



The Impact of Workforce Agility on Organizational Development Agility in the INGOs Working in the Gaza Strip

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Abstract

This study aims to explore the impact of workforce agility on organizational development agility in INGOs working in Gaza strip. The descriptive analytical approach was adopted, and a questionnaire was designed to collect data from the employees (excluding service employees) who work at INGOs in Gaza Strip depending on a stratified random sample.

The conclusions indicated that workforce agility and organizational development agility were statistically positive and reasonably high. Though there was weakness in the organization practices encouraging employees' participation, and self-rule (autonomy). Also, involving change experts in the organizational development practices. In addition, it was concluded that there is a significant positive relationship between workforce agility and organizational development agility. Moreover, workforce agility has strong impact on the organizational development agility.

Accordingly, it is recommended that the INGOs need to exert and develop more mechanisms related to enhancing employees' involvement and participation in the prescribed fields. In addition to paying attention to enhancing employees' engagement and innovation. Moreover, continuous efforts to develop different mechanisms related to organizational development planning.

Keywords: Workforce agility, Organizational development, Human resource management – INGOs.

Introduction

Agility is a contemporary terminology used in many aspects related to different fields of management. It involves being flexible and adaptable to deal with internal as well as external environmental changes and requirements. For instance, workforce agility helps organizations to cope with organizational development requirements, and hence improve organizational performance and achievements. That's why it is important for all types of organizations, whether it is profit oriented or non for profit, this includes international non-governmental organizations "INGOs", which is responsible for providing a considerable financial as well as non-financial support for the society, in addition to local NGOs working in Gaza strip.

One of the most direct and simple definitions of agility is "ability to respond to unpredictable changes" (Erande & Verma, 2008). Where (Monsen & Boss, 2018) defined OD as, "to help create robust and adaptable organizations; and to be successful at entrepreneurship, a firm needs to be robust and adaptable". Therefore, OD is all about being agile, as rigid organizations have no opportunity to survive.

The study of (Francis & Baum, 2018) investigated HR function transformation within environmental changes in a family Indian hotel and identified how this transformation affect the talent management and the future of HR capabilities. It ended up by saying that OD becomes a partner with HR in which together they can help leaders to develop talent strategies and reach to what the 21st century business world requires including HR agility. The combination between HR and OD leads to agile people. Similarly, (Storme, Suleyman, Gotlib, & Lubart , 2020) identified conative factors, which lead to OD in a way or another, that are matched with workforce agility. They are curiosity, humble active listening, learning from past mistakes, ambiguity tolerance, risk-taking, anticipation and divergent planning, trust and job self-efficacy.

Accordingly, this research paper intends to clarify the mutual relation and influence of workforce agility and organizational development agility, in order to highlight how this will reflect on organizational development practices, which will lead to enhance and improve the provided services in one of the most important organizations working in Gaza Strip, which is the INGOs.

Study Problem Statement

Workforce agility becomes a need in any business at any sector because it leads to organizational agility undoubtedly. But unfortunately, researchers have not put any clear framework of how organization agility and workforce agility work together. The study of (Menon & Suresh, 2020) wanted to explore the enablers that can facilitate workforce agility in higher engineering educational institutions in India, know the connection between these enablers and how can the total interpretive structural modeling (TISM) help these institutions in developing workforce agility. It's noticed that management practices and continuous learning and development should be take into consideration the most in order to enhance workforce agility.

According to the above, both human resource agility and organizational development are connecting as what the study of (Azura, 2015) concluded," The study provided a confirmation that workforce agility is a crucial emerging organizational development need". However, the study recommends having a clear definition of workforce agility characteristics, competencies to develop these characteristics, mechanisms to enhance development and to discover the main challenges that face workforce agility.

In Gaza strip, many changeable circumstances occur, like wars and military escalations, unstable economic situation, etc., which need flexible plans to be made by the organizations. INGOs have significant role in general and in Gaza strip in specific which its job is doubled because of the high poverty and unemployment rates as assured by (Al Hafi, 2015). According to the HR manager of one of INGOs in Gaza strip, the importance of INGOs activities in Gaza strip is touchable in many fields. She assured the need of more agile organization and agile HR because of the unstable environment in Gaza strip. They used mixture of traditional HR and agile HR according to what the circumstances need. She assured that agile HR, when used, is applied to the whole organization not just to HR department. (Almoghani, 2021)

This study aims to answer following main question: "What is the impact of workforce agility on organizational development agility in the INGOs working in the Gaza Strip?"

Study Variables

The study variables are:

1. The independent variable: Workforce agility.
2. The dependent variable: Organizational development agility.
3. The demographic variables:
 - a. Gender.
 - b. Age.
 - c. Educational qualifications.
 - d. Years of service.
 - e. Number of the employees in the organization.

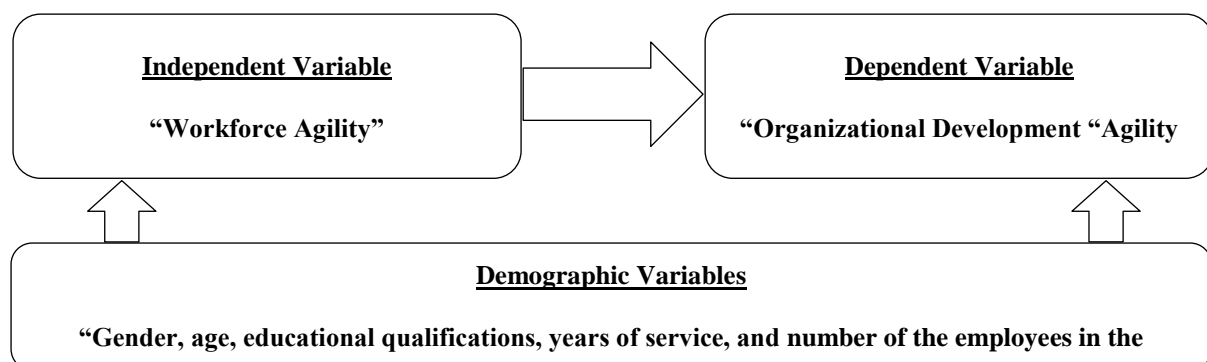


Figure (1) – Study Variables

Source: Articulated by the researchers, 2022

Study Hypotheses:

The study hypotheses are:

1. There is a statistically significant relationship at level $\alpha \leq 0.05$ between workforce agility, and organizational development agility.
2. There is a statistically significant impact at level $\alpha \leq 0.05$ of workforce agility on organizational development agility.
3. There is a statistically significant differences at level $\alpha \leq 0.05$ in the responses of the study sample regarding the impact of workforce agility on organizational development agility due to the following demographic variables (gender, age, educational qualifications, years of service, and number of the employees in the organization).

