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THE ROLE OF ORGANIZATIONAL AGILITY IN CREATING LEARNING ORGANIZATION (AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF WORKERS IN THE HEALTH CARE CENTER IN THE ABBAS NEIGHBORHOOD IN THE HOLY CITY OF KARBALA)

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Abstract
The main objective of the study is to find a relationship of correlation and influence of organizational agility with the learning organization, and the study was conducted at the Primary Health Care Center in Al-Abbas neighborhood in the holy city of Karbala to find out the level of opinions and understanding among workers about the variables of the study. The main hypotheses of the study were the correlation and effect between the variables and determining the effect of the sample demographics on the dependent variable. The questionnaire was used as a study tool in collecting the required data, and the study reached the fact that there is a strong positive correlation between the dimensions of the organizational agility with the learning organization, as for the effect relationships between the study variables, they were of insignificant value.

INTRODUCTION
In light of the changes that dominate the global situation, many external and internal factors have interfered with the influence of the business

organizations' activities. Also, increased competition between organizations contributed to the increasing demands of organizations to realize the need to adopt strategic directions and emphasize the restructuring of resources and the amendment of operations. This was helped by the use of information technology at work to make organizations more agile in responding quickly to customer requests [1].

The organizations do not operate in isolation from the surrounding environment, as conditions sometimes force organizations to make many changes. As organizations make changes to improve their performance, increase their profits and solve problems. In order to adapt to changing circumstances, many organizations are working to establish new departments and units, distinguishing their organizational structure, adapting to new technology and so on [2].

The organizations must work to motivate workers to play the role in changes in order to avoid resisting change, when workers participate in implementing the change, the change will be more effective, and on the contrary that conflict may occur between management and workers.

Responding to change in the external environment is considered an important issue in the business world today and helps organizations achieve survival. As a result of political, social and technological changes, organizations seek to be graceful. If we look at global and large multinational organizations, making change is an ongoing process to achieve competition [3].

THEORETICAL FRAMEWORK
Organizational Agility
The concepts and definitions of organizational agility multiplied, as it was defined as the ability of the organization to achieve the desired results that it aspires to achieve as a result of developing its products and increasing knowledge of its human resources, which is reflected in the organization's development and making it light in a rapidly changing turbulent environment [4].

The organizational agility can express the level of an organization's ability to deal with environmental changes that often arise unexpectedly in a work environment by a rapid and innovative response that exploits changes as opportunities for growth and prosperity[5].

According to [6] that survival and competition are very important for organizational agility, since coordination with suppliers and customers is the best thing for the organization as many companies do not have the resources to take advantage of any opportunity that comes in their way. Working with suppliers and customers It will lead to learning processes and achieving agility for the organization. [7] noted that the correlation of the business environment with looking at business models individually rather than applying the same concept during the strategy development process, can contribute to achieving strategic agility in an effective manner.

The culture of agile organizations can be reflected in:

1. Focusing on customers and the market with internal systems, through processes and structure that facilitate this.
2. Anticipate need, risks and opportunities.
3. Speed in making and implementing decisions.
4. Flexibility.
5. A climate conducive to experiment, creativity and shared learning.
6. Participation and empowerment of workers.
7. Joint work / team beyond boundaries.
8. Continuous improvement and risk management.
9. Efficiency and effectiveness[8].

Learning Organization

[9] indicated that the learning organization is the organization in which individuals constantly increase their energies and abilities to create the results that they really desire, as new and broad intellectual patterns mature and a group of collective goals and ambitions are set in them.

[10] defined the learning organization through its role in analyzing experiences and benefiting from them, that the learning organization is an organization whose management has the ability to gain insight and understanding by analyzing what skills and experiences and benefit from them, whether those experiences have positive results Or negative results. The knowledge perspective of the learning organization expresses its ability to have the skill to create, acquire and transfer knowledge that has now become one of the vital roles of the manager, and the learning organization is the one that builds systems that have the ability and capabilities to obtain knowledge within a long-term plan, enabling them to make continuous changes [11].

[12] describe the learning organization is constantly managing its experiences and converting it into an accessible knowledge of all its human resources and it is related to its basic goals.

[13] indicated that there are a number of reasons that drive to build the learning organization, including:

1. Obtaining distinguished performance at the level of the individual and the organization as a whole.
2. Improving the quality of the produced goods and services provided through creativity, research and development.
3. Attracting and maintaining clients by satisfying their needs, desires and expectations.
4. Obtaining human resources committed to serious and coherent work among them.
5. The need of the modern era for learning organizations.

Hypothesis:
- Are there correlations between organizational agility and the learning organization at the macro level and dimensions?

