

**Relation between Agile Healthcare Organization and Nursing Staff's Job Enrichment**

**Sara Abd-Elgied Hassan El-okel<sup>1,2</sup>, Fouada Mohammed Shaaban<sup>3</sup>, Lobna Khamis Mohamed<sup>4</sup>, Rehab Abd-El-moneim Abou Shaheen<sup>5</sup>**

<sup>1</sup> Master student of Nursing Administration, Faculty of Nursing, Tanta University Egypt

<sup>2</sup> Demonstrator of Nursing Administration, Faculty of Nursing, Tanta University Egypt

<sup>3,4</sup> Prof. of Nursing Administration, Faculty of Nursing, Tanta university Egypt

<sup>5</sup>Lecturer of Nursing Administration, Faculty of Nursing, Tanta University Egypt

**Corresponding author: sara.abd-elgied @nursing.tanta.edu.eg**

**Abstract**

**Background:** Agile health care organization is proactive and purposeful answer to erratic and continuous alterations in the environment, which enables hospitals to continue and devolved in competitive market. So, managers of healthcare organizations required to be significantly more agile, flexible and provide the highest level of patient and nursing staff needs, expectations, and demands. Agile health care organization plays a mediating role to promote professional growth and achievement of goals transition into advanced practice, and job enrichment for nursing staff. **Aim:** To assess the relation between agile healthcare organization and job enrichment of nursing staff. **Design:** Descriptive correlational research design. **Setting:** Tanta University International Teaching Hospital. **Sampling:** All (n=41) head nurses and a stratified proportional random sample (n=286) of nursing staff. **Tools:** Tool I: agile healthcare organization questionnaire. Tool II: job enrichment questionnaire. **Results:** Nursing staff 56.3% showed high level of overall agile healthcare organization. Also 63.6% of nursing staff showed high level of overall job enrichment. A highly strong statistical significant correlation between levels of overall agile healthcare organization and nursing staff job enrichment at  $r=0.533$  ( $p<0.001$ ). **Conclusion:** There was a strong statistical significant correlation between overall agile healthcare organization and nursing staff job enrichment. **Recommendation:** Nursing administration required to provide periodical in-service training programs to sustain nursing staff idea of remaining adaptable and agile in the current competitive environment.

**Keywords:** Agile healthcare organization, Job enrichment, Nursing Staff.

**Introduction**

Changing of patients diseases pattern, new discoveries for treatment and new technology make nursing staff continually adjust to changes in order to keep their organization agile in a highly competitive environment(Akkaya&Tabak,2020).While healthcare organizations required to meet the demands, expectations, and wishes of both patients and nursing staff to achieve the highest possible standard. As well as it required for operating successfully in

today's continuously evolving and expanding global business environment.

Yet, an agile healthcare organization is the weighted conscious answer to unpredictable changes In addition to continue to grow and develop in a competitive environment. An agile healthcare organization required to have a several of general features. For examples features of cooperative systems, employee empowerment, flexible approaches,

modern technology, customer orientation, ongoing learning, creativity, and innovation (Cai, Liu, Huang, and Liang, 2019). The agile healthcare organization creates for nursing staff workplace culture that increasing their involvement in decision-making and avoiding collisions. Three important elements are needed for healthcare organization to be agile, one including agile sensing, agile decision-making, and agile acting.

Agile sensing is the strategic surveillance of environmental events that can impact competitive work, organizational strategy, and the performance of nursing staff in the future. The agile sensing include activities such as accessing information related to the events that reveal environmental change, and omitting of trivial information (Shakhour, 2021).

Agile decision-making is the ability to collect, accumulates, restructure, and evaluate relevant information according to a variety of sources. It aims to explain the implications of the healthcare organization without delay and identify opportunities and threats based on the interpretation of events (Şahin, & Alp, 2020).

Agile acting is a set of activities for re-assembling organizational resources and modifying working processes on the basis of decision-making principles in order to address the change that occurs in the surrounding environment (Sahu, et al., 2023). When agility is applied to healthcare organizations by effective leaders, it will be able to resist the rising competition effectively and enhance nursing staff professional practice and job enrichment (Rahnema, & van Durme, 2021).

The term "job enrichment" refers to the gradation of jobs that builds the opportunity for nursing staff to become familiar with the feelings of responsibility, self-governance, the job itself, achievement, development,

and acknowledgement. It is the vertical loading for giving more responsibilities, more than what originally applied to the job, creating opportunities for professional growth and recognition (Allemon, 2019).

The enriched job must have five-dimensions including skill variety, task identity, task significance, autonomy, and feedback. Skill variety is defined as increasing the number of skills that nursing staff employ while performing work (Lynton & Pareek, 2020). Variety provides nursing staff with a greater sense of capability for performing various kinds of work in different ways. Task identity refers to the extent of perceives the task's completion and end result of the task itself (Putri & Setianan, 2019). The task identity becomes relevant when a task is completed and nursing staff can actually attribute the quality of their efforts.

