



**Arab American University**  
**Faculty of Graduate Studies**

**The Impact of Agile Human Resources Approach on  
Innovation Performance in Palestinian IT Sector: The  
Mediating Role of Organizational Vision and Values**

By

**Baraa Mohammad Abd El-Qader Zaytoon**

Supervisor

**Dr. Majeed Mansour**

**This thesis was submitted in partial fulfillment of the  
requirements for the Master`s degree in Human Resources  
Management Program**

**07 /2024**

**©Arab American University – 2024. All rights reserved.**

## Thesis Approval

# The Impact of Agile Human Resources Approach on Innovation Performance in Palestinian IT Sector: The Mediating Role of Organizational Vision and Values

By

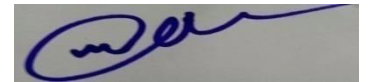
**Baraa Mohammad Abd El-Qader Zaytoon**

This thesis was defended successfully on 09/07/2024 and approved by:

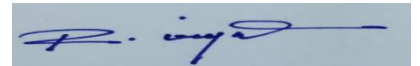
Committee members

Signature

1. Dr. Majeed Mansour: Supervisor



2. Dr Read Iriqat: Internal Examiner



3. Dr. Akram Hamdan: External Examiner



## **Declaration**

I declare that this Master's dissertation has been composed by me and is based on my work unless stated otherwise. I confirm that this Master's thesis is my work, and I have documented all sources and material used; no other person's work has been used without acknowledgment.

All references and verbatim extracts have been quoted, and all sources of information, including graphs and data sets, have been expressly acknowledged. To my knowledge, this Master's dissertation has not been accepted in any other previous application for a degree, in whole or in part.

Name of the student: Bara Zaytoon.

Student ID: 202113398

Signature: Bara Zaytoon

Date: 25/05/2025.

## **Acknowledgment**

Now that my thesis is finished, I want to express my heartfelt gratitude to everyone who initially supported the study and those who made the necessary information available to me. My special appreciation goes to my supervisor, Dr. Majeed Mansour.

I would also like to give my great thanks to my colleagues and friends.

## **Abstract**

This thesis study aims to study the impact of Agile HR on innovation performance in the Palestinian ICT sector and the mediating role of Vision and Mission. The study utilized the quantitative research method using a convenience sampling technique, in which 91 surveys were collected; the results revealed that Agile HR strongly impacts Innovation performance. However, the mediating role of vision and mission varies.

The study's findings underscore the importance of HR agility in the ICT sector and beyond, suggesting that a focus on HR can enhance overall performance and foster innovation. The thesis also recommends further research in other service and industrial sectors to broaden our understanding of Agile HR's impact.

## Table of Contents

Subject	Page
<b>PREFACE PAGES</b>	
Thesis Approval	I
Declaration	ii
Acknowledgment	iii
Abstract	iv
Table of Contents	v
List of Tables	vi
List of Figures	vii
Table of Definitions	viii
List of Abbreviations	ix
<b>CHAPTER ONE</b>	
1. Introduction	1
1.1 Background	1
1.2 Statement of Problem	3
1.3 Research Objectives	4
1.4 Research Questions	4
1.5 Research Hypotheses	4
1.6 Study Borders	6
1.7 Significance of the study	6
<b>CHAPTER TWO</b>	
2. Literature Review	11
2.1 Introduction	11
2.2 The Origin of Agility	12
2.2 Agile HR	25
2.4 Agile HR Dimensions	25
2.4.1 Internal Drivers	25
2.4.2 External Driver	27
2.4.3 Organizational Drivers	27
2.5 Innovation and Innovation Performance	28
2.5.1 Innovation Performance Dimensions	28
2.6 Mission and Vision	34
2.6.1 Mission and Vision Dimensions	34
2.7 Theoretical Background	35
<b>CHAPTER THREE</b>	
3. Methodology	37
3.1 Research Design	37
3.2 Data and Information Collection Methods and Statistical Testing	39
3.3 Instruments	39
3.4 Validity and Reliability	40
3.5 Research Model	40
3.6 Population of the Study and Unit of Analysis	41
3.7 Measurement	41
3.8 Operationalization	43
3.9 Response Rate	48

3.10 Data Collection	47
3.8 Data Analysis Techniques	47
CHAPTER FOUR	
4. Data Analysis	50
4.1 Data Analysis Introduction	50
4.2 Statistical Results	50
4.3 Validity and Reliability Tests	59
4.4 Hypothesis Testing	64
CHAPTER FIVE	
5. Conclusions and Recommendations	67
5.1 Introduction	67
5.2 Discussion	67
5.3 Conclusions	69
5.4 Recommendations, Future Studies, and limitation	69
References	71
Appendices	83
Appendix : Questionnaire (Arabic and English)	83
الملخص	90

### List of Tables

Number	Caption	Page
1	Table (2-01): Scopus Literature Review Summary	18
2	Table (2-02): Agile HR Dimensions	26
3	Table (2-03): Innovation Dimension.	30
4	Table (2-04): Mission and Vision Dimensions.	34
5	Table (3-1): Questionnaire questions and their references in the literature.	43
6	Table (4-1): Agile HR Statistical Results	54
7	Table (4-2): Vision Variables Statistical Results.	56
8	Table (4-3): Mission Variables Statistical Results	57
9	Table (4-4): Results of Innovation Construct	58
10	Table (4-4): CA, CR and AVE Values.	60
11	Table (4-6): Fornell-Larcker Values.	61
12	Table (4-7): HTMT Values.	61
13	Table (4-8): Factor Loading Validity Test.	61
14	Table (4-9): Hypothesis Testing Results.	64

## List of Figures

Number	Figure	Page
1	Figure (1-01): theoretical framework	06
2	Figure (2-1): Flow Chart of Study Selection Process.	17
3	Figure (2-02): Evolution of HR	23
4	Figure (2-3): Bibliometric literature review analysis of the general field of HR.	25
5	Figure (2-04): Innovation-related performance with more than five citations as appeared in the Scopus database.	30
6	Figure (3-1): Theoretical Model	42
7	Figure (4-1): Respondents according to Number of Employee, Author Generated figure.	51
8	Figure (4-2): Gender of Respondents	51
9	Figure (4-3): The age of respondents (HR-related positions).	52
10	Figure (4-4): Educational Level of Respondents.	53
11	Figure (4-5): Number of years of experience of respondents.	53
2	Figure (4-5): Agile HR Variables Initial Results.	55
13	Figure (4-6): Vision Dimension Results	56
14	Figure (4-7): Mission Construct Results.	58
15	Figure (4-8): Innovation Construct Results.	59

## Table of Definitions

Term	Definition	Reference
<b>Agile Management</b>	Is the application of the principles of Agile software development and Lean Management to various management processes, particularly product development	Denning, 2016
<b>Agile Human Resources Management</b>	An approach that prioritizes the speed of responsiveness and adaptiveness within the HR function	Harvard Business Review.
<b>Innovation Management</b>	Innovation management combines innovation process management with change management. It refers to product, business process, marketing, and organizational innovation. Innovation management is the subject of the ISO 56000 (formerly 50500) series standards developed by ISO TC 279.	Kelly, P.; Kranzburg M. (1978)
<b>Vision</b>	a written document describing where an organization is going and what it will look like when it arrives.	Harvard Business Review.
Mission	a definition of the company's business, who it serves, what it does, its objectives, and its approach to reaching those objectives.	Harvard Business Review.

### List of Abbreviations

<b>HR</b>	Human Resources
<b>HRM</b>	Human Resources Management
<b>ICT</b>	Information and communication technology
<b>PITA</b>	Palestinian Information Technology Association

# Chapter One

## Introduction

### 1.1 Background

The study of Human Resources (HR) practices and their impact on organizational performance is a well-established area of research in management literature. Traditional HR models have long focused on structured policies, workforce planning, and hierarchical decision-making to drive organizational effectiveness. However, as businesses face increasing volatility and rapid technological advancements, the need for a more flexible and adaptive HR framework has become not just apparent, but urgent. One emerging approach is Agile HR, which draws inspiration from agile methodologies developed initially in software development. This concept is gaining traction as a means to enhance organizational adaptability, collaboration, and responsiveness in a dynamic business environment. (Alipour et al. 2022; van Assen 2000; Josyula, Suresh, and Raghu Raman 2023).

Despite the increasing recognition of Agile HR, its role in fostering innovation remains underexplored (Alipour et al., 2022; Josyula et al., 2023; Van Assen, 2000). The primary rationale for this study is to bridge this gap by examining the impact of Agile HR on innovation, particularly in developing economies such as Palestine. In an era characterized by globalization, digital transformation, and evolving workforce expectations, firms must remain agile to sustain competitiveness. This study aims to assess the adoption of Agile HR practices in this unique context, where flexibility and adaptability are critical for organizational success. The focus on Agile HR and its potential to drive innovation in a dynamic business environment is a significant and timely area of research,

HR functions are key drivers of organizational change by facilitating talent management, performance optimization, and strategic workforce planning. The agility integration within HR processes can enable firms to navigate market uncertainties, foster a culture of continuous learning, and drive organizational dynamism. At the same time, innovation is widely regarded as a cornerstone of success for dynamic organizations. The potential of Agile HR to foster a culture of innovation is not just significant, but promising. Measuring innovation and assessing its relationship with HR agility can provide valuable insights into how firms leverage flexible HR practices to enhance creativity, problem-solving, and overall business resilience.

Agile HR redefines traditional HR roles by focusing on iterative, employee-centric processes that promote continuous feedback and real-time adaptability. This approach, distinct from conventional HR models, emphasizes cross-functional collaboration, transparent communication, and aligning HR strategies with business goals. By fostering an environment of engagement and empowerment, Agile HR enables organizations to accelerate decision-making, enhance workforce resilience, and cultivate a culture of innovation. Furthermore, integrating emerging technologies, such as artificial intelligence (AI), into HR functions can streamline administrative tasks, improve talent acquisition, and optimize employee experience through data-driven insights.

Ultimately, Agile HR represents a paradigm shift in HR management, transforming it from a rigid, compliance-driven function into a dynamic enabler of business growth. This study contributes to the growing discourse on organizational agility and innovation by investigating the transformative potential of Agile HR in a developing economy.

Understanding how Agile HR influences innovation can provide policymakers, business leaders, and HR professionals with actionable insights to enhance workforce adaptability and drive sustainable competitive advantage in an ever-evolving global market. This transformative potential of Agile HR should inspire hope and excitement for the future of HR management.

## **1.2 Statement of Problem**

Organizations increasingly adopt Agile HR practices in today's dynamic business environment to enhance flexibility, responsiveness, and employee engagement. While HR management is widely recognized for its positive impact on firm performance (Esther Wangithi Waiganjo et al., 2012; Venkat Rao & Krishna, 2015), the effect of Agile HR on innovation performance remains insufficiently explored. Despite growing interest in Agile HR as a modern management approach Narenji Thani et al., (2022), limited research has investigated its direct impact on innovation, with only one published study addressing this link Narenji Thani et al., (2022). Additionally, the mediating role of mission and vision in the Agile HR–HR-performance relationship has been largely overlooked, even though strategic direction is known to enhance HR effectiveness Esther Wangithi Waiganjo et al., (2012). Existing studies, such as Zulkifly et al. (2020), have examined vision's mediating role in knowledge transfer, yet its influence on Agile HR and innovation remains an open question. To address this gap, this study explores the impact of Agile HR on innovation performance, focusing on the mediating role of mission and vision within the Palestinian context.

### **1.3 Research Objectives**

The primary objective of this research is to conduct a comprehensive empirical investigation into the impact of Agile HR practices on innovation performance. Specifically, this study aims to analyze how Agile HR enhances an organization's capacity for innovation and explore the moderating role of a clearly defined vision and mission in reinforcing Agile HR's impact on Innovation performance. By examining these dynamics, the research seeks to contribute to the strategic management and human resource literature.

### **1.4 Research Questions**

The researcher can present the research's main question and sub-questions as follows:

#### **Question One:**

What is the status and level of agile application in HR in the Palestinian ICT sector?

#### **Question Two:**

Do agile HR drivers impact the firm's innovation performance?

#### **Question Three:**

Does the vision and mission mediate the effect of agile HR on innovation performance?

### **1.5 Research Hypotheses**

The following hypothesis will be the research hypothesis used to answer these questions:

***H1: Agile HR positively Impact the innovation performance.***

Generally, agile drivers positively affect performance (Junita, 2021; Kavitha & Suresh, 2021; Revutska & Maršíková, 2021; Sathianathan Vineesh & Aravind Aravind, 2021), while the relationship between Agile HR and innovation was not well studied and addressed in the literature. Thus, this hypothesis addresses the impact of Agile HR drivers on innovation performance, which would empirically enrich the Agile HR literature in a developing context.

**H2: Vision mediates the impact of agile HR positively on innovation performance.**

**H3: Mission mediates the impact of agile HR positively on innovation performance.**

Calling from other fields of research, mainly the quality management field, where many researchers and studies have tried to study the moderator and mediators' effect. In HR agility, the mediators of mission/vision are not well addressed in the literature. Figure (1-01) represents the theoretical framework.