• Is there an impact of organizational agility on the learning organization?

METHODOLOGY
The sample of the study included a group of workers in the health care center in the Abbas neighborhood in the holy city of Karbala. The sample size was (25) individuals from the workers in this center. In order to collect data, the questionnaire is used as a tool for this, which included a set of questions related to the measure of organizational agility [14] and questions related to measuring the learning organization [15].

Table 1. Measurement Model

Variable	Dimensions	Description
Organizational Agility	Dynamic Strategy / Strategizing	Traditionally, this organization has the unified goal or mission that goes beyond the concept of profitability and growth
		Traditionally, this organization has developed its strategies in a flexible manner
		Traditionally, this organization has a culture that embraces change as usual
		Traditionally, this organization has core values that can reflect its willingness to change
	Perceiving	Traditionally, this organization spends more time thinking about the future
		Traditionally, this organization places as many workers as possible in the event of communication with the external environment, especially with customers
		Traditionally, this organization permits the free flow of information from outside to units or groups where it is most valuable
		Traditionally, this organization shares information about business and financial strategy with all employees
		Traditionally, this organization has formal techniques to create communication between senior management and workers at all organizational levels
	Testing	Traditionally, this organization stimulates innovation
		Traditionally, this organization has sufficient budget " slack " to enable workers to develop new products or better ways to work together
		Traditionally, this organization has flexible budgets that respond to changes in the market
		Traditionally, this organization can quickly transform its structure to take advantage of new opportunities
		Traditionally, this organization regularly reviews learning from change efforts
	Implementing	Traditionally, this organization has the potential to change as a source of strength
		Traditionally, this organization has better developed change abilities
		Traditionally, this organization was rewarded on the basis

		of seniority more than performance
		Traditionally, this organization motivates managers to develop leadership skills for their direct reports
Learning Organization	Continuous learning	In my organization, workers help each other to learn
		In my organization, workers give time to support learning
		In my organization, workers are rewarded for learning
	Dialogue and inquiry	In my organization, workers give each other honest and open feedback
		In my organization, where workers clarify their point of view, they can ask what other people think
		In my organization, workers spend time with each other in building trust
	Team learning and collaboration	In my organization, teams and groups are free to adapt their goals as required
		In my organization, teams and groups are reviewing their thinking as a result of group discussions or information gathered
		In my organization, teams and groups are confident that the organization will work on the basis of their recommendations
	Embedded systems	My organization creates systems to measure gaps between current and expected performance
		My organization, makes beneficial learning lessons available to all employees
		My organization measures the results of time and resources spent on training
	Empowerment	My organization, distinguishes individuals in order to take initiatives
		My organization gives individuals control over the resources they need to get their work done
		My organization, supports workers who take calculated risk
	Systems connections	My organization, motivates individuals to think from a global perspective
		My organization works together with the external community to meet common needs
		My organization, motivates individuals to get answers across the organization to solve problems
	Strategic leadership	In my organization, leaders work to guide and train their followers
		In my organization, leaders work to ensure that the work of the organization is consistent with its values
		In my organization, leaders are constantly looking for learning opportunities

RESULTS

In order to analyze the nature of the relationship between organizational agility and the learning organization, it is necessary to test the relationships of

influence and correlation between the two variables through the statistical analysis below.

Table (2) shows the correlation values between the dimensions of organizational agility and the learning organization, as the low correlation relationship ranges between (0.00 - 0.30), while the strong correlation ranges between (0.31 - 0.70), and the very strong correlation relationship ranges from (0.71 - 100%). There is no correlation relationship if the correlation coefficient value is (0), and the weak negative correlation is between (- 0.00 to -0.30) and the strong negative correlation if it ranges between (-0.31 to -0.70), and the very strong negative correlation ranges from Between (-0.71 to - 100%).

Table 2. Correlations

		Dynamic Strategy / Strategizing	Perceiving	Testing	Implementing	Learning Organization
Dynamic Strategy / Strategizing	Pearson Correlation	1	.644**	.743**	.876**	.835**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	25	25	25	25	25
Perceiving	Pearson Correlation	.644**	1	.876**	.865**	.785**
	Sig. (2-tailed)	.001		.000	.000	.000
	N	25	25	25	25	25
Testing	Pearson Correlation	.743**	.876**	1	.877**	.805**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	25	25	25	25	25
Implementing	Pearson Correlation	.876**	.865**	.877**	1	.912**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	25	25	25	25	25
Learning Organization	Pearson Correlation	.835**	.785**	.805**	.912**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	25	25	25	25	25
**. Correlation is significant at the 0.01 level (2-tailed).						