Task significance refers to how important the task is to the overall efforts of the organization or to the world at large. If nursing staff can see that the task significance is very high, it will serve as a driving force and motivational tool for them to increase and exert more effort on their jobs (Sundari & Narayanamma, 2021).

The autonomy is described as the degree of liberty, freedom, independence, impartiality, objectivity, and administrative ability in accomplishing the task given to them. Finally, feedback is a unique and very important aspect of career development which entails a regular review of the performance of nursing staff in the organization. It doesn't stop there but goes further to communicate back to them (Mohd Zin, Ibrahim, Aman-Ullah, and Ibrahim, 2023).

### Significance of the study

In recent years, nursing academics and practitioners have turned to agile organization as a new management

technique. It aids them in maintaining organizational survival and sustainability in the face of the world's competitiveness and unpredictability, which subsequently enables nursing staff to practice, enrich their job, and fulfill patient outcomes. While job enrichment is a way to increase nursing staff, performance, enhance their job satisfaction, and bestow a sense of responsibility. As well as lead to motivate them by giving the opportunity to use their capabilities and improve their capacities. Therefore, the current study aims to assess the relation between agile healthcare organization and nursing staff job enrichment at Tanta University International Hospital.

### **Aim of the Study**

Assess the relation between agile healthcare organization and job enrichment of nursing staff.

### **Research question**

What is the relation between agile healthcare organization and job enrichment of nursing staff?

### **Subjects and Method**

#### **Study design:-**

A descriptive correlational research design

#### **Setting:-**

The present study was conducted at Tanta University International Teaching Hospital, which is affiliated to Ministry of Higher Education and Scientific Research. Tanta University International Teaching Hospital. The hospital total bed capacity was 465 beds distributing in 14 departments

#### **Subject:-**

All head nurses (n=41) and a stratified proportional randomized sample (n=286) from total number 1104 of nursing staff.

### **Tools of data collection**

To achieve the aim of the study, the data and collected using two tools:

### **Tool (I): Agile Healthcare Organization Questionnaire**

This tool was developed by the researcher based on (Hussein , Morsy, & Ahmed, 2022; Wageeh,2019),and relevant literature (Harraf, Wanasika, Tate, & Talbott, 2019; MohdZin, Ibrahim, Aman-Ullah,. and Ibrahim, 2023) and Abu Qulah, & Harahsheh, 2021) to collect nursing staff assessment of their organization as agile one. It was consisted of two parts as follows:-

#### **Part 1: Nursing staff personal data**

The nursing staff personal data include age, gender, marital status, educational level, years of experience and their work department.

#### **Part 2: Nursing staff assessment of agile healthcare organization**

This part includes 25 items categorized into three dimensions as follows:

Agile sensing, agile decision making and agile acting

#### **–Scoring system**

Nursing staff responses were measured on three-point Likert Scale ranging from "1" disagree to "3" agree. The total score calculated by cut off points and summing scores of all categories. The total scores represent varying levels as follows:-

- High level of agile healthcare organization > 75%
- Moderate level of agile healthcare organization from 60% to 75%
- Low level of agile healthcare organization < 60 %

### **Tool (II): Job Enrichment Questionnaire**

This tool was developed by the researcher based on (Othman and Mohd 2019; Hassan,2021 and Azash ,etal.,2019) and relevant literature (VenithVijay, & Indradevi,2020 ;Tobias Teuber, 2019) to assess the levels of nursing staff job enrichment. This tool includes 28 items categorized into five dimensions as

follows:-Skill variety, task identity, task significance, autonomy and feedback tasks

### Scoring system

Nursing staff responses were measured on five- point Likert Scale ranged from strongly agree (5) to strongly disagree (1). Total score calculated and classified according to statistical cut-off point as follows:-

- High level of job enrichment > 75%.
- Moderate level of job enrichment from 60% to 75%.
- Low level of job enrichment < 60 %.

### Methods

1- An official permission was obtained from the Dean of Faculty of Nursing and the authoritative personnel of Tanta University International Teaching Hospital.

#### 2- Ethical and legal considerations

- a. An approval was obtained from the nursing Scientific Research Ethical Committee before conducting the study with a code number (188-1-2023).
  - b. Nature of the study didn't cause harm to the entire participants
  - c. Informed consent was obtained from nursing staff after explanation of the study aim.
  - d. Confidentiality and privacy was maintained regarding data collection and participants had right to withdrawal from the study at any time.
- 3- Tools I and II were developed by the researcher and translated to Arabic that presented to a jury of five experts in the area of specialty to check content validity of its items.
- 4- The experts' responses were presented in four points rating scale ranging from (4-1): 4=strongly relevant, 3=relevant, 2=little relevant and 1=not relevant. Necessary modifications were done.

The face validity value of tool (I) part 2 that entailed nursing staff assessment of agile healthcare organization was 99.2 % and for

tool (II) 99.3 %. That named nursing staff job enrichment.