Study Objectives:

This study mainly aims to achieve the following objectives:

1. To determine the relation between workforce agility and organizational development agility.
2. To determine the level of impact of workforce agility on organizational development agility.
3. To determine the most important factors, problems, and obstacles related to workforce agility that are negatively influencing the organizational development agility.
4. To provide recommendations to the concerned organizations to reduce the negative influence of the mentioned factors and utilize the workforce agility to enhance organizational development agility in a more proper way.

Study Importance:

The study importance is as the following:

1. Provide additional resource to interested researchers, in addition to academic and research institutions, which will contribute to developing farther research related to the subject matter of the study.
2. Provide useful resource to interested professionals, which will contribute to inducing developments in the related areas of the study.
3. Provide suggestions to deal with the discovered problems and obstacles, which will contribute to enhance the agility of the concerned organizations.
4. Provide a logical diagnosis of the relation between study variables which will lead to improvements in organizational development practices, and consequently will contribute to improving the services provided by the concerned organization to the society.

Literature and Previous Study Preview

Workforce Agility:

HR agility is called by different names like, employee agility, workforce agility, agile people and agile performance. According to the study of (L'Hermitte, Bowles, Tathman, & Brooks, 2015) multi skilled, experienced, adaptability, team-oriented, the ability to handle uncertainty and stress, proactivity and creativity in dealing with threats and opportunities were chosen as main features of agile people. Another way to define it is as a way to reach competitiveness (Muduli, 2016). On the other hand, far from these definitions, (Holbeche, 2018) said that flexibility is a feature of agility which is important to face changeability; agility is used as a change process. Flexibility is a requirement of HR agility (Bala, Massey, & Seol, 2019), while it is a main component to HR agility according to (Cai, Huang, Liu, & Wang, 2018). The study of (Lu, Wu, Goh, & De Souza, 2019) studied workforce agility in the context of humanitarian organizations which considered it as an enabler for agility; the study defined HR agility as, "people as an agility enabler have to include both internal and external manpower"

Developing an agile workforce is a necessity because of the uncertainty happens in the business world. Developing it needs certain capabilities that should be available in the workforce. As stated by the reviewed literature, the capabilities of developing workforce agility are:

1. Proactivity is significant to keep up with the surrounded changes. The workforce who is proactive behaves as: scanning for change opportunity, setting effective, change-oriented goals, anticipating and preventing problems, doing different things or doing things differently, taking action, persevering and achieving results. (Wu & Wang, 2011)
2. Self-awareness depends on the self and the occurred situations that give the individual the ability to understand the self-weaknesses and strength which are needed to notice their effects on self, others and the situations. (Lawrence, Dunn, & Spolter, 2018)
3. Resiliency has many definitions, but it has a strong relation to self being like, self-evaluation to life experiences. (McCray, Palmer, & Chmiel, 2016). In the same study, the well-being covers a moment in time, but reliance characterizes by dynamicity which has a maintenance performance. Some researchers like, (O'Callaghan, Hall, Cobb, & Jacobson, 2018) considered reliance as one of the affective factors that are as a subjective experience of feelings delivered from their perceptions to the world.
4. Adaptability is a way to gain the success of the organization and it allows the employees to adapt the work changing. This links to career's adaptability which has to do with how much "individual's resources can cope with current and anticipated tasks, transitions, traumas in their occupational roles." (Al-Ghazali, 2020). In the business world, an adaptable employee is the individual who is concerned about taking care of the professional future, preparing oneself to it, offering curiosity and ambition about the opportunities.
5. Business orientation or entrepreneurial orientation went through several redefinitions since 1983. (Perlines, 2018) defined it as, "the capacity of the business to carry out activities related to innovation, to assume risks and to pioneer new actions." From this definition, it's clear that business orientation has three dimensions. Business orientation is important to the organization because it is a learning technique.

On the other hand, proactivity, adaptability and resiliency were used as dimensions to measure HR agility by (Al-Faouri, Al-Nsour, & Al-Kasasbeh, 2014) that investigated the impact of workforce agility on organizational memory in three of Jordanian mobile communication companies: Zain, Orange and Uminiah. It was found that proactive employees, who are initiators, can deal with problems by adopting new approaches, take responsibilities, and find opportunities. Similarly, (Aladwan, 2017) measured workforce agility by using proactivity, adaptability and flexibility to study the impact of knowledge management (KM) process on workforce agility in 11 Jordanian Pharmaceutical companies that are registered in the Jordanian Association of Pharmaceutical Manufacturers. In this study, proactivity was used to support the literature of HR agility with this concept.

To enhance the capabilities of HR agility and to develop it in an effective way, the organizations have to adopt certain mechanisms that were mentioned as the examined literature (Azura, 2015) as:

1. Employee communication is a significant point to reach organizational engagement that gives a feeling of belonging which encourages sharing information within the several organizational communication tools. Also, communicate with the employees eases to know their feelings and then build relations between the employees shaping the culture of the organization as well as its goals and values.
2. Training improves the employees' skills, productivity and knowledge. The employees are the main assets of the organization and developing them by the usage of training continually minimize work's incidents, turnover and others. It increases the work's productivity and improves its quality and the employees' skills, understanding and attitude.
3. Performance management needs an extraordinary effort, so it is an integrated system which its information is very connected to the strategic guidance. Building a well design performance tool including the organization's goals as well as the employees' eases the way to achieve them.