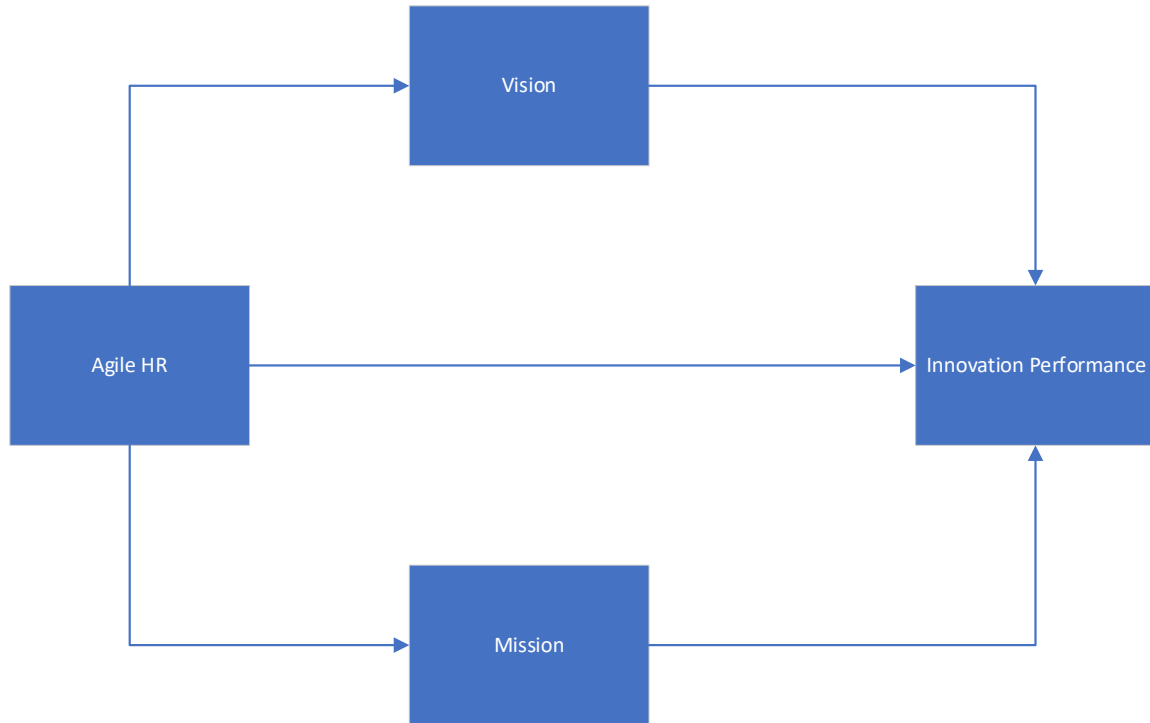


Figure (1-1): theoretical framework

### 1.6 Study Borders:

- **Place Border:** Palestine
- **Time Border:** 2023-2024.
- **Human Border:** HR Managers in ICT companies

### 1.7 Significance of the study

This research fills a significant gap in the literature by exploring the relationship between Agile HR and innovation, a topic that has not been extensively studied. It also investigates the readiness of Palestinian firms to adopt agility in HRM, a subject that has not been previously explored in the Palestinian context. These novel research directions will pique

the interest of academics, researchers, and practitioners in HR and organizational management.

Agility is the continual and quick configuration of business and strategies, which requires dynamic resources of organizations; on top of these resources lay the HR McMackin & Heffernan, (2021). The dynamic environment pressures the business to take quick and responsive actions. In contrast, the agility method can be regarded as one of the most powerful tools for achieving that. Hence, HR plays a vital role in attaining agility within the firm's processes and practices through HR practices and the promotion of Agile by training, for example. (Kavitha & Suresh, 2021; Sathianathan Vineesh & Aravind Aravind, 2021; Ulrich & Yeung, 2019).

Traditional human resources management or the Tylor way of managing work cannot quickly respond to current management challenges and ever-changing working conditions due to the intense reliance on information systems and software (Scully, 2014). Therefore, management moved from traditional ways to more flexible, lean, and agile styles, with human resources as one of the critical organizational functions, a new method of HR management that responds to an ever-changing and challenging working environment (Denning, 2018a).

The literature revealed significant differences between traditional and agile human resources management regarding organizational performance, in which agile HR and agile organizations are superior to traditional ones (Denning, 2018a; Zavyalova et al., 2020). Accordingly, studying agility, HR, and performance would contribute to the literature, as this field is still virgin (Heilmann et al., 2020).

This research intended to study the agility of human resources as a catalyst, which enhances a firm's performance through the utilization of the agility method within the HR operations as well as the firm's operations in general in the ever-dynamic Palestinian business environment (Mohammad Husni, 2022; Venkat Rao & Krishna, 2015). The need for Agile human resources management is not a luxury anymore; it will be mandatory in the era of Industry 4.0, (Saini & Khan, 2023a).

### **1.8 Agile HR Background:**

Organizations must be adaptable, resilient, and responsive to change in today's rapidly evolving business environment. This need for flexibility has given rise to Agile Human Resources (HR), an approach to managing human capital that focuses on speed, responsiveness, and continuous improvement. Borrowing principles from Agile methodologies used initially in software development, Agile HR aims to increase the adaptability of HR functions and align them with the organization's dynamic needs. Agile HR is gaining popularity as businesses strive to stay competitive in an era characterized by rapid technological advancements, global disruption, and workforce diversification.

Agile HR can be defined as an approach that prioritizes flexibility, speed of responsiveness, and adaptiveness within the HR function (Moh et al., 2024). Unlike the traditional HR models, which often focus on hierarchical structures, long-term planning, and rigid processes, Agile HR emphasizes shorter feedback loops, collaborative team dynamics, and iterative improvements (Cappelli and Tavis 2018; Scully 2014) This makes Agile HR more capable of responding to the fast-paced changes businesses face today, such as market demand shifts, new technology adoption, and evolving employee expectations.

## **Key Principles of Agile HR**

The core principles of Agile HR draw heavily from Agile methodologies used in project management and software development. These principles include;

- **Adaptability and Flexibility:** Agile HR encourages adapting to changing circumstances. HR teams must be able to respond quickly to internal and external changes, such as a shift in workforce dynamics or new regulatory requirements.
- **Collaboration and Empowerment:** Agile HR promotes a collaborative work environment where employees at all levels are empowered to contribute ideas, make decisions, and drive change. This decentralization fosters innovation and boosts employee engagement.
- **Iterative Processes:** Agile HR practices rely on continuous feedback and iterative improvements rather than one-time, large-scale implementations. This allows organizations to experiment with new initiatives and adjust based on real-time results.
- **Employee-Centric Focus:** Agile HR strongly emphasizes employee satisfaction and development. Instead of rigid, one-size-fits-all HR policies, Agile HR aims to create personalized employee experiences that align with individual and organizational needs.
- **Data-Driven Decisions:** Agile HR uses data analytics to inform decision-making, from recruitment strategies to performance management. This ensures that decisions are evidence-based and aligned with business goals.

### **1.10 how to be agile in HR**

To be an Agile HR professional, one must embrace flexibility, collaboration, and a continuous improvement mindset. Agile HR involves shifting from traditional, rigid processes to adaptive strategies that respond to changing business and employee needs. (Dikert, Paasivaara, and Lassenius 2016) This requires fostering a culture of experimentation, where feedback loops, iterative planning, and employee empowerment are prioritized. (Al-Harazneh and Sila 2021; Marler & Parry 2016). Agile HR professionals leverage cross-functional teamwork, data-driven decision-making, and digital tools to enhance talent acquisition, performance management, and employee engagement (Averineni and Rama Swathi 2019). By adopting Agile methodologies such as Scrum or Kanban, HR teams can streamline workflows, reduce bureaucracy, and focus on delivering value to employees and the organization. Ultimately, being an Agile HR professional fosters a people-centric approach supporting organizational agility, innovation, and long-term resilience, (Alipour et al. 2022; Averineni & Rama Swathi 2019; Lin et al. 2024).

## Chapter Two

### Literature Review and Theoretical Background

#### 2.1 Introduction

This chapter reviews the literature on Agile HR and its effect on business performance. It covers various topics, including Agile Human Resources, flexible HR practices, and their impact on organizational performance. The aim is to provide a thorough analysis of the role that Agile HR practices play in improving business outcomes

#### 2.2 The Origin of Agility:

Agility as a business paradigm emerged from quality-related literature and theories, including lean manufacturing and Six Sigma, within industrial firms in the early 1990s. The Iacocca Institute at Lehigh University first introduced the concept of agility, as Nagel and Dove (1991) reported. Initially gaining popularity in the industrial and manufacturing sectors, the agility concept was later extended to other industries, such as information technology and service.

Baker (2017) identified the characteristics of the agile organization according to (Baker 2017) Good agile organizations' performance shall:

- Flatter organizational chart that empowers autonomous teams with precise purposes.
- Rapid decision-making cycle, risk-taking, and rapid learning organization.
- Dynamic people, enabling organizational culture that empowers agility.
- Linking people with business priorities.

- Increases the non-money motivations (intrinsic<sup>1</sup> motivation)

## **2.3 Agile HR:**

### **2.3.1 Definition of Agile HR**

Agile HR refers to applying agile principles and methodologies to human resources management. It involves creating flexible, dynamic, and employee-centric HR practices that enable organizations to respond swiftly to internal and external changes. According to Narenji Thani et al. (2022), agile HR fosters collaboration, continuous learning, and iterative improvement within HR processes. It shifts from rigid, top-down approaches to a more decentralized and adaptive framework, empowering employees and HR teams to innovate and solve problems efficiently.

### **2.3.2 Evolution of Agile HR**

The evolution of agile HR can be traced back to the broader adoption of agile methodologies in software development and project management, particularly with the introduction of the Agile Manifesto in 2001. Over time, organizations recognized the potential of agile principles to enhance HR functions, particularly in talent management, performance evaluation, and employee engagement. The rise of digital transformation, globalization, and the need for organizational resilience further accelerated the adoption of agile HR practices. Today, agile HR is seen as a critical enabler of organizational agility, helping firms navigate uncertainty and maintain competitive advantage, (Huzooree and Devi Ramdoo 2015; Leyh et al. 2016; Nawaz and Gomes 2019).

---

Intrinsic motivation: self motivation <sup>1</sup>

### **2.3.3 Related HR Theories**

Several established HR theories and frameworks underpin Agile HR. For instance, the Resource-Based View (RBV) theory emphasizes the strategic value of human capital as a source of competitive advantage, aligning with agile HR's focus on leveraging employee potential. Similarly, Dynamic Capabilities Theory highlights the importance of an organization's ability to adapt and reconfigure resources in response to changing environments, which resonates with the core principles of agile HR. Additionally, the High-Performance Work Systems (HPWS) theory, which emphasizes the role of HR practices in enhancing employee performance and organizational outcomes, provides a theoretical foundation for understanding how agile HR can drive innovation and productivity.

### **2.2.4 Agile HR Team**

The success of agile HR practices largely depends on the effectiveness of the agile HR team. Unlike traditional HR teams that operate in silos, agile HR teams are cross-functional, collaborative, and empowered to make decisions quickly. They prioritize employee needs, foster a culture of continuous feedback, and leverage data-driven insights to improve HR processes. The agile HR team is pivotal in embedding agility into the organizational culture, ensuring that HR practices align with strategic goals and adapt to evolving business requirements.

### 2.3.5 Agile HR

Agile is defined as the continuous development and improvement of operations to achieve higher customer satisfaction. Agile lean or flexible management is adopted in many business sectors around the globe, including software, health care, education, and retail, (Nawaz and Gomes 2019). Moreover, agility has been introduced as a strategic management tool characterized by an uncertain or changing environment (Meyer et al., 2005). As people and human capital management are at the core of the Agile organization characteristics, (Baker 2017). Agile HR can be regarded as the catalyst for properly achieving organizational agility programs and enhancing organizational effectiveness.

The agile management technique was initiated in the project management and software projects domain; agile project management differs from traditional project management by rapid delivery in close coordination with customers, requiring high levels of commitment from all organizational levels (McMackin & Heffernan, 2021). Identifying the agile HR concept and approaches and clarifying the differences between traditional and agile HR management is essential. Hence, there are very few studies that tried to conceptualize the differences between agile and conventional HR practices; the following points represent the agile HR practices as appeared in the literature;

- Responsibilities for human resources: Manager and teams rather than HR department (Revutska & Maršíková, 2021)
- The HR Department's primary focus is to increase employee engagement and cooperation (Revutska & Maršíková, 2021).

- Employment, evaluation, and other HR stuff; continuous feedback and open channels (Revutska & Maršíková, 2021).

Many characteristics are required from an organization or HR System to be considered Agile HR, which includes Agile job design, agile staffing procedures, empowerment, leadership commitment and involvement, training and development, career development, employee performance management function, rewards, and finally, the organizational structure and commitment, (Moh'd et al. 2024; Ratnawati et al. 2024).

These HR functions are to be managed to enable flexibility through information sharing between different employee levels and the same levels, with more focus on flat organization. Thus, vertical directions are minimized, and the decentralization of the decision-making process or independence in the decision-making process is enhanced.(Appelbaum et al. 2017; Ratnawati et al. 2024). Likewise, the cultural collaborative environment and working conditions that are oriented towards the development of Agile capabilities (i.e., learning capabilities as an example) can also be considered as an additional catalyst to achieve Agile HR within Agile Organizations, (McMackin and Heffernan 2021a; Moh'd et al. 2024; Ratnawati et al. 2024)

Hence, the talent pool available within the organization makes it easier to achieve its objectives in the ever change and dynamic environment, in which change management and adoption of the new environmental conditions quickly and flexibility where communication practices are vital aspects, (McMackin and Heffernan 2021a; Ratnawati et al. 2024)

The training and career development aspect needs to convert from traditional to agile HR; such training should target collaboration, teamwork, and the utilization of new technologies (Industry.04 technologies) and various media means. (Saini and Khan 2023) Moreover, the organization should adopt the learning organization concept, a term coined by Peter Senge. This concept refers to an organization that facilitates the learning of its members and continuously transforms itself. This model enhances employees' ability to solve problems in an ever-changing environment. (Ratnawati et al., 2024; Saini & Khan, 2023b).

