

# STRATEGIC AGILITY, WORK AUTONOMY, COMMUNICATION, JOB SAFETY, COMMITMENT AND A RESEARCH

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**Abstract** - The aim of this research is to reveal the opinions of hospital employees on strategic agility, work autonomy, organizational communication, job security and organizational commitment. The research was conducted with descriptive research model. A total of 171 questionnaires were used for the research project and all analyzes were performed using the SPSS for Windows 22.00 and AMOS 22.0 programs. Confirmatory factor analysis (CFA) was performed on the scales used in the study and Cronbach's alpha values were calculated. Structural equation model was used to test hypotheses. Organizational Commitment variable by 45%, work autonomy by 52% is explained. Moreover, commitment variance is explained by 26%, strategic agility variance is explained by 23%. This research is limited by 171 participants. As a result, health care professionals feel safe in the environment where work safety is provided in health institutions, and their commitment to the institution seems to be increased. Organizational communication and work security have increased in the health institutions and the result of the Strategic Agenda has been reached. Health care workers ensuring correct and regular communication between themselves and their managers and increasing the agility in the health institutions where all the measures are taken in these matters where they work in a safe environment and work accidents and occupational diseases are minimized. The increase in organizational commitment and work autonomy will result in a decrease in organizational communication.

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**Keywords** - Strategic Agility, Work Autonomy, Communication, Job Safety, Commitment.

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## I. INTRODUCTION

In the early 1980's the need for flexibility increased considerably and quality, waste reduction have become prominent features. As a result, lean production gained popularity [1]. For the first time in 1991, the concept of agility was included in the "21st Century Manufacturing Enterprise Strategy" published by the Iacocca Institute [2]. Agility is the ability to respond to innovations, high quality, innovation, speed, flexibility, high quality, adaptability to change in culture, good use of competitive resources, and flexible customer service and product offerings [3].

It is able to implement innovations in the market in terms of agility, product and service, thus keeping the firm alive and succeeding. Agile firms are able to anticipate and organize opportunities in their product markets [4]. Strategic agility is the ability to make the necessary innovations. Agility brings together anticipation, experience concreteness, strategic sensitivity. The company's perimeter must be accurate and accurate [5]. Agility is the ability of the organization to anticipate the threats that can arise in the business environment, to take precautions, to identify and evaluate the opportunities available, and to respond quickly to customers and shareholders by rethinking their resources and strategies [6]. Agility makes the facility dynamic, adding speed and flexibility to the drying process. Agile institutions renew themselves regularly without fear of change. Thus, they can achieve competitive advantage by

following developments. Customer expectations can be provided accurately [7].

Freedom to appreciate the work of a worker while doing work autonomy is a discretionary authority [8]. Autonomy is seen by managers as an important part of business design. They support the creativity of business people, while they apply their own ideas and at the same time provide risk takings [9]. Job autonomy is the degree of freedom that an employee has when planning and running a job [10]. In other words, it can be expressed as the right to choose and freedom of the worker during the work [11]. In work autonomy is one of the most important initiatives in designing occupations with high motivation characteristics [8]. Autonomous employees have the freedom to add value to their work using their own training and experience in assessing the duration of work, content of work, and evaluation. Autonomy is not a complete independence, however, as they will work with other teammates [12].

The evaluation of the project, the work instruments, and the content of the work, the ending time, and the evaluation of the work patterns must be controllable [13]. Autonomy can also be said to be a way of appreciating an employee to work with higher motivation, performance and creativity [14]. Autonomy causes the employee to feel that he is seen as talented and creative. Thus, autonomy in organizations promoted by autonomy has an influence that increases autonomy, motivation and performance [15]. If individuals feel pressured while

they work, they may not be able to stabilize their performance in their motivations. Their performance will be short-lived [16]. Work autonomy is an important psychological change that contributes to employee performance. On the other hand, the employee with work autonomy will perform better [17]. When a business person feels free and seizes the opportunity to use discretion, he or she does more work.

Studies have shown that autonomy of work drives workers towards work [18-19]. Autonomy is sometimes confused with the concept of control. When we look at the difference between them, autonomy observations can express their decisions freely, whereas control refers to the determination of work and task conditions [13].

The benefits provided by organizational communication when it is important and healthy can be listed as follows [20].

The security climate was first examined in 1980 and is interpreted as a collection of information perceived by occupants in a security perspective [21]. The security perceptions of safety climate employees can be defined as the temporary security culture they have established in relation to supervisory controls on risky work [22]. It is an important issue for employees to feel safe in their workplace. The security climate is concerned with how perceived by politicians the policies and practices implemented in relation to security measures taken in the organization [23]. A person who feels safe or has a high sense of security can work happier and more efficiently at work. The work of people who are supported by the organization and feel self-confident will provide positive developments. Workplace safety practices, management's emphasis on security issues, and positive approaches to security will positively affect employees [24].

