



ORGANIZATIONAL AGILITY AND ITS ROLE IN REDUCING JOB INERTIA FOR MANAGERS OF SPORTS TALENT DEPARTMENTS FROM THE PERSPECTIVE OF SPORTS SUPERVISORS

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Abstract:

The following goals were the main goals of the study:

1. Building scales (job inertia and organizational agility) for managers of sports talent departments from the viewpoint of sports supervisors.
2. From the standpoint of sports supervisors, determining the organizational agility and work inertia levels of managers of sports talent departments.

Using survey and correlational methods, the researcher used a descriptive methodology. The study population comprised sports supervisors from fifteen departments, totaling 185 sports supervisors, which were linked with the Ministry of Youth and Sports in Iraq. The data were analyzed using a complete census method, and the data processing was done using the statistical package SPSS 26.

The researcher came to several results, the most significant of which are as follows:

1. Sports talent departments have access to organizational agility dimensions, showing that the sample under study is aware of and perceives this variable.
2. Based on their individual capabilities in various aspects of their work within those departments, the results showed shortcomings in the management of sports talent departments in terms of comprehending and assessing the strengths and weaknesses of employees as well as the lack of clear standards for keeping an eye on and holding them accountable.

Keywords: Organizational agility, job inertia, managers, sports talent, sports supervisors.

1- Introduction

1-2 Research Introduction and Significance:

As a subset of general management, sports management strives to satisfy the demands and aspirations of people in the sports industry as well as the powerful sectors of society that it both influences and is impacted by. This entails getting public and private sports organizations ready to keep up with the quick changes in culture and growth that are occurring in our time. Adopting contemporary concepts to provide the groundwork and provide guidance in accordance with contemporary management systems and concepts is crucial to keeping up with these quick and successive developments. Due to the difficulties youth organizations confront, organizational agility has received a lot of attention lately, calling for solutions to lower the risks associated with these difficulties. Job inertia is one of the significant challenges organizations face, requiring organizational agility to confront these issues and challenges.

One of the things impeding organizations' goals of growth and advancement is job inertia, which can have detrimental effects on workflow and continuity. The term "job inertia" refers to the unfavorable conduct of workers when doing activities related to their jobs, which is caused by mishandling or inappropriate behavior by managers or supervisors. Due to these actions, job inertia develops, which can take the form of carelessness, slackness, intentional misuse of influence and power within the company, tense work environments, power abuse, transgression of professional ethics, betrayal of trust, lack of commitment to



work, and other unfavorable characteristics that cause employee inertia in carrying out their responsibilities (Lepore, 2008, 66–68).

The Ministry of young and Sports' sports talent sections are governmental entities with a solid record of kicking off young sports initiatives in a variety of ways. Through their lofty goals of attracting and cultivating early childhood talents, as well as maintaining them as a strategic qualitative resource to keep pace with current and rapid advances, they strive for excellence in their work and the nature of their functions. The efficacy of these departments' work and performance will increase if they are able to raise their administrative performance standards and provide better work products.

The research is important because it takes organizational agility into account as an administrative and organizational approach to developing administrative operations, acknowledging its role in improving the work of sports talent departments and reducing job inertia. It also has a positive reflection on developing sports talent departments' administrative and organizational level in accordance with a planned approach that improves sports talent departments' organizational work. These departments can lessen the organizational and administrative issues they deal with by using this strategy. By making the best use of these departments' resources, adopting organizational agility in their work approach contributes to the development of a desirable and innovative work environment that honors the experiences and viewpoints of all its members and expands its capacities.

1-2 Research Problem:

The researcher's experience and investigation have revealed glaring weaknesses in the work and performance of these departments' administrators and staff, as well as a lack of understanding of the significance and content of the research variables (job inertia, organizational agility), and how these affect the departments' ability to draw in young, talented individuals who support the success of their administrative and organizational work. Consequently, the following queries can be used to summarize the study problem:

1. What is the level of adoption of organizational agility by the administrations of sports talent departments?
2. What is the level of job inertia among the administrations of sports talent departments?
3. Does organizational agility play a role in reducing job inertia among the administrations of sports talent departments?

