

A Survey on the Status of Organizational Agility Indicators in the Ports and Shipping Organization

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Abstract

Objective: The purpose of this study is to investigate the status of organizational agility to promote the status of Iran's ports in comparison with competitors, increase market share and achieve the 1404 horizon program in the country and, finally, to realize the theory of resistance economics in the shipping industry. **Method:** The statistical population of the research is the experts and managers of ports and organizations related to Iran's maritime transport chain. The sample size was estimated to be 30. In this study, a questionnaire was used to collect the required data. The organizational agility model of Iran's ports consists of six components (training and empowering employees, developing knowledge-based human resources, agile strategic planning, agile organizational structure, operational processes, and flexible and agile support and IT personnel), which are interacting in the realization of organizational agility of ports. To analyze the data, Friedman test was used at a significance level less than 0.05 using spss software. **Findings:** The results indicate that three important dimensions, namely, training and empowering employees, developing knowledge-based human resources and IT personnel, are the cornerstone of the organizational agility model of ports and maritime transport chain. Following these factors and other dimensions, such as agile organizational structure, operational processes and flexible and agile support and agile strategic planning, are of an organizational dimension, which is used by an empowered human resource, to achieve the goals and promote the position of the industry and the maritime transport chain. **Conclusion:** The impact of these dimensions will be greater when the maritime shipping operators will understand their needs and provide services tailored to the needs of the customer, by establishing modern safety and maritime systems as well as by communicating with customers.

Keywords: Organizational agility, Maritime transportation, strategic planning, support, agility model, empowerment

1.Introduction

Changes in the business world include increased access to technology, intense competition in technology development, globalization of markets and business competitiveness, rapid growth of technology access, changes in wages, job skills, the nature of work, management style, employee behavior, Job promotion, environmental responsibility, resource constraints, and most importantly, increase customer expectations. Hence, in such an environment, organizations cannot be tracked and controlled traditionally with the old methods. Needing an effective and useful response to these changes and gaining competitive advantage from their opportunities is to achieve organizational agility [3].

Katayama et al. (1999) defined agility as confronting and adapting to market changes and fluctuations with a fast and consistent economic method, that is, the ability to meet customer needs regarding price, quality, and delivery speed. In another definition, presented by Brian Maskel (2001), has defined the concept of agility as the ability to flourish in the environment, with constant and unpredictable changes [1].

Erande and Alok Verma (2008) from Old Dominion University in a research titled "measuring organization agility – a comprehensive agility measurement tool (CAMT)" found that using analytic hierarchical process (AHT) and flexibility, changing enabler and problem-solving priority are agility tools from a company to others [2]. Sherehiy and et al., (2007) claim, according to their research that flexibility, responsiveness, promptness, the culture of change, integration and low complexity, high quality, customized products, and competence are features of agility. According to Jackson and Johansson, the aspects of agility are not the ultimate goal but essential tools to maintain organization competitiveness in an uncertain and fluctuating market [5].

Sharifi and Zhang (2001) believe that among four aspects of agile production, namely; agility encouragements, strategic capability, empowering business agility and agility competency, encouragements indicate external features of the business environment regarding confusion and inability to predict changes [4]. Shefer (2000) from Cornell University conducted a research titled" human resources strategic planning based on strengthening agility" in which offered new model besides models for business strategy and organization planning and concluded that focusing on human resources strategy overtime have supported achievement in organizational agility success [6].

Today, the importance of the ports and maritime shipping chain, as one of the important economic components, and its role in developing countries, especially economic development, is not covered by anyone. In 2013, the United Nations Development and Trade Conference (UNCTAD) reported that over 9,165 million tons of goods were traded in the world, about 90 percent of it being shipped by sea transport [7]. In Iran, about 93% of the exports and imports of goods are carried out through the ports and the maritime shipping chain. The ports of the country have the potential for a transit of goods due to the privileged geographic location and the location of important transport corridors, including the North-South, East-West corridor. But in spite of these advantages, according to information and statistics published by the United Nations Development and Trade Conference (UNCTAD), Iran has a small share of a transit of goods and passengers compared to other countries and even countries in the region.

The issue that shows the lack of agility and flexibility of processes, structures, and the high cost of port services in Iran is the comparison of the time and cost of carrying out

two important activities of ports, namely, exports and imports, compared with other countries.

The data shows that the cost of doing the work and the number of documents required in this country is high compared to the other countries. In other words, Iran's maritime shipping chain has not been able to manage and the present time, cost, and quality of service, according to customer demand and better than competitors. These factors have led Iran's ports to account for a small share of the international maritime shipping market.