Today, one of the factors that ensure the continuity of organizations is that employees minimize their intentions to integrate and identify with the institution they are working with and thus to leave work. Because the ongoing working circulation in the organizations will negatively affect the continuity of the organizations. The concept of organizational commitment was first dealt with by Whyte in 1956 and later by many researchers such as Mowday, Steers, Allen, Meyer, and Becker [25]. The most prominent, generally accepted definitions are included. For example, one's level of identification and integration [26], the desire to integrate with the organization [27], the commitment to organizational identity [28]. Or willingness to remain in the organization [29]. Meyer, Allen, and Smith associate; (Affective Commitment), the continuance commitment resulting from the cost of separation from the organization, and the normative

Commitment resulting from the sense of organizational responsibility [30].

Emotional Engagement is the desire to exert a superior effort to continue voluntarily staying in the institution, accepting the purpose and values of an emotional bond with an organization that the person works with [31]. Loyalty to Continuity A person is a desire to continue working in the same organization for many years to work with his or her organization, friendship, order, retirement plans, and the idea of not finding new jobs in the same position [32]. Normative Loyalty At the same time, it can be called as moral commitment. Normative commitment refers to the perceived need for organizational commitment. Employees are required to remain in the organization with a sense of duty and obligation and to develop a compulsive commitment. Normative commitment is associated with employees' personal loyalty norms in various studies [33]

## II. ANALYSIS

The aim of this research is to reveal the opinions of hospital employees on Strategic Agility, Business Autonomy, Organizational Communication, Job Security and Organizational Commitment. The data collected in the study were analyzed by using SPSS 22.00 and AMOS 22.0 program. For the research, a total of 160 questionnaires were applied.

The scales used in this study are (1) organizational safety Climate Scale [23], (2) Organizational Communication Scale [34], Organizational Commitment Scale [35], Strategic Agility Scale from and Work Autonomy Scale [36].

A survey was conducted with 171 people in the health sector. 58% of the respondents to the survey are female, 59% are over thirty, 80% are college graduates, 8% are medical doctors, 38% are nurses and 86% have 5 years or more of work experience.

<i>Scale</i>	item	Cronbach's Alpha
<b>Strategic Agility (SA)</b>	7	.930
<b>Work Autonomy (WA)</b>	4	.820
<b>Organizational Communication (COM)</b>	9	.917
<b>Work Safety (WS)</b>	6	.892
<i>Safety Climate ( SC)</i>	3	.884
<i>Safety Motivation ( SM)</i>	3	.875
<b>Organizational</b>	11	.898
<i>Normative Commitment</i>	5	.783
<i>Continuance Commitment</i>	3	.743
<i>Affective Commitment (AC)</i>	3	.872

**Table 1 Reliability values of the scales used in the research**

**Strategic Agility (SA)**

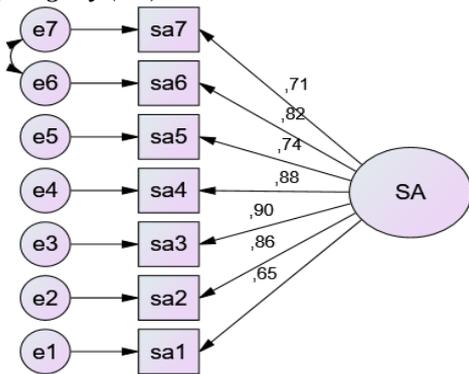


Figure 1: Strategic Agility (SA) scale validation Factor analysis

In confirmatory factor analysis, It has been found that the DFA result is acceptable because the fit index values are within acceptable limits of GFI (.980), CFI (.998), SRMR (.0210), RMSEA (.040).

**Work Autonomy, WA**

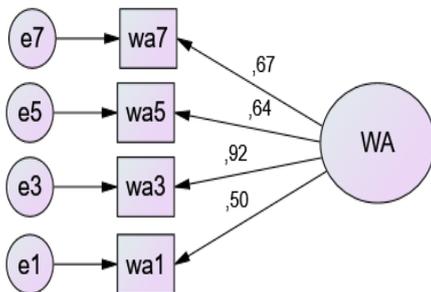


Figure 2: Confirmatory Factor Analysis of Work Autonomy (WA)

In confirmatory factor analysis, it is understood that DFA is significant when the model test values are  $\chi^2$  (3.275),  $\chi^2/df$  (1.638). It has also been found that the DFA result is acceptable because the compliance index values are within the acceptable limits of GFI (.989), CFI (.993), SRMR (.0268), RMSEA (.063).