Organizational Development

The concept of OD was introduced by Hawthorne according to several events in the World War two in the 1940s and 1950s. OD which was developed coinciding with the other concepts like, laboratory training, survey research and feedback, action research in the US and socio-technical theory in England. But earlier, OD was affected by the scientific management founded by Frederick Taylor who was looking for more systematic approach to increase the productivity. The studies of business development and business growth are interesting, and yet sometime integrated and confusing. Hence, they can't be used interchangeably. Growth is defined by (Crabb, 2014) as taken from Encyclopedia Britannica as, "an increase in the size or the amount of an entity." It deals with quantitative external change, so it's easy to be observed and measured. Whereas development has to do with changing in both the size and the function of the organization. It's more qualitative and internal in nature, so that it is not easy to be observed and measured. Another thing, growth could be part of development as what Theory of corporate life-cycle suggested the 3-5 basic stage of organizational development: birth, growth, maturity, revival, and decline.

OD is also defined as a planned efforts and it depends on the size of the organization to enhance its health and efficiency. (Mihaela, Adelaa, Elenaa, & Monica, 2011). Alike, (Karakayaa & yilmaz, 2013) defined it as, "a conscious and planned act of change jointly performed by managers, change experts and employees to solve a problem." Moreover, OD can be described according to the field of interest. As a result, (Myszewski, 2016) defined the concept of development as general steps in organizations to minimize the organizational functional gaps. These gaps are as a result of undesirable external and internal changing of the operations process; the development is set to employees whose capabilities don't cope with the problems illustrating that the development itself keep the top managers away from their core jobs.

OD has to do directly with the employees' behaviors. Applying this, the master research (Yaghi, 2017) discovered the effectiveness of OD tools and its role in developing the non-governmental organizations and its efficiency in Palestine. Also, it wanted to know the relation of these tools with change management. OD was measured by adding employees training and development, the followed rules and regulations, the technological tools, the organizational structure and analyzing the surrounding circumstances as its dimensions. One of the findings that has to do with the employees' behaviors is that these organizations didn't train and develop their employees well, so that it affects their efficiency as well as OD itself.

Organizational development interventions (ODIs) are key points that interfere with the process of OD. According to (Huang, 2019), ODI is the adaption of procedural systematic enhancement for the organizational shortages for both individuals and groups. In the manner of the researcher, ODIs are:

1. Appreciative inquiry is an example of a change whose tool is questioning about the best part of the members and groups inside the organization for any potential development for the individuals and the organization. It focuses on the strengths more than the weakness.
2. Strengths, opportunities, aspirations, results (SOAR) analysis is a strategic planning tool that its main interests are the present strengths and the future vision. SOAR focuses on what is done perfectly rather than the recognized weakness and threats.

3. Coaching and mentoring is an ongoing two-way process to develop the employees' performance, their relations, abilities and careers. By mentoring, the employees can understand their goals and experiences more deeply.
4. Goal setting is a theory that is based on external motivations like, rewards which affect the goals. Goals' determination can steer the employees' motivations and their behaviors. Judgments will be established by comparing the intended goals and the employees' behavior which will guarantee achieving the desirable goals.
5. Team building aims to maximize the performance of the employees and their production by communicating with them effectively and rewarding them. Team building builds trust leading to discover the performance's restrictions.

To apply OD in an effective way, the following requirements should be taken into consideration according to (Huang, 2019):

1. The managerial support and agreement for the development plans which guarantee success of the outcomes.
2. The employees should be involved in the process of preparing the development plan and its implementation. They should be informed about the reasons of the changings and development and their effects.
3. Having a full understanding and perception of the organizational weakness and problems and willing to solve them.
4. All the administrative tasks and duties should be clear and determined. In addition, the organization should hold onto the administrative strengths while applying the development plan.

OD may fail because of certain reasons that can be listed as (Atallah, 2016) suggested:

1. Hiring external unengaged consultants who is busy with their personal issues, not taking the required responsibilities seriously, mistaken in their evaluation, confused between techniques and processes of OD. On some occasions, these consultants are uneducated who don't know how to deal with the current changes.
2. Missing the support of stakeholders which is significant in dealing with the changes.
3. Focusing only on developing processes instead of developing the outcome of OD.
4. Dealing with the problems and the unwanted results and changes rather than fixing what caused them.
5. Delaying fixing the obstacles or simply just ignoring them which accumulates the issues until they become too difficult or too late to be solved.
6. Managements can't deal with the happening changes whether it is ongoing changes or not.

The Relation Between HR and Organizational Development:

OD main purpose is to increase the firm's effectiveness and its capability to change which is planned by its employees and started by the managers at the first place with a hand by whether external or internal OD experts. Unfortunately, a resistance of any change would occur because of several reasons according to (Thomas & Hardy, 2011):

1. Employees' interactions toward the change are main domain to decide the direction of the needed change. Their resistance to change can take different attitudes like, not cooperating to apply it. It is believed that employees' resistance to change is confusing and causes problems to managers. The action of resistant can be because of their shortage in their emotions, behaviors and attitudes and/or their misunderstanding of the planned change.
2. How the change is viewed and delivered is important because it determines whether it is a positive perception or a negative one. Unluckily, change is connected as a sign to failure, so that the view over the change is resistible to be replaced.
3. Lacking management's support makes applying any change arduous. In some cases, higher managers entrust this issue to an external party for example, a change agent which may, in most cases, lead to have other obstacles like, not being engaged with the organization, so that the change plan won't be applicable or suitable for the firm.
4. Theoretical, practical and ethical challenges may prevent applying the changing plan. These challenges could occur at any stage of implementing it, but they can be avoided by designing a reliable one by the concerning parties.

Accordingly, the human resources should put fine efforts, invest in them and be treated as valuable assets from the very beginning; it is a long-term focus and efforts including giving them trust and support. This can minimize any change resistance and they will be willing to cooperate and contribute with the firms' success. The importance of the HR force is that they have direct long-term relation with the management; the shape of this relation affects the rest of other reasons of change resistance as well as other organizational functions, performance and overall success.

HR agility is connected with organizational agility and a critical factor to gain it. Organizational agility is defined by (Şen & İrge, 2020) as, "being able for a company to react swiftly to inevitable and unforeseen changes in

its internal and external business environment". Also, the master research of (Azuara, 2015) shed a light of this by dividing the features of organizational agility into groups in which HR agility is one of them. The features are strategic awareness, reconfigurable organization, organizational learning, flawless execution, and agile workforce.

