes an effort to meet the needs of customers and to give customers the right to choose between producers, it uses opinion polls, pressure groups, suggestion boxes or complaints, e-mail and direct communication to hear the

voice of its customers and know their opinions, and puts resources in the hands of customers in multiple ways and means, in order to meet their requirements, satisfy their needs and exceed their expectations. Perhaps one of the best ways to achieve this is to involve customers in Setting goals and ways to reach them. In this regard, there is a difference between the concept of citizen customer (beneficiary of the service) and citizen ownership, as the model of citizen owner supports the idea that reform requires the reinvention of citizens themselves through education, information exchange and cultural change, and that without the participation of citizens, any attempt at reform will at best achieve only partial success.

- Business government earns more than it spends: meaning that the government institution achieves revenues that exceed its expenditures by investing its resources on the one hand, and contributing to reducing expenses and upgrading the level of services provided through creativity, innovation, development and continuous improvement on the other hand.
- Decentralization government is far-sighted: transferring decision-making power to individuals and institutions at the bottom of the hierarchy of institutions and organizations, it restructures institutions and organizations, empowers employees, and creates partnerships between labor and management. Decentralization has become a necessity for government institutions in light of the development of means of communication and information technology, and it has become necessary for the government institution or institution to have the ability to anticipate the future in light of the rapid and successive changes in the world.
- A market-driven government: by taking into account market considerations through restructuring, the use of incentives of various kinds, government investment in a number of important and vital sectors, infrastructure development, and the development of laws and legislations that suit the needs and requirements of the market.

## 2.4 Human Capital

Human capital is the foundation of the productive capacity of individuals, institutions and entire communities, and is considered one of the main engines of development and economic growth. Human capital includes the skills, experience, knowledge, and personality traits that individuals acquire through education, training, and practical experience, which enable them to achieve productivity and innovation (Joiner, 2019). Investing in human capital, through education and training, not only enhances individuals' capabilities and productive potential, but benefits institutions and economies in general by increasing efficiency and competitiveness.

In the context of companies and organizations, human capital is a critical factor in achieving innovation and organizational excellence. Organizations that value and invest in the development of their employees' capabilities often find themselves in a better position to innovate and adapt to market and technological changes (Awamleh, 2022). Developing human capital fosters creativity and resilience, enabling organizations to respond more effectively to challenges and exploit new opportunities. At the policy level, investing in human capital is an important strategy for sustainable economic development and poverty reduction. Countries that devote significant resources to the education and training of their populations often experience higher growth rates and improvements in living standards (Miceli et al., 2021). Quality education and vocational training programs enable individuals to get better jobs and earn higher income, contributing to overall economic and social well-being.

However, the challenges of human capital development are multiple and require concerted efforts from the public and private sectors. Challenges include providing quality education accessible to all, keeping pace with technological changes through continuous training programs, and providing a work environment that supports continuous learning and development of skills.

Moreover, rapid labor market changes and the need for new skills require individuals and organizations to adapt continuously. This means that human capital development is not just a matter of primary education or vocational training, but involves continuous learning and up-to-date skills over the course of life. Human capital is the foundation of economic development and social progress (Miceli et al., 2021). Investing in human capacity development, whether individually, institutionally, or nationally, is essential for innovation, economic growth, and social welfare. Organizations and governments



face the constant challenge of updating and developing their human capital development strategies to ensure maximum utilization of human potential in an ever-changing world.

Human capital development is a major theme in both academic research and practical applications, as it refers to investing in individuals to improve their skills, knowledge, and general abilities. As stated by Hindi et al. (2019), human capital development directly contributes to improving individual and institutional performance, enhancing efficiency and productivity at the corporate and community levels.

In the study of Ahmed et al. (2021), the importance of human capital development elements was emphasized, which includes essential elements such as education, vocational training, and personal development. These elements form the basis for building the capacity of individuals and improving their ability to contribute effectively to economic and social activities. On the other hand, the study of Raqadda et al. (2021) examined the relationship between human capital and the social imagination, noting how the development of individuals' abilities can affect their view and perceptions of the world around them, contributing to driving innovation and social development.

In the context of tourism, Al-Otaibi's (2023) study highlighted how this sector can contribute to the development of human capital by providing training and development opportunities for workers, enhancing their skills and capabilities in the field of hospitality and tourism management. In the context of work, Al-Hadi (2022) examined the importance of human capital in achieving organizational success and innovation, stressing the need for continuous investment in people to achieve growth and development.

Finally, Brahm (2022) examined the direct impact of investing in human capital on economic growth, noting that countries focused on improving the capabilities of their populations are experiencing higher growth rates and improvements in living standards.

In the context of the current study, the role of human capital as an influential factor in the relationship between organizational agility and organizational excellence in the Government of Dubai is explored. Investing in employee development and skills improvement is key to achieving high levels of innovation and efficiency, which directly contributes to enhancing agility and excellence within government institutions. By understanding this relationship, the study can provide valuable insights

into how to foster investment in people to achieve the goals of organizational excellence and innovation in government management.

## **2.5 Theoretical Framework**

### **2.5.1 Human Capital Theory**

Human capital theory posits those investments in education, training, and health transform individuals into valuable assets, enhancing productivity and fostering innovation within institutions and communities. This theory directly relates to the current study as it provides a framework for understanding how the development of skills and knowledge within the Government of Dubai enables organizational agility and drives institutional excellence. Human capital includes the cumulative skills, experiences, and knowledge that employees possess, which ultimately determine their ability to adapt, innovate, and contribute to organizational success.

While human capital theory has been widely applied in private sector contexts, its application to public sector settings remains underexplored, particularly in fast-evolving governments like Dubai. This gap is critical as the public sector often operates under unique pressures, such as public accountability, policy-driven goals, and resource constraints, which may influence the role of human capital in driving agility and excellence.

Abu Radi and Mohamed (2023) examined the evolution of the Faculty of Education at Benha University in light of the Egypt Award for Government Excellence, underscoring the critical role of human capital in attaining institutional excellence. Their study revealed that continuous investment in faculty development and educational infrastructure significantly contributes to overall performance. Similarly, Al-Ramadi (2018) emphasized the importance of developing human skills and capabilities as the bedrock of institutional development in NGO programs, noting that these investments are pivotal for achieving and sustaining excellence. However, both studies focus on educational and NGO contexts, leaving a gap in understanding how human capital contributes specifically to governmental agility and institutional excellence in dynamic global environments like the UAE.

In the Government of Dubai, human capital development is a cornerstone of strategic initiatives aimed at achieving institutional excellence and agility. Programs such as the Dubai Government Excellence Program and Future Accelerators emphasize

continuous learning and skill enhancement, reflecting the importance of equipping employees to address challenges with agility. Despite these initiatives, existing literature lacks comprehensive analysis on how human capital moderates the relationship between agility and excellence in a public sector environment.

The gaps in existing research are particularly significant in understanding the mechanisms by which human capital influences institutional agility and excellence. While studies like Al-Fahaila and Zaid (2023) and Brahm (2022) highlight the importance of human capital, they do not address how this concept operates in high-performance governmental contexts such as Dubai. Additionally, the lack of focus on how human capital interacts with dimensions of agility, including innovation, speed, and flexibility, to foster institutional excellence presents an opportunity for further exploration.

Although the contributions of Abu Radi and Mohamed (2023) and Al-Ramadi (2018) are valuable, their findings are contextually limited, with a focus on educational and NGO frameworks that do not fully translate to governmental settings. Moreover, while Marginson (2019) critiques the limitations of human capital theory in the face of rapidly changing environments, the author does not propose actionable insights for applying the theory to contexts like Dubai's dynamic government. Therefore, this study aims to address these gaps by investigating how human capital moderates the relationship between institutional agility and institutional excellence within the Government of Dubai.

### **2.5.2 Organizational Agility Model**

Organizational agility is a pivotal concept in modern management, emphasizing the capacity of organizations to adapt swiftly and effectively to constant changes in the work environment. The theoretical foundation of the organizational agility model lies in its ability to enhance institutional responsiveness and adaptability, particularly in dynamic environments such as the public sector. This model directly aligns with the focus of the current study, which explores how agility contributes to institutional excellence within Dubai's government by fostering forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed. Although organizational agility models have been extensively applied in private sector contexts, there remains a critical gap in their application to the public sector, especially in regions where governments actively seek to institutionalize agility as a strategic priority. The

Government of Dubai is a prime example, leading global efforts to implement organizational agility practices. However, existing research inadequately addresses the unique challenges and opportunities faced by public institutions when applying these models.

The work of Žitkienė and Deksnys (2018), for instance, highlights adaptability, innovation, and rapid response to changes as core elements of their conceptual model of organizational agility. While this provides a solid foundation, it is predominantly focused on private sector organizations and does not address the public sector-specific constraints, such as regulatory limitations and bureaucratic inertia. Similarly, Walter (2021) emphasized the need for clearer definitions and systematic applications of agility within organizations, proposing practical tools for implementation. Despite its insights, this study overlooks how agility models can be adapted for large, complex public institutions, which operate under constraints not typically found in private organizations. Salahuddin and Mohammed (2022) examined agility's role as an intermediary variable in enhancing university performance and reputation, offering valuable insights for academic contexts. However, their findings are not directly transferable to governmental operations, where priorities include public accountability, strategic service delivery, and citizen satisfaction.

In the context of public sector organizations like the Government of Dubai, agility involves overcoming unique barriers such as policy rigidity and resource limitations, which are less prevalent in private sector models. This gap highlights the need to investigate how Dubai's government adapts and integrates private sector agility frameworks to achieve public sector excellence. Several studies propose models to measure and apply organizational agility, yet they fall short in providing a holistic approach tailored to public sector challenges. For example, frameworks such as the "5S" framework by Bachkrada and Koronius (2018) emphasize strategic, structural, systemic, skills, and social participation capabilities. While these elements are crucial, the model does not adequately address public sector-specific factors like legislative compliance or stakeholder diversity. This oversight limits the model's applicability to governments like Dubai, where agility must align with national goals and international benchmarks. Similarly, models such as those proposed by Žitkienė and Deksnys (2018) are geared towards achieving competitive advantage and profitability, which are not the primary objectives of public institutions. Public sector organizations prioritize service delivery and societal impact over financial metrics, requiring agility

models that focus on these dimensions. Furthermore, existing models largely ignore the role of human capital as a critical enabler of agility in public institutions. Employees' skills, knowledge, and adaptive capabilities are essential for operationalizing agility within government frameworks, yet this factor is often underexplored.

The current study adapts the organizational agility model to the unique context of Dubai's government, emphasizing the role of agility dimensions forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed in achieving institutional excellence. This adaptation addresses gaps in prior research by focusing on public sector challenges and integrating human capital as a moderating factor. Dubai's government stands out as a pioneer in implementing agility models in public administration. For instance, the Dubai Future Accelerators program demonstrates the government's commitment to innovation and speed in addressing emerging challenges. Additionally, its strategic initiatives prioritize adaptability and cooperation across sectors, fostering institutional excellence through agile practices.

### **2.5.3 Organization Learning Theory**

Organizational learning theory centers on how organizations acquire, assimilate, and apply new knowledge to enhance their performance and foster continuous innovation. This theory underscores the critical role of educational expertise and experiences within organizations as pivotal means for developing and strengthening organizational capabilities. Baili's (2020) research scrutinizes a speech-teaching strategy based on behavioral theory, highlighting the significance of learning through hands-on experience and practice. Organizational settings can seamlessly integrate this concept, allowing employees to acquire and hone new skills through practical experiences and ongoing practice.

Al-Najjar (2023) investigates the influence of Kolb's experiential learning theory and design thinking on curriculum development, highlighting the vital importance of experiential and innovative teaching methods in elevating the educational process. These insights are transferrable to an organizational environment, where experiential learning and design thinking can drive the development of creative solutions to organizational challenges.

Basten and Haamann (2018) offer a comprehensive review of the literature on various approaches to organizational learning, emphasizing the diversity of methods and

frameworks that organizations can leverage to enhance their learning and adaptability to change. This supports the notion that organizational learning should be a continuous, multifaceted process. Antunes and Pinheiro (2020) explore the intricate relationship between knowledge management, organizational learning, and organizational memory, noting how effective knowledge management strategies can significantly enhance organizational learning. This underscores the importance of systematically documenting and sharing knowledge within the organization to foster learning and innovation.

The current study directly links organizational learning theory to the imperative of developing and improving the performance of educational supervisors and employees in Dubai's government. By embracing the principles of organizational learning and implementing innovative learning strategies, supervisors and employees can enhance their skills and performance, thereby contributing to organizational excellence. Learning through experience, knowledge sharing, and the application of innovation-driven teaching methods can substantially bolster the Dubai government's capacity to adapt to changes and address challenges effectively.

## **2.6 Empirical Studies**

Empirical studies exploring the interplay between organizational agility and institutional excellence have illuminated the critical interdependence of these two concepts, particularly in environments characterized by rapid change and complexity. Organizational agility is commonly defined as an organization's capacity to respond swiftly and effectively to internal and external challenges through adaptive, flexible, and innovative practices. Institutional excellence, on the other hand, focuses on achieving sustained superior performance, meeting strategic objectives, and continuously improving processes and outcomes to satisfy stakeholders' evolving expectations. The nexus of agility and excellence is particularly relevant in the public sector, where institutions face unique challenges such as policy rigidity, bureaucratic structures, and the need to balance accountability with innovation. Despite the growing recognition of their importance, gaps persist in understanding how these principles can be operationalized in government settings. This gap is particularly notable in contexts like Dubai's government, which is renowned for its forward-thinking governance

models yet operates in a global environment with significant challenges and opportunities.

Several studies have examined these concepts in isolation or in private sector contexts but fail to address the nuanced dynamics within public institutions. For instance, Narenji Thani et al. (2022) investigated the relationship between organizational agility and innovation in the UK, revealing a strong positive correlation between agility and organizational innovation. They found that agile organizations are more adept at fostering innovative cultures, which in turn drives performance and excellence. However, this study predominantly focuses on private organizations, where flexibility and market responsiveness are often more easily implemented than in public institutions constrained by regulatory requirements. The study also lacks a critical examination of the barriers to agility and innovation in public settings, such as risk aversion and stakeholder diversity. This limitation underscores the need for further research tailored to government organizations, particularly those like Dubai's, which operate under unique governance models emphasizing excellence and innovation.

Leadership emerges as a recurring theme in empirical research on agility and excellence, underscoring its pivotal role in fostering a culture that supports both. For instance, Damanpour and Schneider (2009) examined how managerial vision influences innovation adoption in public institutions. Their findings suggest that clear and forward-looking leadership fosters a shared understanding of innovation's strategic importance, creating an environment conducive to change. While their study provides valuable insights into the role of leadership in driving organizational innovation, it does not explore how this vision translates into actionable strategies for achieving agility and excellence simultaneously. Additionally, the study does not address the potential moderating effects of human capital, which could play a critical role in bridging the gap between strategic vision and operational execution.

Similarly, Shipton et al. (2006) analyzed the impact of leadership vision on innovation within the long-term care sector, highlighting the importance of clear and compelling leadership in fostering a culture of innovation. They argue that leaders who effectively communicate a shared vision motivate employees to contribute to organizational goals, thereby enhancing overall performance. However, their study is limited in scope, focusing exclusively on the healthcare sector and failing to address broader applications in governance or public administration. This narrow focus underscores

the need for studies that examine how leadership vision can be operationalized across different sectors, particularly in complex public institutions like Dubai's government. Another critical dimension of agility innovation has been extensively studied in relation to institutional performance. Wright and Nyberg (2017) explored the role of agility in achieving sustainability, emphasizing that organizations with clear sustainability goals tend to demonstrate greater agility and long-term success. They argue that integrating sustainability into organizational vision provides a sense of purpose, which enhances agility by aligning decision-making with strategic objectives. While their findings are insightful, they remain rooted in private sector contexts, leaving unanswered questions about how these principles can be adapted to public sector organizations that often prioritize public value over profit. This limitation is particularly relevant in the context of Dubai's government, where sustainability is a key strategic priority, but the mechanisms for integrating it into institutional agility and excellence require further exploration.

The role of mid-level managers in enhancing organizational agility through strategic interpretation has also been examined in prior research. Rouleau and Balogun (2011) emphasized the importance of mid-level managers in translating organizational visions into actionable strategies. They argue that these managers play a critical role in aligning operational activities with strategic objectives, thereby enhancing organizational agility. However, their study focuses primarily on private organizations, where mid-level managers often have greater autonomy compared to their counterparts in public institutions. Moreover, the study does not explore the interplay between managerial actions and other factors, such as human capital and organizational culture, which are critical for achieving institutional excellence. This gap highlights the need for further research on the specific roles and challenges faced by mid-level managers in public institutions, particularly in regions like Dubai, where government institutions are expected to demonstrate both agility and excellence.

Knowledge sharing and open innovation are additional factors that have been identified as enablers of agility and excellence. Liu et al. (2017) examined the relationship between open innovation, knowledge sharing, and institutional innovation, concluding that robust knowledge-sharing practices significantly enhance organizational innovation. Their findings highlight the importance of creating a culture that encourages collaboration and the exchange of ideas. However, their study primarily focuses on SMEs, which often operate with fewer bureaucratic constraints



than public institutions. This raises important questions about how knowledge-sharing practices can be effectively implemented in large, hierarchical public sector organizations like Dubai's government. Additionally, their study does not address the potential barriers to knowledge sharing in public institutions, such as siloed departments and resistance to change, which are critical considerations for operationalizing agility and excellence.

The relationship between institutional excellence and agility has also been explored in nonprofit contexts, though often with limited depth. Beckstead and Reischauer (2017) investigated how quality management practices contribute to agility in nonprofits, finding a positive correlation between continuous improvement initiatives and organizational agility. However, the study does not address how these findings translate to larger and more complex institutions, such as government agencies. Similarly, Alsaifi et al. (2020) explored the theoretical overlap between agility and excellence, emphasizing the role of leadership in fostering a culture that supports both. While their study provides a robust theoretical foundation, it lacks empirical validation in public sector settings, leaving significant gaps in understanding how these principles apply to institutions like Dubai's government.

Human capital is an increasingly recognized moderator in the relationship between agility and excellence. Jimenez-Jimenez and Sanz-Valle (2011) found that organizational learning processes play a critical role in fostering innovation, highlighting the importance of developing human capital. While their findings underscore the value of a skilled workforce in achieving excellence, the study does not directly address how human capital interacts with organizational agility. Similarly, Ma et al. (2019) examined the role of human capital in leveraging dynamic capabilities for superior performance, emphasizing the importance of a knowledgeable and adaptable workforce. However, their study focuses on private sector organizations, leaving questions about its applicability to public sector institutions, where workforce dynamics are often influenced by different incentives and constraints.

In the context of Dubai's government, the integration of agility and excellence is both a strategic imperative and a practical challenge. Dubai's government operates in a rapidly changing environment characterized by technological advancements and evolving stakeholder expectations. While existing research provides valuable insights into the relationship between agility and excellence, it often fails to address the unique challenges faced by public institutions in adopting these principles. For instance, the

bureaucratic structures and policy constraints typical of public sector organizations can hinder the implementation of agile practices. Additionally, existing studies often overlook the critical role of human capital in facilitating the successful adoption of agility and excellence in the public sector.

This study aims to address these gaps by examining how Dubai's government integrates agility dimensions such as forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed with human capital to achieve institutional excellence. By focusing on the moderating role of human capital, the study seeks to provide a more nuanced understanding of the interplay between these variables. This approach not only fills a significant gap in the literature but also offers practical insights for policymakers and practitioners seeking to enhance agility and excellence in government institutions.

## **2.7 Conceptual Framework**

This study's conceptual framework meticulously explores the intricate relationship between organizational agility and organizational excellence, highlighting the pivotal role of human capital as an influencing factor. A robust collection of academic references provides both theoretical and empirical foundations for the key concepts of this study.

The study draws extensively on the work of Žitkienė and Deksnys (2018) to examine the organizational agility variable. Their conceptual model elucidates the essential dimensions of organizational agility, particularly the capability to swiftly adapt and respond to dynamic changes. Furthermore, the framework thoroughly incorporates Walter's (2021) comprehensive discussion on the complexities inherent in organizational agility and the critical need for conceptual clarity.

For the organizational excellence variable, the study draws on Basten and Haamann's (2018) insights, which review a variety of approaches to organizational learning as a cornerstone for achieving organizational excellence. Antunes and Pinheiro's (2020) comprehensive analysis highlights the significant enhancement of organizational learning through effective knowledge management strategies. Additionally, the study references Yepes-Baldó et al.'s assessment of European nurses' perceptions of human capital. This assessment provides a nuanced understanding of how individuals perceive the value and significance of skill and knowledge development within

organizational contexts, thereby serving as a crucial reference for human capital as an influencing factor. The conceptual framework integrates these foundational concepts to meticulously investigate the interplay between organizational agility, organizational excellence, and human capital. The study aspires to provide profound insights into the formulation and execution of strategies that foster innovation, promote continuous learning, and facilitate adaptation to the challenges of the contemporary work environment. A thorough comprehension of these interconnections leads to the attainment of exceptional performance and excellence.

This study investigates the influence of institutional agility on institutional excellence within the Government of Dubai while also examining the role of human capital as an influential factor in this relationship, as viewed from the perspective of managers.

- a. Independent Variable: Institutional Excellence and its Dimensions (Vision Realization, Enablers, and Innovation)
- b. The dependent variable is organizational agility and its dimensions, which include forward-looking vision, innovation, "flexibility and adaptation," cooperation, and speed.
- c. Human capital is an influential variable.

The following sample demonstrates the hypothesis-defined relationship between both variables' dimensions:

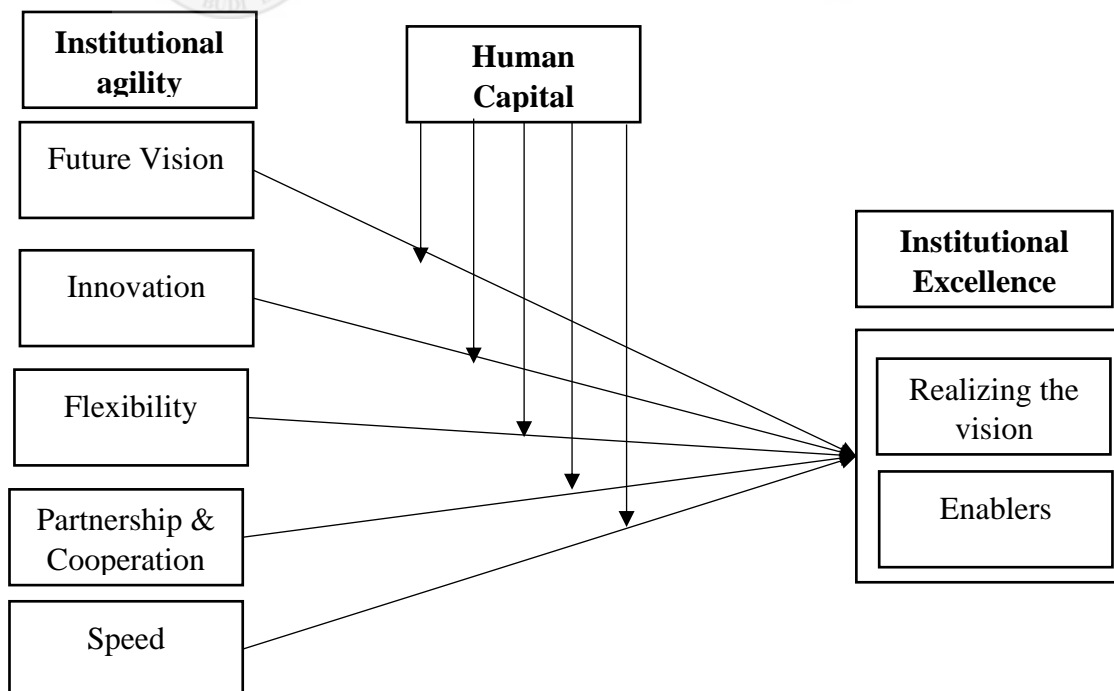


Figure 2.5 Research Framework

## 2.8 Hypothesis Development

Organizational agility, initially conceptualized in the private sector, refers to the ability of an organization to rapidly adapt to market changes and environmental shifts through innovative and flexible practices (Teece et al., 2016). Public sector institutions increasingly recognize the importance of this agility, especially during times of crisis like the COVID-19 pandemic, which underscores the need for responsive and resilient government operations (Mergel et al., 2020). Institutional excellence, on the other hand, is defined as achieving a set vision and enabling factors that support sustained superior performance. It involves not only the attainment of strategic goals but also the development of a supportive environment that fosters continuous improvement and high standards of service delivery (Porter & Kramer, 2019). The Government of Dubai, known for its proactive approach to adopting advanced institutional practices, provides a unique context to explore the intersection of these two concepts. Dubai's experience, as one of the first governments to institutionalize agility within its operations, provides valuable insights into the application of these principles in the public sector.

The relationship between organizational agility and institutional excellence is critical, as it determines how well a government can meet its strategic objectives and respond to emerging challenges. Prior research has established that agility can significantly enhance organizational performance by promoting adaptability, innovation, and efficiency (Tallon et al., 2019). However, there remains a gap in the literature regarding how these dimensions of agility forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed specifically contribute to achieving institutional excellence in a government setting. This study aims to fill this gap by examining these relationships within the Government of Dubai and providing a detailed analysis of how each dimension of agility influences institutional excellence. Human capital, defined as the collective skills, knowledge, and abilities of an organization's workforce, plays a crucial role in moderating the relationship between organizational agility and institutional excellence. Human capital is pivotal because the successful implementation of agile practices relies heavily on the capabilities and engagement of employees (Wright & McMahan, 2019). In Dubai's government institutions, the presence of skilled, knowledgeable, and motivated personnel can significantly enhance the effectiveness of agile strategies, thereby driving institutional

excellence. Recent studies have underscored the importance of human capital in facilitating organizational agility, suggesting that a well-developed workforce can help bridge the gap between strategic intentions and operational realities (Zehir et al., 2020). Moreover, the moderating role of human capital suggests that the impact of agility on excellence is not uniform across all organizations but varies depending on the quality of the workforce. For instance, a government institution with high levels of human capital is likely to implement agile practices more effectively, resulting in greater improvements in institutional excellence (Schneider et al., 2017). This highlights the need for public sector organizations to invest in human capital development as a means to bolster their agility and achieve sustained excellence.

### **2.8.1 Institutional Agility, Organizational Agility and Institutional Excellence**

Institutional agility is a multifaceted concept that encompasses various dimensions essential for organizational adaptability and responsiveness. These dimensions include forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed, each contributing uniquely to the overall agility of an institution. A forward-looking vision is crucial for institutional agility as it involves anticipating future trends, challenges, and opportunities. This proactive approach enables organizations to align their strategies with long-term objectives and ensures that they remain relevant in a rapidly changing environment. It requires a thorough understanding of the external environment and the ability to foresee potential disruptions and opportunities (Tallon et al., 2019). By cultivating a forward-looking vision, institutions can develop strategies that are not only reactive but also predictive, allowing them to stay ahead of the curve. Innovation, another critical dimension of institutional agility, refers to the capacity of an organization to develop new ideas, processes, and products that improve efficiency and effectiveness. Innovation encompasses not only technological advancements but also creative problem-solving and process improvements. Institutions that foster a culture of innovation are better equipped to adapt to changes and leverage new technologies and methodologies to enhance their performance (Teece et al., 2016). This culture of continuous improvement and willingness to experiment is fundamental to maintaining a competitive edge.