**Organizational communication, COM**

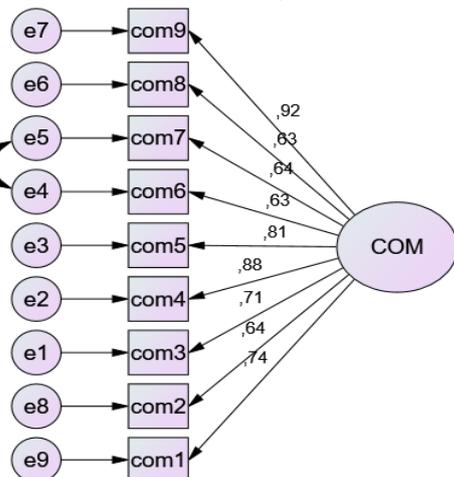


Figure 3: Confirmatory factor analysis of Organizational communication (COM)

In the confirmatory factor analysis, it is understood that CFA is significant when the model test values are  $\chi^2$  (39.432),  $\chi^2/df$  (1.972). It was also found that the DFA outcome is appropriate because the compliance index values are within acceptable limits of GFI (.949), CFI (.979), SRMR (.0459), RMSEA (.078).

**Work Safety, WS**

The 9-item Work Safety (WS) scale was eliminated because the 3-item factor loadings were low. In the DFA made with the remaining 6 items, they are in two dimensions and item factor weight values (0.610; 0.92) range.

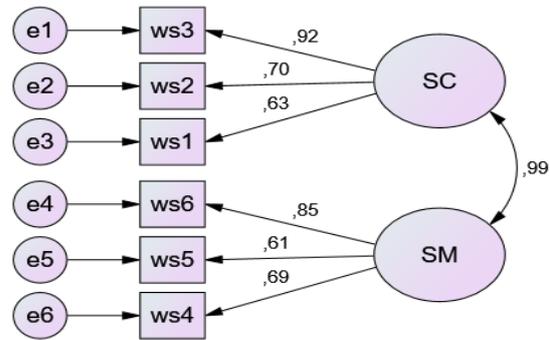


Figure 4: Confirmatory factor analysis of Work Safety (WS) scale

In the confirmatory factor analysis, it is understood that DFA is significant when the model test values are  $\chi^2$  (4.388),  $\chi^2 / df$  (2.194). It has also been found that the DFA result is acceptable because the compliance index values are within acceptable limits of GFI (.991), CFI (.996), SRMR (.0125), RMSEA (.0870).

**Organizational Commitment, OC**

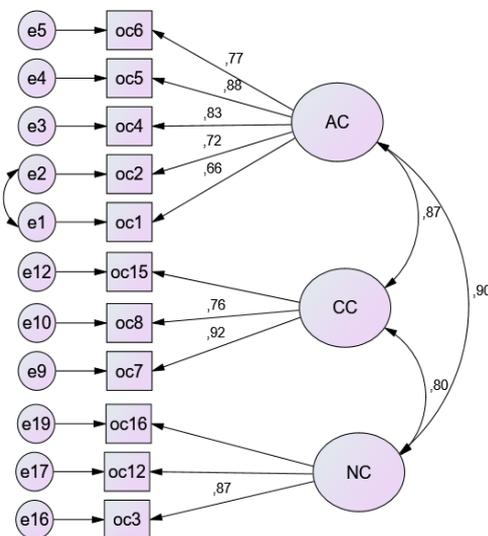


Figure 5: Confirmatory factor analysis of Organizational Commitment (OC)

In confirmatory factor analysis, it is understood that CFA is significant when the model test values are  $\chi^2$  (55.226),  $\chi^2 / df$  (1.904). It has also been found that the DFA result is acceptable because the compliance index values are within acceptable limits of GFI

(.940), CFI (.978), SRMR (.0486), RMSEA (.0750).

The path diagrams of the models are given separately as standardized and non-standardized coefficients by AMOS SEM program. Standardized coefficients are used in this analysis for clarity [37].