Despite the initial cost burden that may deter adopting Agile HR practices, the potential benefits of organizational performance can far outweigh these costs. This optimistic outlook can encourage organizations to consider the long-term gains of Agile HR. (Averineni and Rama Swathi 2019; Dergg 2022; Saini and Khan 2023b)

Agile HR is relatively new and has not been extensively explored in the literature. A systematic literature review and meta-analysis following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) methodology was employed to review the existing research on Agile HR thoroughly. The PRISMA methodology is widely accepted for conducting systematic reviews and meta-analyses. The search protocol used the keywords 'Agile HR and performance' within the Scopus database, which includes most journals indexed by the Web of Science (WOS) (Mongeon & Paul-Hus, 2016). The identification, screening, eligibility, and inclusion of relevant studies followed the PRISMA framework outlined by Pahlevan-Sharif et al. (2019).

Figure (2-01) illustrates the systematic literature review process and results within the Scopus database.

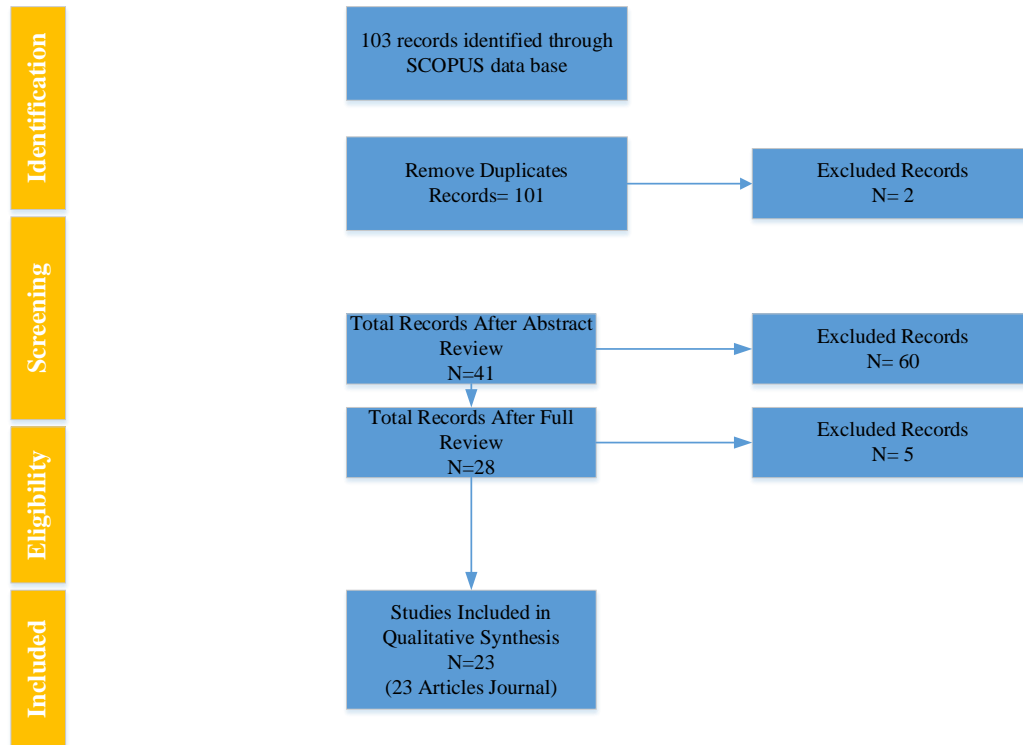


Figure (2-1): Flow Chart of Study Selection Process.

This figure illustrates the systematic process of selecting studies for inclusion in the literature review. It visually represents the steps to ensure the review was comprehensive and unbiased.

The following table summarizes the findings of the included records in the systematic literature review.

Table (2-1): Scopus literature review summary.

No	Authors	Methodology	Main findings	Recommendation and future studies
01	(Gouda & Tiwari, 2022)	Quantitative using questionnaires, the analysis used the PLS-SEM	The agile management approach in knowledge, learning, development, and training positively impacts the innovation performance of Indian automobile firms.	Future research can be conducted in other business sectors.
02	(Jooss et al., 2021)	Systematic Literature Review using many electronic databases like WoS and EBSCO	identified one hundred peer-reviewed papers, consistently revealing a positive relationship between agile management and performance. This reassurance about the potential benefits can inspire confidence in adopting Agile HR practices.	
03	(McMackin & Heffernan, 2021b)	Concept Paper	This paper tried to conceptualize agile HR and link it with HR strategies.	
04	(Harney & Collings, 2021)	Concept Paper	Introduce the new concepts of HR, like flexible and Agile HR concepts	
05	(Artelt, 2021)	Empirical and quantitative using survey	Agile techniques positively affect the organization's HRM. However, it needs supportive environments to sustain itself.	
06	(Piwowar-Sulej et al., 2022)	Quantitative	There are no correlations between Management 3.0 and agile project as well as agile HR.	Conduct mixed research, qualitative and quantitative, in management 3.0.
07	(Choain & Malzy, 2019)	Case study	This study examines the use of creative classes in a company where such creative class uses the new management and technology approaches of agile HR. The results revealed a positive correlation between such approaches and performance.	
08	(Averineni & Rama Swathi, 2019)	Quantitative study	Good positive results by implementing Agile HR and its impact on productivity from employees' perspective.	
09	(Heilmann et al., 2020)	Structured interviews	This article tried to identify the scope of Agile HR from the employee's point of view. The agile HR identified in this article can be summarized as	It is recommended that the stakeholder's point of view on agile HR be studied.

No	Authors	Methodology	Main findings	Recommendation and future studies
			(flexibility qualitative hours, innovation, and flat organizational charts)	
10	(Denning, 2018b)	Concept paper	This article identifies the concepts of traditional HR, agile HR, and agile Talent Management concepts and tries to provide a general conceptual framework for Agile Talent Management based on the disciplines of traditional and agile HR management.	
11	(Budjanovcanin, 2018)	The qualitative approach merged with the empirical findings of 21 sample-size surveys.	The social dimension has good attention to be taken into consideration	To consider more powerful females in firms for future studies.
12	(Tretiakov et al., 2023)	Quantitative using a sample of 163 IT firms	There is a positive relationship between HR flexibility, flexible employee skills, and Agile HR practices. Hence, the study revealed that empowerment promotes the ability and willingness to adopt flexible and agile HR practices.	The same study will be conducted using different approaches rather than cross-sectional approaches. Moreover, I aim to study contexts other than those of New Zealand and Australia's IT firms.
13	(Revutska & Maršíková, 2021)	Quantitative using questionnaire	Effective employee management can be achieved through agile approaches	
14	(Verma et al., 2020)	Concept paper	This paper tried to conceptualize the relationship between the Industry 4.0 generation and human resources practice by introducing new concepts for HR management that match Agile HR practices.	
15	(Salmen & Festing, 2022)	Literature Review	61 articles were reviewed out of the EBESCO database in 2020 using agility and workforce as reaching protocol	
16	(Yadav et al., 2021)	Literature Review	257 studies were identified using Google Scholars and Scopus using employee relations and sustainable organizations	

No	Authors	Methodology	Main findings	Recommendation and future studies
17	(Cappelli & Tavis, 2018)	Concept paper	Agile HR is no longer an ICT concept that can be applied in any organization.	
18	(Srivastava, 2016)	Concept paper	A dynamic business environment requires a dynamic response from the team, where flexible and agile management practices can be implemented.	Empirical testing can be conducted.
19	(Mollet & Kaudela-Baum, 2022a)	Exploratory case study design in seven IT companies	The flexible support structure is needed to grow the employee's skills to adopt the agile HR concepts	
20	(Nawaz & Gomes, 2019)	Quantitative	This article introduces the concept of EDITTDA and how it can be used to measure agile HR performance. The study found a good correlation between EDITTDA and nimble performance. Hence, EDITTDA enhances and influences agile practices by itself.	
21	(Roper et al., 2022)	Concept paper	Introduce the concept of Agile HR and how it can facilitate the organization's dynamic capabilities, especially under dynamic working conditions.	
22	(Wijewardena, 2011)	Case study	The agile concept is usually applied in software companies' core business departments. Cultural conflict will result if another department, like HR, does not use the same concept. Software companies in Sri Lanka have achieved better results by applying the agile concept to other supporting departments.	
23	(Martinez-Sanchez & Vicente-Oliva, 2022)	Meta-analysis and systematic review	The research identified different aspects of agile innovations. Moreover,	

Limited Agile-related research is found in the Scopus Database, so the EDESCO database was utilized to find untapped research in Scopus. Using the same search protocol, five additional articles were found. Almagharbeh, (2024) Examined the relationship between Agile HR (Resilience, adaptability, proactivity) and economics.

McMackin & Heffernan, (2021) is regarded as one the most essential research in the field of Agile HR, with more than 58 citations from the publication, linked between the Agile HR practices and well-established management theories, according to McMackin & Heffernan, (2021) There is a good connection between Agile HR and resources-based View theory, as human resources' agility can be regarded as an intangible asset. Another link is between Agile HR and transactional cost theory. As task complicity increases, performance ambiguity increases, and organizations' ability to evaluate employee performance is limited. Thus, Agile HR management practices can positively reduce performance ambiguities.

McMackin and Heffernan (2021) Tried to shape the Agile HR evolution and history linked with established organizational theories, the following figure which captured from McMackin and Heffernan (2021) The article represents that.

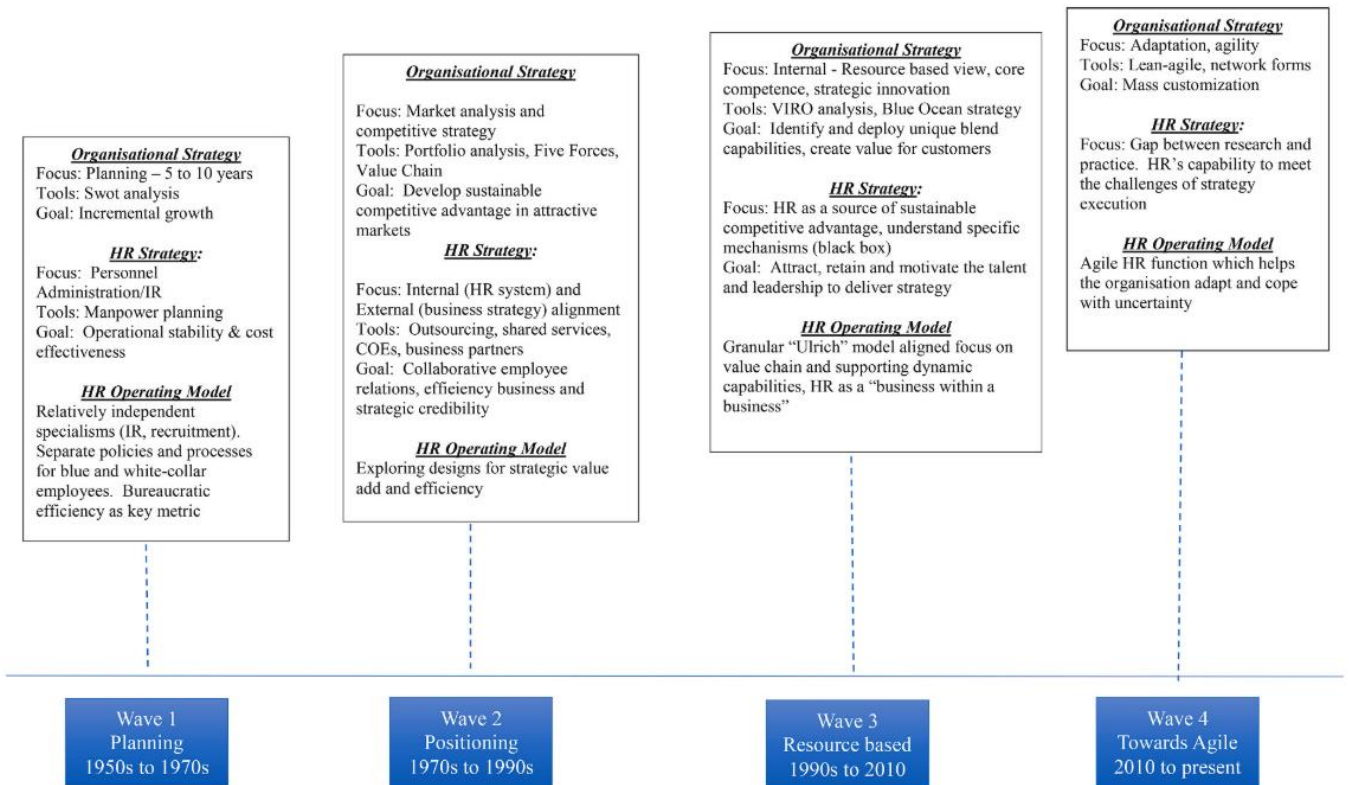


Figure (2-02): Evolution of HR (Agility of HR ) Source: (McMackin & Heffernan, 2021;P:8 )

Cappelli and Tavis (2018) In Harvard Business Review, it was urged that the information technology revolution and the increased usage of ICT have increased the impact on firms to be more dynamic and agile, and HR is located at the core of this dynamism.

Al Jafa, Jihad, and Várallyai (2022) Agile HR management is no longer a luxury. HR is considered the core of any business or organization, which is to adapt to the ever-changing business environment and achieve the needed results regarding climate and environmental changes.



Figure (2-3): Bibliometric literature review analysis of the general field of HR.

## **2.4 Agile HR Dimensions:**

The dimensions of Agile HR are:

### **2.4.1 Internal Drivers:**

Flexibility in workforces and mobilization of workforces is regarded as one the main pillars in agile management in general and agile HR in specific, as the HR department, in one way or another, is responsible for the mobilization of resources in cooperation with other departments within the organization, to achieve the intended results and performance flexibility shall be regulated using proper documentations, (Mirji, 2023).