Flexibility is the ability of an organization to adjust its processes, structures, and strategies in response to changing conditions. Flexible institutions can pivot quickly when faced with unforeseen challenges, ensuring continuity and resilience. Flexibility

often involves decentralizing decision-making processes, empowering employees at all levels to make informed decisions swiftly (Wright & McMahan, 2019). This decentralization not only speeds up response times but also fosters a sense of ownership and accountability among staff. Adaptation is closely related to flexibility but focuses more on the long-term transformation of an organization in response to sustained changes in the environment. It involves modifying core strategies and operations to better align with new realities. Successful adaptation requires a deep understanding of the market, customer needs, and technological advancements, enabling institutions to evolve continuously and sustainably (Zehir et al., 2020). By embracing adaptation, organizations can ensure they remain relevant and effective over time. Cooperation, as a dimension of institutional agility, highlights the importance of collaborative efforts within and outside the organization. Effective cooperation involves breaking down silos, fostering interdepartmental communication, and building strong partnerships with external stakeholders. Collaborative efforts enhance the organization's ability to pool resources, share knowledge, and develop innovative solutions (Schneider et al., 2017). This collective approach not only enhances problem-solving capabilities but also creates a more cohesive and unified organization.

Speed, the final dimension, refers to the rapidity with which an organization can execute its strategies and respond to changes. In a fast-paced environment where delays can result in missed opportunities or heightened risks, speed is critical. Institutions that prioritize speed in their operations can quickly capitalize on emerging opportunities and mitigate potential threats before they escalate (Tallon et al., 2019). This requires streamlined processes, efficient decision-making frameworks, and a culture that values swift action. Institutional excellence is defined as achieving strategic objectives and continuously improving processes and services to meet or exceed stakeholder expectations. It involves a comprehensive approach to managing and improving all aspects of an organization's operations, ensuring that every function contributes to the overall mission and vision. Achieving institutional excellence requires a clear understanding of the organization's goals, robust performance management systems, and a commitment to quality and innovation (Porter & Kramer, 2019).

One cannot overstate the importance of institutional excellence, especially in the public sector where the ability to deliver high-quality services efficiently and

effectively is critical. Institutional excellence ensures that organizations can meet their goals, satisfy stakeholders, and maintain a positive reputation. It involves not only meeting current performance standards but also setting the stage for future improvements and innovations. By achieving institutional excellence, organizations can build trust with stakeholders, attract and retain talent, and ensure long-term sustainability (Schneider et al., 2017). The general relationship between institutional agility and institutional excellence is that agility provides the necessary capabilities for organizations to achieve and sustain excellence. Agility provides institutions with the tools and mindset they need to navigate complex and dynamic environments. By fostering a forward-looking vision, encouraging innovation, maintaining flexibility, enabling adaptation, promoting cooperation, and prioritizing speed, organizations can enhance their ability to meet strategic goals and exceed performance expectations (Teece et al., 2016). A statistically significant relationship between institutional agility and institutional excellence suggests that organizations that excel in agility are more likely to achieve higher levels of excellence. This relationship underscores the importance of developing and nurturing agility dimensions to drive institutional performance (Tallon et al., 2019). Therefore, the hypothesis will be:

H1: There is a statistically significant relationship between institutional agility in its dimensions (forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed) and institutional excellence (achieving the vision and enablers).

On the other side, organizational agility and institutional excellence are critical components in ensuring that institutions can navigate complex and rapidly changing environments effectively. Organizational agility refers to the capability of an organization to rapidly adapt and respond to changes in its external and internal environment. Various dimensions, such as a forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed, facilitate this adaptability. Each of these dimensions plays a unique role in enhancing the overall agility of an institution, which in turn contributes to achieving institutional excellence.

A forward-looking vision is essential for organizational agility as it involves anticipating future trends, challenges, and opportunities. This proactive approach enables organizations to align their strategies with long-term objectives and ensures that they remain relevant in a rapidly changing environment. According to Tallon et al. (2019), institutions with a strong forward-looking vision are better positioned to

develop strategies that are both reactive and predictive, allowing them to stay ahead of the curve. This vision not only helps in preparing for future disruptions but also in capitalizing on emerging opportunities, thereby driving institutional excellence.

Innovation, another critical dimension of organizational agility, refers to the capacity of an organization to develop new ideas, processes, and products that improve efficiency and effectiveness. Innovative organizations are better equipped to adapt to changes and leverage new technologies and methodologies to enhance their performance. As noted by Teece et al. (2016), fostering a culture of innovation is fundamental to maintaining a competitive edge. This culture of continuous improvement and willingness to experiment allows institutions to remain dynamic and responsive to changes, contributing significantly to institutional excellence.

Flexibility is the ability of an organization to adjust its processes, structures, and strategies in response to changing conditions. Flexible institutions can pivot quickly when faced with unforeseen challenges, ensuring continuity and resilience. Wright and McMahan (2019) highlight that flexibility often involves decentralizing decision-making processes, empowering employees at all levels to make informed decisions swiftly. This decentralization not only speeds up response times but also fosters a sense of ownership and accountability among staff, which is crucial for maintaining high performance standards and achieving institutional excellence.

Adaptation is closely related to flexibility but focuses more on the long-term transformation of an organization in response to sustained changes in the environment. It involves modifying core strategies and operations to better align with new realities. Successful adaptation requires a deep understanding of the market, customer needs, and technological advancements, enabling institutions to evolve continuously and sustainably. According to Zehir et al. (2020), embracing adaptation ensures that organizations remain relevant and effective over time, thereby contributing to institutional excellence.

Cooperation, as a dimension of organizational agility, highlights the importance of collaborative efforts within and outside the organization. Effective cooperation involves breaking down silos, fostering interdepartmental communication, and building strong partnerships with external stakeholders. Collaborative efforts enhance the organization's ability to pool resources, share knowledge, and develop innovative solutions. Schneider et al. (2017) emphasize that this collective approach not only



enhances problem-solving capabilities but also creates a more cohesive and unified organization, which is essential for achieving institutional excellence.

Speed refers to the rapidity with which an organization can execute its strategies and respond to changes. In a fast-paced environment, delays can result in missed opportunities or heightened risks. Institutions that prioritize speed in their operations can quickly capitalize on emerging opportunities and mitigate potential threats before they escalate. Tallon et al. (2019) argue that speed requires streamlined processes, efficient decision-making frameworks, and a culture that values swift action. This ability to act quickly is crucial for maintaining competitiveness and achieving institutional excellence.

Institutional excellence is defined as achieving strategic objectives and continuously improving processes and services to meet or exceed stakeholder expectations. It involves a comprehensive approach to managing and improving all aspects of an organization's operations, ensuring that every function contributes to the overall mission and vision. Porter and Kramer (2019) assert that achieving institutional excellence requires a clear understanding of the organization's goals, robust performance management systems, and a commitment to quality and innovation. The importance of institutional excellence is particularly pronounced in the public sector, where the ability to deliver high-quality services efficiently and effectively is critical. The general relationship between organizational agility and institutional excellence is that agility provides the necessary capabilities for organizations to achieve and sustain excellence. Agility provides institutions with the tools and mindset they need to navigate complex and dynamic environments. By fostering a forward-looking vision, encouraging innovation, maintaining flexibility, enabling adaptation, promoting cooperation, and prioritizing speed, organizations can enhance their ability to meet strategic goals and exceed performance expectations.

Recent studies have shown that organizations that excel at agility are more likely to achieve higher levels of institutional excellence. For instance, Darvishmotevali et al. (2020) found that organizational agility positively impacts performance outcomes, enabling institutions to meet and exceed their strategic objectives. Similarly, Nouri and Mousavi (2020) demonstrated that agile organizations are better equipped to adapt to market changes and technological advancements, leading to superior performance and excellence. These findings underscore the importance of developing and nurturing

agility dimensions to drive institutional performance. Therefore, the hypothesis will be:

H2: There is no statistically significant relationship between organizational agility's dimensions (forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed) and institutional excellence's dimensions (achieving the vision, enablers). The relationship between forward-looking vision and institutional excellence is crucial for understanding how organizations, especially in the public sector, can anticipate future challenges and opportunities to achieve high performance standards. This subsection explores this relationship by discussing the theoretical background, previous research findings, and the hypotheses developed to test this relationship within the context of the Government of Dubai.

Forward-looking vision is a key element of organizational agility, involving the ability to anticipate and prepare for future trends and disruptions. This proactive approach is essential for aligning organizational strategies with long-term objectives, ensuring that institutions remain relevant in a rapidly changing environment. According to strategic management theories, a forward-looking vision equips organizations with the capability to foresee and respond to market dynamics, technological advancements, and regulatory changes (Tallon et al., 2019). By cultivating a forward-looking vision, organizations can develop strategies that are both reactive and predictive, allowing them to stay ahead of potential disruptions and capitalize on emerging opportunities. This anticipatory capability is crucial for maintaining a competitive edge and achieving institutional excellence, which involves the continuous improvement of processes and services to meet or exceed stakeholder expectations. Recent research underscores the importance of a forward-looking vision for achieving institutional excellence. For instance, Darvishmotevali et al. (2020) found that organizations with a strong forward-looking vision are better equipped to innovate and adapt, leading to enhanced performance outcomes. This study highlights the direct correlation between an anticipatory approach and the ability to implement innovative solutions, which is essential for institutional excellence. Similarly, Nouri and Mousavi (2020) demonstrated that a forward-looking vision significantly impacts organizational agility, which in turn drives institutional excellence by enabling organizations to respond effectively to external pressures and internal challenges. These findings suggest that forward-looking vision is not merely an abstract concept but a practical tool that can significantly enhance an organization's capacity to achieve excellence.

Empirical studies provide robust evidence supporting the positive impact of a forward-looking vision on institutional excellence. For instance, Zehir et al. (2020) found that organizations that prioritize strategic foresight are more likely to achieve superior performance outcomes. According to their research, institutions can improve their overall performance by developing and implementing strategies aligned with future trends using a forward-looking vision. Similarly, Wright and McMahan (2019) emphasize that strategic foresight is essential for building organizational resilience and adaptability, which are key components of institutional excellence.

In the context of the Government of Dubai, a forward-looking vision is particularly crucial given the region's rapid development and dynamic environment. The government's strategic initiatives, such as the Dubai Plan 2021, emphasize the importance of foresight and proactive governance. This plan outlines a comprehensive approach to anticipating future trends and aligning governmental objectives with these trends to ensure sustained development and excellence in public service delivery. Dubai's government aims to enhance its institutional agility by cultivating a forward-looking vision, thereby achieving higher levels of excellence in governance and public service. This strategic foresight is vital for anticipating and addressing the unique challenges and opportunities that arise in a fast-paced, globalized city like Dubai.

Therefore, it is hypothesized that:

H1a: There is a statistically significant relationship between the Government of Dubai's forward-looking vision of institutional agility and institutional excellence.

H2a: There is no statistically significant relationship between the Government of Dubai's forward-looking vision of institutional agility and institutional excellence.

Innovation is a pivotal dimension of institutional agility, embodying the capacity of an organization to generate and implement new ideas, processes, and products that significantly enhance its efficiency and effectiveness. In the public sector, particularly within the government of Dubai, innovation is crucial for maintaining competitiveness and achieving institutional excellence. An organization's ability to innovate inherently links to institutional excellence, which is defined as the attainment of strategic objectives and the continuous improvement of services and processes to meet or exceed stakeholder expectations. This subsection examines the theoretical underpinnings and empirical evidence supporting the hypothesis that innovation within institutional agility has a significant impact on institutional excellence. The theoretical foundation for the relationship between innovation and institutional

excellence is well-established in the strategic management literature. Strategic management literature views innovation as a catalyst for organizational change and improvement, empowering institutions to effectively respond to environmental shifts and internal challenges. According to Teece et al. (2016), organizations that prioritize innovation are better equipped to respond to technological advancements and market dynamics, which is essential for sustaining competitive advantage. Innovation cultivates a culture of continuous improvement, continuously developing new solutions and approaches to improve organizational performance. This proactive stance not only addresses immediate challenges but also anticipates future needs, aligning with the principles of institutional excellence.

Empirical research supports the critical role of innovation in achieving institutional excellence. Darvishmotevali et al. (2020) found that innovation significantly enhances organizational performance by improving operational processes and service delivery. Their study of the hospitality industry, which shares similarities with public sector services in terms of customer interaction and service quality, demonstrated that innovative practices lead to higher levels of organizational agility and, consequently, institutional excellence. This finding is particularly relevant to the Government of Dubai, where the adoption of innovative practices can lead to more efficient public service delivery and improved stakeholder satisfaction.

In the context of Dubai's government, innovation is more than just a theoretical construct; it is a practical imperative. The Dubai government has consistently emphasized the importance of innovation in its strategic plans and initiatives. For instance, the Dubai Innovation Strategy aims to position Dubai as a global hub for innovation, focusing on key sectors such as government services, smart cities, and digital transformation. This strategic emphasis underscores the belief that innovation is integral to achieving institutional excellence. By fostering an environment that encourages creativity and the development of new solutions, the Government of Dubai seeks to enhance its service delivery and operational efficiency, thereby achieving higher levels of excellence.

Empirical studies provide robust evidence supporting the positive impact of innovation on institutional excellence. For instance, Zehir et al. (2020) found that innovative practices significantly enhance organizational performance by fostering a culture of continuous improvement and adaptability. Their research in the manufacturing industry, which also emphasizes efficiency and quality, indicates that innovation is a

critical factor in achieving high performance standards. Similarly, Wright and McMahan (2019) highlight that innovation is essential for building organizational resilience and responsiveness, key components of institutional excellence.

Furthermore, the Dubai government's commitment to innovation is evident in its implementation of advanced technologies and practices. The use of artificial intelligence (AI), blockchain, and other emerging technologies in public services exemplifies this commitment. For example, the Dubai Blockchain Strategy aims to make Dubai the first city fully powered by blockchain by 2020, significantly enhancing the transparency, efficiency, and security of government transactions (Dubai Future Foundation, 2020). Such innovative initiatives not only streamline processes but also build trust and satisfaction among stakeholders, contributing to institutional excellence.

Therefore, it is hypothesized that:

H1b: There is a statistically significant relationship between the innovation dimension of institutional agility and institutional excellence in the Government of Dubai.

H2b: There is no statistically significant relationship between the innovation dimension of institutional agility and institutional excellence in the Government of Dubai.

Flexibility is a cornerstone of institutional agility, representing an organization's ability to adapt swiftly to changing circumstances and unexpected challenges. In the public sector, particularly within the Government of Dubai, flexibility is critical for achieving institutional excellence, which involves the continuous improvement of processes and services to meet or exceed stakeholder expectations. This subsection explores the theoretical foundations, recent research findings, and hypotheses regarding the relationship between flexibility within institutional agility and institutional excellence. The theoretical framework underpinning the concept of flexibility emphasizes its role in enabling organizations to respond effectively to both internal and external changes. Flexibility involves adjusting processes, structures, and strategies to accommodate new conditions, thereby maintaining operational continuity and resilience. According to Wright and McMahan (2019), flexibility is essential for organizational survival and success in dynamic environments. It allows institutions to pivot quickly when faced with unforeseen challenges, ensuring they can continue to operate efficiently and effectively. This adaptability is crucial for achieving institutional excellence, as it ensures that organizations can meet their strategic objectives and deliver high-quality

services even in the face of disruptions. Recent empirical research supports the critical role of flexibility in driving institutional excellence. A study by Zehir et al. (2020) found that organizations with high levels of flexibility are better able to adapt to market changes and technological advancements, leading to superior performance outcomes. This adaptability is particularly relevant for the Government of Dubai, which operates in a rapidly evolving environment characterized by continuous technological innovations and changing stakeholder expectations. The study highlights that flexible organizations can implement changes more efficiently, resulting in improved service delivery and operational performance, which are key components of institutional excellence.

Empirical studies provide robust evidence supporting the positive impact of flexibility on institutional excellence. Darvishmotevali et al. (2020) found that flexible organizations are better equipped to innovate and implement changes, leading to enhanced performance outcomes. Their study in the hospitality industry, which shares similarities with public sector services in terms of customer interaction and service quality, demonstrated that flexibility is a key driver of organizational agility and excellence. This finding underscores the importance of flexibility in enabling organizations to adapt to changing conditions and maintain high performance standards.

Flexibility is not only a theoretical ideal, but a practical necessity in the context of Dubai's government. The Dubai government's strategic initiatives, such as the Dubai Plan 2021, underscore the importance of flexibility in achieving institutional goals. This plan outlines a vision for a resilient and adaptable government capable of responding swiftly to changes in the global landscape. The Government of Dubai aims to enhance its institutional agility by incorporating flexibility into its operational framework, resulting in higher levels of excellence in public service delivery. This strategic focus on flexibility ensures that the government can continuously improve its processes and services, meeting the evolving needs of its stakeholders.

Therefore, it is hypothesized that:

H1c: There is a statistically significant relationship between the lack of flexibility in institutional agility and institutional excellence in the Government of Dubai.

H2c: There is no statistically significant relationship between the lack of flexibility in institutional agility and institutional excellence in the Government of Dubai.

Partnerships and cooperation are integral components of institutional agility, playing a pivotal role in enhancing an organization's ability to achieve and sustain institutional excellence. Institutional excellence, characterized by the continuous improvement of processes and services to meet or exceed stakeholder expectations, is increasingly dependent on collaborative efforts. This subsection explores the theoretical foundations, recent research findings, and hypotheses regarding the relationship between partnerships and cooperation within institutional agility and institutional excellence, with a focus on the Government of Dubai.

The concept of collaborative advantage lays the theoretical foundation for the importance of partnerships and cooperation. Collaborative advantage refers to the benefits that organizations gain through effective partnerships and cooperative efforts, including enhanced resource sharing, knowledge exchange, and innovation. According to Dyer and Singh (2018), organizations that engage in strategic partnerships can leverage complementary capabilities, leading to improved performance and competitiveness. This theoretical perspective emphasizes the significance of partnerships and cooperation in attaining institutional excellence, as they foster a collaborative environment that maximizes the utilization of resources and knowledge. Recent empirical research supports the critical role of partnerships and cooperation in driving institutional excellence. A study by Schneider et al. (2017) found that organizations with strong interdepartmental cooperation and external partnerships are better positioned to achieve high performance standards. This research highlights the direct correlation between collaborative efforts and the ability to implement effective solutions, which is essential for institutional excellence. By pooling resources and expertise, organizations can address complex challenges more effectively and deliver superior outcomes.

Empirical studies provide robust evidence supporting the positive impact of partnerships and cooperation on institutional excellence. For instance, a study by Darvishmotevali et al. (2020) found that organizations with effective internal and external partnerships are better equipped to innovate and implement changes, leading to enhanced performance outcomes. Their research in the hospitality industry, which shares similarities with public sector services in terms of customer interaction and service quality, demonstrated that partnerships and cooperation are key drivers of organizational agility and excellence. This finding underscores the importance of

collaborative efforts in enabling organizations to adapt to changing conditions and maintain high performance standards.

Partnerships and cooperation are not only theoretical ideals, but practical necessities in the context of Dubai's government. The Dubai government's strategic initiatives, such as the Dubai Plan 2021 and the Dubai Future Accelerators program, emphasize the importance of collaboration between government entities, private sector partners, and international organizations. Through cooperative efforts, these initiatives aim to foster a culture of innovation and excellence. For example, the Dubai Future Accelerators program brings together government departments and private companies to develop innovative solutions for future challenges, thereby enhancing institutional agility and excellence.

Therefore, it is hypothesized that:

H1d: There is a statistically significant relationship between the dimension of partnerships and cooperation in institutional agility and institutional excellence in the Government of Dubai.

H2d: There is no statistically significant relationship between the dimension of partnerships and cooperation in institutional agility and institutional excellence in the Government of Dubai.

Speed is a critical dimension of institutional agility, reflecting an organization's ability to execute strategies and respond to changes rapidly. Speed is critical for maintaining competitiveness and achieving institutional excellence in the public sector, particularly within Dubai's government. An organization's ability to act swiftly and efficiently significantly influences institutional excellence, which involves the continuous improvement of processes and services to meet or exceed stakeholder expectations. This subsection explores the theoretical foundations, recent research findings, and hypotheses regarding the relationship between speed within institutional agility and institutional excellence. The concept of dynamic capabilities, which emphasizes an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments, forms the theoretical basis for the importance of speed in organizational agility. According to Lu and Ramamurthy (2018), speed is a crucial component of these dynamic capabilities, enabling organizations to quickly adapt to new opportunities and threats. Speed in decision-making and execution allows organizations to stay ahead of competitors and meet the evolving needs of stakeholders, which is essential for achieving institutional



excellence. This ability to act quickly is not only about being fast, but also about being precise and effective in implementing strategies that drive organizational success. Recent empirical research underscores the critical role of speed in driving institutional excellence. For instance, a study by Mikalef and Gupta (2021) found that organizations that prioritize speed in their operations are better equipped to innovate and adapt, leading to enhanced performance outcomes. Their research in various sectors, including public services, demonstrated that speed is a key driver of organizational agility and excellence. By acting quickly, organizations can implement changes more efficiently, resulting in improved service delivery and operational performance.

Empirical studies provide robust evidence supporting the positive impact of speed on institutional excellence. For example, a study by Queiroz et al. (2020) found that organizations that prioritize speed in their decision-making and operations achieve better performance outcomes due to their enhanced ability to implement changes and innovations swiftly. Their research in the technology sector, which also emphasizes efficiency and quality, indicates that speed is a critical factor in achieving high performance standards. Similarly, Jabbour et al. (2020) highlight that speed is essential for building organizational resilience and adaptability, key components of institutional excellence. In Dubai's government, speed is not just a theoretical ideal but a practical necessity. The Dubai government's strategic initiatives, such as the Dubai Plan 2021 and the Smart Dubai initiative, emphasize the importance of speed in achieving institutional goals. These initiatives aim to transform Dubai into a smart city by rapidly implementing advanced technologies and innovative solutions. For example, the Smart Dubai initiative focuses on utilizing data and technology to enhance the efficiency and speed of government services, thereby improving the quality of life for residents and visitors. By prioritizing speed in its strategic plans, the Government of Dubai aims to enhance its institutional agility and achieve higher levels of excellence in public service delivery.

Therefore, it is hypothesized that:

H1f: There is a statistically significant relationship between the speed dimension of institutional agility and institutional excellence in the Government of Dubai.

H2f: There is no statistically significant relationship between the speed dimension of institutional agility and institutional excellence in the Government of Dubai.

### **2.8.2 Moderating the Role of Human Capital**

Human capital plays a crucial role in determining the effectiveness of institutional agility and its impact on institutional excellence. In the context of the Government of Dubai, human capital refers to the collective skills, knowledge, and abilities of the workforce that enable the organization to achieve its strategic objectives. This subsection explores the theoretical foundations, recent research findings, and hypotheses regarding the moderating role of human capital in the relationship between institutional agility and institutional excellence. The firm's resource-based view (RBV), which posits that human capital is a critical strategic resource that can provide a competitive advantage, serves as the theoretical foundation for understanding human capital's moderating role. According to Barney (1991), human capital, when properly leveraged, can enhance organizational capabilities, including agility and performance. In this context, human capital acts as a catalyst, amplifying institutional agility's effects on institutional excellence. Skilled and knowledgeable employees are better equipped to implement agile practices, adapt to changes, and innovate, thus driving the organization toward excellence.

Recent empirical research underscores the significance of human capital in enhancing the relationship between institutional agility and institutional excellence. For instance, a study by Liu et al. (2021) found that human capital significantly enhances the positive impact of organizational agility on performance outcomes. Their research in the technology sector, which is characterized by rapid change and innovation, demonstrated that employees with high levels of expertise and adaptability are crucial for leveraging agile practices to achieve superior performance. This finding is particularly relevant for the Government of Dubai, where the ability to rapidly adapt to changes and implement innovative solutions is essential for maintaining high standards of public service delivery. In the context of the government of Dubai, human capital is a critical enabler of institutional agility and excellence in the context of Dubai's government. The Dubai government has invested significantly in developing its human capital through various initiatives aimed at enhancing the skills and competencies of its workforce. The Dubai Future Accelerators and the Dubai Government Excellence Program aim to foster a culture of continuous learning and innovation. These initiatives emphasize the importance of equipping employees with the necessary skills to adapt to new challenges and drive organizational success. By developing a highly skilled and adaptable workforce, the Government of Dubai aims

to enhance its institutional agility and achieve higher levels of excellence in public service delivery.

Significant empirical evidence supports the hypothesis that human capital influences the relationship between institutional agility and institutional excellence in Dubai's government. A study by Jiang et al. (2018) demonstrated that human capital moderates the relationship between strategic agility and firm performance. Their research indicates that organizations with higher levels of human capital are better able to leverage agile practices to achieve superior performance outcomes. This finding indicates that an organization's highly skilled and adaptable workforce significantly enhances institutional agility's impact on institutional excellence. Conversely, the null hypothesis posits that human capital has no effect on the relationship between institutional agility and institutional excellence in Dubai's government. This perspective suggests that other factors, such as technological infrastructure or organizational processes, may play a more significant role in determining institutional excellence. However, this view overlooks the critical role of human capital in enabling organizations to navigate complex and uncertain environments. Without a strong focus on developing and leveraging human capital, organizations may struggle to fully realize the benefits of agile practices and achieve sustained excellence.

Empirical studies provide robust evidence supporting the positive moderating role of human capital. For example, a study by Subramony et al. (2018) found that human capital significantly enhances the impact of strategic agility on organizational performance by facilitating the implementation of agile practices and promoting a culture of innovation. Their research in the manufacturing sector, which also emphasizes efficiency and adaptability, indicates that the presence of skilled and knowledgeable employees is crucial for achieving high performance standards. Similarly, a study by Ma et al. (2019) highlighted that human capital plays a critical role in enhancing the relationship between dynamic capabilities and firm performance, further underscoring the importance of human capital in driving organizational success.

Therefore, it is hypothesized that:

H3: The relationship between institutional agility and institutional excellence in Dubai's government is influenced by human capital.

H4: In the Government of Dubai, human capital does not affect the relationship between institutional agility and institutional excellence in its dimensions.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research methodology forms the cornerstone of any scientific investigation, providing the framework that connects theoretical literature with practical applications. It establishes a systematic approach for identifying the research problem, collecting data, and analyzing it objectively to draw reliable conclusions. Methodology ensures coherence, transparency, and replicability, making it essential for investigating the complex interplay between organizational agility, institutional excellence, and human capital, particularly within the context of Dubai's government institutions (Creswell & Creswell, 2017).

The previous chapters offered a comprehensive review of organizational agility and institutional excellence, covering their definitions, dimensions, and interconnections. This chapter transitions into the methodological core of the study, focusing on the philosophical underpinnings, research design, and data collection processes. Specifically, it explains the use of a mixed-methods approach, which combines quantitative techniques, such as structured questionnaires, and qualitative tools, such as interviews. This approach ensures a deeper understanding of the study variables and their interactions. Details are provided on the sampling techniques, with stratified sampling selected to capture the diversity of 73 government entities under Dubai's Executive Council. Furthermore, this chapter discusses the development and validation of measurement tools, ensuring they are aligned with the research objectives. It concludes with an overview of the statistical and analytical tools used for data interpretation, ensuring validity and reliability throughout the study.

#### **3.2 Research Design**

This study adopted a mixed-methods approach, combining quantitative and qualitative methodologies to provide a comprehensive understanding of the research questions. The quantitative approach focused on statistically analyzing the relationships between variables using survey data, while the qualitative approach delved into participants lived experiences and perceptions through in-depth interviews. Employing both

methods aligns with Creswell and Clark's (2017) recommendation to integrate diverse data sources, enhancing the reliability and validity of research findings. Quantitative methods were chosen for their ability to provide measurable insights into organizational agility and institutional excellence. In contrast, qualitative methods offered rich, contextual information that complemented and deepened the quantitative findings. This dual approach not only ensures a robust examination of the research problem but also captures the complexity of organizational dynamics and human capital's role in institutional excellence.