Another indicator, which can be used to measure the agility of the ports, is the productivity indicators of the ship, berth, port equipment, and manpower productivity, or, in general, the maritime shipping chain. The comparison of the ship and berth productivity index, which is derived from the World Bank and the domestic port statistics, indicates that Iran's ports have very low productivity, compared with other countries, and in particular rival countries.

The accuracy of research results, as well as reports published by UNCTAD and the World Bank, confirms the inefficiency of processes, structures, human resources, systems and other factors related to the maritime transport chain of the Iranian ports. These dilemmas have caused the Iranian shipping industry to have a small share (about half a percent) of the international maritime shipping market and lag behind from its 1404 horizon program and its competitors [7]. Therefore, what follows from the above is that the agility and facilitation of the processes and structures, organizational factors, human and technological functions of the Iranian maritime transport chain have become a requirement. To this end, the purpose of this study is to investigate the status of organizational agility in order to promote the status of Iran's ports, in comparison with competitors, to increase market share and achieve the 1404 horizon program in the country, and finally, to realize the theory of resistance economics in the field of shipping industry.

2.Method

This is a descriptive-survey research. The statistical population of this research includes the experts and managers of ports and related organizations with Iran's maritime transport chain. The sample size was estimated to be 30. In this research, a questionnaire has been used to collect the required data. Organizational agility model of Iran's ports consists of 6 components (employee training and empowerment, knowledge-based human resource development, agile strategic planning, agile organizational structure, operational processes, and flexible and agile support and IT personnel), which are interacting in realization Organizational agility of ports. To analyze the data, the Friedman test is used at a significant level of less than 0.05 using SPSS software.

3.Findings

In table 1, Friedman's test results were reported among respondents to evaluate the average ranking of organizational agility components. Given the value of Sig = .000, at a significant level of 0.05, the assumption that the average ratings are uniform is rejected. Therefore, we can say that variables can be ranked, and the average ratings and prioritization are reported in Table 1. The results show that the variable of training and

empowerment of employees is the most important in the organization of ports and shipping according to respondents. The variable of knowledge-based human resource development and personnel with IT skills are of the second and third importance, and on the other hand, the agile strategic planning variable is of the lowest importance.

Table 1: Ranking test results, organizational agility variable components

Priority	Average rating	The variable
First	6	Employee training and empowerment
Second	4.41	Knowledge-based human resource development
Sixth	1.34	Agile strategic planning
Fourth	3.12	Agile organizational structure
Fifth	2.05	Operational processes, and flexible and agile support
Third	4.08	Personnel with IT skills
X ² = 1.665E3		d.f= 5 Sig=.000

4. Discussion and conclusions

The results indicate that three important dimensions, namely, training and empowering employees, Knowledge-based human resource development and Personnel with IT skills, are the cornerstone of the organizational agility model for ports and the maritime transport chain. This means that you have to start from these criteria, or the dimensions of the work to start organizational agility in systems. The result of these dimensions provides the agility of higher level factors (structures, processes, strategies, etc.).

Once human resources are strengthened and empowered, they must provide the necessary facilities for achieving the performance of ports and other related organizations. One of these important tools is the deployment and management of the integrated network and information technology systems. These systems will be used to quickly coordinate and effectively organize the members of the maritime shipping chain. The system also helps maritime transport operators to respond promptly and timely to the needs and tastes of customers (ship and goods owners and other members of the port and maritime community). Other facilities required providing port and sea services are the utilization of loading and unloading equipment and infrastructure, as well as a day care system. These factors are effective in pushing and unloading goods. As mentioned in the previous pages, the speed of the port and sea operations is considered as one of the most important indicators for customers and attracts cargo and ship traffic.

Following the above-mentioned factors and dimensions, other dimensions, such as agile organizational structure, operational processes and flexible and agile support and agile strategic planning, are an organizational dimension that an empowered manpower has used it to achieve the goals and promote the status of the industry and the maritime shipping chain. The existence of an organic and capable organizational structure (not a deterrent), easy and short processes and strategies consistent with the business day of maritime and logistics, while enhancing the chain, promote the position and seizure of the Transship contribution from the ports of the region and especially the port of Jebel Ali. In addition to these dimensions, the use of newly integrated transportation practices, such as door to door transport, maritime transport chain management, has a significant impact on

organizational agility, reducing cost and time, and the satisfaction of good owners and shipping lines.

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