Top management commitment toward agile programs in general and HR in specific is regarded as a crucial step to achieve the intended results of Agile HR, (Tretiakov, Jurado, and Bensemman 2023). Employee engagement and involvement are regarded as the second pillar of the internal drivers to achieve Agile HR, (Amer 2022, 2023a; Tretiakov et al. 2023).

The concept of Agile HR is built on dynamics, and dynamic talents are located at the core of that dynamism. An agile/dynamic workforce ensures both flexibility and strategic alignment of the skills needed in the organization, (Cappelli and Tavis 2018; Junita 2021; Scully 2014).

Accordingly, HR faced new expectations considering the diffusion of human resources. Thus, flexibility and dynamic talents would be the critical success factors or drivers of the Agile HR concept (Heilmann et al., 2020; Mollet & Kaudela-Baum, 2022).

Dynamic, flexible human resources need continuous learning and development in agility and their specific field of experts (Heilmann et al., 2020; Papademetriou et al., 2023).

Finally, the more agility and flexibility in the HR, the more advancement in the implementation of new management techniques like Lean manufacturing, Six Sigma Sundar, Balaji, and Satheesh Kumar, (2014) and Innovation organization, as well as more adaptive and resilience organizations, (Almagharbeh, 2024b; Saini & Khan, 2023). The following table represents the Agile HR Internal Drivers.

Table (2-02): Agile HR Dimensions.

#	<i>Agile HR Dimension</i>	<i>References</i>
01	Top Management Commitment	(Alipour et al. 2022; Artelt 2021;
02	Training and development	Averineni and Rama Swathi 2019; Cappelli and Tavis 2018; Mani and Mishra 2020; Saini and Khan 2023b; Salmen and Festing 2022; Verma, Bansal, and Verma 2020)
03	Employee involvement and engagement	(Alipour et al. 2022; Amer 2022, 2023b, 2023a; Holbeche 2018; Junita 2021a, 2021b; Saini and Khan 2023b, 2023a)

### **2.4.2 External Drivers:**

Customer pressures and competition pressures are regarded as key success factors that put external pressures toward the implementation of different initiatives like Agility in HR, (Mollet and Kaudela-Baum 2023).

Customer pressure presented as the new challenges and demands of new technologies in the fourth industrial revolution era added additional pressure on organizations to adopt more agile strategies, and on top of these strategies lay Agile HR. Likewise, the competition increases the pressure on the organization to be more flexible and agile organizations, (Mollet and Kaudela-Baum 2023).

Customer orientation or customer pressure toward implementing new management and lean techniques in production and services organizations augmented, in which traditional HR practices – which more likely impedes the implementation and adoption of these new techniques- are no more acceptable in modern management practices, (Mirji and Vidyapeeth 2023; Sundar et al. 2014)

### **2.4.3 Organizational Drivers:**

Availability of resources in terms of technology infrastructure that positively participate in achieving agility, coupled with Agile processes and procedures within dynamic organizations, would positively impact the agile HR initiatives, (Mollet and Kaudela-Baum 2022).

## **2.5 Innovation and Innovation Performance:**

The term innovation is widely used in both practical and theoretical contexts. Although there are no specific definitions of innovation, one widely accepted definition is the New “what did not exist before.” (Alipour et al., 2022). Another definition in the business environment defines innovation as the new way or combination of different production factors/drivers. Many researchers identify innovation as “new products or processes considerably different from former ones, (Sattler, 2011; Alipour et al.,2022)

In today's fast-paced global economy, innovation performance has become a cornerstone for success, influencing the growth and performance of businesses and societies. This essay critically examines the multifaceted dimensions of innovation performance and its impact on competitiveness, adaptability, and societal progress, drawing insights from scholarly works and reputable sources, (Dwikat, Arshad, and Mohd Shariff 2023)

The innovation performance has many features, including product, process, marketing, and organizational innovation and improvement (Tidd & Bessant, 2019). According to Tidd and Bessant (2019), product innovation includes creating products/services, new features, or improvements (revaluation or evolution improvements), while process improvement focuses on process efficiency. Likewise, Kotler and Keller (2016) described the marketing innovation strategies connected with customer requirements and needs.

Generally, innovation's role within the organization strengthens the organizational dynamic capabilities and resilience. Teece introduced the concept of dynamic capability and its theory from Jay Barney's general resources-based view theory. According to Teece (2018), dynamic capability involves strengthening the innovation infrastructure and

building organizational resilience. Teece urged companies to invest in strengthening their innovation capabilities to respond to the ever-changing marketing conditions and unforeseen challenges.

### **2.5.1 Innovation Performance Dimensions:**

The literature did not adequately address the measurement and dimensions of innovation performance. By exploring the Scopus data, only four articles offered a systematic literature review for innovation management and performance. Using “Innovation Performance” as a key search word, “searching protocol,” we found only three related articles.(Alipour Iet al., 2022)

By surfing the Scopus database, utilizing VOS software, and using Innovation Management as a search protocol, 147 related articles were found that achieved the criteria of more than five citations. The following figure represents these articles.

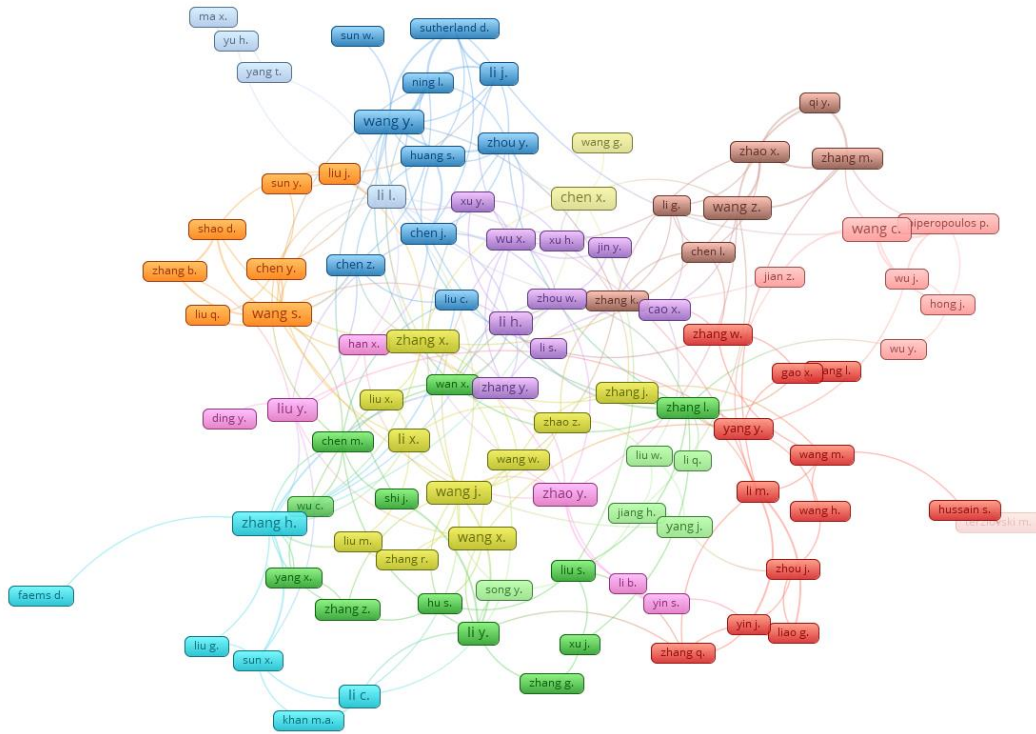


Figure (2-04): Innovation-related performance with more than five citations as appeared in the Scopus database.

The following table summarizes the innovation performance dimensions as appeared in these articles.

Table (2-03): Innovation Dimension.

No	Dimension	Related Articles
1	Product development	(Brockner et al. 2006; Camisón and Villar-López 2014; Dwikat, Arshad, and Mohd Shariff 2022; Narenji Thani et al. 2022; Sattler 2011)

2	Process Development	(Alipour et al. 2022; Jirakraisiri, Badir, and Frank 2021; Sattler 2011; Sun and Chu 2022)
---	---------------------	--

## 2.7 Vision and Mission Dimension

"Visioning" refers to developing an ideal social-business framework with a clear purpose. This process requires a leader to conceptualize a desired future and effectively communicate and engage all organizational members, helping them adapt their roles to align with the envisioned future. It is a gradual, strategic endeavor where the leader inspires individuals to understand, embrace, and work collectively toward the shared vision (Maccoby, 2011). It is crucial to establish a vision and mission as it defines the organization's direction and goals, (Chang et al. 2019; Roy and Singh 2015; Zaccaro and Banks 2004).

The vision statement encompasses organizational aspiration and paints the picture that the organization would like to achieve by providing a sense of purpose; a good vision statement inspires the employees, especially if they are involved in developing the vision statement (Kotter & Heskett, 1992). While the mission statement, according to Kotler and Armstrong (2016) includes the fundamental purpose of the organization, it outlines the core values, targeted audience, and primary activities; it can serve as a guide to strategic planning function within the organization, (Zaccaro and Banks 2004).

A vision should be a foundational representation of an ideal future state, encompassing all aspects of the organization, such as values, systems, people, leadership, structures, skills, and competencies necessary to achieve that desired outcome. Successful

visioning creates a roadmap for individuals to follow by establishing a set of guiding principles they can use to make decisions and guide their actions within the organization. However, the mission should pave the road to achieving the vision (Maccoby & Scudder,2011).

According to Daft (2018) One of managers' key challenges and responsibilities is using communication to develop a shared vision for the organization and shape its culture. By leveraging a shared vision, managers can enhance the organization's capacity for learning. Effective leaders utilize this shared vision to guide organizational learning, drawing insights from internal and external environments. While organizational learning has been extensively discussed in behavioral and management literature, the role of a shared vision is gaining increasing importance as a tool for fostering an organization's learning capabilities. (Collins and Porras 2008).

For a vision to be compelling, it must be relatable and shared Daft (2018). Traditionally, leadership was primarily associated with top management and was considered strategically significant. However, contemporary views are evolving to recognize the role of leadership across all levels and aspects of human life. The importance of leadership within operational teams is increasingly acknowledged and should not be underestimated, (Collins and Porras 2008; Phaniel Kofi Darbi 2012).

Since management deals with various interactions, leadership is concerned with the reciprocal influence process aimed at achieving a goal or realizing a vision. The psychological contract established by leadership represents the broad array of relationships between leaders and followers within an organization (Athanasidou et al. 2002; Qin et al. 2023).

(Ratnawati et al. 2024) Tried to link the agility of organization and leadership from one side with performance from the other. (Ratnawati et al. 2024) It revealed that for an organization to achieve a good level of performance, agility management, including agility leadership and agility vision, could positively correlate with the organization's performance.

Vision and mission and the impact on performance were not well addressed in the literature; by surfing the Scopus database, only four articles were found linked the relationship between vision, mission, and performance using the following search protocol;

**(Vision OR Mission) AND (organizational AND performance OR firm AND performance OR SME AND performance OR innovation AND performance)**

Vision and mission impact organizational culture, as a good vision and mission shape a good organizational culture. (Daft 2018) States that a good vision and mission statement developed at all management levels can positively leverage organizational culture. Camisón and Villar-López (2014) claimed that a good visionary organization has good key performance metrics.

(Al-Harazneh and Sila 2021) Analyzed components, such as clarity, specificity, and alignment with organizational goals, to determine their influence on performance metrics. The findings provide insights into crafting effective mission statements that contribute positively to organizational outcomes.

The previous literature did not tap into the vision and mission's mediating or controlling effect on HR and organizational agility. Most of the literature tried to measure

the mediating role of leadership and/or organizational commitment. Hence, leaders generate vision and mission, and organizational commitment partially contributes to vision and mission (L'Hermitte C., Bowles, M., Tatham, P., & Brooks 2015).

### 2.6.1 Mission and Vision Dimensions:

The following table represents the decisions for Vision and Missions:

Table (2-04): Mission and Vision Dimensions.

No	Dimension	Related Articles
<b>Mission</b>		
1	Existence of Mission Statement and its purpose (formal or informal).	(Akpan, Johnny, and Sylva 2022; Alavi and Karami 2009; Analoui and Karami 2002; Roy and Singh 2015; 2023 الحكومية)
2	Mission Statement Content	
3	Human Resources Involvement in formulating Mission Statement	
4	Inclusion of Agility and performance	
<b>Vision</b>		
1	Vision Statement Existence	(Alavi and Karami 2009; Analoui and Karami 2002; Collins and Porras 2008; Phaniel Kofi Darbi 2012)
2	Involvement of Employees in formulating the statement	
3	Agility objectives	

## **2.7 Theoretical Background (Toward a General Theory of Agile Management):**

Scholars used diverse theories and concepts to describe the agile methodology. Yet, the call for Agile management theory (AMT) is not answered, although of well-established agile perspective and methodology ((Control, Performance, and Contexts 2008); Randall, 2014).

Likewise, transferring the Agile principles from the domain of software industries to other industries is regarded as one of the most recent interests. However, the related empirical literature is still weak and needs to be enriched to conclude the theory.

The literature debates whether to conclude a standalone theory of Agile Management or include the agile principles and methodology in the general field of quality management. Quality management includes lean techniques, and Agile is a lean technique that originated in the software industry and could benefit the quality management field (T. Krehbiel & D. Miller, 2018).

## **2.8 Literature Review Summary:**

Previous related studies, mainly empirical studies, discussed associated dimensions. Limited studies link Agile Human Resources and Innovation, (Alipour et al. 2022).