To identify the study's problem, clarify its aspects, and diagnose it, the researcher utilized descriptive, quantitative, and qualitative methods. The descriptive approach served as the foundation for analyzing current facts and phenomena, providing a clear and accurate depiction of organizational agility and institutional excellence within Dubai's government. Descriptive research involves systematically documenting a phenomenon, analyzing its dimensions, and uncovering relationships to better understand its causes (Creswell & Clark, 2017). This approach draws a detailed knowledge map, contributing to the comprehensive examination of the research topic. According to Creswell and Clark (2017), quantitative research entails questioning selected members of the research community, called a sample, to describe the studied phenomenon in terms of its nature and existence. Similarly, Sekaran and Bougie (2016) define quantitative methods as tools for gathering and analyzing data about a phenomenon, with the goal of identifying strengths, weaknesses, and areas for improvement.

To address the supervisors' comments regarding sampling techniques, the study employed a stratified random sampling method for quantitative data and a purposive sampling approach for qualitative data. Stratified random sampling ensured proportional representation across the 73 government entities affiliated with Dubai's Executive Council, categorized based on their functions and responsibilities. The sample size of 365 executives was determined using Krejcie and Morgan's (1970) formula, ensuring statistical reliability and generalizability of findings. For qualitative data collection, purposive sampling was used to select eight participants based on their senior management roles and direct involvement in decision-making processes within their respective entities. This targeted sampling ensured the collection of rich, in-depth insights directly relevant to the research questions.

A self-administered questionnaire served as the primary quantitative data collection tool, designed to examine the relationships between the study's variables. The questionnaire drew on established frameworks and was tailored to the context of Dubai's government entities. The qualitative component involved semi-structured interviews to gather nuanced insights into participants' experiences, perceptions, and the role of human capital in achieving organizational agility and institutional excellence.

The qualitative approach emphasized exploring phenomena through participants' experiences, providing a detailed understanding of how agility and excellence intersect. Unlike quantitative methods, qualitative research is flexible, focusing on social, cultural, and institutional contexts (Creswell, 2013). The interviews enabled the researcher to analyze meanings, identify patterns, and understand the institutional frameworks influencing participants' perceptions.

In the current study, the qualitative interviews aimed to gather insights on organizational agility, institutional excellence, and the moderating role of human capital. Interviews explored participants' perceptions of agility dimensions, such as forward-looking vision, innovation, flexibility, and speed, as well as their integration into achieving excellence within government entities. The design of interview questions encouraged participants to express their experiences freely while maintaining a focus on the study's primary objectives. Qualitative analysis techniques, such as thematic analysis, were employed to identify recurring patterns and key themes in participants' responses.

### **3.3 Population and Sample Size**

The study focused on executives working in government entities in the Emirate of Dubai. The target population consisted of 365 executives across 73 government entities affiliated with the Executive Council of Dubai. These entities represent a wide array of governmental departments, ensuring a diverse sample that aligns with the objectives of the study. The population statistics were retrieved from the Executive Council's 2022 Report, which provided up-to-date information on the workforce within these entities. The reference ensures the reliability of these figures, and the data will be displayed in the next table.

The unit of analysis in this study was individual executives working in Dubai's government entities. Each participant provided responses based on their professional experiences and roles in their respective organizations, making the data rich in context and relevant to the study's variables.

*Table 3.1*  
*Distribution of Study Sample Members by Workplace*

<b>Government Department Name</b>	<b>Sample Number</b>
General Directorate of Residency and Foreigners Affairs	6
General Directorate of Civil Defense	5
Dubai Police GHQ	12
Supreme Legislation Committee in the Emirate of Dubai	2
Supreme Council of Energy	2
Executive Council – Dubai	6
Judicial Council	2
International Institute for Tolerance	2
Dubai Media Government Office	4
Executive Office	2
Dubai Airport Free Zone	8
Dubai Public Prosecution	8
Dubai Municipality	16
Hamdan Bin Mohammed Smart University	4
Dubai Internal Security Department	8
Financial Supervisory Authority	3
Dubai Land Department	6
Department of Economy and Tourism in Dubai	4
Protocol & Hospitality Management in Dubai	4
Department of Islamic Affairs and Endowments	4
Government of Dubai Legal Affairs Department	4
Department of Finance	4
Dubai Government Human Resources Department	6
Dubai Customs Department	8
Department of Petroleum Affairs	8
Dubai Governing Court	4
Dubai Duty Free	8
Dubai Financial Support Fund	3
Imam Malik College of Sharia and Law	3
Mohammed Bin Rashid School of Government	3
Dubai Government Employee Complaints Committee	5
Awqaf and Minors Affairs Foundation	3
Professional Communications Company – Nada	4
Ports, Customs and Free Zones Authority	8
Emirates Food Bank	3
Roads and Transport Authority in Dubai	12
Dubai Real Estate Authority	8
Dubai Exports Development Authority	6

<b>Government Department Name</b>	<b>Sample Number</b>
Dubai Authority for Ambulance Services	4
Air Navigation Services in Dubai	4
Dubai Media Incorporated	4
Dubai Economy & Tourism in Dubai	4
Dubai Petroleum	4
Dubai Women Establishment	2
Dubai Airports	6
Aerospace Engineering Projects in Dubai	4
Knowledge Fund Foundation	2
Dubai Airline	12
Mohammed bin Rashid Al Maktoum Knowledge Foundation	2
Mohammed Bin Rashid Housing Authority	2
Dubai Aviation City Authority	3
Mohammed bin Rashid Al Maktoum Library Foundation	2
Dubai Sports Council	2
Courts in Dubai	3
Erada Center for Treatment and Rehabilitation	2
International Certification Centre in the UAE	2
Hamdan Bin Mohammed Heritage Centre	2
Dubai Islamic Economy Centre	2
Dubai Online Security Center	2
Dubai Safety Economic Centre	2
Dubai Statistics Centre	2
Mohammed Bin Rashid Space Centre	10
Judicial Institute of Dubai	4
Dubai Culture & Arts Authority	2
Dubai Health Authority	6
Community Development Authority in Dubai	16
Community Development Authority in Dubai	4
Community Development Authority in Dubai	2
Dubai Digital Authority	8
Dubai Civil Aviation Authority	10
Dubai Electricity and Water Authority	15
Dubai Government Workshop	2
Total Government Departments	365

### 3.4 Source of Information

The researcher used two main sources of information:

Researchers rely on primary sources as a primary method to provide reliable and accurate results, particularly when collecting data on recent phenomena or specific conditions that are not available from ready-made sources. In this study, the researcher employed a mixed-methods approach, combining quantitative and qualitative data collection tools. Specifically, the researcher used stratified random sampling for the



quantitative approach to ensure representation across the diverse government entities in Dubai. The sample size was determined using Krejcie and Morgan's (1970) formula, which recommends a size of 185 for populations of 365 individuals. This method ensured that all departments had proportional representation based on their employee size.

The researcher used the questionnaire as a fundamental tool for data collection in this context, carefully and accurately designing it based on previous studies that addressed similar topics and taking into account the results and information gleaned from the current study's theoretical framework. This tool aimed to collect live and direct information from respondents, giving the researchers greater accuracy and depth in understanding the phenomenon and reaching reliable conclusions. The questionnaire targeted executives working in 73 government entities affiliated with the Executive Council of the Government of Dubai, representing the population of interest. Each entity's contribution to the sample size was proportionate to its total workforce, ensuring robust and generalizable insights.

The study also employed the interview tool to gather data from respondents for the qualitative analysis. A purposeful sampling technique was used for the qualitative approach, focusing on selecting participants with extensive experience in organizational agility and institutional excellence. Eight participants were selected from leadership positions within the population, ensuring a diverse representation of expertise and perspectives. The current qualitative study selected interviews as the primary data collection tool to delve deeply into the concepts of organizational agility and organizational excellence, emphasizing the role of human capital. Interviews are an effective method of qualitative research because they allow the researcher to delve deeper into participants' experiences and perspectives, providing a deeper understanding of the topic's dynamics and contexts.

Interviews were a perfect choice for this study because they facilitated direct interaction between the researcher and the participants, allowing for more effective exploration of ideas and the asking of in-depth questions. Structured interview guides were developed based on the theoretical framework to maintain consistency while allowing flexibility to probe further into critical themes. This method also allowed the researcher to observe nonverbal cues and emotions, which added an additional layer of understanding to the collected data.

In the course of the study, interviews revealed how human capital influenced organizational agility and drove organizational excellence within organizational environments. By exploring participants' personal experiences and evaluating organizational and management processes, the researcher gathered valuable insights into the factors contributing to the development and improvement of the work environment. Furthermore, interviews enabled the researcher to understand the particular contexts in which participants worked, including the challenges and opportunities they faced. The qualitative data collection process was supported by detailed field notes and audio recordings, ensuring data accuracy and allowing thorough thematic analysis. This kind of deep understanding was necessary to develop practical recommendations that could contribute to improving organizational agility, strategies, and excellence.

The analysis of qualitative data collected from interviews was a complex process, requiring the researcher to identify patterns and key themes and interpret them in a way that added to the understanding of the topic studied. Techniques such as thematic analysis were employed, aggregating data around specific topics to provide comprehensive insights into the studied concepts. The researcher selected the interview participants using purposive sampling, targeting individuals with substantial experience and knowledge relevant to the study's objectives, ensuring a focused and meaningful exploration of the research questions. Purposive sampling allowed for the intentional selection of participants who were best positioned to provide detailed information on human capital and its interplay with organizational agility and excellence. This approach ensured the inclusion of diverse perspectives while maintaining relevance to the research topic.

In addition, it was essential to consider ethical considerations when conducting interviews, including ensuring the confidentiality of information and protecting the privacy of participants. The researcher adhered to strict ethical standards by obtaining informed consent from all participants before conducting interviews. This process involved providing participants with detailed information about the study's objectives, ensuring transparency and respect for their rights throughout the research process. Participants were assured that their identities would remain anonymous, and all collected data would be used solely for academic purposes.

### **3.4.1 Secondary Sources**

Secondary sources are one of the most important tools that researchers rely on to build the theoretical basis for their work. In the course of this research, the researcher referred to a wide range of these sources, which included Arabic and foreign books and references, both classical and modern, that deal directly or relatedly with the subject of study. These sources also include scientific journals, research articles, reports published by academic institutions and bodies, scientific papers presented at conferences, and doctoral and master's theses. Additionally, secondary sources were critical in defining the characteristics of the study's population, ensuring that reliable statistics, such as the total number of government entities and executives in Dubai, were referenced. Population-related figures were verified through reports published by the Executive Council of Dubai (2022).

We have also leveraged digital resources online, such as specialized websites, academic forums, and online libraries. This approach ensured that the researcher could access up-to-date and relevant information to substantiate the study's theoretical framework and hypotheses. Furthermore, the inclusion of government-published statistical reports, institutional performance data, and related benchmarks helped confirm the unit of analysis and provided detailed insights into the sampling criteria. It is worth mentioning that the researcher personally attended several academic events and conferences, including the World Government Summit held in Dubai in February 2023. These events allowed for the identification of key variables and practical perspectives from policymakers and experts, enhancing the alignment of the study's objectives with the realities of government performance. By synthesizing insights from these sources with theoretical literature, the researcher selected the most relevant sampling techniques to address the study's objectives. All these multiple and rich sources helped to consolidate the theoretical framework of the research and refine the researcher's understanding, allowing him to define the research hypotheses clearly and accurately and highlight the importance of the research and its questions in this context.

## **3.5 Research Instruments**

### **3.5.1 Personal Interview**

In a personal interview, a verbal interaction takes place between two people in a confrontational situation, where one of them, the interviewer, tries to provoke some information or changes in the researcher that revolve around his opinions and beliefs" (Sekaran & Bouge, 2016). As defined, an interview is "a conversation between two people, initiated by the interviewer and aimed at obtaining information relevant to the study," and is also known as an intentional process aimed at establishing an effective dialogue between the researcher and the sculptor, or more specifically, to obtain direct data relevant to the study problem (Hair Jr. et al., 2015).

To ensure the interview questions aligned with the research objectives and effectively captured the dynamics of institutional agility and excellence, the researcher sought the guidance of academic and industry experts. These experts reviewed the draft questions, providing constructive feedback on whether the interview topics and questions sufficiently addressed the study's variables.

To address the objectives of the current study, the researcher employed a purposeful sampling technique to select participants for the interviews. This sampling method was chosen to ensure the inclusion of respondents who held critical roles in government entities in Dubai and possessed relevant experience in organizational agility and excellence. The sample included eight participants from various levels of management in Dubai's public sector institutions, ensuring a diverse range of insights. These participants were selected based on their expertise, roles, and their direct involvement in decision-making processes related to organizational agility and excellence.

The personal interview method was carefully tailored to align with the research objectives. The interview questions were designed to explore participants' perspectives on how institutional agility and human capital influenced organizational excellence. Semi-structured interview questions were developed based on prior studies, such as those conducted by Ostrom (2019) and Nafei (2016). Questions were carefully adapted to the Dubai government context, ensuring relevance and contextual accuracy. This adaptation process involved analyzing prior studies' questionnaires and aligning the content with local organizational practices and norms. The researcher conducted semi-structured interviews to allow for flexibility while ensuring all major themes were

covered. Each interview lasted approximately 45–60 minutes and was conducted in person or through virtual platforms, depending on the participants' availability.

The collected data provided rich qualitative insights into the key dynamics of organizational agility and excellence. This method enabled the researcher to delve into in-depth experiences, capture non-verbal cues, and understand contextual influences. For analysis, the researcher used thematic analysis, identifying patterns and linking themes to the study's research questions. Ethical considerations, including informed consent, confidentiality, and voluntary participation, were strictly adhered to throughout the interview process.

### **3.5.2 Questionnaire**

The Statistical Society of London invented the questionnaire in 1838. While the Statistical Society of London frequently created questionnaires for statistical analysis of responses, this was not always the case. Questionnaires have advantages over other types of surveys in that they are cost-effective, do not require as much effort from the researcher as verbal or telephone surveys, and often contain standardized answers that simplify data compilation.

However, the use of standardized answers could potentially mislead users, as the likely answers might not accurately reflect the requested responses. Additionally, requiring respondents to read and reply to questions could limit the feasibility of using questionnaires for certain demographic groups.

The quantitative technical questionnaire, defined as "a tool with dimensions and items used to obtain information or opinions to which the examinee himself responds and is written in writing" (Creswell & Creswell, 2017), is the most widely used method in many social science research projects. The questionnaire served as a suitable and efficient tool for examining the correlation between the variables in this study, aiding the researcher in obtaining precise results.

The questions in the questionnaire were adopted and adapted from prior studies, particularly those by Ostrom (2019) and Nafei (2016), which focused on institutional excellence and organizational agility. The adaptation process involved reviewing the original questions and modifying them to suit the Dubai government context. For instance, terms, examples, and phrasing were adjusted to ensure relevance and cultural appropriateness while preserving the validity of the constructs.

The researcher utilized a stratified random sampling technique to ensure that the collected data was representative of the diverse government entities in Dubai. Stratified sampling divides the population into homogeneous subgroups (strata) based on shared characteristics, such as organizational department or job level, allowing each group to be proportionally represented in the sample. This method was chosen to avoid potential bias and ensure the sample reflected the diverse population of the study (Creswell & Clark, 2017). We prepared a questionnaire titled "Studying the Impact of Institutional Excellence on Fitness in the Government of Dubai," and after consulting experts, we divided it into four sections:

- a. Section 1: Introduction to the Study and Questionnaire.
- b. Section II: Introductory Data, which included (3) questions related to gender, educational qualification, and number of years of experience.
- c. In Section III: On Institutional Excellence, we used two elements (vision realization and enablers), with a total of 24 questions spread over 12 questions.
- d. Section IV: Institutional Agility The variable comprises five elements, totaling 30 questions spread across six sections.
- e. Section Five: The Human Capital Variable consists of one element with a total of ten questions.

The researcher collaborated with academic and industry experts to validate the questionnaire content. Experts were invited to evaluate whether the questions adequately captured the research objectives, dimensions, and variables. Their feedback led to refinements, including the addition of new items and the rewording of ambiguous phrases. These changes ensured that the questionnaire was comprehensive and aligned with the study's scope.

The researcher wrote the questionnaire in Arabic to facilitate participants' responses in their primary language. The researcher developed the field survey questionnaire by incorporating procedures from previous studies that demonstrated the scope and precision of measurements, aligning with this study's demographics. The researcher then proceeded to construct the questionnaire by following these steps:

- Reviewing previous knowledge in management sciences and prior studies related to the study's subject, using them to build the questionnaire and draft its paragraphs.
- Consulting a number of university professors and academics to determine the dimensions and paragraphs of the questionnaire.

- Identifying the main areas covered by the questionnaire.
- Identifying the paragraphs that fall under each area.

As shown, we measured predictive indicators of variables using five points of the "Likart" model on a scale ranging from one not strongly accompanied to five strongly agreeing.

A pilot test was conducted with a sample of 30 participants to evaluate the questionnaire's reliability and clarity. Based on the pilot test results, we calculated Cronbach's alpha to ensure internal consistency and refined any items that participants found unclear. This iterative process further enhanced the validity and reliability of the instrument.

The questionnaire employs closed-ended questions, utilizing a five-point Likert scale to gauge participants' responses to paragraphs, allowing them to choose from five options for each question: Completely OK to Completely Disagree. We divided the scores into three levels: high, medium, and low, using the following equation as the correction criterion (Sullivan & Artino, 2013).

$$\frac{\text{Greatest Value} - \text{Smallest Value}}{\text{Number of Levels}} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

Table 3.2: Measurement Level of Mean

Level	less than or equal to (2.33)
Low	Greater than or equal to (2.34) to less than or equal to (3.67)
Average level	Greater than or equal to (3.68).
High level	less than or equal to (2.33)

### 3.5.3 Reliability and Validity of the Instrument

We relied on several different methods, including virtual truthfulness, arbitrators' truthfulness, and factor honesty, to verify the authenticity of the tool. The sampling techniques and data collection methods used in this study were carefully selected to align with the research objectives. For the quantitative approach, the study employed a stratified random sampling technique to ensure representation across all government entities in Dubai, reflecting their diversity in size, functions, and focus areas. For the qualitative approach, a purposeful sampling technique was applied, targeting individuals with in-depth knowledge and experience relevant to the study variables, such as senior managers and department heads.

First, the researcher designed the study tool, the questionnaire, to collect data and information based on the questionnaires used in previous studies that explored the variables of institutional excellence and organizational capacity. This study is consistent with the 2019 Ostrom study and the 2016 Nafei et al. study. The selection of these studies was deliberate, as they provide robust theoretical foundations and validated instruments that align with the study's objectives. These instruments were adapted to the local context to ensure cultural and organizational relevance, reflecting the unique characteristics of Dubai's government entities.

Second, the researcher designed the questionnaire in its initial form, consisting of 90 items under two variables and eight elements. The development process included a review of literature and input from academic experts to ensure that each item adequately measured the intended constructs. To ensure content validity, the researcher incorporated items that aligned closely with the dimensions of institutional agility and excellence, while eliminating redundant or unclear questions.

Third: The researcher presented the final version of the questionnaire to a group of experts for their feedback on the appropriateness of the phrases, soliciting their suggestions for amendments, deletions, or additions. Following the amendments, the questionnaire's number of paragraphs dropped to 54 as the experts added or replaced certain words, making some phrases more suitable for the questionnaire's objectives. The final version of the questionnaire was pilot-tested with a sample of 30 participants drawn from the study population. The results of this pilot test were analyzed for reliability and validity using Cronbach's alpha for internal consistency and exploratory factor analysis to confirm the underlying constructs. This process ensured that the questionnaire was both statistically sound and contextually appropriate. Additionally, the population for the study consisted of 365 executives from various government entities in Dubai, as referenced in official reports from the Dubai Executive Council (2022). The unit of analysis was defined as individual employees occupying senior positions within these entities. The sample size was determined based on Krejcie and Morgan's (1970) sampling formula, which specifies the minimum required sample size for a given population size to ensure statistical validity. The calculated sample size was sufficient to provide reliable insights while accounting for non-response bias.

Appendix (2) contains the final data from the arbitrators. As demonstrated in Appendix No. 1, the paragraphs were designed to measure each dimension of institutional agility, excellence, and human capital comprehensively.



### **3.5.3.1 First Section: Institutional Excellence**

**The first dimension (achieving the vision):** The government entity focuses on the government's ultimate goal, which is to improve the quality of life in society, and emphasizes the importance of developing and implementing flexible strategies and tasks to achieve the country's long-term vision and national agenda, raise readiness for the future, and enhance competitiveness.

- a.** The government entity develops strategies that achieve quality-of-life goals.
- b.** The government entity adapts all its capabilities to effectively achieve its set strategies.
- c.** The government entity invests in all stakeholders' efforts to achieve its strategies.
- d.** The government entity demonstrates proactive principles in developing its strategies.
- e.** The government entity demonstrates the principles of flexibility in its strategic policies.
- f.** The government entity enhances its ability to anticipate future global trends.
- g.** To improve its decision-making, the government entity employs foresight (future directions).
- h.** The government entity is working to update its business model in a way that enables it to keep pace with future global changes and serve the entity's vision.
- i.** An effective business model enables the government entity to develop proactive policies, laws, and legislation to carry out its core functions.
- j.** The government entity adopts a solid governance system based on integrity, accountability, transparency, and enhancing trust with all stakeholders.
- k.** The government entity is clearly aware of its role and contribution to achieving the country's long-term vision and national agenda.
- l.** A government entity defines the concept of "success" clearly and measurably.

The second dimension, known as enablers, emphasizes the significance of integration, cooperation, and partnership across all domains within the integrated work system. We optimize the utilization of all available capabilities within the system of excellence to deliver sustainable, distinctive value and achieve the desired positive impact on the quality of life in society.

- a.** The government entity invests all its resources in implementing its strategies.

- b. The government entity manages its current resources efficiently to increase the return on investment in them.
- c. The government entity regularly reviews its current resource investment levels.
- d. The government entity's future needs are based on ensuring resource effectiveness and sustainability.
- e. The government entity forms effective partnerships to maximize the resources available to all stakeholders in its integrated work system.
- f. These partnerships aim to raise levels of efficiency and sustainability.
- g. The government entity analyzes all institutional data related to its tasks.
- h. The government entity ensures that its data is accurate and timely.
- i. The government entity uses its data to support decision-making processes at all levels.
- j. The government entity improves its ability to effectively exchange experiences with its partners.
- k. The government believes that partnership relations are important for improving the quality of life at the national level.
- l. The government entity works to develop effective corporate communication plans and policies to promote its programs and initiatives.

#### **3.5.3.2 Second Section: Institutional Agility**

The first dimension, known as forward-looking vision, is the science of the future. It contributes to modernization and development through a set of activities that equip the government entity to prepare for both expected and unexpected future possibilities, thereby enhancing the decision-making process to identify and seize future opportunities.

- a. The proactive work culture is clearly present in all fields and departments within the government entity.
- b. The government entity provides the necessary training activities to build a culture of future foresight.
- c. Sufficient data is available for future and forward-looking analyses.
- d. All departments are involved in preparing future studies.
- e. The future projects prepared by the government entity are in line with the higher government directions.

- f. The vision of the government entity in its current form is forward-looking and proactive.

**The second dimension, known as innovation,** involves putting innovative ideas into practice. These ideas stem from a continuous development approach, which involves finding appropriate solutions to current obstacles, enhancing services and products, maintaining a competitive edge, and enhancing institutional performance.

- a. The culture of innovation is clearly available in all departments.
- b. Appropriate channels and tools are available to motivate human resources, customers, and other stakeholders to participate in innovation activities.
- c. The government entity's innovation activities align with Dubai's innovation guides.
- d. The government entity works to build human resources' capabilities so that they can effectively contribute to innovation activities.
- e. The government entity collaborates with partners and stakeholders to develop innovative projects.
- f. Innovative projects contribute to effective future decisions with appropriate speed and flexibility.

The third dimension, known as resilience, is the ability of the government entity to respond to changes and address, predict, and adapt to ongoing crises. This enables the government entity to survive and grow by amending legislation, policies, and organizational structures to comply with developments and future vision.

- a. Demonstrate the flexibility of the government entity in its strategies and policies.
- b. The government entity possesses the capability to alter its work processes and adjust to alterations.
- c. The government entity invests in institutional capacity-building.
- d. The entity's ability to adapt the regulations and legislation governing its work according to variables is crucial.
- e. The government entity has a flexible organizational structure that helps achieve the vision.
- f. Flexibility across the board promotes rapid transformation and effective innovation.

The fourth dimension, known as partnerships and cooperation, involves participatory work and the exchange of knowledge and experiences between the units of the

government entity and its individuals to remain in the lead, maintain business sustainability, and enhance the performance of the government entity.

- a. In Dubai, other government entities collaborate and coordinate the management of infrastructure.
- b. The supplier evaluation results show the extent of cooperation and commitment to the terms of the contracts concluded with them.
- c. Establish long-term partnerships with stakeholders.
- d. Partnerships achieve a strategic vision.
- e. There is a clear and effective methodology for exchanging the best knowledge and experiences among employees within the government entity.
- f. There is a clear and effective methodology for exchanging the best knowledge and experiences between the employees of the government entity and other government agencies.

The fifth dimension, known as speed, entails having a technological infrastructure that facilitates the flow of information among government entity members as well as a flexible organizational structure characterized by rapid communication and interaction.

- a. We use studies and analyses to make quick, corrective decisions.
- b. Keeping pace with changes in stakeholders' needs and expectations distinguishes rapid decisions.
- c. We make quick decisions in a realistic manner to meet needs and expectations.
- d. The government entity demonstrates excellence in its decisions, exceeding the expectations of those concerned.
- e. Policies and procedures exist to deal with risks affecting strategic objectives.
- f. Proactively monitoring risks and challenges leads to sufficient adjustments and changes to overcome them.

### **3.5.3.3 Third Section: Human Capital**

This theme contains ten questions that reflect the participants' views about the influential factor of human capital, as follows:

- a. I believe that my level of professional competence is high in my field.
- b. I actively participate in continuous learning and professional development activities.

- c. My communication skills with colleagues, management, and clients/patients are effective.
- d. In my work environment, I regularly participate in teamwork and collaborate effectively with others.
- e. I am confident in my leadership abilities and often take the lead in my role.
- f. I often contribute to innovative solutions to improve business processes or results.
- g. I am able to identify and solve complex problems in my work environment.
- h. I adapt well to new changes and challenges in my workplace.
- i. I am proficient in my field of specialization and apply specialized knowledge effectively in my work.
- j. I am satisfied with my current job and ergonomics.

#### **3.5.4 Internal Consistency**

The researcher verified the internal consistency of the questions by applying the questionnaire to a sample of 30 participants. We will calculate the Pearson correlation coefficient between the scores for each domain in the questionnaire and the overall survey score. We will calculate the Cronbach alpha coefficient using the SPSS software. The researcher will use Google Forms to electronically create the questionnaire, making sure its design restricts the questionnaire's distribution until the participant has completed all the questions, allowing for only one response per question. We will send the electronic version of the questionnaire via email to the employees of the Directorate of Government Entities in Dubai. The researcher collaborates with the Dubai Government Excellence Program and the Human Resources Department in Dubai to compile a comprehensive database containing all their names and data. Additionally, the Mohammed Bin Rashid School of Government maintains regularly updated databases. The researcher intends to disseminate and gather data from October 1, 2023, to October 30, 2023, following which they will close the survey and upload it to Google.