1-3 Research Objectives:

3. Construct scales (organizational agility and job inertia) for managers of sports talent departments from the perspective of sports supervisors.
4. Identify the levels of organizational agility and job inertia for managers of sports talent departments from the perspective of sports supervisors.
5. Identify the dimensions and factors of both organizational agility and job inertia for managers of sports talent departments from the perspective of sports supervisors.

1-4 Research Hypothesis:

- There is a significant impact of organizational agility dimensions on reducing job inertia.

1-5 Research Scope:

1-5-1 Human Scope: Sports supervisors in sports talent departments in Iraq.

1-5-2 Time Scope: From October 27, 2022, to February 25, 2024.

1-5-3 Spatial Scope: Headquarters of sports talent departments in Iraq.

3- Research Methodology and Field Procedures:

3-1 Research Methodology:

The researcher employed a descriptive methodology using both survey and correlational approaches to fit the nature of the research problem.



3-2 Research Population and Sample:

3-2-1 Research Population:

The research population is made up of sports supervisors from fifteen departments—all but the Kurdistan Region—that are part of the Ministry of Youth and Sports in Iraq and oversee sports talent. Table 1 displays the total number of sports supervisors from sports talent departments, which was 185.

3-2-2 Research Sample:

3-2-2-1 Statistical Analysis Sample:

170 sports supervisors from sports talent departments connected to Iraq's Ministry of Youth and Sports were identified by the researcher as the statistical analysis sample, accounting for 91.89% of the study population. The complete population's data was analyzed using a thorough census methodology. Next, as indicated in Table (1), the sample for the survey application was chosen to include fifteen sports supervisors from Kirkuk and Salah al-Din's talent departments, or 8.10% of the entire study population.

Department of Sports Talent	Number of Sports Supervisors	Survey Application Sample	Statistical Analysis Sample
Nineveh Talent Department	10	10	10
Kirkuk Talent Department	8	8	8
Salah al-Din Talent Department	7	7	7
Diyala Talent Department	17	-	17
Anbar Talent Department	15	-	15
Baghdad Talent Department	28	-	28
Babylon Talent Department	15	-	15
Wasit Talent Department	9	-	9
Karbala Talent Department	12	-	12
Najaf Talent Department	10	-	10
Dhi Qar Talent Department	8	-	8
Muthanna Talent Department	8	-	8
Diwaniya Talent Department	20	-	20
Maysan Talent Department	8	-	8



Basra Talent Department	10	-	10
Total	185	15	170
Percentage	100%	8.10%	91.89%

3-3 Data Collection Methods:

These are the methods through which the researcher collected the data used in their study:

1. Personal Interviews.
2. Questionnaires.
3. Content analysis of Arabic and foreign scientific sources and references.
4. Statistical methods using the SPSS program.
5. Electronic calculator, Lenovo brand (1 unit).
6. Electronic watch, Omega brand.

3-4 Field Research Procedures:

To achieve the research objectives and guided by the theoretical framework, the researcher constructed three scales in the form of questionnaires: organizational agility, job procrastination, and behavioral integrity.

3-4-1 Construction Procedures for the Scales:

Due to the absence of tools for measuring organizational agility and job procrastination in the sports talent departments under the Ministry of Youth and Sports in Iraq, the researcher built the scales.

3-4-1-1 Method of Analyzing Sources and References to Select Scale Dimensions:

The researcher used content analysis to go over references and specialized scientific sources. Sensing agility, practicing agility, and decision-making agility are the three characteristics of organizational agility that the researcher discovered. Similarly, three aspects of procrastinating at work were recognized: negativity, absenteeism, and apathy.

3-4-1-2 Dimension Identification for the Scales:

To ascertain the scales' dimensions and evaluate their relative significance, the researcher conducted in-person interviews and logically analyzed specialist scientific sources. From December 28, 2022, to February 2, 2023, professionals in the area were given this questionnaire to complete to get their feedback on the validity and relative significance of the dimensions. Sensing agility, practicing agility, and decision-making agility were deemed to be the primary characteristics for the organizational agility scale, with a consensus of at least 75% among experts in each domain.