- 5- A pilot study was carried out on 10% of subject (n=33) after the development of the tools. The subjects of pilot study were excluded from the main study sample.
- 6- Reliability of tools was tested using Cronbach Alpha Coefficient test. The reliability value of tool (I) nursing staff assessment of agile healthcare organization was 0.934 and for tool (II) 0.879 nursing staff Job enrichment.
- 7- Data collection phase: The data were collected from nursing staff by the researcher using tool (I) and tool (II).
- 8- The appropriate time for data collection varied according to the type of work and workload for each department. The estimated time needed to complete the questionnaire items from the nursing staff was between 15-20 minutes. The data was collected over a period of five months, starting from April 2023 until the end of August 2023.

### Statistical analysis of data

The collected data were organized, tabulated and statistically analyzed using SPSS software statistical computer package version 20. (Armonk, NY: IBM Crop).

### Results

**Table (1): Nursing staff personal characteristic.** Illustrates nursing staff personal characteristics. The table revealed that nursing staff 47.4% were in the age group 30-<45 with mean score  $33.59 \pm 8.28$ . Majority (86.5%) of nursing staff were female and 86.2% were married. More ever, less than half (43.1%) of nursing staff had Technical Nursing Institute degree. Nursing staff 87.5% were nurses and 12.5% were head nurses. High percent (61.2%) had less than ten years of experience with mean score  $11.45 \pm 8.77$ . Nursing staff 50.8% worked in departments, and 49.2% worked in Intensive Care Units (ICUs).

**Figure (1): Nursing staff overall levels for their agile healthcare organization**

Highlights nursing staff overall levels for their agile healthcare organization. More than half of nursing staff showed high level of overall agile healthcare organization. While about one third of them showed moderate level and less than one quarter showed low level.

**Table (2): Nursing staff levels for agile healthcare organization dimensions.**

Represents nursing staff levels for dimension of their agile healthcare organization dimensions. The table highlight that 60.9%, 56.0% and 41.3% of nursing staff respectively showed high level for agile sensing, agile acting and agile decision- making dimensions of their healthcare organization.

**Figure (2) Levels of nursing staff overall job enrichment.**

Levels of overall job enrichment among nursing staff. More than half of nursing staff showed high level of overall job enrichment, while more than quarter of nursing staff showed moderate level and few showed low level.

**Table (3): Levels of nursing staff dimensions about their job enrichment.**

Levels of nursing staff dimensions about their job enrichment. Nursing staff 71.3% and 62.4% showed high level in tasks significance and, tasks identity dimensions respectively .While, 59.3% and 57.8% of nursing staff showed high level of skill variety and feedback dimensions of job enrichment respectively. But 43.1% and 24.2% of nursing staff showed moderate and low levels of autonomy dimensions respectively.

**Table (4): Relation between nursing staff overall levels of their agile healthcare organization and their personal data.**

Relation between nursing staff overall levels of agile healthcare organization and

their personal data. There wasn't statistically significance relation between overall levels of nursing staff responses of their agile healthcare organization and their personal data. Except for their position at  $\chi^2 = 9.210$ , (  $p = 0.010$  ).

**Table (5): Relation between nursing staff overall levels of their job enrichment and personal data.**

Relation between nursing staff overall levels of job enrichment and personal data. There was statistically significance relation between overall levels of their job enrichment and personal data regarding their age at  $\chi^2 = 12.965$ , (  $MCp = 0.010$  ) , their position at  $\chi^2 = 6.768$ , (  $p = 0.034$  ) and for their years of experience at  $\chi^2 = 12.844$ , (  $MCp = 0.033$  ) .

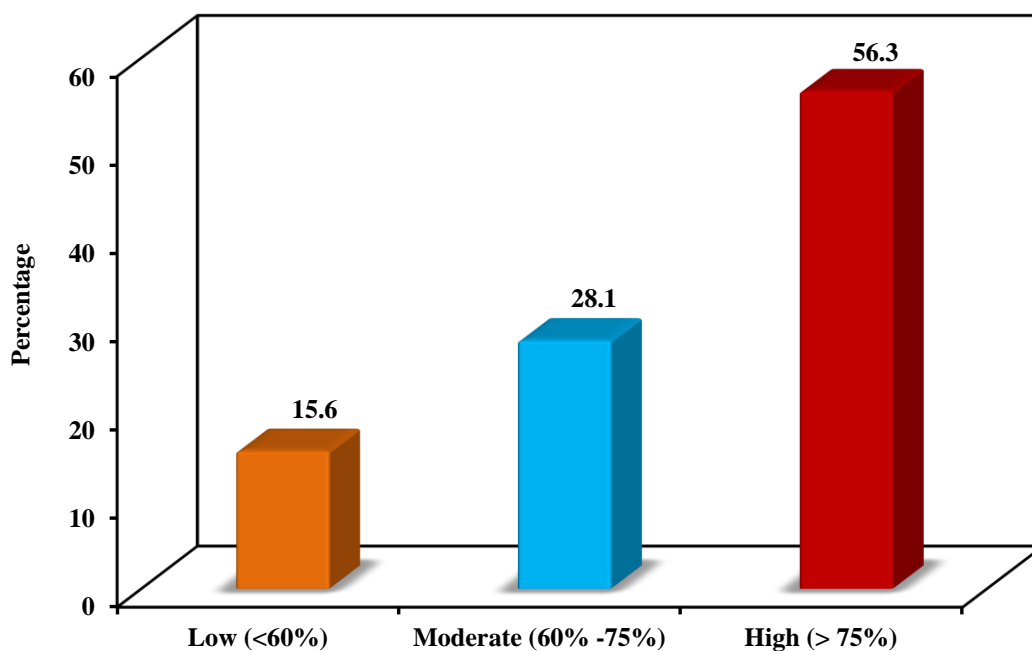
**Figure (3):Correlation between nursing staff levels of agile healthcare organization and job enrichment.**