(Monsen & Boss, 2018) explained the heart of OD, "At the core, OD's purpose is to help create robust and adaptable organizations; and to be successful at entrepreneurship, a firm needs to be robust and adaptable". Similarly, the study of (Crabb, 2014) chose three criteria of OD as: integrity, systems approach and adaptability. Adoptability was used as both a core of a study or a criteria for OD. As a result, being agile is to be adoptable as what OD aims; accordingly, a connection between both OD and agility is been found.

The relation between OD and HR is vague yet because the responsibility the employee takes and the required competencies, he/she should have as OD mentor wants lead to unclear vision and tense to the employee. Also, an argument about the nature of OD existed; is OD as a sub function of HR or not? Both OD and HR are used sometimes interchangeably. On the other hand, it is agreed that both OD and HR help developing the organizations and people to gain more self-sufficient in the process. (Gohil & Deshpande, 2014).

The relation between who leads business and who do OD is thorny. OD people are not informed enough of the business language which makes it difficult to build healthy understandable relations with business people. Business people are more educated and informed about implementing the needed changings. Vice versa, HR people won't appreciate the role of OD people about internal consultant. But, the newly changings in both HR and OD allow enhancing the strategic statues of both of them. (Nirenberg, 2012).

Study Methodology:

The descriptive analytical approach was adopted, as according to (Frankenfield, 2020), the descriptive approach describes the state of affairs as it exists at present as it is reported by the researcher as it has happened to understand changes that have occurred. While, in the analytical approach the researcher has to use facts or information already available, and analyze these to make a critical evaluation of the material.

Study Data Sources:

The data sources are as follows:

1. The secondary data sources: This includes textbooks, journals, research papers, records, and web sites.
2. The primary data sources: This includes the questionnaire that was developed and administered to collect the needed data from the research sample.

Study Population and Sample:

According to the Palestinian ministry of interior (December 2021), there are 97 INGOs working in Gaza strip. These organizations with more than 3 employees (excluding support staff such as, drivers, cleaners, etc.). Accordingly, 20 organizations with 289 employees were included in the study. A stratified random sample was used, where the sample size was determined using the following equation (Moore et. al. 2003):

$$n = \left(\frac{Z}{2m} \right)^2$$

Accordingly, the minimum sample size was 165 respondents, therefore, 186 questionnaires were distributed, and 165 were returned with a response rate 89%.

Study Tool Design and Data Measurement Scale:

A questionnaire was designed to study "The Impact of Workforce Agility on Organizational Development Agility in the INGOs Working in the Gaza Strip". The questionnaire included the following sections:

1. Section one: Includes research sample characteristics which are: (gender, age, academic qualification, years of service and number of the employees in the organization).
2. Section two: Includes workforce agility (16 items).
3. Section three: Includes organizational development agility (16 items).

A 1 to 10 scale was used to answer the questionnaire items. As 10 indicates the highest level of approval, were 1 indicates the lowest level of approval. As it is explained in the following table:

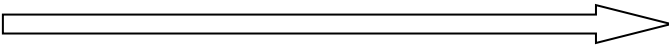
Item	Strongly Disagree									Strongly Agree
Scale	1	2	3	4	5	6	7	8	9	10

Table (2) – Data Measurement Scale

The following steps were followed in order to design the questionnaire:

1. Review and utilize the available literature and previous studies related to study area.
2. Consult a number of academic and professional personnel from different universities and institutions.
3. Identify the main fields of the questionnaire and the items under each field.
4. The questionnaire was designed, reviewed, and modified by the researchers.
5. Again, a number of academic and professional personnel were approached as referees. Based on the referees' comments modifications were done as appropriate.

Study Tool Validity and Reliability Testing:

A pilot study sample of 40 questionnaires was distributed to help test the validity and reliability of the questionnaire according to the following:

1. Content Validity: 10 academic and professional personnel reviewed and provided valuable notes to improve the questionnaire validity, as their inputs were taken into consideration. Content validity of the questionnaire was conducted in order to assure that the content of the questionnaire is consistent with the study objectives, and problem statement. Modifications were conducted till the questionnaire appeared in its final form as it is presented in appendix (1).
2. Internal Validity: Internal validity of the questionnaire is used to test the validity of the questionnaire. It is measured through measuring the correlation coefficients between each item in a field and the whole field according to the following:
 - a. The internal validity of the workforce agility field:

Sl.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organization clarifies work objectives.	.729*	0.000
2.	The employees realize the organization's goals well.	.824*	0.000
3.	The organization helps you to understand the work's steps.	.807*	0.000
4.	The organization supports self-learning.	.755*	0.000
5.	The organization cares about providing the needed training for its employees.	.771*	0.000
6.	Training is essential and permanent in the continuous learning process in the organization.	.723*	0.000
7.	You and your colleagues share knowledge about each other's work experience.	.701*	0.000
8.	You and your colleagues share feedback about different work challenges.	.758*	0.000
9.	You and your colleagues come up with new work methods based on changing circumstances.	.755*	0.000
10.	The employees have the capabilities to shift between different work's requirements.	.836*	0.000
11.	The employees are engaged with the organization.	.854*	0.000
12.	The employees work at their full capacity.	.755*	0.000
13.	The employees are considered innovative.	.758*	0.000
14.	The employees work as a team together.	.821*	0.000
15.	The organization encourages teamwork.	.855*	0.000
16.	The organization encourages self-rule (autonomy) and making decisions.	.710*	0.000

Table (3) – Clarifies the Correlation Coefficient for Each Item of the Workforce Agility Field and the Total of the Field.

* Correlation is significant at level $\alpha \leq 0.05$

Table (3) indicates that the p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$. Thus, the items of this field are valid to measure what it was set for.