It is clear from the results in Table (2) that there is a strong positive correlation between the two variables, as all values were high, which supports the relationship with which the study came, and therefore the presence of organizational agility can contribute to creating the learning organization. As for testing the second main hypothesis related to finding the effect relationship between organizational agility and the learning organization, simple and multiple regression analysis can be used as shown below.

Table 3. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.896ᵃ	.803	.794	.433	.803	93.543	1	23	.000
a. Predictors: (Constant), Organizational Agility									

The value of R square, which was (.794) indicates that organizational agility (independent variable) explains the percentage (.794) of the changes that occur to the learning organization (dependent variable).

Table 4. Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.509	1	17.509	93.543	.000ᵇ
	Residual	4.305	23	.187		
	Total	21.814	24			
a. Dependent Variable: Learning Organization						
b. Predictors: (Constant), Organizational Agility						

It is clear from Table (5) that the (sig.) Has reached (.892) which is greater than (0.05) and this means that the model is not significant and thus accepting the null hypothesis, which indicates that there is no sig.

Table 5. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.051	.375		-.137	.892
	Organizational Agility	.960	.099	.896	9.672	.000
a. Dependent Variable: Learning Organization						

To effect of organizational agility in creating the learning organization, and from In order to test the effect of the sub-dimensions of the independent variable on the dependent variable, multiple regression analysis was used as shown in tables (6,7,8), respectively.

Table 6. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.916ᵃ	.838	.806	.420	.838	25.932	4	20	.000
a. Predictors: (Constant), Implementing, Perceiving, Dynamic Strategy / Strategizing, Testing									

In order to accept or not accept the hypotheses, it is necessary to know the value of sig. When that value is greater than 0.05, this means a statistically significant effect, and vice versa.

Table 7. Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.288	4	4.572	25.932	.000[b]
	Residual	3.526	20	.176		
	Total	21.814	24			
a. Dependent Variable: Learning Organization						
b. Predictors: (Constant), Implementing, Perceiving, Dynamic Strategy / Strategizing, Testing						

The order of the impact strength of the sub-dimensions in the dependent variable depends on the gradient of the Beta parameter as shown in Table (8).

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.157	.403		-.389	.701
	Dynamic Strategy / Strategizing	.218	.242	.192	.899	.379
	Perceiving	.059	.201	.068	.292	.773
	Testing	.007	.217	.007	.031	.976
	Implementing	.691	.333	.679	2.078	.051
a. Dependent Variable: Learning Organization						

After that, the researchers used the one-way analysis of variance (ANOVA) to study the differences between demographic factors (gender, age, educational qualification) and impact them on learning organization (Table 9-11).

Table 9. The effect of gender on the learning organization ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.810	2	.405	.424	.659
Within Groups	21.004	22	.955		
Total	21.814	24			

Table 10. The effect of age on the learning organization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.743	4	1.686	2.237	.101
Within Groups	15.071	20	.754		
Total	21.814	24			

Table 11. The effect of qualification on Learning Organization

Learning Organization					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.171	4	1.293	1.554	.225
Within Groups	16.643	20	.832		
Total	21.814	24			

Table (12) indicates the values of the descriptive statistics of the sub-dimensions of organizational agility on the learning organization. The table included the arithmetic mean in addition to the standard deviation.

Table 12. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Dynamic Strategy / Strategizing	25	1	5	3.78	.840
Perceiving	25	0	5	3.62	1.105
Testing	25	1	5	3.58	.953
Implementing	25	1	5	3.72	.936
Learning Organization	25	0	4	3.48	.953
Valid N (listwise)	25				

Table (13) indicates a measure of reliability statistics, which shows the level of reliability in the paragraphs of the questionnaire, the measuring tool in the study, and the effectiveness of the variables in measuring the basic dimensions of the study, as Cronbach's Alpha showed special statistical results.

Table 13. Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.977	39

As the value was represented by (.977), which is a relatively large percentage in the statistical sciences, indicating the reality of the study scale and its ability to achieve the required goals of the study.

CONCLUSION AND DISCUSSION

It is clear from the values of the correlation relationships that there is a large role for organizational agility in creating the learning organization. As the values were very high, especially in the dimension (implementation), whose value was (.912). This indicates that the organization when it is able to implement the change while possessing the advanced capabilities of this change while motivating managers to develop leadership skills that enables them to reach the learning organization. While the responses of the sample on the questionnaire paragraphs, it showed the growing interest of respondents with the dimensions of the study, especially at the dimension (dynamic strategy), which got the highest value for the arithmetic mean, and this indicates the interest of workers in the goal of the organization and its mission, and finding a flexible strategy that possesses the culture of change and a permanent willingness to change because it is rooted Within its core values.

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