A total of seventeen experts and specialists were given a questionnaire by the researcher to determine the relative value of each dimension on these scales. Using a graded scale from 1 to 10, where 10 represents the most important dimension and one the least important, they were asked to rank the relative relevance of the dimensions in portraying the scales. The procedures that were used to determine the relative importance were as follows:

1. Relative Importance of the Dimension:

$$\text{- Relative Importance} = \text{Sum of Dimension Scores} / \text{Total Dimension Score} \times 100$$

2. Percentage of Relative Importance:

$$\text{- Percentage of Relative Importance} = \text{Relative Importance of Dimension} / \text{Total Relative Importance of Adopted Dimensions} \times 100$$

3. Total Relative Importance of Dimensions:

$$\text{- Total Relative Importance of Dimensions} = \text{Relative Importance of First Dimension} + \text{Relative Importance of Second Dimension} + \text{Relative Importance of Third Dimension}$$



4. Number of Statements for Each Dimension:

- Number of Statements per Dimension = Percentage of Relative Importance × Total Number of Statements / 100

Table (2) below shows the dimensions of the organizational agility scale, their relative importance, the percentage of relative importance, and the number of statements.

Dimension	Dimension Score	Relative Importance of Dimension	Percentage of Relative Importance	Number of Statements
Sensing Agility	136	80	17.34%	8
Practice Agility	132	77.64	33.16%	7
Decision-making Agility	130	76.47	32.66%	7
Total	398	234.11	100%	22

And table (3) shows the dimensions of the functional laziness scale, their relative importance, the percentage of relative importance, and the number of statements for each dimension.

Dimensions	Score	Relative Importance	Percentage of Relative Importance	Number of Statements	
1	Decrease in Effort	136	80	25.66%	8
2	Indifference	133	78.23	25.09%	8
3	Negativity	132	77.64	24.90%	7
4	Absence	129	75.88	24.34%	7
Total		530	311.75	100%	30

3-4-1-3 Formulation of Scales Statements:

A questionnaire was created for the statements of the scales in their original form and given to experts in the domains of sports management, business administration, psychology, measurement, and evaluation. This was done through analyzing the content of specialized sources and references in the field of organizational agility and by conducting in-person interviews with experts.

The researcher created two tables that display the quantity of statements created for the organizational agility scale dimensions (Table (4)) and task inertia (Table (5)).

Table (4)

Dimension	Number of Statements
Sensory Agility	8
Practice Agility	7
Decision-Making Agility	7

Table (5)

Dimension	Number of Statements
Decrease in Effort	8



Dimension	Number of Statements
Indifference	8
Negativity	7
Absence	7

3-4-1-4 Face Validity of the Scales:

To confirm the validity of the scales, the researcher used face validity. To get feedback on the scales' assertions and their applicability for measuring the phenomena from the standpoint of sports department managers, the scales were first given in their original version to knowledgeable and specialized personnel. The following were the results of the Organizational Agility scale:

- After eliminating one statement from the dimension for failing to meet the required agreement percentage, there were seven statements that met the required agreement percentage for experts in the area for the "Sensory Agility" dimension.

- For the dimension of "Practical Exercise Agility," all seven statements received the necessary agreement percentage for subject-matter specialists.

- After eliminating one statement from the dimension for failing to meet the required agreement percentage, there were six statements that met the required agreement percentage for experts in the field for the "Decision-Making Agility" dimension.

In the Functional Laziness scale, the findings were as follows:

- After deleting one statement from the dimension for not meeting the required agreement percentage, seven statements for the dimension of "Decreased Effort" obtained the required agreement % for experts in the field.

- After eliminating one statement from the dimension for failing to achieve the required agreement percentage, there were seven statements that met the required agreement percentage for experts in the area for the "Indifference" dimension.

- After eliminating one statement from the dimension for failing to achieve the required agreement percentage, there were six statements that met the required agreement percentage for experts in the area for the "Negativity" dimension.

- All statements obtained the required agreement percentage for experts in the field for the dimension of "Absence," totaling seven statements.

3-4-1-5 The Initial Form of the Scales:

After the steps and procedures, the statements were sequentially arranged in a questionnaire to conduct the pilot study and establish their scientific basis.