Not only do Agile-related dimensions and part of Innovation dimensions agree with (Alipour et al. 2022; Gupta et al. 2019; Narenji Thani et al. 2022) Studies. But also, the mission and vision dimensions agreed with Rao et al ( 2015) Who studied the relationship between HR practices and organizational strategies.

The literature review indicated that no previous studies have considered agile, innovation performance, mission, and vision. However, prior literature partially covered these variables. Rao et al. (2015) Studied the relationship between HR practices in general and strategies (Planning including vision and mission). Alipour et al. (2022) Studied the relationship between Agile Green HR, Innovation, and organizational performance. While Narenji Thani et al. (2022) Studied the mediating effect of Agile HR between self-development practices and innovation.

Thus, there is a gap in the literature regarding the scarcity of previous studies on agile HR and innovations and the absence of prior studies that studied the mediating role of mission and vision, as the earlier studies studied mission and vision as independent sub-variables.(Chang et al. 2019; Rao et al. 2015; Zaccaro and Banks 2004)

## **Chapter Three**

### **Methodology**

#### **Introduction**

This chapter explains the research design, population, sample, and unit of analysis and shows various aspects of the data collection methods and instruments.

#### **3.1 Research Design**

Different research methodologies are used to assess the impact within the human resources management fields in general and specific to Agile HR. The vast majority of literature used the cross-sectional quantitative research design. Thus, the cross-sectional research design is proven to be a research design in the field of human resources practices and agile HR in particular; it is worth mentioning that there were no significant differences in results concerning the research design itself.

The relationship between Agile HR and innovation performance was not well addressed in the literature, while the general field of HR and performance was addressed in the literature, whereas different research designs and methodologies were used, cross-sectional, longitudinal, case studies, and panel research design was the primary research design in the field of HR (Papademetriou et al. 2023; Saini and Khan 2023c)

Moreover, the literature used different research designs to assess the causation relationship between quality management system implementation and financial performance, which can be generally divided into two valid research designs. First, longitudinal and panel studies were mainly used to compare the before-and-after quality management implementation and comparison with non-certified organizations. (Papademetriou et al. 2023) .

Cross-sectional quasi-studies can reveal the same conclusion as longitudinal when using the same approach in HR practices. Hence, most of the literature uses the quasi-experiment rather than the actual experiment, as companies freely elect to implement different HR practices, including agile and lean practices, (Gouda and Tiwari 2022; Jooss, McDonnell, and Conroy 2021; Meyer, Gaba, and Colwell 2005; Papademetriou et al. 2023)

One published research tried to map the relationship between agile HR and performance. (Papademetriou et al. 2023), this research tried to link the relationship between agile HR and organizational performance (Environmental Performance).

The cross-sectional quasi-nonequivalent control group research design has its limitations and weaknesses in terms of validity; such research design has two internal validity issues as follows:

- Statistical regression, which is related to the selection of sample elements on the base of the extreme value. Hence, the random selection of sample elements eliminates the impact of statistical regression.
- Selection is related to non-random selection. Thus, insurance of random selection would eliminate the effect of the selection internal validity issue.

Adding more, following previously proven methodology in terms of validity (Artelt 2021; Claus 2019; Papademetriou et al. 2023)) increase the confidence in this research's ability to examine the relationship between quality management systems and production costs.

Finally, this research faces limitations in terms of the ability to generalize (external validity issue) the results to other contexts because of the research design choice

(cross-sectional) as well as the sample population (Palestinian IT companies). Therefore, the results of the research will be only valid for the Palestinian context

### **3.2 Data and Information Collection Methods and Statistical Testing**

Data for this study were obtained from two sources:

#### **3.2.1 Sources of Secondary Information**

Arab American University (AAUP) Library online sources (online electronic sources) and Google Scholar are the primary sources for books, journals, and other sorts of publications; most of the referred publications are published in top-tier journals (SCOPUS database).

This thesis utilized the AAUP online databases and Google Scholar for untapped published related articles, books, etc. Hence, agile HR is a new topic in the literature compared with other HR topics. Therefore, publication is limited, and searching using general search engines like Google Scholar is needed.

#### **3.2.2 Sources of Primary Data**

This source is used to gather the data for the first time. The primary data was collected through a questionnaire of 47 items distributed to HR managers of ICT firms via email, followed by phone calls to ensure the questionnaires were filled out.

### **3.3 Instruments**

The questionnaire is used to gather information from the target population for the research study. The questionnaire included items to measure the respondents' views toward each

Agility, Innovations, Mission, and Vision indicator and the Basic information requested. This questionnaire used a Likert-type scale with five scale categories: 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

This structured questionnaire consists of 42 questions distributed in four sections. Section 1 includes six demographic items about the respondent, including the respondent's gender, Age, educational level, working experience, and company subsector. Section 2 contains 20 questions about Agile HR and Agile HR Readiness variables. Respondents were asked to evaluate the extent.

Section 3. contains seven questions about Vision variables. Respondents were asked to evaluate the extent

Section 4 includes seven questions about Mission variables. Respondents were asked to assess the extent

Section 5 contains seven items about the Innovation variable

### **3.4 Validity and Reliability**

The questionnaire validation and reliability are critical issues in the research that uses the questionnaire.

The questionnaire's face and content validation and expert review were used to evaluate whether the questions could capture the intended subject and check if the questionnaire contained any common errors leading to repeated questions, (Aithal and Aithal 2020).

Finally, the internal consistency (reliability test) is ensured by calculating the Cronbach alpha coefficient. The alpha coefficient is needed for this research as it used composite measures (more than one question per sub-variable) for each sub-variable, as shown in figures (02) and (03) above. The Cronbach alpha and other measures appear in the PLS-SEM analysis. (Papademetriou et al. 2023).

### **3.5 Population of the Study and Unit of Analysis**

Used the company's top management as the unit of analysis. This study utilized the HR department manager and director of chiefs as the unit of analysis (Artelt 2021; Harney and Collings 2021; McMackin and Heffernan 2021c; Papademetriou et al. 2023)

#### **Measurement**

Most previous empirical literature on HR practices used questionnaires and quantitative methods to examine the relationship between HR practices and performance. Hence, no previous literature has measured the relationship between Agile HR practices and innovation performance.

This study utilized a questionnaire as a data collection tool to collect the needed data and information regarding the relationship between agile HR and innovation performance.

The questionnaire was developed and tested using expert opinions from academic fields.

The questionnaire uses the standard 5-point Likert-format scales close-ended questions (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree); the justification of using the Likert five-point scale is twofold; first, according to some researchers Dillman et al. (2009) The five-point scale makes things manageable for respondents (since few people will clearly know the difference between 3 and 4 or 7 and 8 on a 10-point scale measurement). Second, the number of objects humans can memorize is  $7 \pm 2$  (Miller 1994)

The above-mentioned sub-variables (03-01) were identified through the questionnaire using a set of related five-point Likert scale close-ended questions. Figure (03-02) below represents the question codes and numbers related to each sub-variable. The relationship was also shown through the arrows and dotted arrows when identifying inter-questions.

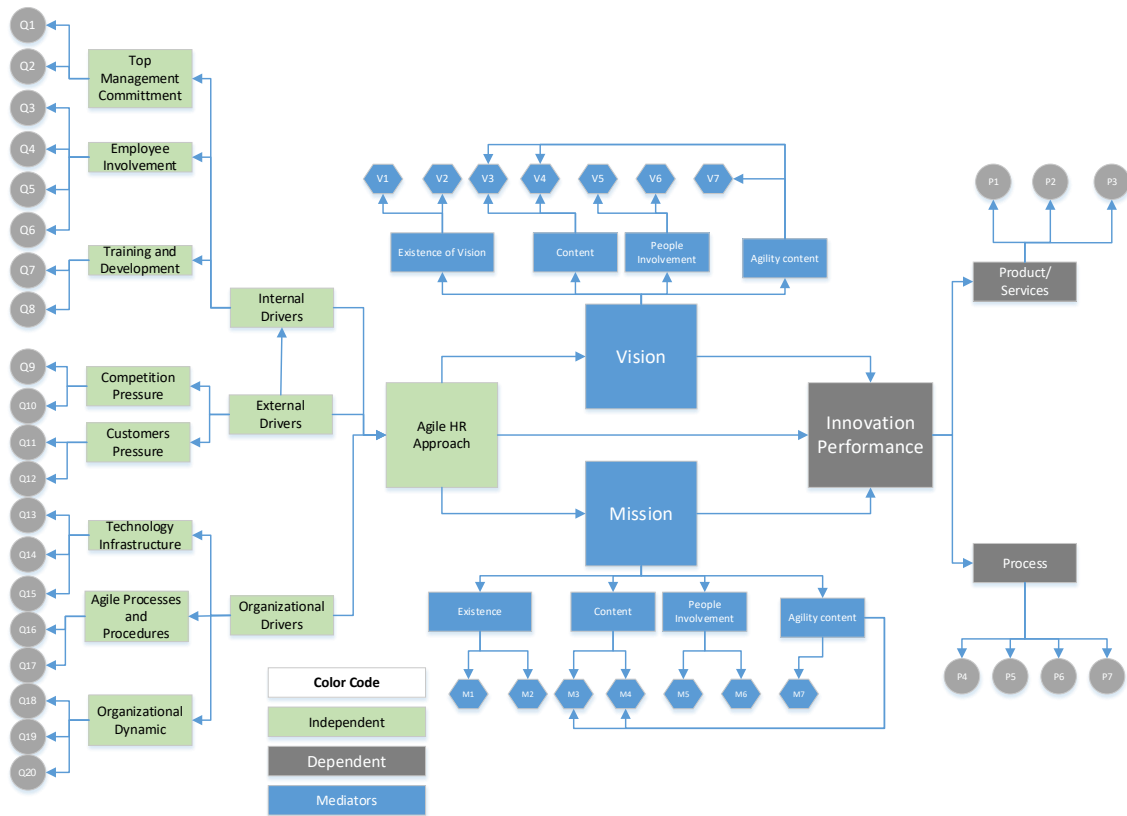


Figure (3-01): Theoretical Model

Each sub-factor was measured through several questions within the questionnaire, as shown in Figure (3-01).

### 3.7 Operationalization:

To ensure the reliability and validity of this research, the questionnaire was designed using Likert scale questions that have been rigorously validated in previous studies. All questions included in the survey have been adapted from well-established, peer-reviewed academic literature, ensuring their relevance and applicability to the study's dimensions. The selected questions have been widely used in similar contexts and have demonstrated strong psychometric properties in prior research. The following table presents the questions used in our questionnaire and their respective references, reinforcing the robustness and credibility of the measurement instruments employed in this study.

Table (3-1): Questionnaire questions and their references in the literature.

<b>DIMENSION</b>	<b>QUESTIONS</b>	<b>REFERENCES</b>
<b>AGILE HR</b>	Q1, Q2: Top Management commitment to Agile and Agile HR in specific	(Alipour et al. 2022; Ferrinho et al. 2022; Narenji Thani et al. 2022)
	Q3: Employee Opinions are taken into consideration	(Alipour et al. 2022; Ferrinho et al. 2022)
	Q4, Q5: Employees take part in Agility initiatives in general and in HR in specific	(Alipour et al., 2022; Narenji Thani et al., 2022)
	Q6: Proactive Role of HR in applying the Agility within the organization	Alipour et al., 2022; Narenji Thani et al., 2022)

DIMENSION	QUESTIONS	REFERENCES
	Q7, Q8: Provision of Agile training and awareness programs	(Alipour et al. 2022)
	Q9, Q10: Competition pressure toward agility in general and within HR in specific	(Gupta et al. 2019; Kurniawan et al. 2021)
	Q11, Q12: Customer increased the demand for Agility, and a significant part of organizational agility is part of the customer pressure	(Kurniawan et al. 2021)
	Q13: A significant part of the operations is automated	(Josyula et al. 2023)
	Q14: Automated programs and procedures are well-utilized	(Josyula et al. 2023)
	Q15: Technological means are well utilized within the organization	(Josyula et al. 2023)
	Q16, Q17: Operational manual in general and HR operational manual enhance the implementation of Agile HR	(Mohammed 2022)
	Q18: The official and non-official data are used to shape the organizational strategies	(Harsch and Festing 2020; Saini and Khan 2023b; Ulrich and Yeung 2019)

<b>DIMENSION</b>	<b>QUESTIONS</b>	<b>REFERENCES</b>
	Q19: The organization has dynamic resources	(Barney, 1991).
	Q20: Dynamism is regarded as one of the key success factors of the organization	(Harsch and Festing 2020; Saini and Khan 2023b; Ulrich and Yeung 2019)
<b>VISION VARIABLE</b>	V1, V2: There is a written and known Vision	(Rao et al. 2015)
	V3: Vision includes commitments toward agility	(L'Hermitte C., Bowles M., Tatham P., & Brooks, 2015)
	V4: Vision includes commitment toward agility	None
	V5, V6: employee participated in setting the Vision statement, and their opinion was considered.	(Alipour et al. 2022; Ferrinho et al. 2022)
	V7: Plans and strategies include agility programs	(Rao et al. 2015)
<b>MISSION</b>	M1, M2: There is a written and known mission	(Rao et al. 2015)
	M3: Vision includes commitments toward agility	(L'Hermitte C., Bowles M., Tatham P., & Brooks, 2015)

<b>DIMENSION</b>	<b>QUESTIONS</b>	<b>REFERENCES</b>
	M4: Vision includes commitment toward agility	None
	M5, M6: employee participated in setting the Mission statement, and their opinion was considered.	(Alipour et al. 2022; Ferrinho et al. 2022)
	M7: Plans and strategies include agility programs	(Rao et al. 2015)
<b>INNOVATION PERFORMANCE</b>	P1: Increases in product development	(Hamid, Munizu, and Mardiana 2024)
	P2: The use of technology increases the product and process innovation	(Camisón and Villar-López 2014; Chang et al. 2019; Hamid et al. 2024)
	P3: Innovation in the offered services or products can be sensed within the organization	(Chang et al., 2019)
	P4: Increases in process innovations that reflected on the performance in general	(Chang et al., 2019)
	P5: The existence of excellence among employees in terms of product and service innovative solutions	(Hamid et al. 2024)

DIMENSION	QUESTIONS	REFERENCES
	P6: Continuous development of product or services management	(Camisón and Villar-López 2014; Chang et al. 2019; Hamid et al. 2024)
	P7: The organization has strategies for continuous improvement and development	

### 3.8 Response Rate

The response rate of questionnaire collection is expected to be around 50%.