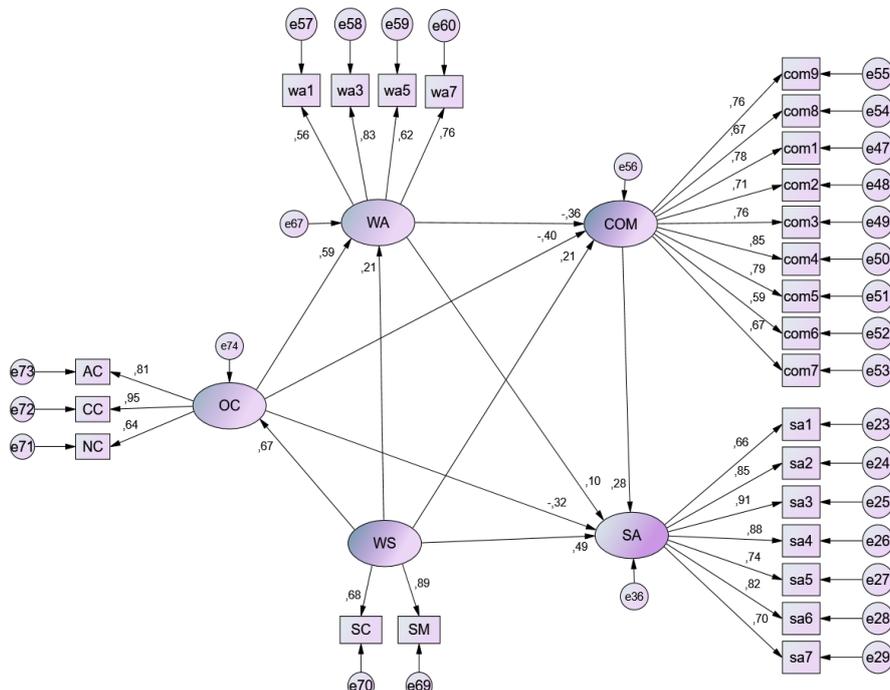


Figure 6: Structural equation modeling and path analysis of the model

The model was statistically significant when the result was  $\chi^2$  (686.820)  $\chi^2 / df$  (2.736). However, it is understood that some of the other adaptation indices

are out of the acceptance limit. Other calculated compliance indices; RMSEA (0,105) GFI (0,770) CFI (0,854) and SRMR (0, 0717).

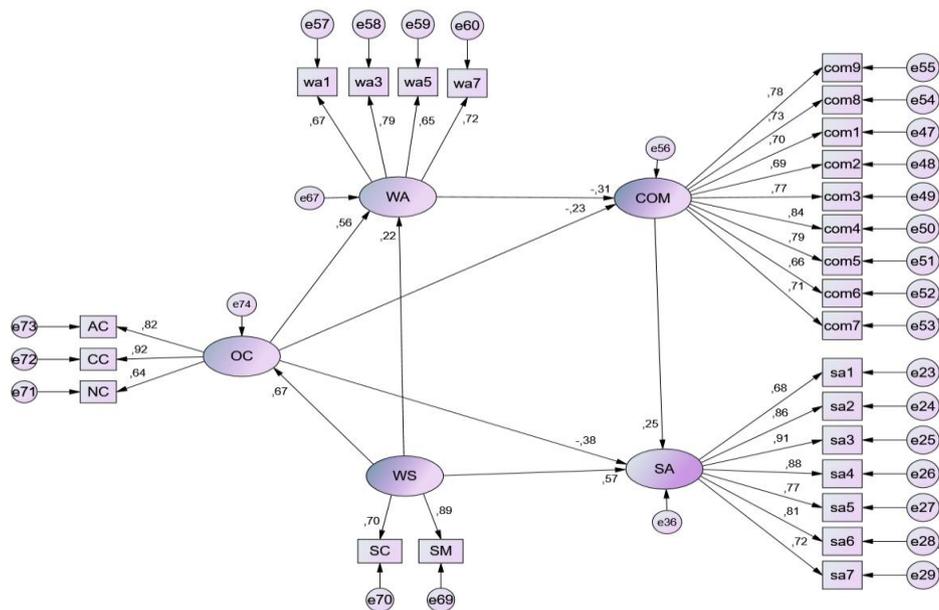


Figure 7: Structural equilibrium modeling of the modified model and path analysis

All paths obtained by deleting the paths between job security (WS) and organizational communication

(COM) (.21) and Business autonomy (WA) and Strategic agility (SA), which are not statistically

significant in the constructed model, the following model was obtained.

## CONCLUSION

The Organizational Commitment (OC) dimension in the model affects the work safety (WS) positively. If the value of the Work Safety (WS) variable increases, the value of the Organizational Commitment (OC) dependent variable also increases. With this model, our variable Organizational Commitment (OC) could be explained by 45%. In the model, Work Autonomy (WA) has a positive effect on Organizational Commitment (OC) (0.56) positive and Work Safety (WS) (0.22). It is understood that the increase in Organizational Commitment (OC) and Work Safety (WS) variables will have an effect on the increase of Work autonomy (WA).

The Organizational Communication (COM) variable in the model is influenced by the Organizational Commitment (OC) variant (-0.23) and the Work autonomy (WA) (-31) adversely. It is understood that the increase in organizational commitment (OC) and work autonomy (WA) variables will have a negative effect on the organizational communication (COM) variable.

The Strategic Agility (SA), which is our endogenous variable in the model, has the positive Organizational Communication (COM) variable (0.25), Work Safety (WS) (0.57) positive direction and Organizational Commitment (-0.38) in the opposite direction. Increase in Organizational Commitment (OC) variable will affect the Strategic Agility (SA) variable, Organizational Communication (COM), and Work Safety (WS) variables increase Strategic Agility (SA).

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