Represent correlation between nursing staff levels of agile healthcare organization and levels of their job enrichment. There is a strong statistical significant correlation between levels of overall nursing staff agile healthcare organization and their job enrichment at  $r = 0.533$  (  $p < 0.001$  ).

**Table (1): Nursing staff personal characteristic (N=327)**

Nursing staff personal data	Total (n = 327)	
	No	%
<b>Age</b>		
<30	124	37.9
30-<45	155	47.4
≥45	48	14.7
Min – Max	23.0 – 60.0	
Mean ± SD	33.59 ± 8.28	
Median	30.0	
<b>Gender</b>		
Male	44	13.5
Female	283	86.5
<b>Marital status</b>		
Married	282	86.2
Un Married	45	13.8
<b>Educational level</b>		
Secondary Diploma In Nursing	33	10.1
Technical Nursing Institute	141	43.1
Bachelor of Science in Nursing	139	42.5
Postgraduate studies	14	4.3
<b>Position</b>		
Head nurse	41	12.5
Staff nurse	286	87.5
<b>Years of experience</b>		
<10	200	61.2
10-<20	56	17.1
20-<30	57	17.4
≥30	14	4.3
Min – Max	1.0 – 39.0	
Mean ± SD	11.45 ± 8.77	
Median	9.0	
<b>Job department</b>	N	N%
General Surgery department	21	6.4
Orthopedic department	17	5.2
Neurological department	17	5.2
Vascular department	16	4.9
Cardiothoracic department	18	5.5
Oncology department	20	6.1
Anesthesia ICU	28	8.6
Cardiac ICU	29	8.9
Medical ICU	28	8.6
Pediatric ICU	28	8.6
Burn ICU	27	8.3
Kidney ICU	26	8.0
Neonates ICU	27	8.3
Bone Marrow transplantation ICU	25	7.6

SD: Standard deviation



**Figure (1): Nursing staff overall levels for their agile healthcare organization (N=327)**

**Table (2): Nursing staff levels for agile healthcare organization dimensions (N=327)**

Dimensions of agile healthcare organization	Low (<60%)		Moderate (60% -75%)		High (> 75%)	
	No.	%	No.	%	No.	%
- Agile sensing	71	21.7	57	17.4	199	60.9
- Agile decision making	106	32.4	86	26.3	135	41.3
- Agile acting	50	15.3	94	28.7	183	56.0
- Overall	51	15.6	92	28.1	184	56.3

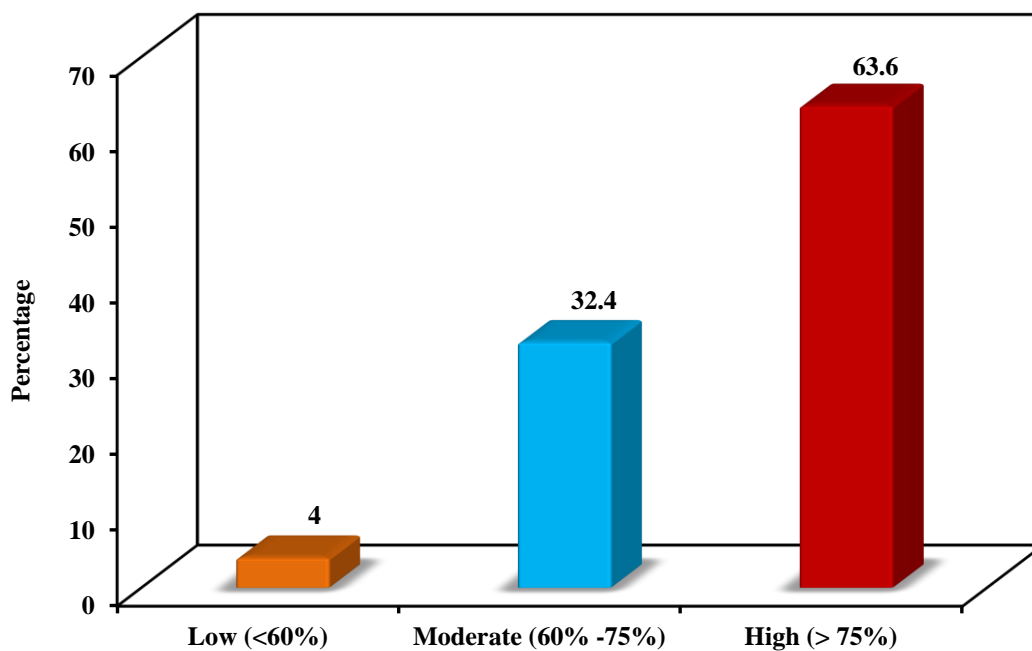


Figure (2) Levels of nursing staff overall job enrichment (n=327)