### 3.09 Data Collection:

The developed, validated, and reviewed questionnaire was converted to Google form and sent to all ICT companies through the Palestinian Telecommunication and Information Technology Association; a phone call was performed to ensure that ICT firms filled out the submitted questionnaire, which more than 200 phone calls were performed encouraging ICT firms to fill the questionnaire. The phone call was not used to collect the questionnaire but only to accelerate the firm's feedback and data collection.

### 3.10 Data Analysis Techniques

This study used different statistical techniques to analyze the data using the PLS-SEM, PLS 4 software, so once the data were collected, cleaned, verified, and entered, they were analyzed using the following data analysis techniques: First, descriptive statistics, including measures of the mean, standard deviation, percentages, and frequency were

used to describe and summarize the characteristics of the members of the sample included in the study. Second, multiple regression inferential statistics were used to test the research hypotheses.

Data accuracy was ensured through a double review process for each questionnaire returned. Two professor academics in the field reviewed the questionnaire items. The data were coded and entered into an Excel Sheet (which can be a database). After the data entry process, the information was checked for accuracy. No errors in the entry were detected.

To determine the Level of Practice of the questionnaire items, an ordinal scale was developed to give meaning to the arithmetic mean to benefit from them in the next chapter, the data analysis chapter.

### **3.10 Research Validation:**

The research validation and verification were done using many techniques as follows:

- Questionnaire validation, which was done into two main methods;
  - Questions validation as previously explained.
  - Questionnaire validation through the review of questions with the Palestinian ICT association in Ramallah.
  - Validation of questionnaires from two academic professors in Palestinian universities, in which amendments were considered.
  - For pilot testing of the questionnaire, a pilot of five ICT firms was collected and initially analyzed on PLS software; hence, PLS is free of the sample size effect (Hair et al. 2019a, 2019b; Rasoolimanesh, 2022). To

ensure the validity of the questionnaire, the questionnaire was distributed to all ICT samples.

- Research Validation was done using the PLS software analysis and validation tests available. The results of this validation are in chapter four of this study.(Hair et al. 2019b, 2019a; Rasoolimanesh 2022).

## **Chapter Four**

### **Results and Data Analysis**

#### **4.1 Results and Data Analysis Introduction:**

This chapter presents the central and detailed summarized findings and results, including the statistical results, validity tests, and hypothesis testing. The first part used the Excel Sheet to present the percentages of results, while the PLS-SEM using the PLS 4 software was used to obtain the results regarding the validity and hypothesis testing.

In general, ninety-one questionnaires were collected using Google Forms to collect the needed data using the validated questionnaire (Annex-01). The following sections include the detailed results and findings obtained through the analysis of these 91 questionnaires.

#### **4.2 Statistical Results:**

Ninety-one questionnaires were collected during February and March 2024, and the response rate was around 60% (higher than the expected “50%”).

Most ICT firms that responded to the questionnaire were Small and Medium Enterprises (SMEs), with over 80% having fewer than 25 employees. According to the Palestinian Monetary Authority and the Palestinian Central Bureau of Statistics, SMEs are firms with fewer than 25 employees. Figure (4-1) below illustrates the distribution of respondents based on company size. This sample accurately represents the actual composition of businesses in Palestine, where approximately 90% of firms are classified as SMEs, (Dwikat et al. 2023; Zahari et al. 2023).

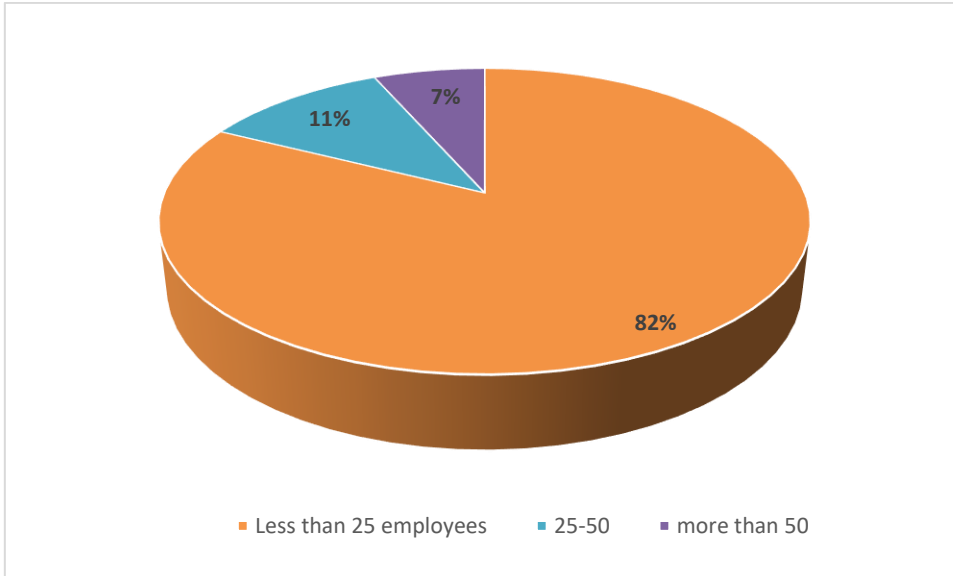


Figure (4-1): Respondents according to Number of Employee, Author Generated figure.

The respondents were both male and female. Figure (4-2) below shows their genders.

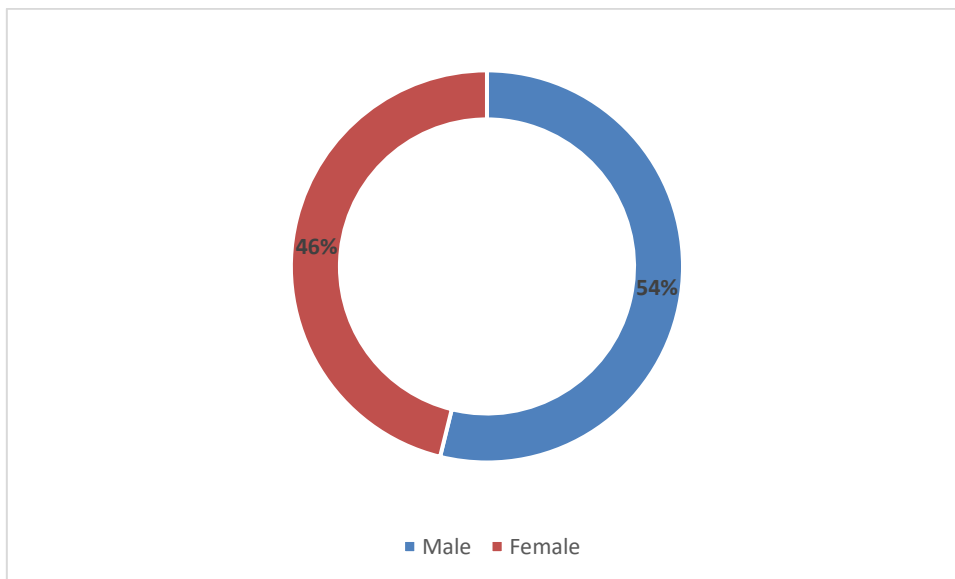


Figure (4-2): Gender of Respondents.

Most respondents are young and mature, with more than 80 respondents in their twenties and thirties. This was expected because most ICT firms are young. Figure (4-3) represents the age of respondents.

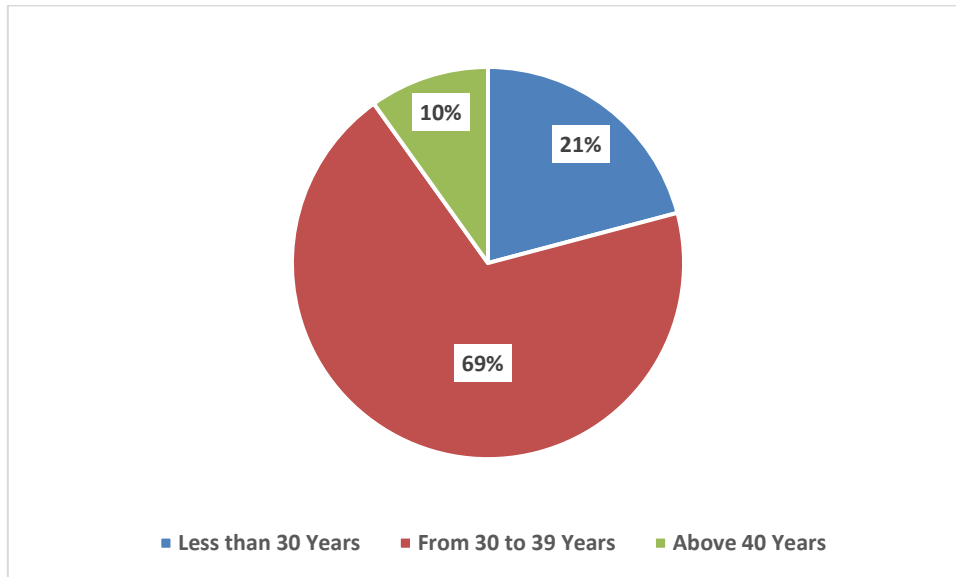


Figure (4-3): The age of respondents (HR-related positions).

99% of the respondents hold Bachelor's and Master's degrees; figure (4-4) represents the educational level of the respondents. Our current results agree with (Almagharbeh, 2024).

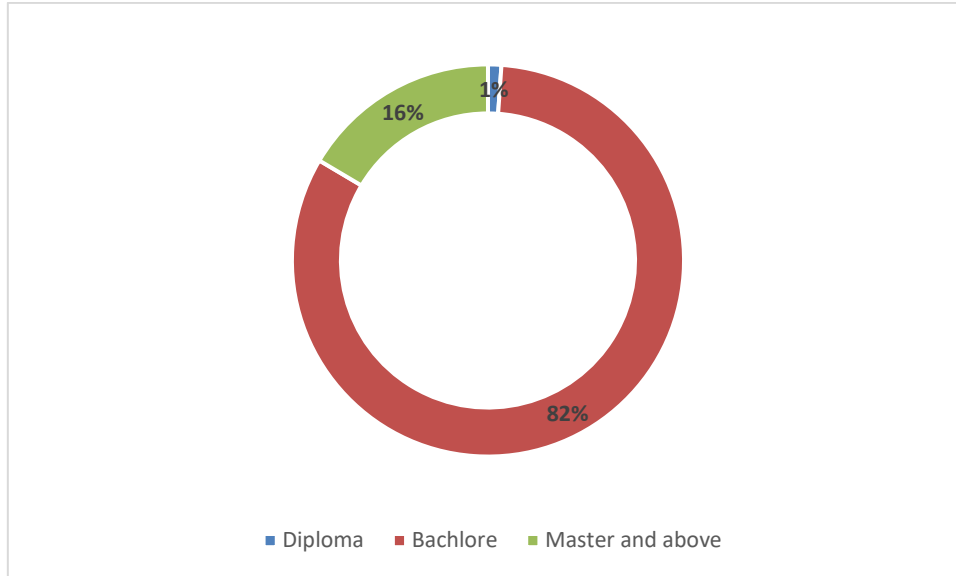


Figure (4-4): Educational Level of Respondents.

Most respondents are experienced persons, as shown below in Figure (4-5).

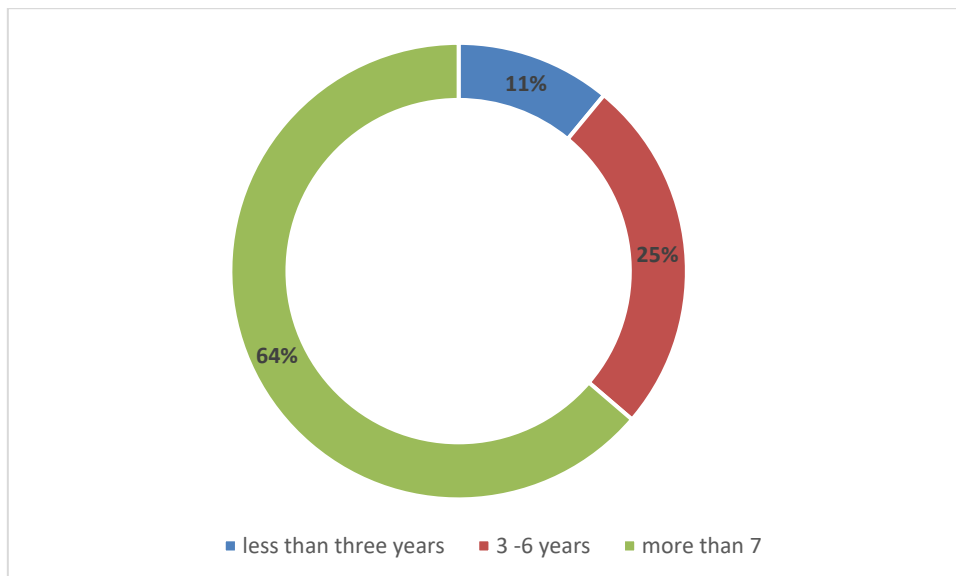


Figure (4-5): Number of years of experience of respondents.