- b. The internal validity of the organizational development agility field:

Sl.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The organizational development plan is realistic and adapts to changes.	.885*	0.00
2.	The organization responds to changes quickly.	.728*	0.00
3.	The organization adapts to new methods based on previous experiences.	.807*	0.00
4.	The organizational development plan takes into consideration both the changing internal and external environment.	.919*	0.00
5.	The organizational development plan is continually improved.	.915*	0.00
6.	The information system allows information to flow throughout the organization.	.691*	0.00

7.	The organization's structure is flexible and can adopt any changeable work's circumstances.	.852*	0.00
8.	The organization has different communication channels.	.785*	0.00
9.	The development plan of the organization is well structured.	.899*	0.00
10.	The development plan of the organization adapts to different work conditions.	.895*	0.00
11.	The development plan of the organization covers all the activities at all levels.	.858*	0.00
12.	Managers of all departments are involved in preparing the development plan.	.846*	0.00
13.	Managers can identify work problems accurately.	.899*	0.00
14.	Managers can identify work problems promptly.	.899*	0.00
15.	Change experts are advised in the process of preparing the development plan.	.841*	0.00
16.	The employees are involved in the process of preparing the development plan.	.836*	0.00

Table (4) – Clarifies the Correlation Coefficient for Each Item of the Organizational Development Agility Field and the Total of the Field.

* Correlation is significant at level $\alpha \leq 0.05$

Table (4) indicates that the p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$. Thus, the items of this field are valid to measure what it was set for.

Construct Validity: Construct (structural) validity is used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It is measured

- Through measuring the correlation coefficient between one field and all the fields of the questionnaire that have the same level of scale.

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Workforce Agility	.970*	0.000
2.	Organizational Development Agility	.979*	0.000

Table (5) – Clarifies the Correlation Coefficient of Each Field and the whole Questionnaire.

* Correlation is significant at level $\alpha \leq 0.05$

Table (5) indicates that the p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha \leq 0.05$, so it can be said that the fields are valid to measure what it was set for.

- Reliability of the Questionnaire: Cronbach's coefficient alpha test is used to test the reliability of the questionnaire. It ranged between 0.0 and + 1.0 and the higher values reflects a higher degree of internal consistency.

No.	Field	Cronbach's Alpha
1.	Workforce Agility	0.955
2.	Organizational Development Agility	0.974
All Fields		0.981

Table (6) – Cronbach's Alpha for Each Field of the Questionnaire.

Table (6) indicates the value of Cronbach's Alpha was in the range from 0.955 and 0.974. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.981 for the entire questionnaire, which indicates a high reliability of the entire questionnaire.

According to the previous results of testing the validity and the reliability of the questionnaire's, it is clear that the questionnaire is valid, reliable, and ready for distribution as it is in its final form in appendix (1).

Descriptive Analysis of the Sample Personal Characteristics:

1. Gender:

Gender	Frequency	Percentage
Male	82	49.7
Female	83	50.3
Total	165	100

Table (7) – Gender

Table (7) shows that (50.3 %) of the respondents are females and (49.7 %) are male. Gender balance and mainstreaming is due to the gender equality and women empowerment policies INGOs adopt and apply as part of their policies.

2. Age:

Age	Frequency	Percentage
Below 30	16	9.7
30 – Below 40 years	97	58.8
40 – Below 50 years	41	24.8
50 years and above	11	6.7
Total	165	100

Table (8) – Age

Table (8) shows that 68.5% of respondents are less than 40 years, while 31.5% of respondents are 40 years or more. The main reason is INGOs interest in hiring young people to benefit their energy, passion to learn, and motivation for development.

3. Educational Qualification:

Age	Frequency	Percentage
Diploma or lower	12	7.3
Bachelor's degree	110	66.7
Master's degree	42	25.5
Ph.D.	1	0.6
Total	165	100

Table (9) – Educational Qualification

Table (9) shows that 7.3 % of the respondents have a diploma degree or lower, 66.7% of the respondents have a bachelor's degree, and 26.1% of the respondents have post graduate degree. Naturally, the majority have a bachelor's degree which is in most cases a minimum requirement to work in INGOs. Moreover, there is a trend between employees working in INGOs to have a master degree because it gives them self-satisfaction as well a better opportunity for career development.

4. Years of Service:

Age	Frequency	Percentage
Less than 5 years	16	9.7
5 – Less than 10 years	51	30.9
10 – Less than 15 years	56	33.9
15 years or more	42	25.5
Total	165	100

Table (10) – Years of Service

Table (10) shows that 40.6% of the employees have been working for their organization for less than 10 years, and 59.4% of the employees have been working for their organization for more than 10 years. It seems that there is high stability of workforce, as working with INGOs is considered as a privilege and one of the most desired employment opportunities in Gaza Strip, so naturally, employees will do their best to maintain their positions with the INGOs.

5. Number of Employees in the Organization:

Age	Frequency	Percentage
Less than 10 employees	27	16.4
10– Less than 20 employees	23	13.9
20 – Less than 30 employees	26	15.8
30 employees or more	89	53.9
Total	165	100

Table (11) – Number of Employees in the Organization

Table (11) shows that 30.3% of the organizations have less than 20 employees, and 69.7% of the organizations have more than 20 employees. Mainly the number of employees is result for the size of work and activities managed by the organizations. That's why most of the research sample were staff members of large organizations.

Normality Testing:

Kolmogorov-Smirnov test was used to examine normality as shown in the following table:

Sl.	Dimension	Kolmogorov-Smirnov	
		Statistic	P-value
1	Workforce Agility	0.969	0.718
2	Organizational Development Agility	0.713	0.690
All Fields		0.845	0.472

Table (12) – Kolmogorov-Smirnov test

According to table (12) the p-value for each variable is greater than 0.05 level of significance, thus the distributions for the data follow the normal distribution. Therefore, for statistical data analysis purposes parametric tests were used.

Statistical Analysis Tools:

The data was analyzed using the following statistical analysis methods:

1. Frequency and Descriptive Analysis: This analysis used to determine the measures of central tendency which are mean, mode, and median. These measures help the researcher to evaluate the results.
2. Kolmogorov-Smirnov test of normality: It is a statistical test used to determine if the data follows normal distribution and it compared the sample with a normal distribution.
3. Pearson Correlation Coefficient for Validity: It is a statistical test used to measure correlation between variables.
4. Cronbach's Alpha for Reliability Statistics: This test measures reliability of the questionnaire to determine whether it measures well what it should be designed for or not.
5. One-sample T Test: This test compares the sample mean with a predefined value. It requires a random sample, independent data, and a normally distributed data.
6. Simple Linear Regression Model: To clarify the relationship between the research independent variable and the dependent variable.
7. Independent Samples T-test: This test determines the differences between two groups of data such as males and females. It is used when the population mean is unknown and with two independent samples.
8. Analysis of Variance (ANOVA): This test compares between the means of a number of variables to determine the differences among them. It helps to find out whether to reject or accept the null hypothesis.