Table (3): Levels of nursing staff dimensions about their job enrichment

Job enrichment dimensions	Low (<60%)		Moderate (60% -75%)		High (> 75%)	
	No.	%	No.	%	No.	%
- Skills variety	21	6.4	112	34.3	194	59.3
- Tasks identity	12	3.7	111	33.9	204	62.4
- Tasks significance	14	4.3	80	24.5	233	71.3
- Autonomy	79	24.2	141	43.1	107	32.7
- Feedback	31	9.5	107	32.7	189	57.8
- Overall	13	4.0	106	32.4	208	63.6



**Table (4): Relation between nursing staff overall levels of their agile healthcare organization and their personal data (n=327)**

Personal characteristics	Level of overall agile healthcare organization						$\chi^2$	P
	Low (n =51)		Moderate (n =92)		High (n =184)			
	No.	%	No.	%	No.	%		
<b>Age (years)</b>								
<30	17	13.7	36	29.0	71	57.3	8.048	0.090
30-<45	31	20.0	45	29.0	79	51.0		
≥45	3	6.3	11	22.9	34	70.8		
<b>Gender</b>							2.498	0.287
Male	8	18.2	8	18.2	28	63.6		
Female	43	15.2	84	29.7	156	55.1		
<b>Marital status</b>							0.769	0.681
Married	42	14.9	80	28.4	160	56.7		
Un Married	9	20.0	12	26.7	24	53.3		
<b>Educational level</b>							9.900	0.129
Secondary Diploma In Nursing	3	9.1	11	33.3	19	57.6		
Technical Nursing Institute	22	15.6	35	24.8	84	59.6		
Bachelor of Science in Nursing	26	18.7	44	31.7	69	49.6		
Postgraduate studies	0	0.0	2	14.3	12	85.7		
<b>Position</b>							9.210*	0.010*
Head nurse	4	9.8	5	12.2	32	78.0		
Staff nurse	47	16.4	87	30.4	152	53.1		
<b>Years of experience</b>							7.828	0.251
<10	33	16.5	65	32.5	102	51.0		
10-<20	9	16.1	13	23.2	34	60.7		
20-<30	8	14.0	12	21.1	37	64.9		
≥30	1	7.1	2	14.3	11	78.6		
<b>Department name</b>							33.106	MC p=0.128
General Surgery department	2	9.5	3	14.3	16	76.2		
Orthopedic department	3	17.6	6	35.3	8	47.1		
Neurological department	4	23.5	5	29.4	8	47.1		
Vascular department	3	18.8	8	50.0	5	31.3		
Cardiothoracic department	1	5.6	1	5.6	16	88.9		
Oncology department	3	15.0	5	25.0	12	60.0		
Anesthesia ICU	4	14.3	5	17.9	19	67.9		
Cardiac ICU	8	27.6	7	24.1	14	48.3		
Medical ICU	4	14.3	6	21.4	18	64.3		
Pediatric ICU	3	10.7	9	32.1	16	57.1		
Burn ICU	1	3.7	9	33.3	17	63.0		
Kidney ICU	6	23.1	10	38.5	10	38.5		
Neonates ICU	6	22.2	10	37.0	11	40.7		
Bone Marrow transplantation ICU	3	12.0	8	32.0	14	56.0		