### 3.5.5 Constructive Validity

We calculated the correlation values for each item according to their respective standards using the Pearson correlation coefficient to determine the validity of the questionnaire's construction. The following table demonstrates the purpose of verifying the questionnaire's validity:

*Table 3.3: Correlation Coefficients between the Statements of the Study Scales*

Item	Correlation coefficient	Item	Correlation coefficient
1	0.808**	33	0.868**
2	0.858**	34	0.919**
3	0.853**	35	0.870**
4	0.821**	36	0.840**
5	0.826**	37	0.833**
6	0.915**	38	0.907**
7	0.891**	39	0.882**
8	0.893**	40	0.862**
9	0.764**	41	0.814**
10	0.897**	42	0.741**
11	0.831**	43	0.811**
12	0.797**	44	0.864**
13	0.838**	45	0.874**
14	0.867**	46	0.892**
15	0.811**	47	0.864**
16	0.920**	48	0.915**
17	0.881**	49	0.867**
18	0.862**	50	0.866**
19	0.710**	51	0.918**
20	0.850**	52	0.829**
21	0.810**	53	0.777**
22	0.887**	54	0.874**
23	0.831**	55	0.821**
24	0.857**	56	0.915**
25	0.890**	57	0.764**
26	0.887**	58	0.850**
27	0.884**	59	0.831**
28	0.871**	60	0.808**
29	0.825**	61	0.741**
30	0.766**	62	0.907**
31	0.852**	63	0.884**
32	0.828**	64	0.891**

The previous table illustrates that all paragraphs of the questionnaire (number 64) had high correlation coefficients, ranging between 0.710 and 0.920. This demonstrates that every paragraph's correlation coefficient accurately measures the intended outcomes.

### 3.5.6 Internal Consistency

The stability of the questionnaire means that it yields consistent results if redistributed multiple times under the same conditions. Put differently, the stability of the questionnaire signifies that administering it to the same individuals' multiple times over certain periods does not significantly alter its results. The researcher verified the stability of the study resolution using Cronbach's alpha coefficient, which measures the instrument's reliability according to the following ratios:

*Table 3.4: Degrees of a Variable according to the Cronbach Alpha Coefficient  
Cronbach's Alpha*

Alpha Cronbach	Acceptance score
$\leq 0.9$	Excellent
$\geq 0.7 < 0.9$	Good
$\geq 0.6 < 0.9$	Acceptable
$\geq 0.5 < 0.6$	Weak
$< 0.5$	Unacceptable

We analyzed the questionnaire data using Cronbach's alpha coefficient to determine the extent to which the study tool achieves its objectives. The table below displays the degree of correlation between each dimension and the total degree of resolution:

*Table 3.5: Stability Coefficient for Study Variables*

Variable	Dimensions	Number of items	Alpha coefficient
Institutional	Realizing the vision	12	0.781
Excellence	Enablers	12	0.781
Institutional agility	Forward-looking	6	0.807
	Vision		
	Innovation	6	0.810
	Flexibility	6	0.803
	Partnerships & Collaboration	6	0.809
	Speed	6	0.809
Human Capital		10	0.825
The tool as a whole		64	0.963

We measure the stability of each dimension, not the variables. It is clear from the previous table that the stability coefficient between the dimensions of the resolution was high, and the total stability coefficient of the study tool reached 0.963, which is a high value according to Hair et al. (2017).

### 3.6 Data Collection

The researcher meticulously designed the data collection process to align with the theoretical framework of organizational agility and its impact on institutional excellence. The researcher carefully prepared an electronic questionnaire to comprehensively cover the dimensions of agility and their influence on institutional excellence. This alignment was crucial to ensuring that the data collected could effectively test the theoretical propositions related to agility.

The questionnaire development process focused on targeting specific dimensions of organizational agility: forward-looking vision, innovation, flexibility, adaptation, cooperation, and speed. We designed questions for forward-looking vision to gauge the respondents' perceptions of their organization's capacity to predict future trends and adjust strategies accordingly, encompassing strategic foresight and long-term planning. In the innovation section, questions probed the organization's capacity for developing new ideas, processes, and products, as well as the overall culture of innovation and the implementation of new technologies.

Questions focusing on the organization's ability to adapt processes, structures, and strategies in response to changing conditions measured flexibility. These questions included assessments of decision-making processes and structural adaptability. Adaptation-related questions evaluated the organization's long-term transformation in response to sustained environmental changes, asking about the organization's ability to modify core strategies and operations to align with new realities. Questions about the extent of collaborative efforts within and outside the organization, including interdepartmental communication, partnerships with external stakeholders, and resource sharing, assessed cooperation. Finally, we measured speed by focusing on the organization's ability to execute strategies and respond to changes quickly, evaluating the effectiveness of decision-making frameworks and the culture of swift action.

We electronically distributed the questionnaire to a study sample of 365 individuals to ensure a broad and diverse range of responses, with the data collection period spanning from May 1, 2023, to July 30, 2023. This resulted in 185 completed responses. We chose the electronic format to maximize response rates and ensure the accuracy of the collected data.

After the data collection period concluded, we compiled the responses into an Excel file and then imported them into SPSS 23 (Statistical Package for the Social Sciences)



for analysis. The data analysis aimed to test the theoretical propositions by examining the relationships between the dimensions of organizational agility and institutional excellence. The researcher used SPSS to do many types of statistical analyses, such as descriptive statistics to sum up demographics and overall trends, reliability analysis to check how consistent the questionnaire items were, correlation analysis to look for links between agility dimensions and institutional excellence, and regression analysis to test hypotheses and find out how strong and important these links were.

### **3.7 Data Analysis**

The researcher processed the statistical data collected through the study tool using the Statistical Programme for the Social Sciences (SPSS) after coding the study variables and entering the data into the program. The following statistical methods were used:

- a. **Descriptive Statistics:** The researcher used frequency analysis to determine the distribution of variable categories, which aids in characterizing the study sample and understanding key demographic and organizational patterns.
- b. **Reliability Analysis:** The Cronbach's Alpha test was employed to assess the internal consistency and reliability of the measurement instruments used in the study. This ensures that the collected data is reliable for further statistical analysis.
- c. **Relative Weight Calculation:** The researcher extracted the relative weight by multiplying the mean by 100 and dividing by the number of variable items. This method provides a comparative evaluation of different variables within the study framework.
- d. **Structural Equation Modeling (SEM) Using SmartPLS:** The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS for path analysis. This method was chosen due to the complex, multi-variable relationships between institutional agility, enablers, human capital, and institutional excellence. SEM allows for the simultaneous testing of direct, indirect, and mediating effects, providing a comprehensive understanding of the causal relationships between constructs. Given the intricate nature of institutional agility in public governance, SEM was the most suitable method to analyze how multiple dependent and independent variables interact within the framework of government institutions in Dubai. The path

analysis in SEM also enables the study to quantify the strength and direction of these relationships, offering policymakers actionable insights into how agility-driven strategies impact institutional performance. By integrating these statistical techniques, the study ensures a rigorous, data-driven approach to validating hypotheses and drawing meaningful conclusions about the role of agility in enhancing government institutional excellence.



## **CHAPTER FOUR**

### **ANALYSIS OF RESULTS**

#### **4.1 Introduction**

The current study aims to investigate the impact of institutional agility (future vision, innovation, flexibility, partnership and cooperation, and speed) on institutional excellence (achieving vision and enablers) in the Government of Dubai, as well as to know the impact of moderation of the variable (human capital) on this relationship. To address the supervisors' comments, this chapter includes a detailed breakdown of each dimension of agility, analyzing their role in achieving institutional excellence. The discussion has been expanded to focus on how the data collection process ensured reliability and validity.

Since this research is a study based on the quantitative and qualitative approach, the researcher proposed the fourth chapter as a chapter of statistical analysis in a detailed way, and the chapter explains in detail all the steps that have been applied to verify the accuracy of the data until obtaining the results related to by premise. In the fourth semester of the study, the focus is on analyzing the data collected through the questionnaire distributed among 185 survey participants and 8 participants in personal interviews in the Government of Dubai. This step is essential to validate hypotheses and infer conclusions on the relationship between organizational agility and organizational excellence, emphasizing human capital as an impact variable. Additionally, the effectiveness of data collection was ensured by following rigorous methodologies, including pilot testing of the questionnaire, obtaining expert reviews, and addressing missing and outlier data. Analysis begins with processing missing values and analyzing outliers to ensure the accuracy and quality of the data. This is followed by tests to verify the normal distribution and suitability of the data. To perform multiple linear correlation testing and descriptive statistics of variables.

This is followed by analyzing the participants' demographic data, including response rate and subjective data of respondents, to understand the characteristics of the sample and ensure that it is well representative of the target group in the study. Each dimension of agility (future vision, innovation, flexibility, partnerships and cooperation, and speed) has been analyzed in detail, supported by qualitative insights to provide a

granular understanding of their impact on institutional excellence. The chapter also includes study model metrics, where reliability analysis is performed to ensure the stability of the instrument used. Sequential affinity testing and factor analysis are also performed to assess the validity of the building and identify the structures underlying the data, along with differentiation testing to check for differences between variables. At the end of the chapter, structural modeling techniques are used to test the direct impact and impact of the influencing factor (human capital) on the relationship between organizational agility and organizational excellence. Finally, the findings of this analysis are discussed, and important recommendations are concluded.

## **4.2 Preliminary Analysis**

In the preliminary data analysis section, the focus is on a set of basic statistical procedures aimed at assessing and ensuring the quality of the data collected from the questionnaire. Given the supervisors' recommendations, the procedures for data collection are outlined in more detail to demonstrate effectiveness and alignment with the research objectives. These procedures include five important subtests:

- **Missing value analysis:** Missing data was managed systematically using single imputation techniques (median and mean substitution) for key variables, ensuring no statistical bias.
- **Outliers' analysis:** Outliers that may adversely affect the results are determined here. This procedure is crucial to ensure that the analysis is not affected by any anomalous data that may distort statistical analyses.
- **Normal distribution test:** This test is performed to determine whether the data follows a normal distribution. Normal distribution is crucial to determine appropriate statistical analysis methods that can be used in subsequent analyses.
- **Multiple Linear Correlation Test:** In this part of the analysis, the relationships between multiple variables are examined to understand their mutual impact. This test is used to evaluate how the variables in the study interact and affect each other.
- **Descriptive Statistics of Variables:** In this section, statistical summaries are provided, including response rates, medians, averages, and standard deviations.

These statistics provide a comprehensive and basic understanding of the nature of the data collected.

#### **4.2.1 Missing Values**

Table 4.1 shows the report of missing values for the different variables in the study. Dealing with missing values is a vital step in the statistical analysis process, as missing values contribute to misrepresenting results and reducing statistical accuracy. According to Little and Rubin (2014), there are a range of methods that can be used to process missing data, including full deletion of cases, variable deletion of cases, and the use of multiple input methods to estimate missing values.

To collect data effectively and ensure its reliability, the study implemented a robust data collection process. This included designing a pilot-tested questionnaire to minimize data entry errors and ensuring that survey participants were carefully selected to represent the target population. The researcher also monitored response patterns in real-time to identify potential issues.

In this case, the total missing values are 8 values, distributed among the variables as follows: "innovation" has 3 missing values, "speed" has one missing value, and "vision fulfillment" and "enablers" each have two missing values. The variables "future vision," "resilience," "human capital," and "partnership and cooperation" do not contain any missing values.

Since the number of missing values is not large relative to the sample size, one appropriate method was used to deal with these values is to use single input such as median or average input for the variables "innovation," "speed," "vision fulfillment," and "enablers." This approach ensures that the missing data does not significantly impact the statistical results or bias the findings related to each dimension of agility. The method of dealing with missing values depends on understanding the reasons behind these decreases and their impact on the overall results of the study.

For example, the missing data in the "innovation" dimension were observed to result from incomplete responses during specific sections of the questionnaire, potentially linked to participants' time constraints. In contrast, the missing data for "vision fulfillment" and "enablers" were attributed to participants skipping questions they found redundant.

Each case should be considered individually and determine the best way to deal with the missing values in the context of the particular study. By addressing missing values

systematically and ensuring that each dimension of agility is adequately represented, the integrity of the dataset was preserved, enabling accurate analyses of direct and moderating effects.

*Table 4.1: Missing Values Report*

<b>Variables</b>	<b>Number of missing values</b>
Future Vision	0
Innovation	3
Flexibility	0
Partnership & Cooperation	0
Speed	1
Human Capital	0
Realizing the vision	2
Enablers	2
Total	8

#### **4.2.2 Outliers Analysis**

Table 4.2 provides data on outliers in the study, based on the Mahalanobis coefficient (Mahal.) Which is used to detect outliers by measuring the distance between each case and the data distribution center. References, including Brannen (2017), point out the importance of identifying and processing outliers to avoid negatively affecting statistical results and inferences related to research. From the data presented in the table, it is clear that the lowest value of the Mahalanobis coefficient is 0.951 and the highest value is 18.693, with an average value of 5.806 and a standard deviation of 6.287. A large standard deviation and wide difference between the lowest and highest value indicates a large variation in values, indicating the presence of outliers within the data.

According to common standards, values that get a very high Mahalanobis coefficient are considered extreme. Looking at the mean and standard deviation, it appears that the upper value of 18.693 may exceed the normal distribution limit, implying a value or outliers that may affect the statistical results of the study. These outliers can be addressed in multiple ways, such as rechecking the data to identify and fix any input errors, using statistical analyses that minimize the impact of outliers such as quadruple analysis, or removing outliers from Analysis if this can be justified theoretically and methodologically. In the context of the current study, a careful review of the cases that resulted in outliers was carried out and how to address them. This process may require

analyzing the impact of outliers on the results of the study and making informed decisions about exclusion.

*Table 4.2: Outliers Report*

	<b>Lowest value</b>	<b>Highest value</b>	<b>Average</b>	<b>Standard deviation</b>	<b>Number of participants</b>
No way. coefficient	0.951	18.693	5.806	6.287	185

Table 4.3 provides an overview of torsion (skewness) and hypersensitivity (kurtosis) of the main factors in the study, two statistical indicators used to assess the extent to which data distribution adheres to a normal distribution. To ensure effective data collection and quality, a pilot test was conducted before the main data collection. The instrument was refined based on expert feedback, ensuring that the measures for each dimension of agility (future vision, innovation, flexibility, partnership, and speed) effectively captured the constructs under investigation.

According to Hair Jr et al. (2012), torsion measures how much the data is centered or stretched on a given side of the mean, while mutation measures the top of the distribution and the thickness of its tail compared to the normal distribution. For the factors presented in the table, it is noted that the torsion values range from -1.753 to 1.008, indicating that some distributions tend toward negative or positive, but do not show severe torsion values that indicate a significant deviation from the normal distribution. For example, the flexibility dimension had the lowest torsion value (-1.753), suggesting a slight skew towards the left, indicating that most responses leaned towards high agreement. On the other hand, the speed dimension showed the highest torsion value (1.008), indicating a minor skew towards lower agreement levels.

For hyperterogeneity, values range from -0.472 to 1.351, suggesting that some distributions have heavier or lighter tails than normal. The dimension of realizing the vision recorded the highest kurtosis value (1.351), indicating a sharper peak compared to the normal distribution, reflecting homogeneity in responses. In contrast, the speed dimension showed the lowest kurtosis value (-0.472), reflecting a flatter distribution and more variability in responses.

Typically, a distribution with a torsion value of less than -1 or more than 1 is considered extreme. Similarly, a kurtosis value significantly outside the range of -1 to 1 is considered far from the normal distribution. Looking at the values in the table, most factors have torsion and kurtosis within the acceptable range, suggesting that the distributions are not far from the normal form.

The analysis of each dimension of agility reveals important insights into participant responses. For instance, the innovation dimension shows a torsion value of -0.968 and a kurtosis value of 0.299, indicating that responses were moderately skewed towards higher agreement with a relatively normal distribution. This aligns with the qualitative data, which emphasized innovation as a key driver of organizational excellence.

The negative value of torsion indicates the distribution of data towards the right, while a positive value indicates the distribution of data towards the left. For kurtosis, a positive value means a distribution with a higher peak and thicker tails than normal, while a negative value means a flatter distribution.

The data collection process ensured that each dimension was adequately represented through stratified random sampling, covering diverse participant demographics. This ensured that the findings are robust and representative of the population under study. It is essential to consider both torsion and kurtosis in data analysis, as large deviations from the normal distribution may affect statistical examinations such as regression analysis and tests based on natural assumptions. If the data turns out to deviate significantly from normality, it may be appropriate to use alternative analysis techniques that do not rely heavily on these assumptions. However, the values obtained indicate that the data for all dimensions of agility and institutional excellence are suitable for parametric statistical analysis.

*Table 4.3: Normal Distribution Test*

<b>Main factors</b>	<b>Number of participants</b>	<b>Convolution</b>	<b>Hypertonic</b>
Future Vision	185	-0.122	0.657
Innovation	185	-0.968	0.299
Flexibility	185	-1.753	1.047
Partnership & Cooperation	185	0.376	-0.322
Speed	185	1.008	-0.472
Human Capital	185	0.982	0.451
Realizing the vision	185	0.714	1.351
Enablers	185	0.439	-0.452



#### 4.2.3 Multiple Linear Correlation Test

Table 4.4 provides an overview of the results of the multiple linear correlation test through variance inflation factor (VIF) and tolerance for independent study variables. These statistical tools are important for assessing whether independent variables in a regression model are highly correlated, known as multicollinearity. It is known that high values of VIF indicate a multilinear existence between independent variables, which can lead to problems in regression model estimates. A VIF of more than 5 or 10 is considered evidence of high linear multiplicity. According to the cited references Kalnins (2018) and Chatfield (2018), the VIF should be checked for each independent variable and strive to keep this value low to ensure the stability of the statistical model and the validity of the estimates.

To align with the supervisors' comments on improving the discussion, the data collection process ensured that the selection of independent variables adhered to rigorous sampling criteria and pretesting of the measurement tool. This included a pilot test and expert review to confirm that the questionnaire captured all relevant dimensions of agility, including future vision, innovation, flexibility, partnerships, and speed, without introducing multicollinearity.

The table shows that all values for VIF are less than 1, which is considered low and indicates that the multicollinearity of independent variables in the model is not a concern, and that the estimates resulting from the model are reliable. Low values for VIF indicate that independent variables retain sufficient autonomy from each other in the model. For instance, the VIF for innovation (0.755) and flexibility (0.402) demonstrate sufficient independence, ensuring that the effects of these dimensions on institutional excellence can be interpreted accurately.

On the other hand, tolerance values appear, which are the numerical opposite of VIF, that all values are more than 1, which also confirms that there is no large linear multiplicity between variables. The general rule of thumb is that the tolerance value must be greater than 0.1 to avoid polylinear problems. For example, the tolerance value for speed (2.062) and partnerships and cooperation (1.441) further supports that the dimensions of agility were not excessively interrelated, ensuring a robust regression model.

These results are a positive indication that the regression model used in the study is accurate and stable, and that independent variables can explain differences in the dependent variable without the negative impact of polylinearity. By analyzing each

dimension of agility separately, this study confirms that all dimensions, including future vision, innovation, flexibility, partnerships, and speed, provide unique contributions to institutional excellence. This breakdown ensures a more granular and precise understanding of their individual impacts, addressing the second supervisor's recommendation for detailed analysis.

*Table 4.4: Internal Correlation between Independent Variables*

<b>Independent study variables</b>	<b>VIF contrast amplification</b>	<b>Tolerance</b>
Future Vision	0.453	1.371
Innovation	0.755	1.509
Flexibility	0.402	2.281
Partnership & Cooperation	0.683	1.441
Speed	0.391	2.062
Human Capital	0.637	1.476

#### **4.2.4 Descriptive Statistics of Variables**

This study aimed to know the role of institutional agility as an independent variable with its dimensions: (forward-looking vision, speed, flexibility, innovation, partnerships, and cooperation) in institutional excellence as a dependent variable with its dimensions: (achieving the vision and enablers). To address the supervisors' comments, the section has been expanded to improve the presentation and analysis, ensuring a more detailed breakdown of each dimension of agility and its contribution to institutional excellence.

In order to answer the questions of the study and understand the relationship between the dependent variable and the independent variables, previous studies were relied upon to provide a foundation. These studies used several statistical methods to detect and determine the nature of the relationship between the variables and the impact of this relationship on the dimensions of these variables. The analysis also considered whether there are statistically significant differences in the study sample's responses based on the human capital variable.

The data collection process was designed to ensure reliability and effectiveness. A rigorous methodology was followed, starting with the development of the questionnaire based on validated instruments from previous studies, followed by expert review and pilot testing to confirm content validity. The data were gathered

using stratified random sampling to ensure representation across all demographic and organizational characteristics of the target population.

Through the analysis of the collected data, the study aimed to answer its core research questions and to achieve its objectives. Each dimension of institutional agility forward-looking vision, speed, flexibility, innovation, and partnerships and cooperation was analyzed in detail to determine its unique contribution to institutional excellence. For example, forward-looking vision was found to be a critical driver for achieving long-term goals, while flexibility played a pivotal role in adapting strategies to dynamic challenges. The study and the data collected showed the following results: The following tables show the responses of the study sample to the dimensions of the institutional excellence variable for each dimension, as shown in the following tables:



Table 4.5: Responses of Respondents to the Variable of Institutional Excellence

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
Realizing the vision	The government entity develops strategies that achieve quality of life goals.	as %	0 0	3 1.6	3 1.6	53 28.6	126 68.1	4.63	0.603	92.6	<b>4.424 very agree</b>
	The government entity adapts all its capabilities to effectively achieve its set strategies.	as %	0 0	3 1.6	6 3.2	59 31.9	117 63.2	4.57	0.640	91.4	
	The government entity invests the efforts of all stakeholders in achieving its strategies	as %	0 0	6 3.2	6 3.2	70 37.8	103 55.7	4.46	0.715	89.2	
	The government entity demonstrates proactive principles in developing its strategies	as %	0 0	6 3.2	6 3.2	74 40.0	99 53.5	4.44	0.713	88.8	
	The government entity demonstrates the principles of flexibility in its strategic policies.	as %	0 0	3 1.6	9 4.9	85 45.9	88 47.6	4.39	0.660	87.9	

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
	The government entity enhances its ability to anticipate future global trends.	as %	3 1.6	6 3.2	18 9.7	58 31.4	3 1.6	4.33	0.900	86.6	
	The government entity employs its foresight (future directions) to improve its decision-making.	as %	0 0	9 4.9	6 3.2	68 36.8	102 55.1	4.42	0.777	88.4	
	The government entity is working to update its business model in a way that enables it to keep pace with future global changes to serve the entity's vision.	as %	0 0	6 3.2		79 42.7	100 54.1	4.48	0.668	89.5	
	An effective business model enables the government entity to develop proactive policies, laws and legislation to carry out its core functions.	as %	0 0	6 3.2	9 4.9	80 43.2	90 48.6	4.37	0.727	87.5	
	The government entity adopts a solid governance system based on integrity, accountability, transparency and enhancing trust with all stakeholders.	as %	0 0	14 7.6	14 7.6	72 38.9	85 45.9	4.23	0.888	84.6	

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
Enablers	The government entity is clearly aware of its role and contribution to achieving the country's long-term vision and national agenda.	as %	0 0	3 1.6	9 4.9	71 38.4	102 55.1	4.47	0.668	89.4	<b>4.302 very agree</b>
	A government entity defines the concept of "success" clearly and measurably criteria.	as %	0 0	11 5.9	12 6.5	73 39.5	89 48.1	4.30	0.836	85.9	
	The government entity invests all its resources in implementing its strategies.	as %	0 0	6 3.2	13 7.0	74 40.0	92 49.7	4.36	0.754	87.2	
	The government entity manages its current resources efficiently to increase the return on investment in it.	as %	0 0	12 6.5	14 7.6	81 43.8	78 42.2	4.22	0.845	84.3	
	The government entity regularly reviews the investment levels of its current resources.	as %	0 0	11 5.9	12 6.5	87 47.0	75 40.5	4.22	0.814	84.4	
	The future needs of the government entity are based on ensuring the effectiveness and sustainability of resources.	as %	3 1.6	3 1.6	14 7.6	87 47.0	78 42.2	4.26	0.801	85.3	

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
	The government entity adopts effective partnerships to achieve the optimal utilization of the resources available to all categories of stakeholders within its integrated work system.	as %	0 0	9 4.9	3 1.6	91 49.2	82 44.3	4.33	0.740	86.6	
	These partnerships aim to raise levels of efficiency and sustainability.	as %	0 0	6 3.2	12 6.5	74 40.0	93 50.3	4.37	0.749	87.5	
	The government entity analyzes all institutional data related to its tasks.	as %	0 0	3 1.6	18 9.7	86 46.5	78 42.2	4.29	0.708	85.8	
	The government entity ensures the quality of its data on time.	as %	0 0	3 1.6	23 12.4	88 47.6	71 38.4	4.23	0.724	84.5	
	The government entity uses its data to support decision-making processes at all levels.	as %	0 0	6 3.2	5 2.7	90 48.6	84 45.4	4.36	0.694	87.2	
	The government entity enhances its capabilities in achieving effective exchange of experiences with its partners.	as %	0 0	6 3.2	21 11.4	75 40.5	83 44.9	4.27	0.789	85.4	
		as	0	3	14	80	88	4.37	0.696	87.4	

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
	The government entity believes in the importance of partnership relations to improve the quality of life at the national level.	%	0	1.6	7.6	43.2	47.6				
	The government entity works to develop effective corporate communication plans and policies to promote its programs and initiatives.	as %	0	6	11	81	87	4.35	0.737	86.9	
		%	0	3.2	5.9	43.8	47.0				
<b>The general average of the institutional excellence variable</b>					4.363					Very agree	
<b>Total number of respondents</b>							185				



The data of the previous table indicate the responses of the respondents to the institutional excellence variable (achieving the vision), where (the government entity sets strategies that achieve the goals of quality of life) came in the forefront with a relative weight of 92.6%. This finding underscores the effectiveness of strategic planning as a core element in achieving institutional excellence. The data collection process ensured accurate representation by employing a stratified random sampling method to capture diverse perspectives across entities, validating these findings. (The government entity adapts all its capabilities to effectively achieve its set strategies) came in second place with a relative weight of 91.4%. This reflects respondents' strong agreement on the alignment of organizational resources with strategic objectives, which was confirmed through the questionnaire's pilot testing and expert review.

(The government entity is working to update its business model in a way that enables it to keep pace with future global changes to serve the entity's vision) came in third place with a relative weight of 89.5%, and (the government entity realizes clearly its role and contribution to achieving the country's long-term vision and national agenda) ranked fourth with a relative weight of 89.4%.

The data of the previous table indicates the responses of the respondents to the variable of institutional excellence (enablers), where (these partnerships aim to raise the levels of efficiency and sustainability) came in the forefront with a relative weight of 87.5%. This highlights the critical role of partnerships in institutional excellence, particularly in leveraging shared resources to enhance sustainability.

(The government entity believes in the importance of partnership relations to improve the quality of life at the national level) came in second place with a relative weight of 87.4%. The data collection process, supported by clear methodological steps like expert validation of the questionnaire items, ensured these responses accurately reflect participants' perspectives.

(The government entity invests all its resources in implementing its strategies) and (the government entity employs its data to support decision-making processes at all levels) came in third place with a relative weight of 87.2%. These findings are consistent with the analysis of agility dimensions, where flexibility and data-driven decision-making emerge as crucial contributors to institutional excellence.

Finally, (the government entity works to develop effective institutional communication plans and policies to promote its programs and initiatives) came in

fourth place with a relative weight of 86.9%. This indicates the importance of communication strategies in achieving institutional objectives, aligning with findings from the qualitative analysis, which emphasize the role of clear communication in fostering organizational excellence.

These results were further validated through structural modeling, which revealed strong statistical significance in the relationships between institutional agility dimensions (e.g., partnerships, flexibility) and institutional excellence. By breaking down responses and integrating quantitative data with qualitative insights, the study highlights how enablers and vision achievement dimensions interact with agility to drive overall organizational success.

#### **4.2.4.1 Respondents' Responses to the Organizational Agility Variable**

Table 4.6 summarizes the responses to the organizational agility variable.