Data Analysis:

The mean, standard deviation, proportional mean, T test-value, were used for data analysis purposes for all fields and items of the questionnaire to determine the tendency and ranking according to the following:

1. The Independent Variable "Workforce Agility":

Sl.	Item	Mean	S.D	Proportion al mean (%)	Test value	P-value (Sig.)	Rank
1.	The organization clarifies work objectives.	8.19	1.72	81.90	20.01*	0.000	1
2.	The employees realize the organization's goals well.	7.86	2.00	78.61	15.16*	0.000	4
3.	The organization helps you to understand the work's steps.	7.74	2.07	77.38	13.87*	0.000	8
4.	The organization supports self-learning.	7.59	2.39	75.85	11.18*	0.000	10
5.	The organization cares about providing the needed training for its employees.	7.41	2.17	74.09	11.28*	0.000	14
6.	Training is essential and permanent in the continuous learning process in the organization.	7.46	2.35	74.63	10.70*	0.000	13
7.	You and your colleagues share knowledge about each other's work experience.	7.78	1.85	77.80	15.78*	0.000	7
8.	You and your colleagues share feedback about different work challenges.	8.02	1.80	80.18	17.94*	0.000	3
9.	You and your colleagues come up with new work methods based on changing circumstances.	7.63	1.94	76.28	14.08*	0.000	9
10.	The employees have the capabilities to shift between different work's requirements.	7.48	1.98	74.82	12.80*	0.000	12
11.	The employees are engaged with the organization.	7.56	2.15	75.58	12.30*	0.000	11
12.	The employees work at their full capacity.	7.84	2.18	78.36	13.77*	0.000	5
13.	The employees are considered innovative.	7.19	2.19	71.94	9.94*	0.000	15
14.	The employees work as a team together.	7.81	2.07	78.12	14.36*	0.000	6
15.	The organization encourages teamwork.	8.07	2.13	80.73	15.55*	0.000	2
16.	The organization encourages self-rule (autonomy) and making decisions.	6.70	2.22	66.97	6.94*	0.000	16
All Items of the Field		7.64	1.61	76.39	17.07*	0.000	-

Table (13) - Means and Test values for "Workforce Agility"

* The mean is significantly different from 5.5

Table (13) shows that item “1” was ranked first by having the highest proportional mean valued 81.90%. where item “16” was ranked sixteenth by having the lowest proportional mean valued 66.97%. In general, the items of the “Workforce Agility Field” were statistically positive and reasonably high with a proportional mean valued 76.39%. This indicates that the INGO’s working in Gaza Strip are having managerial practices which is enhancing workforce agility. This is attributed to the experience of those organizations as well as the professional managerial and human resource practices, in addition for being professionally well organized.

This agrees with the findings of (Shahsavari-Pour, Sayyadi-Tooranloo, Pabarja, & Heydarbeigi, 2021) which concluded that the success of the organizations is achieved by applying organizational agility which HR agility is part of it. The practices of workforce agility eased the way to deliver it between 43 experts at the Vali-e-Asr University of Rafsanjan, Iran.

2. The Dependent Variable “Organizational Development Agility”:

Sl.	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The organizational development plan is realistic and adapts to changes.	6.96	2.47	69.64	7.62*	0.000	10
2.	The organization responds to changes quickly.	7.36	2.10	73.62	11.34*	0.000	2
3.	The organization adapts to new methods based on previous experiences.	7.27	2.10	72.68	10.80*	0.000	5
4.	The organizational development plan takes into consideration both the changing internal and external environment.	6.96	2.43	69.58	7.71*	0.000	11
5.	The organizational development plan is continually improved.	6.83	2.39	68.30	7.16*	0.000	16
6.	The information system allows information to flow throughout the organization.	7.32	2.19	73.23	10.66*	0.000	3
7.	The organization's structure is flexible and can adopt any changeable work's circumstances.	6.98	2.24	69.82	8.51*	0.000	9
8.	The organization has different communication channels.	7.47	2.12	74.67	11.90*	0.000	1
9.	The development plan of the organization is well structured.	6.96	2.29	69.58	8.16*	0.000	12
10.	The development plan of the organization adapts to different work conditions.	7.11	2.24	71.09	9.21*	0.000	6
11.	The development plan of the organization covers all the activities at all levels.	6.99	2.13	69.94	8.99*	0.000	8
12.	Managers of all departments are involved in preparing the development plan.	7.29	2.28	72.93	10.08*	0.000	4
13.	Managers can identify work problems accurately.	7.18	2.23	71.76	9.66*	0.000	5
14.	Managers can identify work problems promptly.	7.07	2.14	70.67	9.38*	0.000	7
15.	Change experts are advised in the process of preparing the development plan.	6.93	2.44	69.27	7.48*	0.000	13
16.	The employees are involved in the process of preparing the development plan.	6.86	2.36	68.61	7.41*	0.000	15
All Items of the Field		7.09	1.92	70.93	10.66*	0.000	-

Table (14) - Means and Test values for “Organizational Development Agility”

* The mean is significantly different from 5.5

Table (14) shows item “8” was ranked first by having the highest proportional mean valued 74.67%. where item “5” was ranked sixteenth by having the lowest proportional mean valued 68.30%. In general, the items of the “Organizational Development Agility Field” were statistically positive and to an extent high with a proportional mean valued 70.93%. This indicates that the INGO’s working in Gaza Strip are having practices which is enhancing organizational development agility. This is attributed to the experience of those organizations as well as the professional planning practices. Still considering the mean value those organizations still have a need to more develop their OD practices.

This agrees with the findings of (Rastgoo, 2016) which showed organizational development enhances the quality of work’s environment. It helped HR managers to discover the skills that should be in a developed

organization and identify methods to minimize the skill's gaps of the employees in different fields like, intrapersonal, structural, technical, and task communications. These results may be due to the model that the OD's question are extracted from.