 $\chi^2$ : Chi square test

MC: Monte Carlo

p: p value for comparison between the studied categories

\*: Statistically significant at  $p \leq 0.05$

**Table (5): Relation between nursing staff overall levels their job enrichment and their personal data (n=327)**

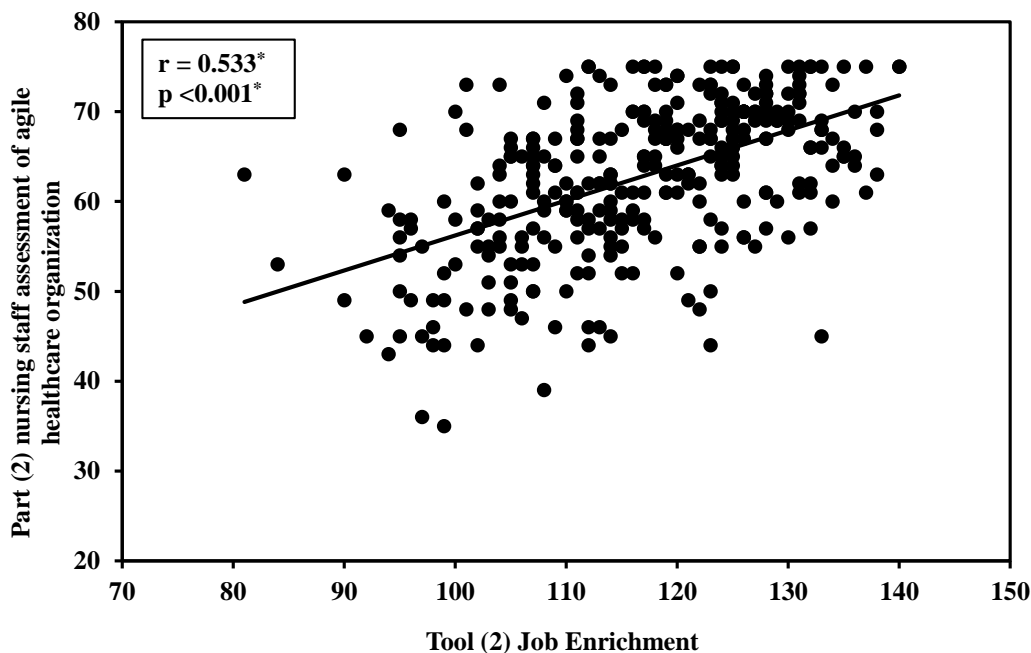
Personal characteristics	Overall level of Job Enrichment						$\chi^2$	P
	Low (n=13)		Moderate (n =106)		High (n =208)			
	No.	%	No.	%	No.	%		
<b>Age (years)</b>								
<30	6	4.8	40	32.3	78	62.9	12.965*	MC p=0.010*
30-<45	5	3.2	60	38.7	90	58.1		
≥45	2	4.2	6	12.5	40	83.3		
<b>Gender</b>							2.880	0.237
Male	1	2.3	10	22.7	33	75.0		
Female	12	4.2	96	33.9	175	61.8		
<b>Marital status</b>							1.388	0.500
Married	10	3.5	90	31.9	182	64.5		
Un Married	3	6.7	16	35.6	26	57.8		
<b>Educational level</b>							4.668	MC p=0.546
Secondary Diploma In Nursing	1	3.0	9	27.3	23	69.7		
Technical Nursing Institute	5	3.5	44	31.2	92	65.2		
Bachelor of Science in Nursing	6	4.3	51	36.7	82	59.0		
Postgraduate studies	1	7.1	2	14.3	11	78.6		
<b>Position</b>							6.768*	0.034*
Head nurse	2	4.9	6	14.6	33	80.5		
Staff nurse	11	3.8	100	35.0	175	61.2		
<b>Years of experience</b>							12.844*	MC p=0.033*
<10	10	5.0	72	36.0	118	59.0		
10-<20	1	1.8	20	35.7	35	62.5		
20-<30	2	3.5	14	24.6	41	71.9		
≥30	0	0.0	0	0.0	14	100		
<b>Department name</b>							31.735	MC p=0.072
General Surgery department	0	0.0	7	33.3	14	66.7		
Orthopedic department	0	0.0	7	41.2	10	58.8		
Neurological department	0	0.0	5	29.4	12	70.6		
Vascular department	3	18.8	7	43.8	6	37.5		
Cardiothoracic department	1	5.6	3	16.7	14	77.8		
Oncology department	0	.0	1	5.0	19	95.0		
Anesthesia ICU	1	3.6	5	17.9	22	78.6		
Cardiac ICU	1	3.4	13	44.8	15	51.7		
Medical ICU	1	3.6	9	32.1	18	64.3		
Pediatric ICU	2	7.1	8	28.6	18	64.3		
Burn ICU.	1	3.7	8	29.6	18	66.7		
Kidney ICU	1	3.8	11	42.3	14	53.8		
Neonates ICU	1	3.7	13	48.1	13	48.1		
Bone Marrow transplantation ICU	1	4.0	9	36.0	15	60.0		

 $\chi^2$ : Chi square test

MC: Monte Carlo

p: p value for comparison between the studied categories

\*: Statistically significant at  $p \leq 0.05$



**Figure (3):Correlation between nursing staff levels of agile healthcare organization and job enrichment (n=327)**

### Discussion

Today, for retaining and maintain sustainability and competitive challenges, it is require to manage and continuous direct healthcare Organizations to remain in agile form (Gaikwad and Sunnapwar, 2020) (Anvari, 2021). Being agile is a vital for ensuring better performance in environmental issues; ensure high level of patient satisfactions and corporate goals of healthcare organizations (Shojaei, 2020). Additionally, agile management promotes concept of continuous improvement and efforts to systematically identify any changes and developments in healthcare organizations (Lou, Mao, and Zhang, 2022) and (Chavez, Sadiq Jajja, Lecuna, and Fynes, 2020).