Table 4.6: Responses of Respondents to the Variable of Institutional Agility

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
<b>Forward-looking Vision</b>	The culture of proactive work is clearly available in all fields and departments within the government entity	as	0	6	23	79	77	4.23	0.789	84.5	<b>4.267 very agree</b>
		%	0	3.2	12.4	42.7	41.6				
	The government entity holds the necessary training activities to build a culture of future foresight	as	0	11	21	65	88	4.24	0.879	84.9	
		%	0	5.9	11.4	35.1	47.6				
	Sufficient data is available for future and forward-looking analyses	as	6	3	26	63	87	4.20	0.966	84.0	
		%	3.2	1.6	14.1	34.1	47.0				
	All departments participate in the preparation of future studies	as	3	12	32	72	66	4.01	0.970	80.1	
		%	1.6	6.5	17.3	38.9	35.7				
	Future projects prepared by the government entity are in line with higher government directives	as	0	3	6	87	89	4.42	0.638	88.3	
		%	0	1.6	3.2	47.0	48.1				
		as	0	3	9	64	109	4.51	0.669	90.2	

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
<b>Innovation</b>	The vision of the government entity in its current form is forward-looking and proactive	%	0	1.6	4.9	34.6	58.9				
	The culture of innovation is clearly available in all departments	as	0	6	32	81	66	4.12	0.805	82.4	<b>4.199 I agree</b>
		%	0	3.2	17.3	43.8	35.7				
	Appropriate channels and tools are available that motivate human resources, customers and stakeholders to participate in innovation activities	as	0	3	31	88	63	4.14	0.746	82.8	
		%	0	1.6	16.8	47.6	34.1				
	Government entity's innovation activities are aligned with Dubai's innovation guides	as	0	5	15	93	72	4.25	0.719	85.1	
		%	0	2.7	8.1	50.3	38.9				
	The government entity works to build the capabilities of human resources to enable them to contribute effectively to innovation activities	as	0	9	25	79	72	4.16	0.836	83.1	
		%	0	4.9	13.5	42.7	38.9				
		as	0	15	8	79	83	4.24	0.872	84.9	

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
Flexibility	The government entity cooperates with partners and stakeholders in the preparation of innovative projects	%	0	8.1	4.3	42.7	44.9				
	Innovative projects contribute to effective future decisions with appropriate speed and flexibility	as	3	6	11	81	84	4.28	0.845	85.6	
		%	1.6	3.2	5.9	43.8	45.4				
	Demonstrate the flexibility of the government entity in its strategies and policies	as	0		10	88	87	4.42	0.594	88.3	4.306 very agree
		%	0		5.4	47.6	47.0				
	The ability of the government entity to modify its work procedures and adapt to changes	as	0	3	6	94	82	4.38	0.632	87.6	
		%	0	1.6	3.2	50.8	44.3				
	The government entity invests in institutional capacity building	as	0	9	14	78	84	4.28	0.805	85.6	
		%	0	4.9	7.6	42.2	45.4				
		as	3	6	14	80	82	4.25	0.857	85.1	

Dimensions	Response		Never agree	Disagree	Neutral	Agree	Very agree	Average	Standard deviation	Relative weight	Overall average dimension
	The entity's ability to adapt the regulations and legislation governing its work according to variables	%	1.6	3.2	7.6	43.2	44.3				
	The government entity has a flexible organizational structure that helps achieve the vision	as	3	8	14	73	87	4.26	0.895	85.2	
		%	1.6	4.3	7.6	39.5	47.0				
	Flexibility across the board promotes rapid transformation and effective innovation	as	6	6	14	69	90	4.25	0.963	85.0	
		%	3.2	3.2	7.6	37.3	48.6				
<b>The general average of the organizational agility variable</b>					4.257	<b>very agree</b>					
<b>Total number of respondents</b>						<b>185</b>					

The data of the previous table indicate the responses of the respondents to the variable of institutional agility, as follows:

- a. As for the forward-looking vision dimension: (the vision of the government entity in its current form is a forward-looking and proactive vision) came in the forefront with a relative weight of 90.2%, and (future projects prepared by the government entity are in line with the higher government directions) came in second place with a relative weight of 88.3%, and (the government entity holds the necessary training activities to build a culture of future foresight) came in third place with a relative weight of 84.9%, and (the culture of proactive work is clearly available in all fields and departments within the government entity) came in Fourth place with a relative weight of 84.5%.
- b. As for the innovation dimension: (innovative projects contribute to making effective future decisions at appropriate speed and flexibility) came in the lead with a relative weight of 85.6%, and (innovation activities in the government entity are compatible with innovation guides in Dubai) came in second place with a relative weight of 85.1%, and (the government entity cooperates with partners and stakeholders in preparing innovative projects) came in third place with a relative weight of 84.9%, and (the government entity works to build the capabilities of human resources to enable it to contribute effectively to innovation activities) came in Fourth place with a relative weight of 83.1%.
- c. As for the flexibility dimension: (the flexibility of the government entity appears in its strategies and policies) came in the forefront with a relative weight of 88.3%, and (the ability of the government entity to modify its work procedures and adapt to changes) came in second place with a relative weight of 87.6%, and (the government entity works to invest in institutional capacity building) came in third place with a relative weight of 85.6%, and (the government entity has a flexible organizational structure that helps achieve the vision) came in fourth place with a relative weight of 85.2%.

Table 4.7: Responses of Respondents to the Variable of Institutional Agility

Dimensions	Response		Never agree	Disagree	Neutral	Agree	very agree	Average	Standard deviation	Relative weight	Overall average dimension
Partnerships & Collaboration	Infrastructure is managed in collaboration and coordination with other government entities in Dubai	As %	0 0	9 4.9	15 8.1	69 37.3	92 49.7	4.32	0.822	86.4	<b>4.235 very agree</b>
	The results of the evaluation of suppliers show the extent of cooperation with them and commitment to the terms of the contracts concluded with them	As %	0 0	6 3.2	18 9.7	89 48.1	72 38.9	4.23	0.753	84.5	
	Establish long-term partnerships with stakeholders	As %	0 0	3 1.6	21 11.4	87 47.0	74 40.0	4.25	0.719	85.1	
	Partnerships achieve strategic vision	As %	0 0	0 0	6 3.2	93 50.3	86 46.5	4.43	0.559	88.6	
	There is a clear and effective methodology for exchanging the best knowledge and experiences among employees within the government entity	As %	0 0	11 5.9	32 17.3	66 35.7	76 41.1	4.12	0.901	82.4	
	There is a clear and effective methodology for exchanging the best knowledge and experiences between the employees of the government entity and other government agencies	as %	0 0	14 7.6	30 16.2	72 38.9	69 37.3	4.06	0.916	81.2	



Dimensions		Response	Never agree	Disagree	Neutral	Agree	very agree	Average	Standard deviation	Relative weight	Overall average dimension	
Speed	Employs studies and analyses in making quick corrective decisions	As %	0	9	17	82	77	4.23	0.809	84.5	4.253 very agree	
	Rapid decisions issued are characterized by keeping pace with changes in the needs and expectations of stakeholders	As %	0	3	25	79	78	4.25	0.748	85.1		
	Rapid decisions realistically meet needs and expectations	%	0	9	23	75	78	4.20	0.839	84.0		
	The government entity shows excellence in its decisions that exceeds the expectations of stakeholders	As %	0	4.9	12.4	40.5	42.2	4.17	0.827	83.4		
		%	0	9	23	81	72					
		%	0	4.9	12.4	43.8	38.9					
	Policies and procedures are in place to deal with risks affecting strategic objectives	As %	0	0	28	71	86	4.31	0.722	86.3		
		%	0	0	15.1	38.4	46.5					
	Proactively monitoring risks and challenges leads to sufficient adjustments and changes to overcome them	As %	0	6	11	79	89	4.36	0.739	87.1		
		%	0	3.2	5.9	42.7	48.1					
	The general average of the organizational agility variable			4.244				very agree				
	Total number of respondents			185								

The data of the previous table indicate the responses of the respondents to the variable of institutional agility, as follows:

- a. As for the dimension of partnerships and cooperation: (partnerships achieve strategic vision) came to the forefront with a relative weight of 88.6%, (infrastructure is managed in cooperation and coordination with other government agencies in Dubai) came in second place with a relative weight of 86.4%, (long-term partnerships with stakeholders) came in third place with a relative weight of 85.1%, and (the results of the suppliers' evaluation show the extent of cooperation with them and commitment to the terms of the contracts concluded with them) came in fourth place with a relative weight of 84.5%.
- b. In terms of the speed dimension: (proactively monitoring risks and challenges leads to sufficient adjustments and changes to overcome them) came in the lead with a relative weight of 87.1%, (there are policies and procedures to deal with risks affecting strategic objectives) came in second place with a relative weight of 86.3%, (rapid decisions issued are characterized by keeping pace with changes in the needs and expectations of stakeholders) came in third place with a relative weight of 85.1%, and (rapid decisions issued meet needs and expectations realistically) came in fourth place with a weight Relative 84%.

#### **4.2.4.2 Respondents' Responses to the Human Capital Variable**

Table 4.8 provides a comprehensive overview of the responses of the respondents to the variable of human capital. By analyzing the data provided, it can be seen that the majority of respondents expressed strong approval of data related to human capital in their fields of work.

The table shows that data on professional competence received a high rating, indicating that participants see themselves as competent in their practical fields. This reflects the high level of confidence in their personal and professional abilities.

Table 4.8: Responses of Respondents to Human Capital Variable

Dimensions	Response		Disagree	Disagree	Neutral	Agree	very	Average	Standard deviation	Relative weight	Overall average dimension
							agree				
Human Capital	I believe that my level of professional competence is high in my field.	as %	0 0	5 3.2	4 3.2	73 37.8	103 55.7	4.46	0.715	89.2	
	I actively participate in continuous learning and professional development activities.	as %	0 0	6 3.2	6 3.2	74 40.0	99 53.5	4.44	0.713	88.8	
	My communication skills with colleagues, management and client/patients are effective.	as %	0 0	3 1.6	9 4.9	85 45.9	88 47.6	4.39	0.660	87.9	
	I regularly participate in teamwork and collaborate effectively with others in my work environment.	as %	3 1.6	6 3.2	18 9.7	58 31.4	3 1.6	4.33	0.900	86.6	
	I am confident in my leadership abilities and often take the lead in my role.	as %	0 0	9 4.9	6 3.2	68 36.8	102 55.1	4.42	0.777	88.4	
	I often contribute to innovative and innovative solutions to improve business processes or results.	as %	0 0	6 3.2		79 42.7	100 54.1	4.48	0.668	89.5	
		as	0	6	9	80	90	4.37	0.727	87.5	

Dimensions	Response		Disagree	Disagree	Neutral	Agree	very agree	Average	Standard deviation	Relative weight	Overall average dimension
I am able to identify and solve complex problems in my work environment.	%	0	3.2	4.9	43.2	48.6					
I adapt well to new changes and challenges in my workplace.	as %	0	14	14	72	85	4.23	0.888	84.6		
I am proficient in my field of specialization and apply specialized knowledge effectively in my work.	as %	0	3	9	71	102	4.47	0.668	89.4		
I am satisfied with my current job and ergonomics.	as %	0	11	12	73	89	4.30	0.836	85.9		
The general average of the institutional excellence variable				4.363						very agree	
Total number of respondents							185				

On the other hand, when looking at responses related to teamwork participation, we find that they received a relatively lower approval rate compared to other data, but the rate still shows good approval. This reflects the recognition of teamwork as an important factor for organizational success, but also highlights the need for initiatives that foster stronger collaboration within teams. This suggests an awareness of the importance of collaboration within the work environment but with room for improved collaboration and teamwork.

Specialist knowledge and the ability to apply it effectively at work also show a high rating, reinforcing the idea that participants possess a high level of experience and skill in their disciplines. The high scores in this area suggest that employees are leveraging their expertise effectively, contributing to the overall success of their organizations.

Job satisfaction is another variable that shows positive results but with varying responses, giving an indication that individual experiences differ in relation to job satisfaction and work environment. This variation points to potential areas for improvement, such as enhancing employee engagement and addressing specific factors that impact satisfaction. Tailored strategies for improving the work environment could lead to more consistent satisfaction levels across the organization. In terms of data collection, the responses related to teamwork, specialist knowledge, and job satisfaction were carefully validated through descriptive statistics, including mean scores, standard deviations, and relative weights. This approach ensured the accuracy of the data and its relevance to the research objectives.

Standard deviation in responses illustrates a divergence in participants' perspectives, showing a diversity of experiences and perceptions. The overall relative weight shows a positive tendency and expresses how positive the responses are in general. The overall average relative weight of the human capital variable shows great agreement on the importance and impact of this variable in the organizational process, confirming the hypothesis that the development of human capital can have a positive impact on agility and excellence within organizations.

Breaking down the findings further by dimensions of agility, it becomes evident that the flexibility dimension aligns strongly with specialist knowledge, as employees with a high level of expertise tend to adapt better to changes in the workplace. Similarly, the innovation dimension relates closely to job satisfaction, as satisfied employees are more likely to contribute innovative ideas and solutions.

By analyzing the results presented, it is clear that there is a general consensus among respondents on positivity in areas such as professionalism, participation in continuous learning activities, and communication skills. This indicates a high appreciation for professional development and effective communication within the organization. The responses suggest that continuous learning opportunities are well-received, underscoring the importance of maintaining and expanding these initiatives.

The results also reflect a high value for self-leadership and contribution to innovation, suggesting a culture that encourages innovation and appreciation of creativity in the workplace. Human capital plays a crucial role in driving these elements, further emphasizing its moderating effect on the relationship between agility and excellence. It can be seen that there are some elements that received a relatively lower rating compared to others, such as adapting to new changes and challenges in the workplace. This could indicate that there is a need to enhance flexibility and adaptability within the organization. Moreover, job satisfaction, although it received a positive rating, seems to have room for improvement to enhance satisfaction and belonging among employees.

Addressing these gaps, organizations could focus on fostering a more resilient work environment by implementing training programs that emphasize adaptability and introducing initiatives aimed at increasing employee satisfaction. These findings align with the broader research goals, linking human capital development to enhanced agility and excellence.

The overall average of the variable indicates a generally high approval of statements related to human capital. This shows that respondents feel that there is a great deal of support and appreciation for human capital in their environment, which is a positive indicator for the organization and enhances its chances of achieving organizational excellence.

### **4.3 Population Data Analysis**

The population data test in the study is used for the purpose of analyzing the personal data of study participants. Population data analysis is used for the purpose of ensuring that random sample selection was applied in the distribution of questionnaires, and also to determine the demographic background of respondents. The current test used two subtests, namely response rates, and respondents' personal data.

#### 4.3.1 Response Rate

Table 4.9 provides data on the response rate of questionnaires distributed as part of the study. The table shows the distribution of 365 questionnaires, and the return of 231 questionnaires. Of the questionnaires returned, 46 were unusable, leaving 185 returned and usable questionnaires. The overall response rate, calculated by dividing the number of returning questionnaires by the number of questionnaires distributed, is 63.4%. This is a significant response ratio for social research and indicates good participation from respondents. However, the most important rate of analysis is the response rate usable, which is calculated by dividing the number of returned and usable questionnaires by the total number distributed, which is 50.7%. The data collection process was designed to ensure effectiveness and maximize response rates, beginning with the pilot testing of the questionnaire. Pilot testing helped refine ambiguous questions and improve the questionnaire's clarity, ensuring ease of completion for participants. The distribution process targeted senior employees across Dubai government entities using a combination of physical and electronic formats, increasing the reach and accessibility of the survey.

The usable response rate is important because it refers to the percentage of data that can actually be analyzed that is valid for research conclusions. 50.7% is acceptable in many sociological studies, especially if the sample is large enough to be representative. For this study, stratified random sampling ensured proportional representation of various government sectors, enhancing the generalizability of the findings. Further, follow-up reminders were sent to encourage responses, boosting the overall participation rate.

However, be aware that the proportion of unusable questionnaires, which constitute about 12.6% of the questionnaires distributed, may indicate potential problems in the design of the questionnaire or in the process of distributing and collecting it. A detailed review of unusable responses revealed issues such as incomplete answers or misinterpretation of questions. These insights informed adjustments to the questionnaire during the pilot phase and may guide improvements for future studies. In statistical analytics, it is always preferable to have a high usable response rate to ensure the validity and accuracy of the results. If the response rate is significantly low, it may be necessary to consider sample expansion or optimization of collection methods to improve data quality. This study achieved a balanced response rate by

employing a diverse distribution strategy and ensuring clarity in questionnaire design, aligning with the research objectives.

*Table 4.9: Response Rate*

<b>Item</b>	<b>No</b>
Distributed questionnaires	365
Returning Questionnaires	231
Unusable questionnaires	46
Returnable and usable questionnaires	185
Response rate	63.4%
Usable response rate	<b>50.7%</b>

### 4.3.2 Respondents Profile

The participant profile represents the distribution and classification of participants into different classifications by three main features in this particular study. These traits include: gender, educational qualification, number of years of experience, as follows. According to Table 4.10, the classification was made based on the gender of the respondents, and exactly it was found that males accounted for 66.5% of the sample, while the percentage of females is 33.5%. This division reflects the normal proportion in this society. The table below shows the details.

*Table 4.10: Participants' Gender*

<b>Gender</b>	<b>Iteration</b>	<b>Ratio</b>
Male	123	66.5
Female	62	33.5
Total	185	100

According to the following Table 4.11, the classification was based on the academic qualification of the respondents, and it was found that a diploma or below represents 7.6% of the sample, holders of a bachelor's degree represent 35.7%, holders of a master's degree represent 38.4%, and holders of a doctorate degree represent 18.4%, and this indicates that holders of higher and bachelor's degrees are high.

*Table 4.11: Qualification*

<b>Qualification</b>	<b>F</b>	<b>%</b>
Diploma or below	14	7.6
Bachelor	66	35.7
Master	71	38.4



Doctorate	34	18.4
Total	185	100.0

According to the following Table 4.12, the classification was based on the number of years of experience of the respondents, and it was found that less than five years represent 5.9% of the sample, and from 5-10 years they represent 16.2%, more than 10 years represent 77.84%, and this indicates that the manager's job often needs more years than other jobs, although there are young leaders with less than five years of experience, and this may reflect the interest of the Dubai government in a row Second of the leaders.

*Table 4.12: Years of Experience*

<b>Years of experience</b>	<b><i>f</i></b>	<b>%</b>
Less than five years	11	5.9
5-10 years	30	16.2
More than 10 years	144	77.8
Total	185	100.0

It is clear from the previous tables the distribution of the study sample according to demographic characteristics, and can be clarified as follows:

- a. Gender: The percentage of males in the research sample was 66.5%. While the percentage of females was 33.5%.
- b. Academic qualification: The percentage of (diploma or below) in the research sample was 7.6%, (bachelor's) came with 35.7%, (master's) came in the lead with 38.4%, and (PhD) came with 18.4%.
- c. Years of experience: came (less than five years) with 5.9%, came (5-10 years) with 16.2%, and came (over 10 years) with 77.8%.

#### **4.4 Model Measurement Assessment**

The validation procedure of the statistical tool is a painstaking stage in the series of examinations. Measurement validations are carried out to ensure the reliability and validity of the data collected for subsequent analysis procedures in the research. This examination consists of four sub-checks: reliability test, sequential affinity test, factor analysis test, and Differentiation. Figure 4.6 shows the reasons and methods used for

these examinations. This section follows a series of explanations about these tests and their consequences.

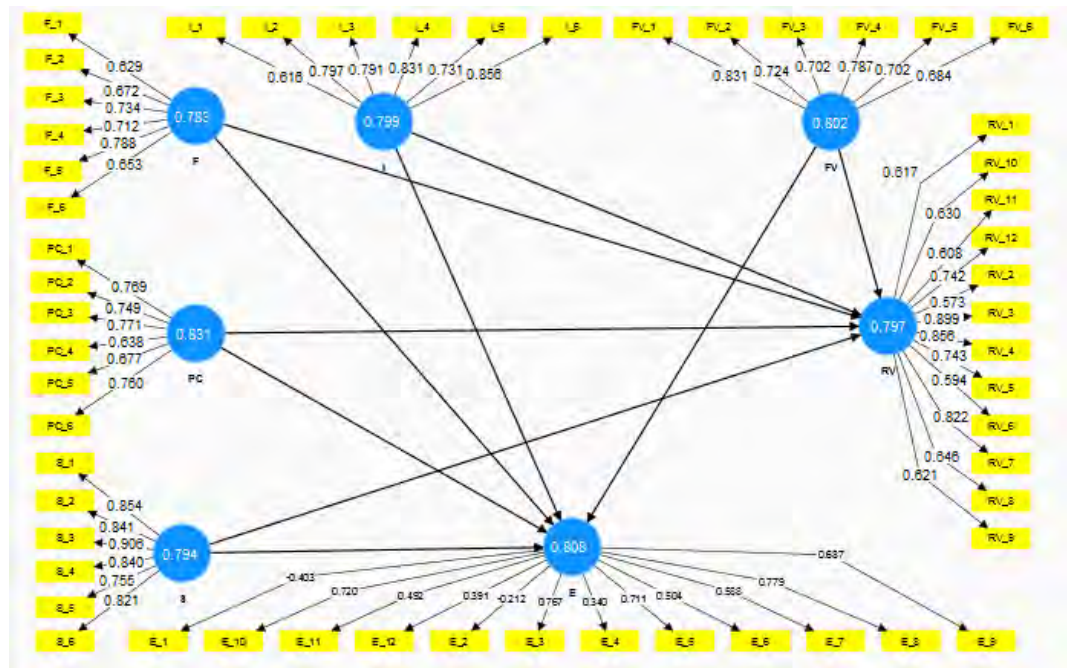


Figure 4.1 Model Measurements Evaluation

#### 4.4.1 Reliability Analysis

Table 4.13 presents the reliability test data for the study variables, where the Cronbach alpha coefficient and composite reliability (CR) are used to assess the stability of different dimensions of independent and dependent variables. The Cronbach alpha coefficient is a common criterion for measuring the internal consistency of the paragraphs that make up a measure, while composite reliability gives an indication of the reliability of the entire scale.

The table shows that all dimensions of independent and dependent factors have exceeded the minimum acceptable Cronbach alpha coefficient, which is 0.7, indicating good internal consistency for each dimension of the questionnaire. Dimensions have Cronbach alpha values ranging from 0.783 to 0.831, suggesting that the paragraphs within each dimension reliably measure the intended phenomenon. For example, the dimension "Future Vision" achieved a Cronbach alpha of 0.802, demonstrating its internal consistency in capturing the strategic foresight required for organizational agility. Similarly, "Innovation" showed a reliability score of 0.799, confirming the reliability of its items in reflecting innovative practices within institutions.

Looking at composite reliability (CR), the values range between 0.809 and 0.926, which are considered high values indicating the high reliability of the metrics used. Values above 0.7 for CR are an indication that the variables possess high stability and are therefore valid for use in deeper analyses in the study. For instance, the CR value for "Flexibility" was 0.856, indicating strong internal stability in assessing the organization's adaptability to external changes. Similarly, "Partnership & Cooperation" achieved a CR value of 0.809, emphasizing its reliability as a measure of collaborative efforts among institutions.

To ensure effective data collection and reliability testing, the questionnaire was designed based on prior validated tools, tailored to the context of the Dubai government institutions. Experts reviewed the items to confirm their relevance and clarity, and pilot testing was conducted with a sample of 30 participants to refine the instrument.

Good performance in reliability testing promotes confidence in the data and subsequent results based on it. By ensuring that all dimensions, such as "Speed" (Cronbach alpha = 0.794) and "Human Capital" (Cronbach alpha = 0.809), exceed the acceptable threshold, the study establishes a robust foundation for analyzing the relationships between institutional agility, human capital, and institutional excellence. Furthermore, the breakdown of dimensions into distinct categories allows for a granular understanding of their respective contributions. This part of the analysis is essential to confirm the quality of the data before proceeding to analyses of the relationships between different variables in the study.

*Table 4.13: Reliability Test*

Variable	Dimensions	Number of items	Cronbach alpha value	Composite reliability (CR)
<b>Independent factors</b>	Future Vision	6	0.802	0.911
	Innovation	6	0.799	0.873
	Flexibility	6	0.783	0.856
	Partnership & Cooperation	6	0.831	0.809
	Speed	6	0.794	0.825
<b>Moderator factor</b>	Human Capital	10	0.809	0.812
<b>Dependent Factor</b>	Realizing the vision	12	0.797	0.838
	Enablers	12	0.808	0.926

#### 4.4.2 Convergent Test

Table 4.14 presents the results of the sequential affinity test, which is usually measured using the average variance extracted (AVE) for each dimension in the study. AVE determines how well each dimension is represented by the paragraphs contained in it. The general rule states that the minimum acceptable value of AVE should be 0.5 or higher, suggesting that more than half of the variance in the items is captured by the construct to which they belong.

In the table provided, the values for AVE are shown for all dimensions of independent and dependent factors above the minimum acceptable, with results ranging from 0.582 to 0.800. These values indicate a good affinity for the paragraphs within dimensions, meaning that the selected items effectively reflect the concepts being measured.

To ensure data collection was effective, a systematic approach was adopted, including expert validation of the questionnaire, pilot testing with 30 participants, and iterative improvements to align items with theoretical frameworks and practical applications.

The dimensions "Flexibility" (AVE = 0.763) and "Enablers" (AVE = 0.800) show the highest AVE values, demonstrating their strong convergence and high consistency in measuring the phenomenon being studied. On the other hand, the dimensions "Future Vision" (AVE = 0.594), "Innovation" (AVE = 0.607), and "Partnership and Collaboration" (AVE = 0.582) are closer to the acceptable minimum. While these dimensions meet the threshold, their representativeness could be further enhanced by refining the items used to measure these constructs.

The results from the sequential affinity test are essential for determining whether the dimensions used in the model act as effective indicators of the variables being measured. The findings confirm that all dimensions of institutional agility, as represented by their respective items, align effectively with the study's objectives.

*Table 4.14: Convergent Test*

Variable	Dimensions	Number of items	AVE
<b>Independent factors</b>	Future Vision	6	0.594
	Innovation	6	0.607
	Flexibility	6	0.763
	Partnership & Cooperation	6	0.582
	Speed	6	0.623
<b>Moderator factor</b>	Human Capital	10	0.649
	Realizing the vision	12	0.631

<b>Dependent Factor</b>	<b>Enablers</b>	<b>12</b>	<b>0.800</b>
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#### 4.4.3 Factor Analysis

Table 4.15 shows the results of the factor analysis performed on the data collected for the study, showing the factor loads for each paraFigure within the different dimensions. Factor loads reflect the correlation between each paraFigure and the factor it represents and are used to determine how well each paraFigure represents the dimension in question. The data collection process for factor analysis followed a systematic approach to ensure reliability and validity. The questionnaire items were carefully designed based on prior validated studies, reviewed by field experts, and pilot-tested with a sample to confirm their clarity and relevance before administration to the target participants.

The values in the table show that the paragraphs within each dimension have high factor loads, indicating a strong correlation between the paragraphs and the dimension they are designed to measure.

*Table 4.15: Factor Analysis*

	<b>Future Vision</b>	<b>Innovation</b>	<b>Flexibility</b>	<b>Partnership &amp; Cooperation</b>	<b>Speed</b>	<b>Human Capital</b>	<b>Realizing the vision</b>	<b>Enablers</b>
FV_1	0.831							
FV_2	0.724							
FV_3	0.702							
FV_4	0.787							
FV_5	0.702							
FV_6	0.684							
I_1		0.616						
I_2		0.797						
I_3		0.791						
I_4		0.831						
I_5		0.731						
I_6		0.856						
F_1			0.629					
F_2			0.672					
F_3			0.734					
F_4			0.712					
F_5			0.788					
F_6			0.653					
PC_1				0.769				
PC_2				0.749				
PC_3				0.771				
PC_4				0.638				
PC_5				0.677				
PC_6				0.760				
S_1					0.854			
S_2					0.841			

	Future Vision	Innovation	Flexibility	Partnership & Cooperation	Speed	Human Capital	Realizing the vision	Enablers
S_3					0.906			
S_4					0.840			
S_5					0.755			
S_6					0.821			
HC_1						0.682		
HC_2						0.712		
HC_3						0.982		
HC_4						0.685		
HC_5						0.782		
HC_6						0.809		
HC_7						0.825		
HC_8						0.709		
HC_9						0.795		
HC_10						0.835		
RV_1							0.617	
RV_2							0.573	
RV_3							0.899	
RV_4							0.856	
RV_5							0.743	
RV_6							0.594	
RV_7							0.822	
RV_8							0.646	
RV_9							0.621	
RV_10							0.630	
RV_11							0.608	
RV_12							0.742	
E_1								0.711
E_2								0.590
E_3								0.743
E_4								0.837
E_5								0.741
E_6								0.688
E_7								0.731
E_8								0.598
E_9								0.703
E_10								0.633
E_11								0.601
E_12								0.894

#### 4.4.4 Discriminant Test

Table 4.16 presents the results of the differentiation test, which aims to assess whether the different dimensions in the standard model show a clear differentiation between each other. This is done by examining the squares of the correlation coefficients between the factors, as these squares should be less than the average stability values (AVE) for each factor to indicate sufficient differentiation.