3-4-1-6 Pilot Application of the Scale Statements:

Sports talent supervisors from the Kirkuk and Salah al-Din departments made up the pilot application sample; there were fifteen supervisors in all, or 8.10% of the total. On May 20, 2023, the researcher carried out the scales' pilot application, distributing them on paper with the help of the support staff to ascertain whether the statements were clear and the necessary reaction time.

3-4-1-7 Description of the Final Scales:

After the researcher's preceding procedures, the scales reached their final form, which was presented to the experts. The scales consisted of twenty statements distributed across the three dimensions of Organizational Agility:

- Sensory Agility (seven statements).

- Practice Agility (seven statements).



- Decision-Making Agility (six statements).
- And the Functional Laziness scale comprised four dimensions:
- Decreased Effort (seven statements).
 - Indifference (seven statements).
 - Negativity (six statements).
 - Absence (seven statements).

The response alternatives for the scale statements and the degree of each alternative were "Strongly Agree, Agree, Somewhat Agree, Disagree, Strongly Disagree." The statements were randomly redistributed systematically to be ready for application on the pilot sample.

3-6 Final Application of the Scales:

The scales (Organizational Agility and Functional Laziness) were applied to 170 sports supervisors from the sports talent departments from June 22, 2023, to July 5, 2023. The researcher distributed the electronic questionnaires to the sports supervisors, excluding the departments of Kirkuk and Salah al-Din.

3-7 Statistical Methods:

After obtaining the data, it was processed using various statistical methods through the SPSS statistical package version 26.

4- Presentation and Discussion of Results

4-1 Descriptive Analysis of Variables

The independent variable, organizational agility, is covered in the first part of this chapter, while the dependent variable, functional laziness, is the subject of the second part. The questionnaire used a five-point Likert scale, thus the arithmetic means fall into five categories, as Table (6) illustrates.

Sequence	Categories	Level
1	1.80 - 1	Very Low
2	2.60 - 1.81	Low
3	3.40 - 2.61	Average
4	4.20 - 3.41	High
5	5.00 - 4.21	Very High

Source: Prepared by the researcher based on the referenced source.

4-1-1 Descriptive Analysis Results for Organizational Agility Variable

Table (7) illustrates the mean, standard deviation, and relative importance of the Organizational Agility variable across its three dimensions (Sensing Agility, Practice Agility, Decision-Making Agility), based on the responses of the study sample.

Table (7)

Paragraphs	Mean	Standard Deviation	Relative Importance
XA1	3.869	0.929	0.981
XA2	3.917	0.909	0.994
XA3	3.905	0.839	0.991
XA4	3.905	0.989	0.991
XA5	3.982	0.889	1.010
XA6	3.982	0.909	1.010



Paragraphs	Mean	Standard Deviation	Relative Importance
XA7	4.017	0.909	1.019
XA	3.940	0.759	0.990
XB1	4.094	0.914	1.009
XB2	3.976	0.844	0.980
XB3	3.994	0.896	0.985
XB4	4.100	0.897	0.059
XB5	4.147	0.856	1.022
XB6	4.017	0.862	0.990
XB7	4.053	0.946	0.999
XB	4.054	0.733	1.019
XC1	4.183	0.870	1.064
XC2	3.875	0.946	0.985
XC3	3.834	0.870	0.975
XC4	3.828	0.925	0.973
XC5	3.923	0.963	0.997
XC6	3.940	0.961	1.002
XC	3.931	0.778	0.986
XXXX	3.977	0.696	

Three dimensions make up the independent variable (organizational agility): perceptual, behavioral, and decision-making. A total of twenty paragraphs are allocated among these three dimensions, with seven paragraphs devoted to each of the first two dimensions and six paragraphs to the third. With a standard deviation of 0.696, which is less than one, the organizational agility variable obtained a mean of 3.977, suggesting an elevated level since it is larger than the hypothetical mean of three. This indicates a substantial role for organizational agility and a high evaluation level. These findings show the degree to which organizational agility in sports talent departments is perceived and available by the sample.