Agile healthcare organizations are those that can identify and adapt quickly to changing circumstances in their environment. It has elements that differentiate it from a traditional health organization. The agile health

organization balances different forms of organizational structure but favours the decentralize connected and multidisciplinary forms. So it fights the inertia of bureaucracy with a culture of creativity, teamwork and autonomy. Nursing staff represent the healthcare team work who have an enormous impact on how well healthcare services are given. Job enrichment is one strategy to improve nursing staff performance and providing them opportunities for their personal accomplishment and growth. As well as, increase their productivity and satisfaction.

Job enrichment is a design of job that increases the volume of nurses autonomy, control, skill varieties and responsibility which invariably helps to reduce rigidity, tediousness, lack of creativity and nurses` dissatisfaction. Apparently, agile healthcare organization and nursing staff job enrichment have become important firm competencies

that can have profound impacts on satisfaction of patient and nursing staff performance, and should be implemented as management criteria in hospital units. The current study aimed to assess the relation between agile healthcare organization form and nursing staff job enrichment.

### **Agile organization**

Agile healthcare organization as a system has been further emphasized by the sense-response process (agile sensing is linked with scanning for new information, the response is linked to decision making that deals with information interpretations and agile acting deals with deploying a plan to act) that views the three strategic tasks as being the central nervous system of the organization as conceptualized by **Park (2019)**. Proactively agile organizations predict and detect the emerging trends within the healthcare environment in a timely manner to gain the maximum benefit. Moreover, the agile organization concept within this study will be conceptualized based on its dimensions.

The present study revealed that more than half of nursing staff reported high overall agile level of their healthcare organization. Most properly, this due to recently healthcare organizations adapted with the current digital age and increasing the demand for technological adjustment such as electronic health record system. Yet it converted to use new devices in dealing with the patients, adjusted and start to apply agility principles to have quickly changing requirements. As well as incorporate feedback from patients, nursing staff and other stakeholders.

Really, the managers increased their operational competitive capabilities at the highest level to maximize their healthcare organization performance. Actually the successful healthcare organizations with high sensing capability can reconfigure its resources and mobilize them toward the detected organization opportunities. While if

the organization cannot sense healthcare opportunities will be missed, resources will be unexploited, and consequently, the response capability will not be activated.

So the agile healthcare organizations expected to establish numerous communication channels within the internal and external healthcare environment in order to collect the right strategic information about the competitor and the customers including patients in a timely manner. As well as started to adopt disruptive technologies such as blockchain to accomplish data efficiency; data access flexibility, interconnection, transparency, security, and more. Such innovative technologies can maximize the sensing ability of their healthcare organizations, since sensing is considered as its system input.

**Nagib, et al .,(2022)** study organizational agility the pathway to career aspirations among staff nurses at selected hospitals. Support the present study, and found high level of organizational agility this outcome could be explained by the Cairo hospital management's efforts to remain adaptable, respond quickly and wisely to predictable and unforeseen changes, especially when dealing with the COVID-19 pandemic, and quickly adjust to environmental demands, such as making changes to the current work practices and processes that were felt and understood by nurses.

**OKTAY, (2020)** investigate organizational agility perceptions of business people in a low-income province and support the present result of study. The findings show that for an organization to be agile, its top management must be adaptable and proactive in taking the required safeguards against unforeseen opportunities and threats. Experienced managers also play a crucial role in an organizational agility. Also consider the fact that organizations with higher numbers of employees may be managed by more

professional and experienced managers than organizations with fewer employees, as a result of research it can be said that organizations with a higher number of employees are perceived as more agile.

**Elsayed, and Abdel-Ghani, (2020)** study about learning organization and its influence on organization resilience and creativity in Mansoura Oncology Centre. The research findings revealed that organization agility level was high. This might be the result of the hospital maintaining its integrity, effectively coming up with different solutions based on the circumstances, and developing substitutes in order to take advantage of unfavourable circumstances.

Conversely, **Hussein.,et al (2022)** study about organizational agility the pathway to job enrichment among nurses, not support current study. The overall level of nurses' perception was moderate, this may be interpreted by efforts of the hospital management to maintain flexible and to react promptly and wisely against predictable and unpredictable changes, especially when dealing with the COVID-19 pandemic. Also due to the quickly adjust to environmental demands, such as making modifications to the existing work practices and processes according to what felt and understood by nurses.

### **Job enrichment**

Job enrichment in present study is a work redesign strategy that aims at increasing the motivation potential of jobs, mainly through making jobs more interesting. It has equally been seen to be an approach for enhancing nursing staff job satisfaction. It have ability to meet nursing staff psychological and social needs leading to enhanced their productivity ,reduced their absenteeism, and reduced their supervisor conflicts. The purpose of job enrichment is to fulfill the demands of nursing staff by providing them with the chance to utilize their

competencies (skills, knowledge, and range of abilities) in order to meet organizational goals. It has five dimensions of jobs are skill variety, task identity, task significance, autonomy, and feedback.