This disagrees with the results of (Mansour, 2014) in which the decision makers at the Palestinian ministries in Gaza strip explained that they can't give attention and care to OD due to the financial issues. They rely on their experience and expectation when it comes to decision making in which development is one of these decisions. Also, the results contradict with the findings of (Abu Amra, 2012) which indicated that managers believed that the effort to apply OD by UNRWA is little and this is due to the lack of OD culture in UNRWA's management.

Hypotheses Testing:

The hypotheses were tested as follows:

1. There is a statistically significant relationship at level $\alpha \leq 0.05$ between workforce agility, and organizational development agility.

The Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a statistically significant relationship at level $\alpha \leq 0.05$ between workforce agility, and organizational development agility.	.900*	0.000

Table (15) - Correlation Coefficient between Workforce Agility and Organizational Development Agility

Table (15) shows that the correlation coefficient equals 0.900 and the p-value (Sig.) equals 0.000 which is less than 0.05. This indicates the existence of a significant positive relationship between workforce agility and organizational development agility. This is logically understood as there is an interrelation between both, as agile workforce will contribute to organization development agility and vice versa.

This agrees with the results of (Menon & Suresh, 2020) who concluded that managements in engineering educational institutions in India have to apply practices like, continuous training and development as well as HR practices that can activate agility and considered as enablers of workforce agility. Also, it agrees with the findings of (Azizsafaei, 2016) which illustrated the importance of workforce agility in achieving organizational development in large public and private organizations in UK. The agreement with the results of (Azizsafaei, 2016) is because it extracted the HR agility's variable from a framework applying it leads to organizational agility and OD.

These results are in line with the findings of (Francis & Baum, 2018) which said that OD is an associate to HR in a family hotel in India. The partnership between OD and HR eases HR's functions development and builds agile employees. These results assured the necessity of adapting the changing environment by integrating OD with HR.

2. There is a statistically significant impact at level $\alpha \leq 0.05$ of workforce agility on organizational development agility.

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	-1.101	-3.463*	0.001	0.900	0.808	693.29**	0.000
Organizational Development Agility	1.073	26.331*	0.000				

Table (16) - Simple Linear Regression Analysis

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

Table (16) shows that the $R=0.900$ and $R\text{-Square}=0.808$. This means 80.8% of the variation in organizational development agility is explained by the independent variable workforce agility. The Analysis of Variance for the regression model. $F=693.29$, p-value (Sig.) less than 0.05, so there is a significant relationship between the dependent variable organizational development agility and the independent variable organizational development agility. Furthermore, the t-test= 26.331 , the P-value (Sig.) less than 0.05, hence this variable is statistically significant. Since the sign of the test is positive, then there is significant positive effect of the variable workforce agility on organizational development agility. Organizational development agility = $-1.101 + 1.073$ (workforce agility).

This agrees with the findings of (Francis & Baum, 2018) which concluded that the integration between HR and OD practices is significant when it comes to adapt new HR protocol and plan in a family independent hotel in India. This is because the traditional HR system cannot keep up with the work's changes and the development's requirements.

This is also agrees with the research of (Mihaela, Adelaa, Elenaa, & Monica, 2011) which made a SWAT analysis that which is one definition of OD. The research concluded that SWAT is important for the benefits of the both the organization and the employees; for further development, HR must face with the organization's objective in

preschool educational institutions in Targu Mures in Romania.

3. There is a statistically significant differences at level $\alpha \leq 0.05$ in the responses of the study sample regarding the impact of workforce agility on organizational development agility due to the following demographic variables (gender, age, educational qualifications, years of service, and number of the employees in the organization).
- a. There's a statistically significant difference at level $\alpha \leq 0.05$ in the responses of the research sample due to gender:

Sl.	Field	Means		Test Value	Sig.
		Male	Female		
1	Workforce Agility	7.53	7.75	-0.880	0.380
2	Organizational Development Agility	6.93	7.25	-1.078	0.283
All Fields		7.23	7.50	-1.003	0.318

Table (17) - Independent Samples T-test of the fields and their p-values for gender

* The mean difference is significant $\alpha 0.05$ level

Table (20) shows that there is an insignificant difference among the male and female respondents toward workforce agility and organizational development agility; this indicates that females and males had the same opinion regarding the impact of workforce agility and organizational development agility.

This agrees with the results of (Atallah, 2016) that assured that gender had no effect in UNRWA's electronic human resource management on its organizational development. Both female and male agreed that the HR system of UNRWA had an impact in OD. The agreement between the results is due to that both population are from the same society that both gender work under the same conditions and regulations.

- b. There's a statistically significant difference at level $\alpha \leq 0.05$ in the responses of the research sample due to age:

Sl.	Field	Means				Test Value	Sig.
		Less than 30 years	From 30 to less than 40 years	From 40 to less than 50 years	50 years and above		
1	Workforce Agility	7.90	7.61	7.72	7.23	0.422	0.737
2	Organizational Development Agility	7.43	7.02	7.20	6.84	0.316	0.814
All Fields		7.66	7.31	7.46	7.03	0.371	0.774

Table (17) - ANOVA Test of the fields and their p-values for age

* The mean difference is significant $\alpha 0.05$ level

Table (21) shows that there is an insignificant difference among respondents toward workforce agility and organizational development agility due to age groups, this indicates that the respondents had the same opinion regarding the impact of workforce agility and organizational development agility.

This agrees with the findings of (Mansour, 2014) which indicated that there is no difference among the respondent toward the advantage of the Islamic university's business administration master theses on organizational development in Palestinian Ministries in the Gaza Strip due to age groups. This is also due to the regulations that the employees work under which age groups cannot have any effect on the employees' perspectives.

- c. There's a statistically significant difference at level $\alpha \leq 0.05$ in the responses of the research sample due to academic qualification:

Sl.	Field	Means			Test Value	Sig.
		Diploma or lower	Bachelor's degree	Master's degree or above		
1	Workforce Agility	6.99	7.83	7.33	2.603	0.077
2	Organizational Development Agility	6.92	7.34	6.51	3.040	0.051
All Fields		6.95	7.58	6.92	2.748	0.067

Table (18) - ANOVA Test of the fields and their p-values for academic qualification

* The mean difference is significant $\alpha 0.05$ level

Table (22) shows that there is an insignificant difference among the respondents toward workforce agility and organizational development agility due to academic qualification, this indicates that the respondents had the same opinion regarding the impact of workforce agility and organizational development agility.