Most respondents perceived the sentences related to the Agile HR topic positively. The Table (4-1) and figure (4-6) below represent their related responses.

To answer question number one of this research, a statistical analysis of the first section of the questionnaire was conducted, and table (4-01) below represents the level, which is slightly above three out of five.

Table (4-1): Agile HR Statistical Results

Questions	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Average	Stand. Dev
Q1	4%	15%	19%	29%	33%	3.70	1.21
Q2	0%	12%	18%	53%	18%	3.76	0.89
Q3	0%	24%	40%	14%	22%	3.34	1.08
Q4	3%	9%	44%	32%	12%	3.41	0.93
Q5	12%	5%	30%	36%	16%	3.40	1.19
Q6	12%	12%	22%	30%	24%	3.42	1.12
Q7	12%	12%	26%	18%	32%	3.45	1.37
Q8	5%	19%	15%	40%	21%	3.52	1.18
Q9	0%	24%	21%	31%	24%	3.55	1.11
Q10	12%	5%	40%	32%	11%	3.24	1.12
Q11	12%	22%	13%	41%	12%	3.19	1.26
Q12	4%	20%	25%	21%	30%	3.57	1.15
Q13	10%	5%	25%	33%	27%	3.68	1.17
Q14	4%	30%	11%	24%	31%	3.47	1.32
Q15	3%	19%	23%	38%	16%	3.46	1.08
Q16	22%	12%	2%	37%	26%	3.34	1.53
Q17	0%	22%	13%	42%	23%	3.66	1.07

Q18	22%	0%	26%	41%	11%	3.19	1.31
Q19	11%	11%	22%	45%	11%	3.34	1.16
Q20	0%	22%	13%	55%	10%	3.53	0.95

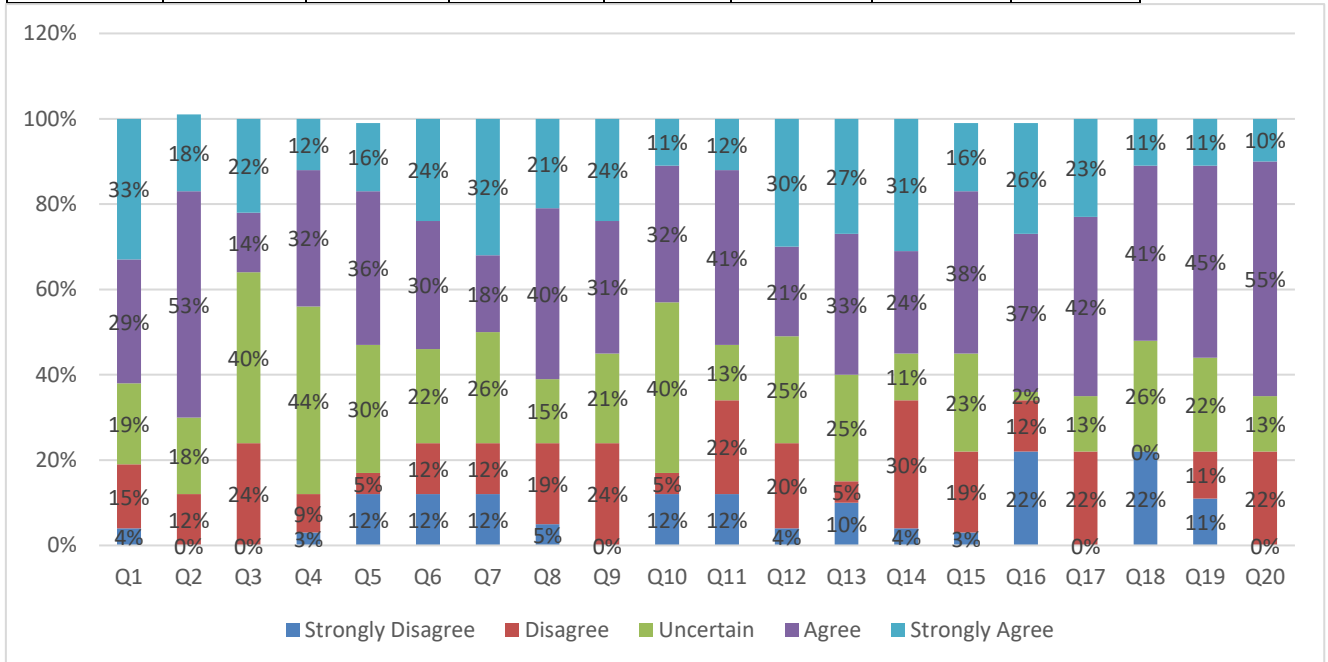


Figure (4-5): Agile HR Variables Initial Results.

The above table and figure represent that the respondents positively perceived the Agile Human Resources dimensions; the average is more than 3, and the data are not scattered, which is uniform around the average values as the standard deviation values are low. Hence, the averages of the agile dimension of the current study agreed with the previous research of Alipour et al. (2022) Furthermore, the HR Agile level in the Palestinian ICT sector is still not as desired, as indicated by the HR managers of these firms.

Likewise, the vision dimension statistical results are not far from the Agile HR results; Table (4-2) and Figure (4-6) below represent the initial results related to vision variables and dimensions.

Table (4-2): Vision Variables Statistical Results.

Question	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Average	Standard Dev.
V1	0%	34%	0%	55%	11%	3.43	1.11
V2	0%	24%	32%	22%	22%	3.42	1.09
V3	0%	23%	23%	21%	33%	3.64	1.17
V4	10%	10%	26%	34%	20%	3.44	1.2
V5	0%	25%	29%	13%	33%	3.54	1.2
V6	0%	19%	33%	27%	21%	3.51	1.03
V7	2%	31%	12%	42%	13%	3.33	1.12

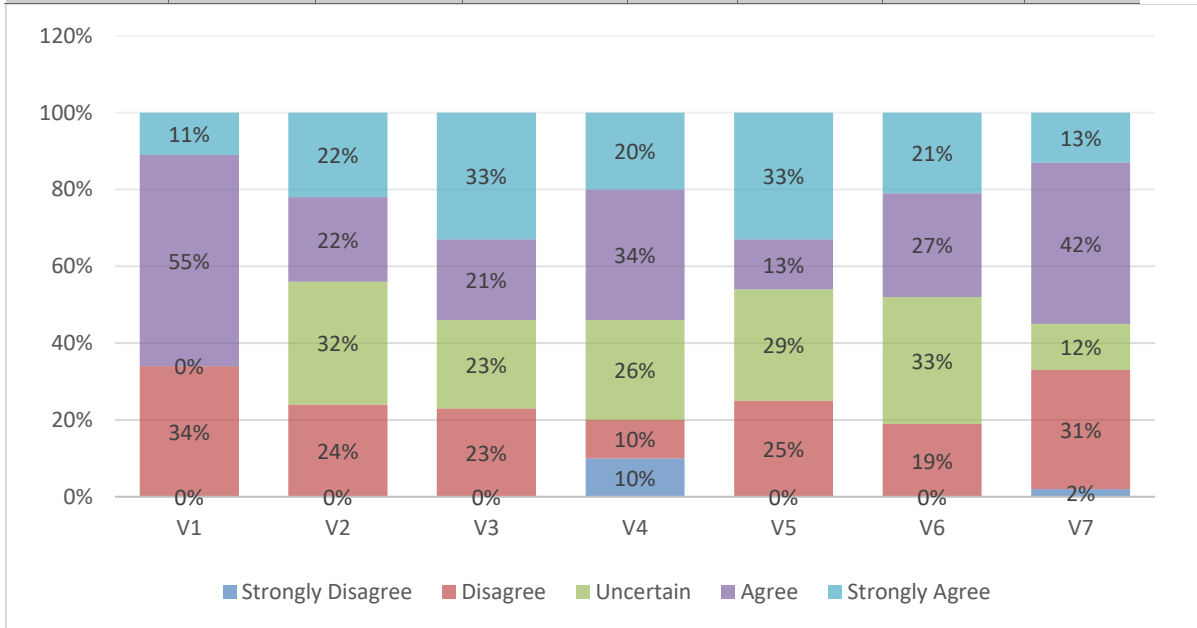


Figure (4-6): Vision Dimension Results

The average of the Vision construct is more than 3, and the standard deviation is low.

Thus, the data is normal and not scattered.

The mission-related constructs analysis yielded the same results. The table (4-3) and figure (4-7) below represent these results.

Table (4-3): Mission Variables Statistical Results.

Question	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Average	Standard Dev.
<b>M1</b>	2%	32%	11%	23%	32%	3.51	1.29
<b>M2</b>	3%	34%	21%	40%	2%	3.03	0.98
<b>M3</b>	3%	32%	9%	49%	7%	3.24	1.08
<b>M4</b>	11%	11%	19%	52%	8%	3.34	1.13
<b>M5</b>	3%	29%	12%	18%	38%	3.58	1.34
<b>M6</b>	18%	16%	7%	43%	16%	3.24	1.39
<b>M7</b>	7%	26%	18%	24%	25%	3.35	1.29

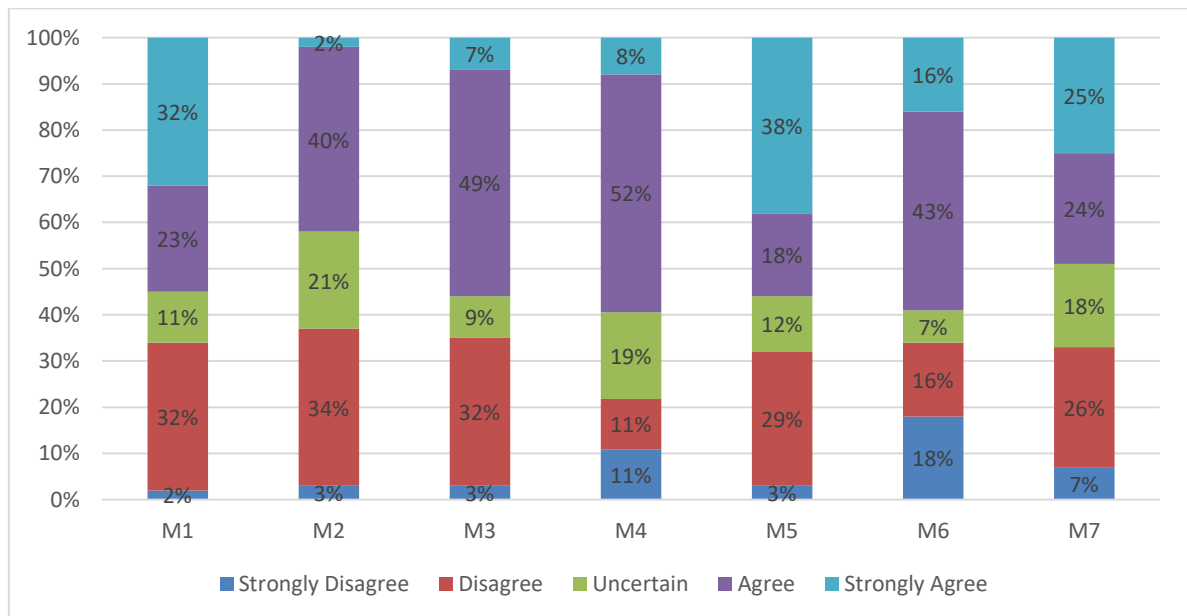


Figure (4-7): Mission Construct Results.

Most of the respondents agreed with constructs related to mission variables. Generally, the statistical results of mission and vision agreed with previous studies of (Rao et al. 2015). Likewise, the results of the Innovations constructs are shown in tables (4-4) and (4-8).

Table (4-4): Results of Innovation Construct.

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Average</b>	<b>Standard Dev.</b>
<b>P1</b>	13%	9%	25%	19%	34%	3.52	1.39
<b>P2</b>	1%	27%	11%	19%	42%	3.78	1.29
<b>P3</b>	19%	8%	19%	35%	20%	3.3	1.38
<b>P4</b>	10%	13%	22%	13%	42%	3.64	1.39
<b>P5</b>	21%	13%	10%	45%	11%	3.12	1.36
<b>P6</b>	16%	15%	12%	52%	4%	3.12	1.23
<b>P7</b>	15%	7%	23%	33%	22%	3.4	1.32

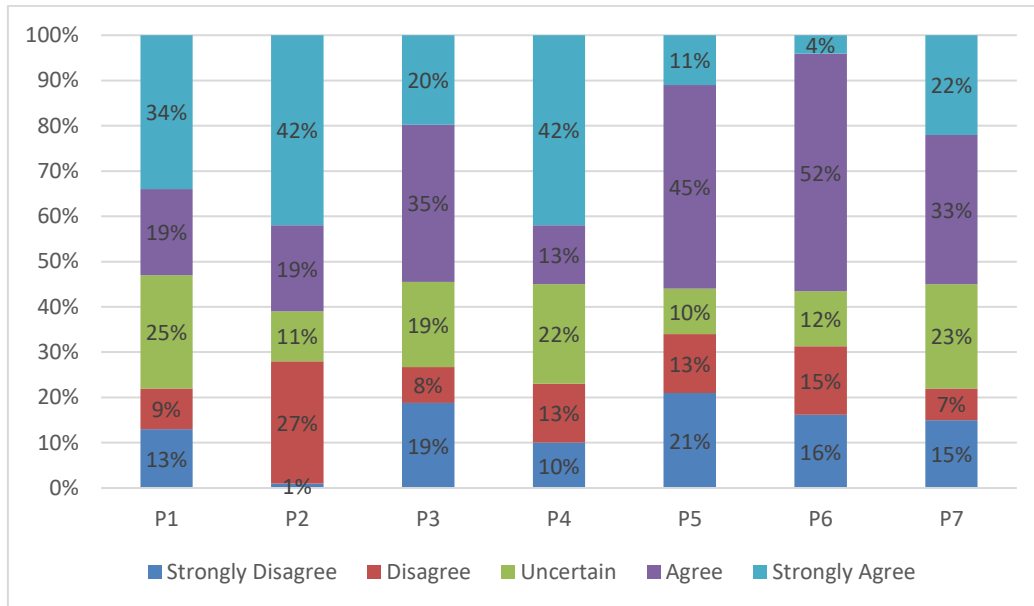


Figure (4-8): Innovation Construct Results.