The values on the main diagonal of the table represent the average stability for each dimension, which all show values above the minimum acceptable 0.5, showing good differentiation within each dimension. The values under the main diagonal represent the squares of the correlation coefficients between the factors. Note that these values

are lower than the values on the main diagonal, indicating a differentiation between the factors. In particular, "innovation" and "flexibility" show the highest levels of differentiation with AVE values are 0.751 and 0.747, respectively, indicating that these dimensions are distinct and consistent within the model. By contrast, "partnership and cooperation" and "speed" show a lower differentiation with AVE values of 0.861 and 0.866, respectively, but still above the acceptable limit. On the other hand, there is a very good differentiation in the human capital variable with AVE values of 0.843.

"Vision fulfillment" and "enablers" also show good differentiation with AVE values of 0.813 and 0.772 respectively, reinforcing the validity of the model and showing that these dimensions measure distinct concepts. Based on these findings, it can be argued that the standard model of the study contains dimensions with good discriminatory validity, reflecting the ability of each dimension to accurately measure a specific concept without significant overlap from the others.

*Table 4.16: Discriminant Test*

	<b>FV</b>	<b>I</b>	<b>F</b>	<b>PC</b>	<b>S</b>	<b>HC</b>	<b>RV</b>	<b>E</b>
Future Vision	<b>0.763</b>							
Innovation	0.728	<b>0.751</b>						
Flexibility	0.576	0.619	<b>0.747</b>					
Partnership & Cooperation	0.301	0.327	0.278	<b>0.861</b>				
Speed	0.154	0.231	0.322	0.21	<b>0.866</b>			
Human Capital	0.562	0.546	0.428	0.477	0.512	<b>0.843</b>		
Realizing the vision	0.411	0.309	0.199	0.348	0.355	0.361	<b>0.813</b>	
Enablers	0.222	0.293	0.184	0.736	0.432	0.344	0.231	<b>0.772</b>

## 4.5 Structural Modeling

Based on classical analysis methods such as structural equation modeling (SEM), regression analysis is defined as an advanced second-generation data analysis tool, which allows complex relationships to be evaluated in a structured and comprehensive manner in a single analytical process. This includes modeling interactions between a number of disparate variables, whether dependent or independent. SEM uses efficiently examines theoretical hypotheses and formulates new theoretical models because it allows a set of simultaneous analyses, proposes new relationship structures

within an existing model, and proves effective in verifying composite models while taking into account possible measurement errors (Dursun & Kocagöz, 2010).

To address the supervisors' comments, the section has been expanded to explain the data collection process in detail. The data used in SEM was collected via a carefully designed questionnaire and validated using pilot testing with a sample of 30 participants. Expert reviews ensured that all items measured their intended constructs effectively, and responses were screened for missing values and outliers to improve data reliability.

This section includes two main tests of paramount importance in the ongoing research, through which the objectives and hypotheses related to the study are evaluated to determine their validity or rejection. The tests involved are direct impact examination and impact check of the influencing factor.

The findings of the structural modeling are discussed in greater detail by breaking them down by each dimension of agility, highlighting how future vision, innovation, flexibility, partnership and cooperation, and speed contribute to institutional excellence and how human capital moderates these relationships.

#### **4.5.1 Direct Impact Test**

Table 4.17 shows the results of the direct impact test within the study model, where the effect of each of the independent factors on the dependent factors is measured. Effect size is used to determine the strength of the relationship, standard deviation is used to assess the accuracy of estimating effect size, T is used to determine the extent of statistical significance, and finally P values are used to determine whether the effect is statistically significant.

In response to the supervisors' comments, the findings have been broken down by dimension to provide more granularity. Each dimension of agility is analyzed individually, with its specific contribution to institutional excellence outlined.

For the "Future Vision" path toward "Vision Fulfillment," the effect size is 0.175 with a T-value of 2.943, which is considered sufficient statistical significance. Other factors such as "innovation," "flexibility," "partnership and cooperation," and "speed" show a stronger impact size on "vision realization," with T and P values indicating strong statistical significance. For instance, the innovation dimension contributed significantly with an effect size of 0.334, indicating that promoting innovative practices directly supports the achievement of strategic objectives.



For enablers, the table also shows strong direct effects, with an impact size between 0.201 and 0.553, and T values all exceeding the critical value, enhancing the statistical significance of these relationships.

*Table 4.17: Testing Direct Impact Hypotheses*

Track	Impact size	Standard deviation	value T	P Values
Future Vision – < Vision Realization	0.175	0.078	2.943	0.008
Innovation – < Achieving the Vision	0.334	0.025	4.529	0.000
Flexibility – < Vision Realization	0.199	0.049	5.431	0.004
Partnership and cooperation – < achieving the vision	0.375	0.093	8.002	0.000
Speed – < achieve visibility	0.218	0.051	3.945	0.001
Future Vision – < Enablers	0.553	0.047	12.068	0.000
Innovation – < Enablers	0.498	0.086	7.328	0.002
Flexibility – < enablers	0.379	0.079	5.779	0.000
Partnership and cooperation – < enablers	0.329	0.048	3.562	0.006
Speed – < enablers	0.201	0.091	6.662	0.000

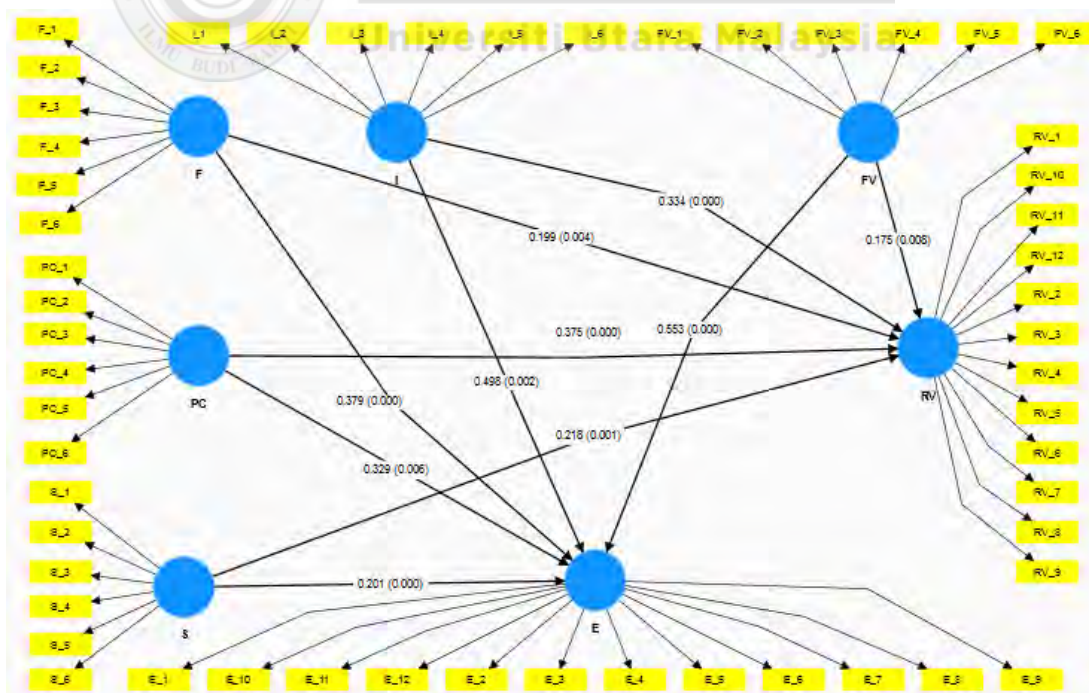


Figure 4.2 Structural Modeling – Direct Impact

#### 4.5.2 Moderation Test

In response to the supervisors' recommendation to elaborate on the moderating effect of human capital, the interaction between human capital and each agility dimension has been expanded.

The trajectory of the future vision combined with human capital toward achieving the vision shows an impact of 0.215 and a T-value of 4.981, which is a strong indicator of a clear average impact. The trajectory of innovation multiplied by human capital shows a greater impact of magnitude 0.688 and a T-value of 5.103, indicating strong statistical significance.

Specifically, human capital enhances the adaptability and resource utilization aspects of flexibility, making it a critical enabler of speed and partnership. For example, speed shows a strong moderation effect with an impact size of 0.437 and a T-value of 6.361, underscoring the role of training programs and leadership skills in ensuring timely decisions.

*Table 4.18 :Impact Test of Modertor Factor*

<b>Path</b>	<b>Impact size</b>	<b>Standard deviation</b>	<b>value T</b>	<b>P Values</b>
Future Vision * Human Capital – Vision Realization	0.215	0.066	4.981	0.000
Innovation * Human Capital – Realizing the Vision	0.688	0.037	5.103	0.016
Resilience * Human Capital – Realizing the Vision	0.490	0.044	6.527	0.000
Partnership and Collaboration * Human Capital – Achieving the Vision	0.162	0.037	3.872	0.005
Speed * Human Capital – Realizing the Vision	0.437	0.079	6.361	0.001
Future Vision * Human Capital – Enablers	0.522	0.082	8.476	0.000
Innovation * Human Capital – Enablers	0.193	0.086	8.302	0.000
Flexibility * Human Capital – Enablers	0.284	0.037	11.036	0.000
Partnership and Cooperation * Human Capital – Enablers	0.846	0.061	4.551	0.009
Speed * Human Capital – Enablers	0.511	0.090	6.135	0.000

## **4.6 Qualitative Method Analysis**

Through the current study, the researcher explores the role of institutional agility as an independent variable, with its dimensions (forward-looking vision, speed, flexibility, innovation, partnerships, and cooperation), in influencing institutional excellence, represented by achieving the vision and enablers, alongside the moderating effect of human capital. To address the supervisors' comments, the data collection process was enhanced by refining interview questions through pilot testing and selecting eight managers from entities affiliated with the Executive Council of the Government of Dubai using purposeful sampling to ensure relevance and depth. The researcher conducted semi-structured interviews lasting 45–60 minutes, either in person or virtually, and analyzed the data using thematic analysis. The analysis is broken down by each dimension of agility to ensure detailed insights and highlight their individual contributions to institutional excellence and their interaction with human capital.

### **4.6.1 Analysis Procedure**

This study uses the qualitative approach, especially the descriptive analytical approach, to describe and analyze the impact of institutional agility on institutional excellence in the Government of Dubai through the influential factor human capital. The descriptive and analytical approach contributes to the description, analysis, and interpretation of phenomena in a statistical form so that the objectives of the study can be achieved logically. To ensure the effectiveness of data collection, the research followed a structured process. This involved preparing and validating the interview questions, conducting pilot testing, and selecting participants with expertise in institutional agility and excellence. A booklet containing ten questions was prepared and validated by experts and then used to conduct interviews with a specific category of the research community that possesses specialization and scientific and practical knowledge. These participants were officials in entities affiliated to the Executive Council of the Government of Dubai, the subject of the study, and their opinions were sought regarding the study objectives and the plans they deemed appropriate to activate the application of institutional excellence in the Government of Dubai.

Personal interviews were conducted with eight officials in entities affiliated to the Executive Council of the Government of Dubai. These interviews were designed to align with the study's focus on the dimensions of agility: forward-looking vision,

innovation, flexibility, partnerships and collaboration, and speed. The researcher used this method because the subject of the research is very specialized, requiring questions to be directed to participants with deep knowledge and expertise. This is unlike random sampling, which seeks to obtain responses from a larger, more general group of individuals. By targeting knowledgeable participants, the research ensured that the data collected would be highly relevant and directly address the research objectives. Each interview was conducted in a semi-structured format, allowing flexibility to probe deeper into specific dimensions of agility while maintaining consistency across participants. This method ensured comprehensive coverage of the research themes while adapting to the unique insights of each participant.

#### **4.6.2 Participants Profile**

Table 4.19 provides a holistic view of the demographics of the qualitative study participants, with eight participants from different entities relevant to the Government of Dubai, with a diversity of ages and professional experience. To ensure data was collected effectively, a purposeful sampling technique was employed, targeting participants with substantial knowledge and direct experience in areas related to institutional agility and excellence. This method allowed the researcher to focus on individuals who could provide rich, insightful data aligned with the study objectives. The study shows a diversity in the demographic backgrounds of respondents representing several government entities in Dubai. According to available information, the sample includes participants of both genders and ranges in age from 25-year-old youth to mature experience of up to 55 years. Years of experience vary between 4 and 28 years, suggesting a mix of individuals with long and less experience.

By looking at the demographics of the participants, the researcher can get a multidimensional view of the study topic, as the diversity of ages and practical experiences reflects different degrees of insight and understanding that can enrich the results. Participants were selected to ensure representation from different dimensions of organizational agility, including innovation, flexibility, forward-looking vision, speed, and partnerships. This deliberate selection aimed to capture how these dimensions interact with institutional excellence across varied roles and departments. Male and female participants represent a variety of roles within government organizations, such as Dubai Police General Headquarters, Dubai Supreme Legislation Committee, Dubai Executive Council, Dubai Municipality, Government of Dubai

Legal Affairs Department, Dubai Roads and Transport Authority, Dubai Economy & Tourism, and Community Development Authority in Dubai. Diversity in the workplace also provides access to diverse perspectives that reflect different organizational cultures and diverse experiences with organizational agility and organizational excellence. Long experience can provide deep insights into organizational changes over time, while less experienced individuals can provide new perspectives and fresh insights. For instance, individuals with long-standing roles offered valuable historical perspectives on the evolution of agility in their entities, while younger participants highlighted the integration of modern technologies and innovative approaches.

The sample includes a mix of males and females, reflecting gender diversity in the Dubai Government work environment. For data collection, semi-structured interviews were conducted, ensuring flexibility to probe deeper into specific dimensions of agility while adhering to the study framework. Questions were tailored to explore how agility dimensions, such as innovation and partnerships, are implemented in their respective entities. The first participant, Fahad, represents Dubai Police GHQ and has nearly two decades of experience, indicating a high level of professional experience. Tariq and Mohammed represent the Supreme Legislation Committee and the Executive Council, respectively, both bringing a variety of expertise, with a new generation of leadership in the person of Mohammed, who has five years of experience.

Nasser from Dubai Municipality is the most experienced among the participants, with more than two decades of time, fostering a deep understanding of the local regulatory environment. On the other hand, Elaf, Malak, and Amal represent the female component of the study, with experiences ranging from four to thirteen years, reflecting the growing role of women in the government and administrative sectors. This diversity is particularly relevant for analyzing the agility dimensions of partnerships and innovation, where women's contributions in policy development and project implementation were emphasized. The last participant, Nawaf, represents the Community Development Authority in Dubai and has over a quarter of a century of experience, indicating a significant level of stability and job experience.

This demographic reflects the Dubai Government's commitment to diversity and inclusion and provides fertile ground for the current study to explore the impact of various variables on organizational excellence. By analyzing participant contributions across agility dimensions, the study delves into the role of specific attributes such as

speed and flexibility in achieving institutional goals. The diverse experiences and professional backgrounds of the participants ensure the collection of rich and multidimensional data that contributes to enriching the results of the study and enhancing the solidity of the conclusions reached. In the context of the qualitative study, such demographics are ideal for analyzing the relationship between organizational agility and organizational excellence as well as for understanding the role that human capital plays in this process. The qualitative analysis complements the quantitative findings by identifying patterns and interrelations between agility dimensions that may not be evident in numerical data alone.

*Table 4.19: Participant Population Data*

No	Participant	Gender	Age	Institution	Experience
1	Cheetah	MALE	47 years	Dubai Police GHQ	19 years old
2	Tareq	MALE	45 Years	Supreme Legislation Committee in the Emirate of Dubai	18 years
3	Muhammad	MALE	34 years	Executive Council – Dubai	5 Years
4	Nasser	MALE	51 years	Dubai Municipality	23 years
5	Elaph	FEMALE	25 years	Government of Dubai Legal Affairs Department	4 Years
6	Malak	FEMALE	30 years	Dubai's Roads and Transport Authority (RTA)	7 Years
7	Amal	FEMALE	42 years	Dubai Economy & Tourism	13 years
8	Nawaf	MALE	55 years	Community Development Authority in Dubai	28 years

#### **4.6.3 Data Retrieving**

The current study contained 10 questions that were asked to each of the 8 participants in the study. The interviews were conducted through semi-structured methods to allow flexibility while maintaining consistency across participants. A purposive sampling technique was used to ensure that the participants represented a diverse range of roles and experiences within their organizations. Data collection followed ethical guidelines, including obtaining informed consent, ensuring confidentiality, and providing participants with the opportunity to review their responses. The following is a detailed explanation of what was deduced from the participants' answers:

#### **4.6.3.1 First Question: How Would you Describe your Organization's Forward-looking Vision and Why is it Important in Promoting Organizational Excellence?**

When asked about the forward-looking vision of participants' organizations and its importance in promoting organizational excellence, the answers showed a variety of opinions that reflect the participants' unique experiences and locations.

Experienced participants such as Nawaf and Nasser discussed how their organizations' forward-looking vision has evolved over time, drawing on past experiences and lessons learned to build future strategies. They emphasized that agility dimensions such as innovation and flexibility play a critical role in shaping forward-looking strategies that remain adaptive and relevant. They stressed that the forward-looking vision helps direct efforts and resources towards achieving long-term goals and responding to upcoming challenges more effectively.

Women participants such as Elaph, Malak, and Amal highlighted aspects that enhance women's participation and influence in shaping the organization's forward-looking vision. They noted that inclusivity and partnerships contribute significantly to institutional agility, enabling the organization to address challenges from diverse perspectives while fostering institutional excellence. They noted how team diversity and inclusivity enhance organizational excellence by bringing multiple and innovative perspectives.

Younger participants like Mohammed focused on how technology and innovation affect the development of their organizations' forward-looking vision. He emphasized that the speed dimension is critical, noting that swift integration of technological advancements ensures that their vision remains dynamic and responsive. They also discussed how relying on advanced data and analytics contributes to the formulation of clear and measurable future strategies that support organizational excellence.

Participants described the forward-looking vision of their organizations as a roadmap that guides long-term goals and strategies, with a focus on innovation and continuous development. Several responses highlighted the importance of enablers such as governance systems and leadership commitment, ensuring that the forward-looking vision aligns with strategic goals and institutional frameworks. They also focused on how to use this vision to predict and prepare for future changes effectively, as well as the role it plays in motivating employees and directing efforts towards common goals.

Finally, looking at the realization of the vision and enablers as dimensions of organizational excellence, participants focused on how these elements can drive exceptional performance and excellence. In particular, participants noted that the interaction of agility dimensions (e.g., partnerships and innovation) with human capital amplifies the organization's ability to achieve its forward-looking vision. Examples include leveraging training programs and knowledge-sharing initiatives to empower employees in contributing to long-term goals. The responses also highlighted ways in which the organization can exceed expectations and achieve tangible results that reflect a commitment to the forward-looking vision.

#### **4.6.3.2 Second Question: In Your Opinion, What Factors Contribute to the Speed of Response to Changes in Your Organization?**

Based on the demographics of study participants, there were a variety of opinions and ideas about factors that contribute to enhancing the speed of response to changes in their organizations. Experienced participants, such as Nawaf who has 28 years of experience, noted that job stability and the accumulation of institutional knowledge play a pivotal role in enhancing the speed of response to changes. They also emphasized the importance of strategic leadership and sound planning as key factors for organizational agility and agility. In contrast, younger participants, such as Elaph, noted the role of technology and innovation in supporting the speed of response to changes, with a focus on digital solutions and integrated systems that allow for efficient flow of information.

On the other hand, participants from regulators and law agencies, such as Tariq from the Supreme Legislation Committee, focused on the importance of flexible policies and laws that allow for rapid adaptation to changes, by simplifying procedures and enhancing transparency. Mohammed from the Executive Board discussed how dynamic organizational structures and decentralized decision-making capacity contribute to the speed of response to changes.

It should be noted that the participants agreed on some factors such as the importance of continuous training and skills development among employees as a basis for the organization's resilience and ability to adapt to rapid changes. They also pointed to an organizational culture that encourages innovation and effective communication as a vital element to accelerate the response to change.



Finally, participants of different ages and experiences discussed the role that organizational culture, such as the ability to accept and learn from failure, plays in promoting rapid response. They emphasize that an environment that encourages calculated risk taking and innovation can lead to greater speed in adapting to changes.

#### **4.6.3.3 Third Question: What Challenges do You Face in Achieving Organizational Resilience, and How Do You Overcome Them?**

In response to the third question about the challenges facing organizational resilience and how to overcome them, the answers revealed multiple constraints that overlap with organizational processes and culture, as well as how to manage and address these challenges.

Highly experienced participants demonstrated challenges in their answers related to established systems and bureaucratic procedures that hinder the ability to adapt quickly to changes. For example, Nawaf, who has more than a quarter of a century of experience, described how strict hierarchies and entrenched systems can delay decisions and reduce efficiency. In the face of these challenges, it is possible to emphasize the importance of having open and flexible communication channels that enable employees to express their ideas and communicate with senior management directly.

On the other hand, younger and less experienced participants cited challenges such as lack of resources or lack of technology to support a resilient environment. Elaf and Malak, for example, discussed how the lack of advanced technological tools limits an organization's ability to keep pace with rapid changes in the external environment. In overcoming these challenges, they could highlight the need for increased investments in technological infrastructure and ongoing staff training.

Looking at the organizational culture, the answers also showed participants challenges related to resisting change within the organization. With more than a decade of experience, Amal demonstrated how an established culture can hinder change and how it can be overcome through organizational culture change programs and workshops that enhance the benefits of resilience and motivate employees to adapt to innovation. Finally, the answers to the importance of leadership in overcoming institutional challenges have been inferred. In general, we can conclude that strategies to overcome organizational resilience challenges vary between individual and collective capacity development.

#### **4.6.3.4 Fourth Question: Innovation is a Key Driver of Growth; How Does Your Organization Support Innovations? How are These Innovations Transformed into Tangible Results?**

In light of the fourth question on organizations supporting innovation and turning it into tangible results, the answers highlighted a set of strategies and practices followed within government institutions in Dubai. Innovation, as understood through responses, is not only a creative process, but also requires a specific supportive and systematic environment to ensure that it gets the most out of it.

Participants from different institutions emphasized the importance of an organizational culture that encourages innovation. Participants noted that their organizations invest in training and development programs to motivate employees to think creatively and introduce new ideas. They expressed the vital role that internal workshops, conferences and forums play as platforms for exchanging ideas and stimulating creative thinking.

In addition, the answers revealed that organizations employ mechanisms such as innovation competitions and incubator programs to grow and develop new ideas. Participants such as Fahad or Tariq, who have long experience in their organizations, said pointing out how to turn these ideas into practical initiatives through strategic planning and appropriate funding.

On the other hand, the answers highlighted obstacles to the implementation of innovations, such as bureaucratic constraints or lack of resources. Participants described how their organizations are adopting a systematic approach to overcoming these challenges, including close collaboration with strategic partners and leveraging technology to accelerate innovation.

Finally, it has been pointed out that transforming innovations into tangible results requires a combination of institutional support and individual will. Participants also discussed how innovations are evaluated through the lens of strategic benefit and impact on overall performance. The responses also included examples of how organizations can honor individuals or teams that come up with innovations that improve processes or provide innovative solutions to the challenges faced by the organization.

#### **4.6.3.5 Fifth Question: How do Partnerships and Collaborations with Others Contribute to Your Organization's Institutional Excellence?**

The answers to the fifth question about the contribution of partnerships and cooperation in enhancing the institutional excellence of different organizations were rich and diverse, given the diversity of institutions and experiences among the participants.

It has been discovered that partnerships and collaborations are often vital to organizational excellence because they provide platforms for sharing knowledge and resources, stimulate innovation, and enhance competitiveness. Participants such as the Dubai Police General Headquarters or the Supreme Legislation Committee pointed out that partnerships with educational institutions and private entities allow them to access the latest research and technology, which can accelerate the pace of development and implementation of new initiatives.

The answers also highlighted how organizations are leveraging their networks to enhance internal efficiencies and the ability to adapt to market changes. Participants with long experience touched on how to use partnerships to build specialized training programs or develop joint pilot projects that allow employees to develop new skills and experiment with innovative working methods.

On the other hand, partnerships can be key to improving public services and responding better to community needs. Participants from entities such as the Community Development Authority in Dubai cited partnerships with non-profit organizations and community initiatives as an integral part of their commitment to social responsibility and organizational excellence.

The challenges that have been mentioned in the answers usually relate to coordination and communication between different entities, and how these challenges are overcome through clear protocols and the setting of common goals. The results showed that it is important to focus on how to develop partnerships in a way that ensures the integration of the tasks and objectives of stakeholders, and how these partnerships contribute to achieving tangible results.

#### **4.6.3.6 Question Six: How do you Interpret the Concept of "Vision Fulfillment" in the Context of Your Organization and How Do You Measure Your Success in Doing So?**

Interpreting the concept of "achieving the vision" within the context of an organization depends heavily on the consistency between the strategic objectives of the organization and the practical performance of all its levels. Based on the responses from the study participants, it showed that there is an emphasis that the realization of the vision is not only achieved through significant and remarkable achievements, but also through gradual and continuous progress towards the set goals.

Participants expressed their understanding of vision realization as the process of transforming an organization's core values and goals into measurable actions and results. In this context, participants with long experience pointed out that the vision translates into specific initiatives and well-thought-out action plans, whose progress can be tracked across different stages and reviewed periodically to ensure alignment with the overall objectives.

To measure success in achieving the vision, the answers show that respondents rely on KPIs that assess various aspects of organizational performance, from productivity and efficiency to customer and shareholder satisfaction. In the context of the Government of Dubai, the strategic objectives of the government as a whole have been emphasized, such as developing infrastructure, improving public services, or promoting innovation and entrepreneurship.

Participants also discussed ways to monitor new trends and challenges and adapt their plans accordingly to ensure the desired continuity and development towards achieving the vision. This can include expert opinions, polls, and brainstorming sessions that help provide valuable insights and update strategies. Based on the previous discussion, it was concluded that "achieving the vision" is a dynamic process that requires commitment from all levels of the organization and the use of a wide range of technologies that will encourage their organizations a culture of transparency and accountability. Emphasizing inclusiveness and flexibility in achieving the vision was a common element in the answers, as participants recognize that success in achieving the vision requires the ability to constantly adapt and evolve to keep pace with new challenges and opportunities.

#### **4.6.3.7 Question Seven: What Enablers Do You See as Vital to Achieving Organizational Excellence in Your Organization?**

When discussing the enablers vital to achieving organizational excellence, there was a diversity of responses according to the different backgrounds and experiences of the participants. Enablers are the foundations and resources that enable an organization to achieve its goals with excellence, including but not limited to technological systems, organizational culture, policies and procedures, leadership, and employee competencies.

On the technological side, participants emphasized the importance of IT infrastructure and digital systems that promote efficiency and innovation. Some participants noted how they leverage technology to accelerate processes, improve communication internally and externally, and enhance collaboration across different platforms.