This agrees with the findings of (Atallah, 2016) which clarified that there were no differences towards the impact of the electronic human resource management of UNRWA on organizational development in Gaza strip in

Palestine due to the academic qualification. This is because the employees of UNRWA shared the same understanding organizational development.

- d. There's a statistically significant difference at level $\alpha \leq 0.05$ in the responses of the research sample due to years of service:

SL.	Field	Means				Test Value	Sig.
		Less than 5 years	5 – Less than 10 years	10 – Less than 15 years	15 years or more		
1	Workforce Agility	8.39	7.55	7.60	7.51	1.338	0.264
2	Organizational Development Agility	7.97	7.04	6.87	7.11	1.384	0.250
All Fields		7.66	8.18	7.30	7.23	1.357	0.258

Table (19) - ANOVA Test of the fields and their p-values for years of service

* The mean difference is significant $\alpha 0.05$ level

Table (22) shows that there is an insignificant difference among the respondents toward workforce agility and organizational development agility due to years of service; this indicates that the respondents had the same opinion regarding the impact of workforce agility and organizational development agility.

This agrees with the findings of (Abu Ward, 2015) which indicated that there were no differences toward the degree of effectiveness of UNRWA principal's system evaluation and its relation with school organizational development due to years of service. This is because all principals are evaluated by the same fixed system which gave the same perception to them.

- e. There's a statistically significant difference at level $\alpha \leq 0.05$ in the responses of the research sample due to number of the employees in the organization:

SL.	Field	Means				Test Value	Sig.
		Less than 10 employees	10 – Less than 20 employees	20 – Less than 30 employees	30 employees or more		
1	Workforce Agility	7.74	7.67	7.60	7.61	0.053	0.984
2	Organizational Development Agility	7.03	6.96	7.13	7.14	0.065	0.979
All Fields		7.39	7.31	7.37	7.37	0.008	0.999

Table (20) - ANOVA Test of the fields and their p-values for number of the employees in the organization

* The mean difference is significant $\alpha 0.05$ level

Table (22) shows that there is an insignificant difference among the respondents toward workforce agility and organizational development agility due to number of employees, this indicates that the respondents had the same opinion regarding the impact of workforce agility and organizational development agility.

This agrees with the results of (Yaghi, 2017) which indicated that there were no differences toward the effectiveness of organizational development tools and its relationship to change management in Non-governmental Organizations in Palestine due to number of employees. This is because every individual in these organizations received the same works' facilities no matter the number of the employees was.

Conclusions

The most important conclusions found are as the following:

- Conclusions related to workforce agility field: Generally, the workforce agility field was statistically positive and reasonably high. This indicates that the managerial practices of the INGO's working in Gaza Strip is enhancing workforce agility. This is due to the experience, professional practices, and well organization of those organizations. In detail:
 - It was concluded that workforce agility was rated considerably high by the respondents, especially issues related to the following aspects:
 - The organization clarifies work objectives to the employees, encourage teamwork, and help the employees to realize work steps.
 - The employees share feedback about different work challenges, also share knowledge about each other's work experience, work as teams at full capacity, and realize the organization's goals well.
 - At the same time there were other factors which were rated positively but not very high related to the following aspects:

- The organization supports self-learning, and cares about providing the needed training for its employees, and it is considered as essential and permanent component of the continuous learning process.
 - The employees come up with new work methods based on changing circumstances, they have the capabilities to shift between different work's requirements, they are engaged with the organization, and to an extent are considered innovative.
- c. On the other hand, there was weakness in the organization practices encouraging self-rule (autonomy) and making decisions.
2. Conclusions related to organizational development agility field: Generally, the organizational development agility field was statistically positive but not high. This indicates that the managerial practices of the INGO's working in Gaza Strip is enhancing organizational development agility. This is due to the experience, and professional planning practices. Still, those organizations need to more develop their OD practices. In detail:
- a. It was concluded that organizational development agility was rated considerably high by the respondents, especially issues related to the following aspects:
- The organization responds to changes quickly, adapts to new methods based on previous experiences, and the development plans adapts to different work conditions. In addition, different communication channels are maintained, and the information system allows information to flow throughout the organization.
 - The Managers are involved in preparing the development plan, and they can identify work problems accurately and promptly.
- b. At the same time there were other factors which were rated positively but not very high related to the following aspects:
- The extent to which organizational development plans are realistic and adapts to changes, takes into consideration both the changing internal and external environment, and the continuity of improving the development plans.
 - The extent of flexibility of the organizational structure and adaptation to changeable work's circumstances, also, the structure of the development plan, and the coverage of all activities.
 - The extent to which change experts are advised in the process of preparing the development plan.
3. The extent to which employees are involved in the process of preparing the development plan Conclusions related to hypotheses testing:
- a. It was concluded that there is a significant positive relationship between workforce agility and organizational development agility. This implies that improvements in the aspects related to workforce agility will lead to the same in the conditions of organizational development agility. Therefore, inducing positive changes to workforce agility will result in improvements in organizational development agility.
- b. It was concluded that workforce agility has strong impact on the organizational development agility. This indicates that workforce agility is influencing organizational development agility.
- c. It was concluded that there are no differences in the responses of the study sample regarding the impact of workforce agility and organizational development agility due to the any of the following demographic variables (gender, age, academic qualification, years of service, and number of the employees in the organization).

Recommendations

Recommendations are introduced according to the previously mentioned conclusions as following:

1. Exert more efforts regarding self-learning and providing the needed training for the employees.
2. Encourage the employees more to develop work methods according to the needs of different circumstances.
3. Consider more practices to enhance employees' engagement, and to improving innovation.
4. The INGOs need to provide more space for employees to enhance self-rule and decision making.
5. Develop mechanisms that will promote organizational development plans response and adaptation to change requirements.
6. Focus more on the continuity of improving the organizational development plans.
7. Develop mechanisms to induce flexibility of the organizational structure and adaptation to changeable work's circumstances.
8. It is important to involve change experts in the process of preparing and developing the development plans.
9. Enhance managers involvement and participation in preparing the development plans.
10. Promote employees' participation in the process of preparing the development plans.

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