Behavioral agility (XB) was found to be the most supporting dimension of organizational agility at the dimension level. Its mean score of 4.054 marked an elevated level, with a standard deviation of 0.733 and a relative importance of 1.019. Given that most sample responses on this dimension indicate agreement, it follows that behavioral agility is one of the most significant dimensions of organizational agility in sports talent departments.

With a mean score of 4.147 and a standard deviation of 0.856, paragraph XB5, which states that it "seeks to accomplish tasks and provide the best and fastest alternatives," received the highest rating. With a mean score of 3.976 and a standard deviation of 0.844, paragraph XB2, "Depends on a flexible organizational structure in dealing with variables," had the lowest overall average, but it is still within the high agreement level, suggesting that the research sample in sports talent departments is highly behaviorally agile.



As for the other two dimensions, perceptual agility (XA) ranked second. It obtained a mean of 3.940, which is high, with a standard deviation of 0.759 and a relative importance of 0.990. This indicates the importance of perceptual agility and the sample's perception of its importance and presence in sports talent departments. Paragraph XA7, indicating "Proposes alternative solutions to problems according to priorities and in a timely manner," scored the highest mean of 4.017 and a standard deviation of 0.909, while paragraph XA1, indicating "The manager works to anticipate crises before they occur," scored the lowest mean of 3.869, with a standard deviation of 0.929, but it falls within the high level, indicating that the research sample in sports talent departments has a high level of perceptual agility.

Third place went to decision-making agility (XC), which is likewise regarded as high. Its mean score of 3.931, together with its 0.778 standard deviation and 0.986 relative importance, demonstrate the significance of XC in sports talent departments. With a mean score of 4.183 and a standard deviation of 0.870, paragraph XC1, which states that the author "Makes appropriate and important decisions without delay," had the highest rating. The lowest mean of 3.828 and standard deviation of 0.925 was obtained by paragraph XC4, which states that the author "Uses a comparison method between different alternatives when making decisions," although this score is still within the high agreement threshold. This demonstrates that research participants in athletic talent departments possess a high degree of decision-making agility as well.

It is clear from Table (39), which presents the results for every paragraph pertaining to the dimensions of organizational agility, that sports talent departments exhibit organizational agility, with all dimensions exhibiting prominent levels of performance. These findings demonstrated a high degree of consistency in the research sample's responses and the availability of organizational agility in sports talent departments, in accordance with the classification given in Table (38) of the Likert five-point scale levels.

The above results indicate the rejection of the first hypothesis, which states that "managers of sports talent departments have a low level of organizational agility."

4-1-2 Descriptive Analysis Results for the Variable of Functional Laziness

Table (8) shows the mean, standard deviation, and relative importance of the variable of functional laziness across its four dimensions (reduced effort, indifference, negativity, absence), based on the responses of the study participants.

Table (8)

Paragraphs	Mean	Standard Deviation	Relative Importance	Paragraphs	Mean	Standard Deviation	Relative Importance
YA1	3.130	1.183	1.017	YC1	3.112	1.212	1.023
YA2	2.982	1.177	0.969	YC2	3.106	1.205	1.021
YA3	2.846	1.253	0.925	YC3	2.952	1.174	0.971
YA4	2.982	1.241	0.969	YC4	2.988	1.243	0.982
YA5	3.112	1.302	1.011	YC5	2.929	1.237	0.963
YA6	3.224	1.303	1.048	YC6	3.153	1.371	1.037



YA7	3.260	1.254	1.059	YC	3.040	1.058	1.002
YA	3.076	1.030	1.014	YD1	3.065	1.287	1.024
YB1	3.147	1.316	1.044	YD2	3.011	1.300	1.006
YB2	3.011	1.253	0.999	YD3	3.000	1.290	1.003
YB3	3.100	2.137	1.028	YD4	3.005	1.232	1.004
YB4	2.958	1.245	0.981	YD6	3.071	1.293	1.026
YB5	2.970	1.315	0.985	YD7	2.792	1.349	0.933
YB6	2.988	1.327	0.991	YD	2.991	1.159	0.986
YB7	2.917	1.292	0.968	YYYY	3.032	1.031	
YB	3.013	1.169	0.993				

Decreased Effort, Indifference, Negativity, and Absence are the four dimensions that make up the dependent variable, or Functional Slack. After removing items (YD5) relating to Absence, which had a Cronbach's alpha of over 90% and a saturation rate of less than 40%, indicating that it lacked statistical significance, this variable had twenty-six items. Since this variable's mean of 3.032 is more than the fictitious mean of three, it indicates an average level. Furthermore, the data revealed a standard deviation of 1.031, indicating a degree of uniformity and convergence in the responses provided by the participants in the athletic talent categories.