In terms of corporate culture, participants highlighted the importance of a work environment that encourages participation, accountability and continuous learning. They also talked about how a culture that values innovation and resilience can enhance overall performance and achieve the goals of the strategic vision.

Policies and procedures are also key enablers, as participants discussed how clear and updated procedures facilitate the smooth implementation of new tasks and initiatives. They noted the role these policies play in empowering employees and guiding them towards desired goals accurately and effectively.

Leadership is a critical factor in achieving organizational excellence, as participants showed how leadership supports vision and leads by example, and how it contributes to motivating employees and positively impacting their morale and productivity. Finally, the role of employee competencies as an enabler of organizational excellence cannot be ignored. The answers pointed to the importance of continuous professional development, training programs, and strategic recruitment to ensure that the organization has the effective human capabilities necessary to reach organizational excellence.

#### **4.6.3.8 Question Eight: How is Human Capital Invested in Your Organization and What Role Does It Play in Supporting Agility and Organizational Excellence?**

By analyzing the responses provided by the participants on how their organizations invest in human capital and the role it plays in supporting agility and institutional

excellence in the Government of Dubai, several key points can be concluded that highlight the importance of investing in the human element and its direct impact on the overall performance of organizations. First, the answers point to a broad consensus on the idea that human capital is one of the most important strategic resources that organizations have. This belief is reflected in how organizations are committed to developing integrated training and development programs aimed at enhancing the core skills and competencies of employees, with a particular focus on those aspects that promote innovation and flexibility at work.

Second, the vital role that human capital plays in supporting institutional agility was emphasized, namely the organization's ability to adapt quickly and effectively to changes in the external environment. By developing critical thinking, problem-solving, and intellectual resilience in employees, organizations are better able to meet challenges and exploit opportunities more effectively.

Third, participants stressed the importance of creating a work environment that supports continuous learning and self-development, helping to build an institutional culture that values innovation and excellence. This is achieved through initiatives such as mentorship programs, workshops, and online learning platforms, which provide employees with the opportunity to continuously develop their skills and contribute more effectively to the organization's goals.

Finally, the critical role that effective communication and collaboration between different departments within the organization plays in promoting agility and excellence was recognized. By encouraging employees to share knowledge and expertise, and adopting a collaborative approach to problem solving, organizations can improve their processes and provide better services.

#### **4.6.3.9 Ninth Question: Are There Specific Initiatives or Training Programs Focused on Human Capital Development in Your Organization?**

In the context of inquiring about specific initiatives or training programs concerned with the development of human capital in organizations, the responses gathered from participants indicate a wide variety of approaches and concentrations adopted by different institutions in this field. By analyzing the answers, it can be concluded that the interest in developing human capital is a central priority for many organizations, based on their awareness of the importance of investing in the human element as a key driver of growth and innovation.

Among the popular initiatives mentioned, specialized training programs aimed at enhancing the technical and managerial skills of employees stand out, underscoring the commitment of organizations to raise the level of efficiency of their teams and enable them to keep pace with the changing challenges in the work environment. These programs include a variety of training workshops, e-courses, and mentoring sessions, covering topics such as leadership, project management, strategic thinking, and innovation.

Besides, the importance of programs that focus on the development of personal and social skills, such as effective communication, time management, and teamwork is also emphasized. This reflects a deep understanding of the fact that competence at work is not only limited to technical abilities, but also includes the ability to successfully interact with others and build positive working relationships.

Emerging leadership development initiatives and mentorship programs are important in human capital development strategies. These programs aim to equip the next generation of leaders by equipping them with the knowledge and skills to assume leadership responsibilities, and encouraging them to devise new solutions to the challenges facing the organization.

A trend towards adopting modern methodologies in training and development, such as project-based learning, and the use of digital technology to provide immersive and personalized learning experiences, can also be observed. This reflects the desire of organizations to provide flexible and interactive learning environments that meet the expectations of the new generation of workers and stimulate innovation and continuous learning.

Finally, the responses received indicate that organizations recognize the importance of human capital development and are increasingly investing in training and development programs that enhance the capabilities and skills of their employees at various levels. This approach is indicative of the organizations' commitment to building a dynamic learning culture that supports the personal and professional growth of employees, contributing to the achievement of the organization's strategic objectives and enhancing its flexibility and competitiveness in the market.

#### **4.6.3.10 Question Ten: In Your View, How Can the Relationship between Organizational Agility and Organizational Excellence be Improved by Enhancing Human Capital?**

By analyzing the answers provided by the participants on how to improve the relationship between institutional agility and organizational excellence by enhancing human capital in the Government of Dubai, several points can be concluded highlighting the importance of investing in the human element and its crucial role in achieving the strategic objectives of the government and developing government policies and services.

First, participants point to the need to foster a culture of innovation and creative thinking within government institutions in Dubai. By developing critical thinking skills and encouraging employees to submit new ideas and innovative solutions, the government can improve its ability to adapt to challenges and provide high-quality services to citizens and residents.

Second, participants highlight the importance of providing a stimulating and supportive work environment for continuous learning and skills development. By providing continuous training and development opportunities, and encouraging employees to reach their full potential, the government can support organizational excellence and achieve outstanding performance across the board.

Third, the government should strengthen communication and cooperation between different departments within government institutions. By promoting integration and sharing of knowledge and expertise, the government can enhance institutional agility and achieve excellence in service and solution delivery.

Fourth, the government must leverage technology and innovation to enhance human capital and improve institutional performance. By adopting modern technologies and employing them effectively in service delivery and operations management, the government can enhance efficiency and effectiveness and build a strong reputation for technological innovation.

In conclusion, the analysis of the answers shows that enhancing human capital is key to achieving organizational agility and organizational excellence in the Government of Dubai. By developing the skills of employees, fostering a culture of innovation, and enhancing communication and collaboration, the government can improve its performance and achieve strategic results that meet the aspirations of citizens and residents.



## 4.7 Summary

Chapter Four provides a comprehensive analysis of the study data, focusing on the statistical assessment of the relationships between independent and dependent variables in the Government of Dubai. The results show that there are direct and statistically significant effects between institutional excellence, represented in achieving vision and enablers, and institutional agility, which includes innovation, flexibility, partnership and collaboration, and speed. Statistical analysis methods were used to examine the data, including missing value analysis, outlier analysis, normal distribution, multiple linear correlation, and descriptive statistics. These have helped the tests provide a clear picture of the relationships between variables and identify the factors that significantly affect excellence and agility.

The demographic data of the participants was also evaluated, adding another dimension to the study by illustrating how individual characteristics contribute to shaping institutional outcomes. Tests were also performed to validate the study model, including reliability analysis, chain convergence, factor analysis, and differentiation testing. Structural modeling revealed complex relationships between variables, where direct and influential influences were revealed between independent and dependent factors, showing the multi-layered dynamics in the Dubai Government regulatory environment.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The fifth chapter of the study provides a comprehensive discussion of the findings, based on the objectives of the study that were set from the outset. In this chapter, the scientific and practical contributions of the study, including the administrative implications of the findings, are presented, the limitations of the current study are also discussed and suggestions for future research. The chapter concludes with a set of practical recommendations based on theoretical and applied analyses derived from the data.

The discussion explains the results of the study by analyzing the relationships between organizational agility, human capital, and their impact on organizational excellence (achieving vision and enablers), based on previous literature and aggregated data.

The researcher critically examined the findings by connecting them to the broader research questions and exploring their implications for both theory and practice. This included analyzing the role of organizational agility and human capital in addressing challenges specific to the UAE Government's institutional framework.

The scientific contribution of this research lies in deepening the theoretical understanding of institutional agility and institutional excellence, while the practical contribution is reflected in providing a specific applied understanding of these concepts in the government work environment. The managerial implications are to strengthen leadership strategies to achieve excellence.

Moreover, the findings offer innovative perspectives for addressing pressing challenges faced by the UAE Government, such as responding to rapid environmental changes, fostering collaborative governance, and achieving competitive advantages in global rankings. These contributions represent an essential step toward bridging gaps between theory and practice.

It also presents research limitations, which include limitations related to the scope of study and methodologies adopted, and provides guidance on how to extend the scope of the study to include broader environments and diverse research approaches.

The recommendations from the study provide guidance for practitioners and politicians to invest in human resource development, building strategic partnerships, and embracing technological innovation as key elements for growth and development.

## **5.2 Discussion of the Findings**

We conducted the current discussion based on the results of the quantitative study (direct and indirect impact tests) and the qualitative study (personal interviews). The current study's objectives guided the discussion.

### **5.2.1 The First Objective of the Study: To Test the Impact of Institutional Agility on Institutional Excellence Through the Achievement of the Government of Dubai's Vision.**

The study's first objective was to test the impact of organizational agility on organizational excellence by achieving the Government of Dubai's vision. The results from the quantitative study showed that institutional agility plays an important role in enhancing institutional excellence, as there is a positive and significant relationship between the factors that make up institutional agility and achieving the vision. The qualitative results have shown that forward-looking vision, innovation, flexibility, partnerships, collaboration, and speed are all key elements in achieving the vision and thus achieving organizational excellence.

The researcher critically assessed the findings in light of the UAE Government's strategic challenges, including its aspiration to lead globally in governance and innovation. The results suggest that Dubai's focus on fostering a forward-looking vision aligns with its efforts to anticipate global trends and adapt accordingly, making organizational agility a cornerstone of its success.

Previous studies also emphasize the importance of organizational agility in achieving organizational excellence. For example, a study by Hameli and Kenish (2022) showed that the use of governance and management methods can contribute to obtaining certificates of organizational excellence. In addition, Abdel Moneim's (2023) study revealed the role of excellence management in enhancing the career absorption of school leaders, suggesting the importance of achieving organizational excellence in the context of Egypt's Vision 2030. Al-Azzam et al. (2018) analyzed the relationship

between intellectual capital and organizational excellence, revealing that strategic agility plays a crucial role as a mediator in this relationship.

However, this study goes beyond previous research by offering insights specific to the UAE Government's context. It underscores how integrating partnerships with local and global entities accelerates achieving excellence, providing a replicable model for other governments facing similar challenges.

The current results are consistent with previous studies that illustrate the importance of organizational agility in achieving organizational excellence. Organizational agility represents a holistic approach to managing operations and organizing organizational structures to enable organizations to adapt to internal and external challenges quickly and efficiently.

The findings highlight the UAE Government's unique strengths, such as its commitment to technological adoption and innovative public sector practices, which have made agility an integral part of its strategy. Policymakers can leverage these insights to refine initiatives under the UAE Centennial 2071 agenda.

The findings of this study provide actionable insights for government institutions aiming to integrate agility into their strategic planning. The Government of Dubai has positioned agility as a cornerstone of its governance framework, aligning with its long-term vision of global leadership. The study's results underscore how institutional agility fosters resilience in public administration by enabling government entities to swiftly respond to external changes, regulatory updates, and technological disruptions. One key implication is the applicability of these findings to broader governance strategies beyond Dubai, particularly in emerging economies where agility can serve as a mechanism for improving public sector efficiency. Policymakers in Dubai and beyond can leverage these insights to institutionalize agility-driven governance models, ensuring that public institutions remain adaptive, citizen-centric, and performance-oriented. By embedding agility into policy frameworks, government agencies can enhance service delivery, optimize resource allocation, and strengthen cross-sector collaboration key elements in achieving excellence in governance.

### **5.2.2 Second Objective: To Identify the Impact of Institutional Agility on Institutional Excellence through Enablers in the Government of Dubai**

The study's second objective is to identify the impact of institutional agility on institutional excellence through enablers in Dubai's government. The quantitative and qualitative results of the study show that institutional agility positively and morally affects institutional excellence through enablers, as enablers act as intermediate factors between institutional agility and institutional excellence. The analysis of the results reveals that organizational agility plays a critical role in enhancing enablers that contribute to achieving organizational excellence. Organizational agility contributes to strengthening the organization's culture of innovation and encouraging employees to take initiative and develop new solutions to the organization's challenges.

The previous research of Shakhour et al. (2021) emphasizes the importance of achieving organizational agility in achieving organizational excellence, as they explain that organizational agility is a key element for developing excellence strategies and improving organizational performance. Alsharah (2020) conducted another study that reviewed the impact of strategic agility factors on achieving excellence in government institutions. The results demonstrated that organizational agility enhances strategic performance and adapts to environmental changes, thereby contributing to organizational excellence. In addition, Carvalho et al. (2021) showed that organizational agility affects improving organizational culture and increasing adaptability and change quickly, contributing to enhancing organizational excellence and achieving strategic goals more effectively.

While aligning with previous studies, this research uniquely underscores the practical application of these findings within the UAE's governance context. The enablers identified in this study, such as leadership adaptability, digital transformation, and public-private collaboration, are particularly significant for the UAE Government's efforts to enhance service quality and achieve Vision 2071. The current results show that organizational agility is a significant factor in enhancing institutional excellence in the Government of Dubai through enablers. We can expand on this discussion by analyzing the key factors that emerge in the results and how they affect organizational excellence.

First, the findings confirm that Dubai's focus on a forward-looking approach enables institutions to anticipate and address future challenges effectively. This forward-

looking culture is not only central to achieving the government's ambitious visions but also promotes resilience and flexibility in public administration.

First, forward-looking, innovation, flexibility, partnerships, collaboration, and speed all emerge as factors influencing organizational excellence through enablers in the Government of Dubai. These results reflect the importance of directing efforts towards developing and enhancing these factors in the context of organizational agility to promote excellence.

Second, it appears that the challenges facing organizations in achieving organizational resilience directly affect the achievement of organizational excellence. Flexibility is essential for an organization to adapt to rapid shifts in the external environment, thereby enhancing its ability to achieve excellence by adapting to changing circumstances.

Third, it shows that innovation and continuous renewal play a crucial role in achieving organizational excellence, as the ability to innovate contributes to the continuous development of services and products and better meets customer needs, which enhances the organization's excellence in the market.

Furthermore, the findings emphasize that the UAE Government's investment in innovation ecosystems such as the Dubai Future Foundation and Smart Dubai serves as a model for fostering a culture of continuous improvement. These initiatives demonstrate how enabling mechanisms can lead to tangible improvements in governance and public services.

Fourth, we find that partnerships and cooperation with other entities significantly enhance the organization's ability to achieve organizational excellence, as joint cooperation with external partners and relevant parties can provide opportunities for continuous development and improvement.

In conclusion, it appears that rapid adaptation and rapid change contribute to achieving organizational excellence, as the ability to make quick decisions and implement changes quickly allows the organization to improve its performance and achieve future goals more effectively. The ability to respond swiftly to external changes, exemplified by Dubai's response to global crises such as the COVID-19 pandemic, highlights the strategic importance of agility enablers. This research provides actionable insights for policymakers, emphasizing the need to institutionalize rapid response mechanisms that prioritize collaboration and resilience. Overall, a comprehensive analysis of previous results emphasizes the importance of organizational agility in promoting

organizational excellence through enablers in the Government of Dubai. The analysis also underscores the crucial factors influencing this process, highlighting areas for improvement to more effectively achieve excellence goals.

The findings offer specific recommendations for policymakers in the UAE to optimize enablers, such as by enhancing workforce training programs and fostering cross-sectoral partnerships. These strategies not only address existing challenges but also provide a roadmap for maintaining excellence in a rapidly evolving global environment.

The study highlights how institutional agility serves as a catalyst for developing key enablers such as leadership adaptability, digital transformation, and public-private collaboration. These findings hold critical implications for governments seeking to enhance institutional excellence by fostering an ecosystem that encourages agility. For example, Dubai's investments in AI-driven governance, blockchain-based service delivery, and cross-sector collaboration demonstrate how agility-oriented enablers translate into improved policy responsiveness and operational efficiency. The study suggests that government leaders should prioritize digital literacy and adaptive leadership development as part of their workforce strategy to build more resilient institutions. Additionally, the findings reinforce the importance of public-private partnerships in facilitating knowledge exchange and innovation. By institutionalizing agility enablers, Dubai can strengthen its leadership position as a model for governance innovation while providing a blueprint for other governments aiming to enhance their agility-driven transformation.

Therefore, the current results validate previous research and underscore the crucial role of institutional agility in fostering organizational excellence within the government of Dubai.

### **5.2.3 The third objective is to identify the impact of human capital as an influential factor on the relationship between institutional agility and institutional excellence through the achievement of the Government of Dubai's vision.**

The third objective of the study, analyzing the impact of human capital on the relationship between institutional agility and institutional excellence in the Government of Dubai, is based on the previous results of the qualitative and quantitative studies. This analysis critically examines how human capital serves as a

driver for creating a synergy between organizational agility and excellence, thereby addressing key challenges faced by the UAE Government.

A detailed analysis of the results shows that human capital is a key element in enhancing organizational agility, as employees with skills and abilities can contribute to improving the organization's ability to adapt to external challenges and changes further. Furthermore, human capital fortifies the connection between organizational agility and excellence, enabling employees, distinguished by their capacity for adaptation and innovation, to effectively contribute to the realization of the organizational vision and goals.

By linking findings to the research objectives, it is evident that human capital plays a transformative role in operationalizing the UAE Government's vision of becoming a global leader in innovation and governance. This alignment not only validates the study's theoretical framework but also underscores its relevance to practical applications.

It is worth noting that the cited findings are in line with previous research suggesting that human capital plays a crucial role in achieving organizational excellence by enhancing organizational agility. Previous studies, such as Asfahani (2021), have indicated that the application of modern strategic human resource management models contributes to enhancing organizational agility and achieving organizational excellence. Other studies, such as Naranji Thani et al. (2022), have also shown that self-development positively affects the tendency of entities towards institutional innovation, with human capital playing a key role in this.

However, the current findings extend beyond previous research by uncovering new insights specific to the UAE Government's context. For instance, the integration of culturally tailored leadership development programs was highlighted as a key enabler in fostering institutional agility and excellence. This reveals a gap in existing literature, providing a novel contribution to understanding the role of human capital in a rapidly evolving governance framework.

Looking at the quantitative and qualitative study results, it is clear that human capital is a critical element in enhancing organizational agility and achieving organizational excellence in the Government of Dubai. Human capital enhances the operational and creative capacity of the organization and contributes to building a work environment that encourages continuous change and development.



The quantitative study results showed that there is a positive and significant relationship between human capital and organizational agility, as investing in human resource development enhances the organization's ability to adapt to rapid environmental transformations and adopt new practices quickly and effectively.

Qualitative studies revealed numerous facets of how human capital influences organizational excellence. For example, trained and inspiring employees can be driving agents of creativity and innovation within an organization, contributing to better achieving the corporate vision. In addition, human capital investments in training and skills development programs can increase an organization's ability to build effective partnerships and collaborations, enhancing its ability to achieve organizational excellence.

The findings emphasize the need for policymakers to design comprehensive strategies for leveraging human capital as a competitive advantage. Practitioners in the UAE Government can adopt competency-based training programs, mentorship initiatives, and knowledge-sharing platforms to maximize the potential of human resources. These efforts would directly address challenges such as employee disengagement, skill gaps, and resistance to change.

It appears that there is a general trend toward emphasizing the role of human capital in enhancing organizational agility and excellence by linking to previous studies. Previous studies have shown that strategic human resource management plays a critical role in enhancing adaptability and continuous improvement, which contributes to achieving organizational excellence and the organization's strategic vision.

Moreover, this research highlights the strategic importance of human capital in tackling UAE-specific challenges, such as meeting the targets of the UAE Centennial 2071 and transitioning to a knowledge-based economy. By equipping employees with the necessary skills and fostering an environment of continuous learning, government institutions can ensure sustained organizational excellence and agility.

This study reinforces the critical role of human capital in sustaining institutional agility and driving excellence in government institutions. In the UAE Government's context, skilled and adaptive employees serve as the backbone of agility-driven governance. The research underscores that strategic investments in continuous learning, competency-based training, and leadership development programs can amplify the agility-excellence connection. Policymakers can leverage these insights by expanding executive training initiatives that focus on agility-driven decision-making,

empowering government employees to anticipate challenges and implement rapid solutions. Furthermore, the study emphasizes the importance of fostering a knowledge-sharing culture within government agencies to maximize human capital's contribution to organizational excellence. In doing so, Dubai and other governments can enhance workforce adaptability, strengthen institutional performance, and ensure sustained alignment with long-term national objectives, such as the UAE Centennial 2071.

#### **5.2.4 Fourth Objective: To Identify the Impact of Human Capital as an Influential Factor on the Relationship between Institutional Agility and Institutional Excellence through Enablers in the Government of Dubai**

The fourth study takes an exploratory approach to comprehend how human capital influences the relationship between organizational agility and organizational excellence, using enablers within the Government of Dubai. This study critically analyzes how human capital, as a dynamic factor, directly and indirectly supports organizational agility by enabling institutions to navigate complex challenges and maintain competitive advantages.

Previous quantitative and qualitative studies have shown that investment in human capital development and enhancement plays a critical role in enhancing organizational agility and, consequently, achieving organizational excellence. The findings of this research expand on previous studies by demonstrating that human capital not only strengthens organizational agility but also creates a feedback loop where improved agility fosters further development of human capital.

Looking at previous studies, it appears that there is an increasing focus on the importance of the human element in achieving organizational agility. Studies show that having advanced technical capabilities such as big data analytics and operational agility can have a positive impact on organizational performance. However, this research uniquely highlights the role of targeted leadership development and employee empowerment programs in addressing the specific governance needs of Dubai's government entities. Some also point out the importance of the human dimension in achieving organizational agility, emphasizing that enhancing human interaction and developing workers' skills and capabilities can contribute to effectively achieving agility goals. Moreover, the research shows that there is a positive impact of the human element on achieving organizational excellence. Trained and inspiring human

resources are able to drive change and innovation within an organization, ultimately leading to better corporate vision and organizational excellence. These findings underscore how investing in human capital development creates a workforce that not only excels at problem-solving but also anticipates potential challenges, aligning with the UAE Government's broader strategic goals.

Looking at the proposed literature, we can see that there are many studies that emphasize the importance of human capital in achieving institutional agility and organizational excellence. It shows that the human dimension plays a crucial role in developing organizational culture and adapting to environmental transformations, contributing to better achieving the strategic objectives of the organization.

We find that there is a strong correlation between these variables from previous studies that enhances our understanding of the impact of human capital on the relationship between organizational agility and organizational excellence. For example, Nouri and Musafi (2020) found that collaborative management contributes to improving organizational agility by empowering employees, where effective interaction between employees and empowerment enhances the ability to adapt to changes and shifts in the work environment.

On the other hand, in the study of Kho and Tiu (2023), they pointed out that the capabilities of big data analytics technology and organizational agility directly affect organizational performance, showing that investing in technological infrastructures and developing the capabilities of employees can lead to enhanced agility and organizational excellence. Additionally, Milian-Alzola et al. (2020) emphasized the human dimension in achieving organizational agility, finding that employee skill and ability development play a significant role in achieving flexibility and organizational excellence.

While conforming to existing literature, this study uncovers new insights relevant to the UAE Government. It emphasizes that by tailoring human capital strategies to Dubai's unique context focusing on leadership, innovation-driven training, and cross-department collaboration the government can address challenges like rapid technological advancements, geopolitical uncertainties, and sustainability goals.

Based on these findings, we can conclude that investing in human capital development is an essential component of building organizational agility and achieving organizational excellence. This research provides actionable insights for UAE policymakers and practitioners, urging them to develop holistic frameworks that

integrate leadership training, technological upskilling, and employee-driven innovation. By doing so, Dubai can solidify its global leadership position while ensuring sustained excellence in governance.

The study's findings reveal that human capital development plays a dual role in enabling agility and driving institutional excellence, providing significant takeaways for policymakers and public sector leaders. In a rapidly evolving governance landscape, Dubai's approach to integrating leadership development, digital literacy, and skill-building programs into public sector reforms offers a model for other governments. The results suggest that policymakers should institutionalize human capital strategies that prioritize continuous professional development, interdepartmental collaboration, and innovation-driven leadership. This approach ensures that government institutions remain agile in addressing policy challenges, technological advancements, and shifting global dynamics. The study also underscores the importance of fostering an inclusive work environment that promotes employee engagement and cross-functional teamwork key factors in achieving excellence. By embedding agility into workforce development policies, the UAE Government can build a sustainable governance model that is both resilient and adaptive, positioning Dubai as a global leader in public sector excellence.

Finally, this study's findings are significant in addressing key problems faced by the UAE Government, such as improving adaptability, enhancing service delivery, and fostering collaboration across sectors. By leveraging these insights, Dubai can serve as a model for other governments seeking to achieve similar goals.

## **5.3 Contributions of the Study**

### **5.3.1 Theoretical Contribution**

The current study is a valuable contribution to the scientific field because it used a range of important theories to understand the relationship between different factors in the Dubai government context. By adopting the theory of human capital, the study sheds light on the role of the human element in achieving organizational excellence. Investing in human resource development and strengthening its capabilities can improve an organization's performance and increase its adaptability to external challenges.

This study builds on prior theoretical frameworks by emphasizing the strategic role of human capital in the UAE's governance ecosystem. It demonstrates how investing in human capital contributes to organizational agility and excellence, particularly in dynamic, resource-intensive environments like Dubai's public sector.

As for the organizational agility model, the study provided a theoretical framework for understanding how an organization responds to rapid changes in the external environment. Organizational agility is a critical competitive advantage that enhances adaptability and innovation, thereby increasing the ability to achieve organizational excellence. On the other hand, organizational learning theory highlights how to improve organizational performance through continuous learning and adaptation. Organizations with an effective capacity to learn and share knowledge are better able to achieve organizational excellence and survive in the market sustainably.

In synthesizing these theoretical perspectives, the study introduces a comprehensive framework tailored to the UAE context, addressing gaps in existing literature and providing a roadmap for other governments aiming to emulate Dubai's success.

### **5.3.2 Practical Contributions**

The current study has advanced to a deep understanding of the relationship between organizational agility and organizational excellence in the Government of Dubai, specifically the role of human capital in this relationship. The quantitative and qualitative study's findings highlighted an important contribution to our understanding of the relationship between these variables in Dubai's government context.

Through the analysis of data and the results derived, the study showed that human capital is a key element in achieving organizational agility and organizational excellence in the Government of Dubai. Human resources development strategies and employee enhancement strategies can therefore be effective tools for enhancing adaptability and continuous improvement in performance.

This research introduces actionable strategies for policymakers in the UAE, such as emphasizing skill development programs that align with future governance challenges. It also underscores the significance of cultivating partnerships between government, private sector entities, and educational institutions to maximize the impact of human capital.

The study also contributes to policy guidance and decision-making within the government, highlighting the importance of investing in human capacity development

as an integral part of strategies to achieve the vision and promote institutional excellence. Furthermore, the study provides practical recommendations for enhancing government decision-making mechanisms to respond to unprecedented challenges. These include fostering innovation labs and adopting technology-driven approaches to streamline processes and promote agility.

### **5.3.3 Managerial Implications**

The present study contributes to several important management implications that deserve attention. First, by understanding the relationship between organizational agility and organizational excellence in the Government of Dubai, management can leverage the results to develop new strategies that enhance performance and the organization's competitive position.

The study's findings emphasize the importance of aligning organizational agility strategies with national-level objectives, such as UAE Vision 2031. Managers in government entities can utilize this alignment to ensure that their initiatives not only meet organizational goals but also address broader national challenges, such as improving service delivery and maintaining global competitiveness.

Second, the study can contribute to improving human resource management by understanding the importance of human capital as an influential factor in achieving organizational excellence. Thus, we can implement new policies and programs to develop human resources and enhance their effectiveness in achieving the organization's objectives.

By critically examining the role of human capital, the study highlights the need for UAE government managers to adopt data-driven approaches in human resource management. For instance, leveraging workforce analytics can help identify skills gaps and prioritize areas for training and development, ensuring that employees remain adaptive and innovative in rapidly changing environments.