The present study revealed that more than half of nursing staff reported high level of overall job enrichment, high level of skill variety, tasks identity and task significance dimensions. Most properly, from the researcher point of view this may be due to nurses perceived that hospital management continuously gives the nursing staff the chance to do challenging task. Also offers more autonomy and freedom in executing the related responsibility. As well as in choosing the way to perform the work and adds variety and challenge to nursing staff daily routine. Beside that the hospital management set training programs for developing nursing staff skills and abilities. Additionally, frequent updating to nursing staff knowledge and skills which lead to enhance and induce motivation and enrichment to them.

**AGHEDO, (2023)** Study about job enrichment and organizational efficiency, a study of Niger flour mills calabar, Nigeria, a descriptive research, Support the current study and indicated high level of nursing staff enrichment and favorable correlation between job enrichment in terms of nursing staff autonomy and career growth and organizational efficiency. This clearly supports the concepts that job enrichment contributes to job satisfaction and nursing staff engagement and resulting in organizational efficiency. The study recommended that nursing staff should be given considerable level of autonomy in areas such as decision making, responsibilities and control in order to contribute to organizational efficiency.

Also, **Ozigbo, & Daniel, (2020)** study the effects of job enrichment on employee performance, it study the non-teaching staff

of University of Abuja, FCT, and reported high level of enrichment. When nursing staff jobs are enriched, their job dissatisfaction and lower commitment tends to disappear. As well as reported a significant positive relationship exists between job depth, job training dimension of the job enrichment and organizational performance. While suggested that employees should be given more tasks acknowledged in order to strengthen their dedication to their institutions goals and objectives.

On the other hand, **Hussein , et al (2022)** Study about organizational agility: The Pathway to Job Enrichment among Nurses, found that more than half of nurses reported that job enrichment level was moderate. At the same time about quarter of nurses reported that job enrichment level was high because their hospital management always give them high autonomy, and to support their initiative to provide high-quality work and job excellence. This was done by enhancing the work environment and enrich their job with needed resources to create opportunities for skill development.

But, **Siddiqui, & Bisaria, (2020)** study employee job satisfaction-correlate of job enrichment: An empirical overview concluded that less than half of nurses had moderate job enrichment and **Asl, et al., (2019)** examining the relationship between job enrichment and performance stated that total level of job enrichment was low as reported by less than two thirds of studied nurses

### **Relations and correlations**

The study result showed that there was no statistically significant relation between overall levels of nursing staff responses of their agile healthcare organization and their personal data. Except for their work position, this may be attributed to that the agile healthcare organization is more influenced by knowledge, skills, motivation, capabilities of

the nursing staff to respond rapidly to organizational technologies, changes and uncertainties.

This finding confirmed by **Kamal, (2022)**. Who conducted study about organizational agility and teamwork as perceived by nursing staff found that participants' perceptions of organizational agility did not differ significantly by their personal data. And also, supported by **Oktay, (2020)** study to investigate organizational agility perceptions; revealed that the perception levels of people regarding organizational agility and the sub-dimensions that form the scale did not differ significantly except in favor of age. While **Hussein , et al (2022)** state there was a positive highly statistical significant correlation between total job enrichment as reported by nurses and their age, years of experience and education qualification.

Current study results represent there was strong statistical significance correlations between agile healthcare organization and job enrichment. Apparently the present hospital appear acting as an agile healthcare organization having enriched nursing staff who are enthusiastic, active, committed and motivated to enhance and complete their role effectively and accomplish their tasks completely. Again **Hussein , et al (2022)** support the current study and stat there was a highly statistically significant correlation between total scores of healthcare organizational agility and total job enrichment scores

### **Conclusion**

Nursing staff of present study reported that Tanta University International Teaching Hospital had high overall level as an agile healthcare organization. More than half of nursing staff represented high level for its agile sensing and agile acting dimensions. Also, they showed high level of overall job enrichment, especially task significance, task identity, skill Variety and feedback dimensions. Highly

statistical significant positive correlation found between agile

healthcare organization and job enrichment of nursing staff.

### Recommendations

Based on the current study's findings, the following recommendations are suggested

#### For nursing administration

- Provide periodical in-service training programs to sustain nursing staff idea of remaining adaptable and agile in the current competitive environment.
- Conduct monthly meeting to increase self-awareness among nursing staff regarding organizational tactics that enhance using adaptability, flexibility and resilience to deal with day-to-day operation issues.
- Permit nursing staff to have autonomy and to use their skills and abilities in accomplishment of their assigned duties and responsibilities.

#### For head nurses

- Seriously, supervise nursing staff cooperation, flexibility and autonomy in daily work operations and force mutual respect among them.
- Build culture of work environment, loyalty and commitment among nursing staff.

#### For nursing staff

Nursing staff required to follow nursing care standard, infection control principle, teamwork, communication skills and maintain recognition of achievement

#### For nursing research

Many research studies are needed about agile healthcare organizations different aspects as effect of agile healthcare organization on nursing staff performance, patient outcome, organizational cost and reputation. organizational cost and reputation.

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