With a mean of 3.076, the highest of the four dimensions, Decreased Effort (YA) was placed top in terms of supporting the dependent variable among the dimensions. Its relative relevance was 1.014 and its standard deviation was 1.030. "Lack of internal control leads to laxity and slack in work performance" was the topic of paragraph (YA7), which had the highest mean (3.260) and standard deviation (1.254). However, despite still falling within the moderate agreement threshold, paragraph (YA3) regarding "Neglect of training and qualification courses to develop employee performance" had the lowest mean (2.846) and standard deviation (1.253). This indicates that the research sample in sports talent departments has a moderate level of awareness regarding Decreased Effort, with continuous managerial focus to reduce it.

Negativity (YC), which indicates a moderate level, scored second with a mean of 3.040, behind Decreased Effort. Additionally, it had a relative relevance of 1.002 and a standard deviation of 1.058. With a mean of 3.153 and a standard deviation of 1.371, the paragraph (YC6) titled "Unclear organization goals reduce employee performance" had the highest results. On the other hand, paragraph (YC5) about the "Lack of innovative ideas and knowledge among employees in the organization" received the lowest mean score of 2.929 with a standard deviation of 1.237, indicating a modest level of agreement. This shows that department managers are focusing on minimizing negativity, and the research sample in sports talent departments has a modest understanding of the topic.



With a mean of 3.013, Indifference (YB), which indicates a moderate level, ranked third after Negativity. It had a 0.993 relative relevance and a 1.169 standard deviation. "Employee's lack of sufficient interest in completing work activities" was the topic of paragraph (YB1), which had the highest mean (3.147) and standard deviation (1.316). The paragraph (YB7) pertaining to "Failure to follow developments in the organization" on the other hand, had the lowest mean (2.917) and standard deviation (1.292), all of which are within the moderate agreement level. This suggests that the research sample in sports talent departments is aware of the need to lessen indifference and is motivated to do so on a managerial level.

(YD) came in fourth and last after Absence, with a mean of 2.991, suggesting a moderate level. It had a 0.986 relative relevance and a 1.159 standard deviation. With a mean of 3.071 and a standard deviation of 1.293, paragraph (YD6) on "Failure to create an attractive environment for employees" had the highest results. The paragraph (YD7) pertaining to "Forcing opinions by the manager on employees" on the other hand, had the lowest mean (2.792) and standard deviation (1.349), both of which are within the moderate agreement range. This shows that managers are interested in eliminating absenteeism and guaranteeing commitment and attendance, and that the research sample in sports talent departments has a moderate level of awareness regarding lowering absenteeism.

It appears from Table (8), which shows the findings of all the items linked to the dimensions of Functional Slack, that managers are interested in keeping functional slack in sports talent departments to a minimum. The Likert pentagon levels table (38) classified all these dimensions as being at a moderate level. These findings point to a consistent research sample and the availability of the Functional Slack variable in talent departments for sports.

The above results reject the second hypothesis, which states that "Managers of sports talent departments have a low level of dimensions of functional slack."

4-2 The Role of Organizational Agility Dimensions in Reducing Functional Slack.

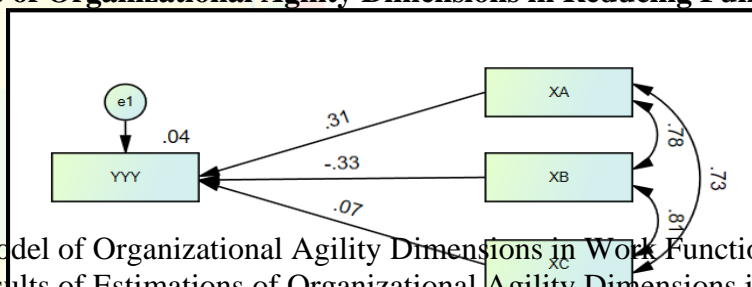


Figure (1) Model of Organizational Agility Dimensions in Work Function Inertia.