Third, the study can help foster a culture of innovation within an organization, as research shows the importance of organizational agility in stimulating innovation and continuous development. Understanding this relationship can help management foster an environment that supports innovation and encourages employees to propose new ideas.

In particular, fostering innovation becomes critical in addressing the UAE's ambition to lead globally in technological advancement. Managers can incorporate structured

innovation programs, such as "idea incubators" or innovation-focused task forces, that align employee creativity with strategic organizational goals. This approach not only nurtures innovation but ensures it contributes directly to measurable organizational outcomes.

Fourth, the study provides a practical framework for achieving organizational excellence through organizational agility and human capital, enabling managers and decision-makers to make informed and influential strategic decisions.

The framework proposed in this study underscores the necessity for decision-makers to prioritize agility in their strategic planning processes. For example, the findings suggest that adopting agile project management methodologies can significantly enhance organizational responsiveness and service delivery efficiency in the Government of Dubai.

Fifth, through the use of the theories adopted in the study, organizations can draw valuable lessons and apply them in their own contexts, contributing to enhancing effectiveness and improving the overall performance of the organization.

While existing literature validates the foundational role of agility and human capital in achieving excellence, this study uncovers novel insights specific to the UAE's public sector challenges. The findings demonstrate how government organizations can mitigate external challenges, such as rapid technological changes and global economic shifts, by integrating agility principles and developing human resources with a strategic focus.

Finally, this study offers actionable recommendations for UAE policymakers and practitioners, emphasizing the critical need to integrate human capital strategies with institutional agility initiatives. For instance, promoting inter-departmental collaborations and partnerships with global organizations can help build a resilient workforce capable of addressing future uncertainties.

#### **5.4 Limitation and Suggestion for Future Studies**

Despite the significance of the current study and its examination of the correlation between institutional agility and excellence in Dubai's government, certain limitations must be considered.

First, the Government of Dubai conducted this study, which may limit its generalizability to other institutions in different sectors or cultures. This focus on a

single government entity limits the ability to compare findings across diverse organizational or national contexts. Future studies should consider comparative analyses across different regions or sectors to assess the consistency of these relationships.

Second, keep in mind that the study only used two approaches to data collection: the quantitative approach and the qualitative approach. Thus, there can be other ways to analyze relationships and influences that may be useful in gaining deeper insights. Future research should incorporate mixed-method approaches, including longitudinal studies and experimental designs, to validate the dynamic impact of institutional agility and human capital over time.

Third, the study focused on the relationship between institutional agility and institutional excellence, mainly without addressing in detail other factors that may affect this relationship, such as economic or social factors. The omission of contextual variables, such as economic stability, political environment, or technological readiness, may have constrained the study's ability to capture external influences. Therefore, future research should integrate these variables to provide a holistic understanding of the drivers of institutional excellence.

Moreover, the findings, while aligned with existing literature, present a critical opportunity to explore unexplored dimensions of institutional agility. For instance, how specific policy interventions or cultural paradigms within the UAE shape agility-related outcomes remains underexamined. Future studies should address these gaps and uncover unique strategies for addressing UAE-specific challenges.

Therefore, we propose expanding the scope of future studies to explore the relationship between organizational agility and organizational excellence in different contexts using multiple methodologies. For example, examining the impact of institutional agility in crisis management scenarios or during rapid technological transformations could provide valuable insights for policymakers and practitioners.

Future studies could also focus on exploring the impact of additional factors, such as corporate culture and government policies, on this relationship. Additionally, research that examines the synergy between institutional agility and sustainability initiatives could highlight innovative pathways for achieving long-term excellence.

Furthermore, future research could focus on applying the findings in practical contexts and developing a practical framework for enhancing organizational agility and excellence in government and other institutions. This includes designing tailored



toolkits for policymakers to measure, implement, and improve agility-related practices across diverse sectors. Such practical applications would not only validate the theoretical models but also ensure their relevance to real-world challenges faced by governments like the UAE.

## **5.5 Recommendations**

The study's recommendations reflect its conclusions and aim to provide practical guidance to government institutions and decisions in enhancing institutional agility and achieving institutional excellence. The recommendations are grounded in the study's findings and aligned with the research questions and objectives. They also address specific challenges faced by the UAE government, providing actionable insights that build on existing literature and uncover new pathways to enhance performance. Here are some key recommendations for adoption:

Firstly, the government of Dubai should foster a culture of institutional agility by offering training programs and workshops that emphasize the significance of innovation and flexibility in addressing challenges. Such programs should not only focus on theoretical knowledge but also integrate practical simulations and case studies specific to the UAE government context, equipping employees to navigate the dynamic policy and operational landscape.

Second, government institutions should develop integrated strategies to develop and enhance human capital, including ongoing educational and training opportunities and motivating employees for personal and professional development. These strategies should emphasize linking individual growth with organizational goals by providing tailored development plans, mentorship opportunities, and career progression pathways. Moreover, human capital initiatives should address identified gaps, such as skill shortages in emerging technologies and leadership agility, to future-proof the workforce and align with UAE Vision 2031.

Third, to exchange knowledge and experiences, foster innovation, and achieve institutional excellence, government institutions, the private sector, and civil society should strengthen their cooperation and partnerships. This collaboration should include establishing innovation hubs and cross-sector task forces to address shared challenges, such as sustainability and digital transformation, while leveraging global best practices tailored to the UAE's unique context.

Fourth, government leaders should adopt agile and flexible decision-making and prioritization strategies, as well as provide the necessary support for transformational and innovative initiatives. Leadership should embrace a mindset of experimentation and calculated risk-taking while using real-time data analytics to inform decisions, enabling faster and more adaptive responses to complex challenges.

Fifth, government entities in Dubai should develop an integrated framework to measure and follow up on the performance of institutional agility and organizational excellence in order to ensure continuous improvement and achieve the desired goals. This framework should incorporate key performance indicators (KPIs) directly linked to strategic objectives, such as service efficiency, stakeholder satisfaction, and innovation outcomes. Additionally, it should enable benchmarking against global standards to ensure competitiveness.

Finally, the findings highlight the need for a proactive governance model where policies and strategies are constantly updated to remain relevant in a rapidly changing global landscape. This will not only enhance institutional agility but also solidify the UAE's position as a leader in public sector innovation.



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## APPENDICES

### Appendix A Study Questionnaire

استبانة أثر التّميّز المؤسّسي في الرّشاقة المؤسّسيّة: بالتطبيق على حكومة دبي

تحية طيبة وبعد،

يقوم الباحث بإجراء دراسة بعنوان "أثر التّميّز المؤسّسي في الرّشاقة المؤسّسيّة: بالتطبيق على حكومة دبي"، وذلك استكمالاً لمتطلبات الحصول على درجة الدكتوراه في الإدارة العامة.

ويسرّني أن أضع بين أيديكم نسخة من الاستبانة، راجياً منكم التكرم بأبداء وجهة نظركم بمستوى الممارسة التي ترونها تعكس واقع التطبيق لدى المسؤولين بمصداقيّة وموضوعيّة، وذلك بقراءة فقرات الاستبانة والإجابة عنها باختيار واحد من الخيارات مقابل كل فقرة وفق درجة الحكم التي تتوافق مع وجهة نظركم.

وأودّ أن أبين لكم أن هذه المعلومات ستستخدم لأغراض البحث العلميّ، وستُعامل بمنتهى السريّة.

وتفضلوا بقبول فائق الاحترام

الباحث

## Appendix Number (1)

### Appendix Number (1): Study Questionnaire

#### Questionnaire on the Impact of Institutional Excellence on Organizational Agility: Applied to the Government of Dubai

Greetings,

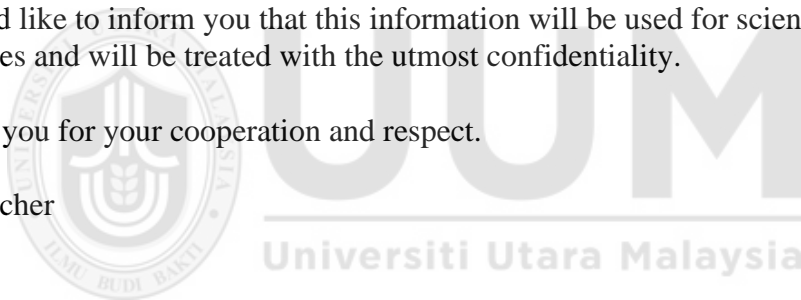
The researcher is conducting a study entitled "The Impact of Institutional Excellence on Organizational Agility: Applied to the Government of Dubai," as part of the requirements for obtaining a PhD in Public Administration.

I am pleased to present you with a copy of the questionnaire, and I kindly ask you to provide your perspective on the level of practice that you believe reflects the reality of implementation by officials with honesty and objectivity. Please read the items of the questionnaire and respond by selecting one of the options for each item according to the degree of judgment that aligns with your viewpoint.

I would like to inform you that this information will be used for scientific research purposes and will be treated with the utmost confidentiality.

Thank you for your cooperation and respect.

Researcher



## 1- القسم الاول (البيانات الديمغرافية):

أرجو تعبئة البيانات الآتية بوضع إشارة (×) داخل المربع الذي يتطابق مع حالتك:

الجنس	( ) ذكر	( ) انثى
المؤهل العلمي	( ) دبلوم أو ما دونه	( ) بكالوريوس
	( ) ماجستير	( ) دكتوراه
عدد سنوات الخبرة في العمل الحكومي	( ) أقل من 5 سنوات	( ) من 5 - 10 سنوات
	( ) أكثر من 10 سنوات	
مكان العمل	( ) مؤسسة اتحادية	( ) مؤسسة محلية

### First Section (Demographic Data):

Please fill in the following data by placing a checkmark (×) inside the box that matches your situation:

Section	Item	Options
First Section (Demographic Data)	Please fill in the following data by placing a checkmark (×) inside the box that matches your situation:	
Gender	( ) Male	( ) Female
Educational Qualification	( ) Diploma or below	( ) Bachelor's
	( ) Master's	( ) PhD
Number of Years of Experience in Government Work	( ) Less than 5 years	( ) 5 - 10 years
	( ) More than 10 years	
Workplace	( ) Federal Institution	( ) Local Institution

## 2- الجزء الثاني:

الرقم	الفقرة	غير موافق ابدا	غير موافق	محايد	موافق	موافق جدا
المحور الأول: التميز المؤسسي						
<p>البعد الأول (تحقيق الرؤية): تركز الجهة الحكومية على الغاية الأسمى للحكومة والمتمثلة في تحسين جودة حياة المجتمع، وتسليط الضوء على أهمية وضع استراتيجيات ومهام مرنة، وتنفيذها لتحقيق رؤية الدولة بعيدة المدى وأجندتها الوطنية، ورفع الجاهزية للمستقبل وتعزيز القدرة التنافسية.</p>						
1	تضع الجهة الحكومية إستراتيجيات تحقق أهداف جودة الحياة.					
2	توائم الجهة الحكومية جميع إمكاناتها لتحقيق فعال لإستراتيجياتها الموضوعة.					
3	تستثمر الجهة الحكومية جهود جميع المعنيين بتحقيق إستراتيجياتها					
4	تُظهر الجهة الحكومية مبادئ الاستباقية في وضعها لإستراتيجياتها					
5	تُظهر الجهة الحكومية مبادئ المرونة في سياساتها الإستراتيجية.					
6	تعزز الجهة الحكومية قدرتها على استشراف الاتجاهات العالمية المستقبلية.					
7	توظف الجهة الحكومية استشرافها (الاتجاهات المستقبلية) في تحسين صنع قراراتها.					
8	تعمل الجهة الحكومية على تحديث نموذج عملها بشكل يمكنها من مواكبة التغيرات العالمية المستقبلية بما يخدم رؤية الجهة.					
9	يمكن نموذج العمل الفعال الجهة الحكومية من تطوير سياسات وقوانين وتشريعات استباقية لتنفيذ مهامها الرئيس.					
10	تبني الجهة الحكومية نظام حوكمة متين يقوم على النزاهة والمساءلة والشفافية وتعزيز الثقة مع جميع فئات المعنيين.					

الرقم	الفقرة	غير موافق ابدا	غير موافق	محايد	موافق	موافق جدا
11	تدرك الجهة الحكومية بوضوح دورها ومساهمتها في تحقيق رؤية الدولة بعيدة المدى وأجندتها الوطنية.					
12	تعرف الجهة الحكومية مفهوم "النجاح" بوضوح ومعايير قابلة للقياس.					
<b>البعد الثاني (الممكنات):</b> تركز على أهمية التكامل والتعاون والشراكة في جميع المجالات ضمن منظومة العمل المتكامل وذلك لتعزيز الاستفادة من جميع القدرات المتاحة في منظومة التميز؛ لتقديم القيمة المميزة المستدامة، وتحقيق الأثر الإيجابي المرجو في جودة حياة المجتمع.						
1	تستثمر الجهة الحكومية جميع مواردها في تنفيذ إستراتيجياتها.					
2	تدير الجهة الحكومية مواردها الحالية بكفاءة عالية لرفع العائد من الاستثمار فيها.					
3	تراجع الجهة الحكومية مستويات استثمار مواردها الحالية بصورة منتظمة.					
4	تتأسس احتياجات الجهة الحكومية المستقبلية على ما يضمن فعالية الموارد، واستدامتها.					
5	تبني الجهة الحكومية شراكات فعالة لتحقيق الاستغلال الأمثل للموارد المتاحة لدى جميع فئات المعنيين ضمن منظومة عملها المتكاملة.					
6	تهدف هذه الشراكات إلى رفع مستويات الكفاءة والاستدامة.					
7	تعمل الجهة الحكومية على تحليل جميع البيانات المؤسسية المتعلقة بمهامها.					
8	تضمن الجهة الحكومية جودة بياناتها في الوقت المحدد.					
9	توظف الجهة الحكومية بياناتها في دعم عمليات اتخاذ القرار على جميع المستويات.					
10	تعزز الجهة الحكومية قدراتها في تحقيق تبادل خبرات فعال مع شركائها.					
11	تؤمن الجهة الحكومية بأهمية علاقات الشراكة لتحسين جودة الحياة على المستوى الوطني.					

الرقم	الفقرة	غير موافق ابدا	غير موافق	محايد	موافق	موافق جدا
12	تعمل الجهة الحكومية على وضع خطط وسياسات اتّصال مؤسسيّ فعّالة؛ للترويج لبرامجها ومبادراتها.					
الخور الثاني: الرشاقة المؤسسية						
<b>البعد الأول (الرؤية الاستشرافية):</b> علم المستقبل الذي يساهم في التحديث والتطور من خلال مجموعة من الأنشطة لتأهيل الجهة الحكومية للاستعداد للاحتمالات المستقبلية المتوقعة وغير المتوقعة مما يعزز عمليّة صنع القرار لإيجاد الفرص المستقبلية واقتناصها.						
1	تتوافر ثقافة العمل الاستباقي بشكل واضح في جميع المجالات والإدارات داخل الجهة الحكومية.					
2	تعقد الجهة الحكوميّة ما يلزم من نشاطات تدريبية لبناء ثقافة استشراف المستقبل.					
3	تتوافر البيانات الكافية واللازمة لإجراء التحليلات المستقبلية والاستشرافية.					
4	تشارك جميع الإدارات في إعداد الدّراسات المستقبلية.					
5	تتواءم المشاريع المستقبلية التي تُعدّها الجهة الحكوميّة مع التّوجّهات الحكومية العليا.					
6	تُعدّ رؤية الجهة الحكومية بشكلها الحاليّ رؤية استشرافية واستباقية.					
<b>البعد الثاني (الابتكار):</b> تنفيذ الأفكار المبتكرة التي تبنى على نهج التطور المستمر، وإيجاد الحلول المناسبة للمعيقات الحالية، وتوفير خدمات ومنتجات أفضل، كما يرتبط بالمركز التنافسي وتحسين الأداء المؤسسي.						
1	تتوافر ثقافة الابتكار بشكل واضح في جميع الإدارات.					
2	تتوفر القنوات الملائمة والأدوات التي تحفّز الموارد البشرية والمتعاملين والمعنيين على المشاركة في أنشطة الابتكار.					
3	تتوافق أنشطة الابتكار في الجهة الحكوميّة مع أدلة الابتكار في دبي.					
4	تعمل الجهة الحكوميّة على بناء قدرات الموارد البشرية بما يمكنها من المساهمة بفعالية في أنشطة الابتكار.					

الرقم	الفقرة	غير موافق ابدا	غير موافق	محايد	موافق	موافق جدا
5	تتعاون الجهة الحكومية مع الشركاء والمعنيين في إعداد المشاريع الابتكارية.					
6	تساهم المشاريع الابتكارية في اتخاذ قرارات مستقبلية فاعلة في سرعة ومرونة مناسبتين.					
<b>البعد الثالث (المرونة) قدرة الجهة الحكومية على الاستجابة للمتغيرات والتصدي للأزمات المستمرة والتنبؤ بها والتأقلم معها، مما يُمكن الجهة الحكومية من البقاء والنمو من خلال تعديل التشريعات والسياسات والهياكل التنظيمية لتتوافق مع المستجدات والرؤية المستقبلية.</b>						
1	تظهر مرونة الجهة الحكومية في إستراتيجياتها وسياساتها.					
2	قدرة الجهة الحكومية على تعديل إجراءات عملها وتتكيف مع المتغيرات.					
3	تعمل الجهة الحكومية على الاستثمار في بناء القدرات المؤسسية.					
4	قدرة الجهة على تطوير الأنظمة والتشريعات النازمة لعملها حسب المتغيرات					
5	تمتلك الجهة الحكومية هيكل تنظيمي مرن يساعد في تحقيق الرؤية.					
6	تُعزز المرونة المتحققة في جميع المجالات سرعة التحوّل والابتكار الفعال.					
<b>البعد الرابع (الشراكات والتعاون) وهو العمل التشاركي، وعملية تبادل المعارف والخبرات بين وحدات الجهة الحكومية، وأفرادها؛ من أجل البقاء في الريادة والحفاظ على استدامة الأعمال وتعزيز أداء الجهة الحكومية.</b>						
1	تُدار البنية التحتية بتعاونية وتنسيقية مع الجهات الحكومية الأخرى في دبي.					
2	تُظهر نتائج تقييم الموردين مدى التعاون معهم والالتزام بنود التعاقدات المبرمة معهم					
3	تُعقد شراكات طويلة الأمد مع المعنيين.					
4	تُحقق الشراكات الرؤية الإستراتيجية.					



الرقم	الفقرة	غير موافق ابدا	غير موافق	محايد	موافق	موافق جدا
5	توجد منهجية واضحة وفاعلة لتبادل أفضل المعارف والخبرات بين الموظّفين داخل الجهة الحكومية.					
6	توجد منهجية واضحة وفاعلة لتبادل أفضل المعارف والخبرات بين موظّفي الجهة الحكومية والجهات الحكومية الأخرى.					
<b>البعد الخامس (السرعة):</b> من خلال توفر البنية التكنولوجية التي تساهم في تدفق المعلومات وانسيابيتها بين أفراد الجهة الحكومية، والهيكل التنظيمي المرن الذي يتسم بسرعة الاتّصال والتّفاعل.						
1	تُوظّف الدراسات والتحليلات في اتّخاذ قرارات تصحيحية سريعة.					
2	تتميّز القرارات السريعة الصادرة بمواكبة التّغيّرات في احتياجات المعنّين وتوقّعاتهم.					
3	تلبّي القرارات السريعة الصادرة الحاجات والتّوقّعات واقعياً.					
4	تُظهر الجهة الحكومية تميّزاً في قراراتها يتجاوز توقّعات المعنّين.					
5	توجد سياسات وإجراءات للتعامل مع المخاطر المؤثّرة في الأهداف الإستراتيجية.					
6	يؤدّي رصد المخاطر والتّحديات بشكل استباقيّ إلى تعديلات وتغييرات كافية للتّغلب عليها.					
<b>محور رأس المال البشري</b>						
1	أعتقد أن تطوير المهارات والقدرات المستمر للموظّفين يسهم بشكل كبير في تعزيز الرشاقة المؤسسية في حكومة دبي.					
2	برامج التدريب والتعليم المستمر المتاحة للموظّفين تلعب دوراً حاسماً في تحقيق التميز المؤسسي.					
3	المشاركة الفعالة والتفاعل من جانب الموظّفين تعزز من روح الابتكار والمرونة في العمل.					
4	أشعر بأن نظام التقدير والحوافز المعتمد في حكومة دبي يحفز الموظّفين على تحقيق أداء متميز.					

الرقم	الفقرة	غير موافق ابدا	غير موافق	محايد	موافق	موافق جدا
6	التواصل الفعال بين الإدارة والموظفين يساهم في تحقيق الأهداف المؤسسية بشكل أكثر فعالية.					
7	التشجيع على العمل الجماعي يعزز من قدرة المؤسسة على التكيف مع التغيرات والتحديات.					
8	القيادة الفعالة والإدارة الحكيمة تلعب دوراً مركزياً في استغلال قدرات الموظفين بأفضل شكل ممكن.					
9	يتم تشجيع الموظفين على الابتكار والإبداع بما يخدم أهداف المؤسسة ويعزز من رشاقتها.					
10	التركيز على احتياجات وتوقعات العملاء يعد عنصراً أساسياً في تحقيق الرضاقة المؤسسية والتميز.					



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Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The first axis: Institutional Excellence							
Dimension 1 (Achieving the Vision): The government entity focuses on the supreme goal of the government, which is to improve the quality of life of the community, highlighting the importance of setting flexible strategies and tasks, and implementing them to achieve the long-term vision of the state and its national agenda, enhancing future readiness and competitiveness.							
	1	The government entity sets strategies that achieve the objectives of quality of life.					
	2	The government entity aligns all its enablers to effectively achieve its set strategies.					
	3	The government entity invests the efforts of all stakeholders in achieving its strategies.					
	4	The government entity shows proactivity principles in setting its strategies.					
	5	The government entity shows flexibility principles in its strategic policies.					
	6	The government entity enhances its ability to anticipate global future trends.					
	7	The government entity uses its future foresight to improve decision-making.					
	8	The government entity works on updating its business model to keep pace with global future changes, serving the entity's vision.					

Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	9	The effective business model enables the government entity to develop proactive policies, laws, and regulations to perform its main tasks.					
	10	The government entity builds a robust governance system based on integrity, accountability, transparency, and trust with all stakeholders.					
	11	The government entity clearly understands its role and contribution to achieving the state's long-term vision and national agenda.					
	12	The government entity clearly defines the concept of "success" with measurable criteria.					
<p>Dimension 2 (Enablers): Focuses on the importance of integration, cooperation, and partnership in all areas within the integrated work system to enhance the utilization of all available capabilities in the excellence system; to provide sustainable distinctive value and achieve the desired positive impact on the quality of life of the community.</p>							
	1	The government entity invests all its resources in implementing its strategies.					
	2	The government entity manages its current resources efficiently to maximize the return on investment.					
	3	The government entity regularly reviews the levels of investment in its current resources.					

Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	4	The future needs of the government entity are based on ensuring the effectiveness and sustainability of resources.					
	5	The government entity builds effective partnerships to optimize the use of available resources among all stakeholders within its integrated work system.					
	6	These partnerships aim to enhance levels of efficiency and sustainability.					
	7	The government entity analyzes all institutional data related to its tasks.					
	8	The government entity ensures the quality of its data in a timely manner.					
	9	The government entity uses its data to support decision-making processes at all levels.					
	10	The government entity enhances its capabilities in effective knowledge exchange with its partners.					
	11	The government entity believes in the importance of partnership relationships to improve the quality of life at the national level.					

Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	12	The government entity develops effective institutional communication plans and policies to promote its programs and initiatives.					
The second axis: Organizational Agility							
Dimension 1 (Foresight Vision): Future science that contributes to updating and developing through a set of activities to qualify the government entity to prepare for expected and unexpected future scenarios, enhancing decision-making to identify and seize future opportunities.							
	1	A proactive work culture is clearly evident in all areas and departments within the government entity.					
	2	The government entity conducts necessary training activities to build a culture of future foresight.					
	3	Sufficient and necessary data are available for conducting future and foresight analyses.					
	4	All departments participate in preparing future studies.					
	5	The future projects prepared by the government entity align with higher government orientations.					
	6	The current vision of the government entity is foresighted and proactive.					
Dimension 2 (Innovation): Implementing innovative ideas based on a continuous development approach, finding appropriate solutions to current obstacles, and providing better services and products, as well as being linked to competitive positioning and improving organizational performance.							
	1	A culture of innovation is clearly					

Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		evident in all departments.					
	2	There are appropriate channels and tools that encourage human resources, customers, and stakeholders to participate in innovation activities.					
	3	Innovation activities in the government entity align with Dubai's innovation guidelines.					
	4	The government entity works on building human resource capacities to enable effective contribution to innovation activities.					
	5	The government entity collaborates with partners and stakeholders in preparing innovative projects.					
	6	Innovative projects contribute to making effective future decisions with appropriate speed and flexibility.					
Dimension 3 (Flexibility): The ability of the government entity to respond to changes, tackle ongoing crises, predict and adapt to them, enabling the entity to survive and grow by amending legislations, policies, and organizational structures to align with new developments and the future vision.							
	1	The government entity demonstrates flexibility in its strategies and policies.					
	2	The government entity can modify its work procedures and adapt to changes.					
	3	The government entity invests in building institutional capacities.					

Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	4	The entity can adapt its governing systems and regulations according to changes.					
	5	The government entity has a flexible organizational structure that helps achieve the vision.					
	6	Achieved flexibility in all areas enhances the speed of transformation and effective innovation.					
Dimension 4 (Partnerships and Cooperation): Collaborative work and the exchange of knowledge and expertise between the units of the government entity and its individuals to maintain leadership, ensure business sustainability, and enhance the performance of the government entity.							
	1	The infrastructure is managed cooperatively and in coordination with other government entities in Dubai.					
	2	Supplier evaluation results show the extent of cooperation and adherence to contract terms.					
	3	Long-term partnerships are established with stakeholders.					
	4	Partnerships achieve the strategic vision.					
	5	There is a clear and effective methodology for exchanging best knowledge and expertise among employees within the government entity.					



Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	6	There is a clear and effective methodology for exchanging best knowledge and expertise between the employees of the government entity and other government entities.					
Dimension 5 (Speed): Through the availability of technological infrastructure that contributes to the flow and smoothness of information among the individuals of the government entity, and a flexible organizational structure characterized by rapid communication and interaction.							
	1	Studies and analyses are employed to make quick corrective decisions.					
	2	Rapid decisions keep pace with changes in stakeholder needs and expectations.					
	3	Rapid decisions realistically meet needs and expectations.					
	4	The government entity demonstrates excellence in its decisions, exceeding stakeholder expectations.					
	5	There are policies and procedures to manage risks affecting strategic objectives.					
	6	Proactive risk and challenge monitoring leads to sufficient adjustments and changes to overcome them.					
Human Capital Axis							

Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	I believe that continuous development of skills and capabilities of employees significantly contributes to enhancing organizational agility in the Government of Dubai.					
	2	Continuous training and education programs available to employees play a crucial role in achieving institutional excellence.					
	3	Active participation and engagement from employees enhance innovation and flexibility in work.					
	4	I feel that the recognition and incentive system adopted in the Government of Dubai motivates employees to achieve outstanding performance.					
	5	Effective communication between management and employees contributes to achieving institutional goals more effectively.					
	6	Encouraging teamwork enhances the institution's ability to adapt to changes and challenges.					

Section	No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	7	Effective leadership and wise management play a central role in best utilizing employee capabilities.					
	8	Employees are encouraged to innovate and create in ways that serve the institution's goals and enhance its agility.					
	9	Focusing on customer needs and expectations is a key element in achieving organizational agility and excellence.					



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## Appendix B

### List of Reviewers

No	Name	University
1	Dr. Samir Al-Shami	UTEM
2	Dr. Mazen Al-Dab'i	University of Medina - Malaysia
3	Dr. Jassim Al-Balushi	Al Ain University