Table (9) Results of Estimations of Organizational Agility Dimensions in Work Function Inertia

Hypothesis	Estimation	Standard Deviation	t-test	Significance (P)
XA ← YYY	0.417	0.170	2.456	0.014
XB ← YYY	-0.470	0.207	-2.268	0.023
XC ← YYY	0.092	0.177	0.517	0.605

Source: Prepared by the researcher based on outputs from SPSS Version 26.

Using structural equation modeling to determine the impact of organizational agility sub-dimensions on functional procrastination, the researcher verified the effects of organizational agility dimensions on this regard. The test found a positive relationship between sensory agility and functional procrastination, i.e., an increase in sensory agility would result in an increase in functional procrastination. This suggests that functional procrastination cannot be reduced by sensory agility.

According to the study, the lack of focus in sports talent departments on identifying hazards in the internal or external environment is the reason behind the good impact of sensory agility on functional



procrastination, according to the study. Furthermore, the absence of routine manager-employee meetings had a detrimental effect on departmental and staff cohesion, communication, and interaction. Employees' capacity to take the initiative, produce solutions, and take advantage of opportunities related to sports talent department tasks and performance issues is diminished when they are not included in training and development courses adopted by these departments and when future that effectively address workplace challenges are not implemented.

Chen and Wang (2014) claim that sensory agility encompasses more than just determining what causes changes in the internal or external work environment; it also involves foreseeing and becoming ready for future changes.

On the other hand, functional procrastination reduces as operational agility rises, suggesting that operational agility has a detrimental effect. The authority and capacity of sports talent department administrations to create and alter procedures is credited by the researcher for the detrimental impact of operational agility on functional procrastination. In addition to implementing a flexible organizational structure to address the variables and problems impacting their performance, this support for activities that improve communication with employees on a continual basis also provides support for innovative ideas and proposals.

According to Al-Abdi (2012), activities include a variety of organizational practices and procedures, providing quick and innovative services, being adaptable to changes, and managing environmental shifts.

The impact of decision-making agility is negligible. The centralization of decision-making in sports talent departments, where they are constrained by guidelines and policies in times of emergency or abrupt alterations to their internal or external surroundings, is the researcher's explanation for this. Furthermore, the delayed shift from group to centralized decision-making has an enormous impact on how quickly decisions are made and put into action.

According to Marwan Al-Masri (2016), decision-making is a part of every management function and all their different operations. Organizations must be able to manage with shifting circumstances, flaws, and uncertainties. They must also be able to act fast to respond to changes in the environment and coordinate with other systems. This is a periodic and continual process.

5- Conclusions and Recommendations:

5-1 Conclusions:

1. Organizational agility dimensions are present in sports talent departments, indicating the awareness and perception of the surveyed sample towards this variable.
2. Functional procrastination dimensions are present in sports talent departments, indicating the awareness and perception of the surveyed sample towards this variable.
3. The results revealed weaknesses in the management of sports talent departments in understanding and evaluating employees' strengths and weaknesses, as well as the absence of clear standards for monitoring and holding them accountable, which reflects on their individual capabilities in various aspects of work within those departments.
4. There is an impact of organizational agility in reducing functional procrastination, evident through operational agility.
5. Weaknesses exist in the management of sports talent departments in harnessing the experiences of their employees in dealing with crises seriously and working with a spirit of teamwork.

5-2 Recommendations:

1. It is essential for the Ministry of Youth and Sports to support the management of sports talent departments to enhance and develop their performance levels.



2. Adopt training and development programs for employees in sports talent departments to enhance their organizational capabilities.
3. Implement administrative evaluation standards in the structure of sports talent departments to encourage them to excel and improve their performance levels.
4. Implement a system of motivational and incentive rewards to enhance the creative abilities of employees in alignment with the requirements of the internal and external work environment of those departments.

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