The statistical analysis results of innovation agreed with (Alipour et al. 2022; Hamid et al. 2024; Yildiz and Aykanat 2021) Results. Hence, (Yildiz and Aykanat 2021) I studied the relationship between agility in general and innovation and performance, while I studied Agile HR in specific and innovation performance. Regardless, the current study's main results agree with the previous limited related literature.

#### 4.2 Validity and Reliability Tests:

PLS-SEM statistical analysis was used in this study as it is not affected by sample size (i.e., smaller sample sizes) and does not require assumptions regarding the multivariate normal of sample data (Hair et al. (2019 b), (2019a)). Thus, the measurement quality is assured without the assumption of normality. According to Hair et al. (2019a), the PLS-SEM analysis does include internal consistency, reliability, and validity tests.

Moreover, the PLS-SEM includes the regular Cronbach Alpha test (CA), composite reliability (CR) test, and the average variance construct test (AVE), which measures the

amount of variance that is captured by a construct about the amount of variance due to measurement error. Tables (4-4) represent these test values.

Table (4-4): CA, CR and AVE Values.

<i>Variable</i>	<i>CA</i>	<i>CR</i>	<i>AVE</i>	<i>Note</i>
<i>Innovation</i>	0.977	0.978	0.879	
<i>Agile HR</i>	0.982	0.983	0.747	
<i>Mission</i>	0.981	0.982	0.900	
<i>Vision</i>	0.944	0.949	0.750	

Hair et al. (2014 & 2019a) state that the CR threshold value should be more than 0.7. Table (4-4) shows that the CR values range between 0.949 and 0.983. The AVE threshold value is 0.5; hence, according to Table (4-4), the range values of AVE are 0.75 to 0.9. Thus, an adequate convergent level is secured. Finally, the traditional Cronbach Alpha (CA) is more significant than 0.9, representing a proper validity level.

Discriminant validity was tested using the Fornell–Larcker criterion and the hetero-trait/monotrait ratio of correlations (HTMT). The HTMT and Fornell-Larcker ratios indicate that discriminant validity was established between a given pair of reflective constructs. Tables (4-6) and (4-7) represent the Fornell-Larcker and HTMT values, respectively.

Table (4-6): Fornell-Larcker Values.

<b>Construct</b>	<b>Innovation</b>	<b>Agile HR</b>	<b>Mission</b>	<b>Vision</b>
<b>Innovation</b>	0.938			
<b>Agile HR</b>	0.959	0.864		
<b>Mission</b>	0.955	0.960	0.949	
<b>Vision</b>	0.952	0.925	0.966	0.866

Table (4-7): HTMT Values.

<b>Construct</b>	<b>Innovation</b>	<b>Agile HR</b>	<b>Mission</b>
<b>Innovation</b>			
<b>Agile HR</b>	0.973		
<b>Mission</b>	0.974	0.973	
<b>Vision</b>	0.988	0.950	0.999

The values to Fornell-Laraker are between 0.864 and 0.966, and the HTMT values range between 0.950 and 0.999, which indicates that discriminant validity was established between a given pair of reflective constructs, (Canatay et al., 2022; Streukens & Leroi-Werelds, 2016). Moreover, The constructs are well loaded, as shown in the table (4-8) and figure (4-8).

Table (4-8): Factor Loading Validity Test.

<b>Construct</b>	<b>Indicator Code</b>	<b>Indicator</b>	<b>Loading Value</b>
<b>Innovation</b>	P1	Innovation on Products/Services	0.915
	P2	Technology Impact on Services Innovation	0.960
	P3	Services Innovations are Seen in the Organization	0.953
	P4	Increases I Innovation of Procedures and Processes	0.950
	P5	Excellence in Process Innovation	0.972
	P6	Continuous Improvement in Terms of Processes	0.939

	P7	Policies and Procedures to Improve on Services and Products	0.871
<b>Mission</b>	M1	Documented Mission	0.942
	M2	The mission is well-known within the organization	0.949
	M3	The mission includes Agile Commitment	0.977
	M4	The mission includes innovation commitment	0.890
	M5	Employee participated in mission statement preparation	0.970
	M6	Employee opinions are considered in mission updates	0.968
	M7	Policies include means to enhance Agile in the organization	0.942
<b>Vision</b>	V1	Documented Vision	0.906
	V2	Vision is well-known within the organization	0.860
	V3	The vision includes Agile Commitment	0.848
	V4	The mission includes innovation commitment	0.815
	V5	Employee participated in Vision statement preparation	0.877
	V6	Employee opinions are considered in Vision updates	0.787
	V7	Plans and Strategies include Plans to enhance Agile in the organization	0.957
<b>Agile HR</b>	Q1	Top Management commitment toward Agile	0.862
	Q2	Top Management committed to implementing Agile in HR	0.867
	Q3	Employee Opinions are considered in Agile HR Programs	0.778
	Q4	Employees Participated in Agile	0.829
	Q5	Employees Participated in Agile HR	0.856
	Q6	Positive Role of HR Department in Agile Programs	0.873
	Q7	Training Programs in Agile are available	0.894

	Q8	HR department conducted workshops and training in the Agile	0.837
	Q9	Customer pressure impacted on Agile	0.868
<b>Agile HR</b>	Q10	Customer pressure impacted on HR Agile	0.847
	Q11	A good portion of agile HR programs were due to customer pressure	0.945
	Q12	A good portion of Agility was due to customer pressures	0.812
	Q13	A good amount of automation of processes	0.759
	Q14	Automated programs are utilized to enhance agility	0.884
	Q15	Technology means is used to enhance agility	0.812
	Q16	Processes and procedures are used to enhance agility	0.873
	Q17	HR manual includes instructions regarding agility	0.914
	Q18	Formal and informal data and information are used to shape organizational strategies	0.904
	Q19	There are several dynamic assets in the organization.	0.925
	Q20	The organization adopted the dynamic as a permanent strategy	0.922

The coefficient of determination (R-Square) reflects how constraints explain each other; in this study, the value of R-squares is more than 0.75. Moreover, according to (Hair et al., 2014), R-Square values of 0.25, 0.5, and 0.75 indicate weak, medium, moderate, and substantial predictive accuracy, based on the values of R-Square all substantial 'predictive accuracy (R-Square for Innovation, Mission, and Vision are 0.948, 0.922 and 0.852 respectively). Accordingly, the relationship between different variables can be considered linear.

### 4.3 Hypothesis Testing

Using the PLS 4.0 “Bootstrapping function” hypothesis tested, the results are indicated in Table (4-9).

Table (4-9): Hypothesis Testing Results.

<b>Hypo</b>	<b>Path</b>	<b>P-Value</b>	<b>t-Value</b>	<b>Decision</b>
<b>Ha</b>	Agile HR> Innovation performance	0000	9.3	Supported/Accepted
<b>Hc</b>	Agile HR> Vision> Innovation	0.038	2.07	Supported/Accepted
<b>Hd</b>	Agile HR> Mission> Innovation	0.7	0.3	Not Supported

The above table indicates that Agile Human Resources (HR) positively impacts Innovation performance constructs, while the relationship between the subconstruct and innovation is not established.

The mediating role of vision supported the previous general findings and literature results (Almagharbeh, 2024; Alipour et al., 2022; Yildiz & Aykanat, 2021). However, the mediating role of the mission did not support the previous literature's general results of (Yildiz & Aykanat, 2021; Ananthram & Nankervis, 2013; Rao et al., 2015) Previous literature has studied the mediating role of strategies and vision in agility and innovation performance, in which the mission and vision were significant components of the studied strategies.

#### **4.4 Results and Findings:**

The analysis and statistical testing derived several results and findings to answer the main and sub-research questions; the following paragraphs represent these findings and results.

- The main statistical results, as described in the statistical results table above, revealed that Palestinian ICT firms adopt some Agile HR practices, and the mean of Agile HR practices contracts was around 3.4. According to the HR department, Agile HR practices are uncertain and Inconsistent. Even though this limited adoption of Agile HR positively impacts performance and agrees with the vast majority of literature, it represents the importance of Agility in Human Resources Management (Alipour et al., 2022).
- The analysis of the study and hypothesis testing revealed a statistically positive relationship between Agile HR and innovation performance, which agreed with the vast majority of related literature (Alipour et al., 2022). Likewise, the current results supported the resource-based view theory literature as Agile HR is considered a valuable resource that achieves a competitive advantage based on the resources-based theory of (Barney Jay 1991)
- The mediating effect of vision and mission between Agile HR and innovation performance was mixed, as there are mediating effects of vision while there is no mediating effect of mission. The results of the vision agreed with those of previous literature. However, the results of the mission disagreed with the last literature results. This result is logical and can be explained since the firm's vision (even if not documented) is known more than a mission. Thus, vision is superior to

mission in mediating the effect between agile HR and innovation performance. (Karthikeyan C Karthikeyan 2024).

- These results indicate a weakness in Palestinian ICT firms' staff and employees' awareness of their mission and vision. Hence, Palestinian ICT firms should make more efforts in this regard (Ehrnrooth et al, S, 2018).

## Chapter Five

### Discussion, Conclusions, and Recommendations

#### 5.1 Introduction:

This chapter includes a discussion and recommendations for future studies (academic and theoretical implications) and practical recommendations for ICT firms and policymakers.

#### 5.2 Discussion:

Much literature links HR practices and performance, while a limited amount links Agile HR and its impact on innovations (Choain & Malzy, 2019; Alipour et al., 2022). The following few paragraphs represent the detailed discussion;

- The current study agreed with the limited related literature regarding the positive impact of Agile HR on innovation (Choain & Malzy, 2019; Alipour et al., 2022).
- The general agreement with previous literature is agreement on the general conclusion. However, the influence of the individualism of the Palestinian ICT sector and the impact of the Palestinian developing context can be seen in the detailed analysis, results, and findings, in which mixed results were obtained from the study of agility drivers and their impact on innovation performance. Such mixed results revealed that the external and internal drivers of agility can be seen and observed in the Palestinian ICT firms, which can be explained as most Palestinian ICT companies (mainly software developers) have external connections with international firms that apply Agility in their operations which required Palestinian firm to cope with these firms' strategies as services providers (subcontractor). While the organizational drivers do not have the impact and

influence as external and internal, most Palestinian ICT firms are in their first steps toward agility journey. Hence, most Palestinian ICT firm's internal processes, including HR, are still not agile.

- Agile HR is no longer a luxury; the dynamic business environments put new pressures on firms, which must be flexible and adopt the latest and ever-changing challenges. The Agile HR factor lies at the center of the organizational initiatives to cope with dynamic environment requirements (Gouda & Tiwari, 2022).
- The mediating effect of Vision supports the relationship between agile HR and innovation management, which agrees with the vast majority of literature. On the contrary, the mission does not support the relationship between agile HR and innovation management. Good knowledge of organizational visions can be observed, while weak awareness of the mission can be noticed. Moreover, the internal drivers do not mediate the effect of external drivers.

The current study enriches the literature by separating the effect of different strategic components of firms, mainly the mission, and vision, and establishing that the impact of vision and mission is different. Hence, previous literature studied the impact of organizational strategies (vision, mission, and strategies) together. (Karthikeyan C Karthikeyan 2024).

Finally, the current results can only be generalized to the Palestinian ICT sector and not to Palestinian SMEs (small and medium-sized firms), as the current study only considers ICT firms. Hence, other sectors can be considered in future research.

### **5.3 Conclusion:**

It can be concluded the following:

- It can be concluded that a medium level of Agile HR adoption exists within the Palestinian ICT firms. Hence, the organizational drivers of Agile HR are regarded as the main hindering factors to achieving higher levels of agility in the Palestinian ICT sector (Averineni & Rama Swathi 2019; Junita 2021a; Saini & Khan 2023b)
- It can be generally concluded that Agile HR positively impacts innovation performance in the Palestinian ICT sector. Nevertheless, Agile HR is still a new and virgin field of study, with a limited number of literature.
- The current results positively contributed toward constructing the agility perspective and the under-construction agility management theory with empirical findings in the unique Palestinian context.
- Furthermore, it can also be concluded that internal drivers for Agile HR do not mediate the effect of external drivers in the Palestinian context. The mediating effect was observed in other contexts in other business and management fields, like the Quality Management Field (Amer M, 2023).

### **5.4 Recommendations and Future Researches**

From the results, discussion, and conclusion regarding the research questions, the following are the recommendations of this research;

- Firm owners should pay more attention to agile practices through training, workshops, agile software, etc.

- Firms shall pay more attention to spreading their vision and mission among employees and staff based on the results and findings of the mediating effect of vision and mission.
- Although internal drivers do not mediate the effect of external drivers. It is recommended for firm managers to give more focus on internal drivers like employee engagement, training, .. etc
- It is recommended that Palestinian firms focus more on organizational agility by applying agile techniques to their processes and procedures.
- it is recommended to conduct future research regarding agility and performance by studying agility and its impact on resilience and organizational performance rather than innovation, (Channa, Shah, and Ghumro 2019)
- It is also recommended that the same study be conducted after a couple of years as more software firms adopt agility and flexibility in their operations to gauge the differences in results (if any).

## References

- Aithal, Architha, and P. S. Aithal. 2020. "Development and Validation of Survey Questionnaire and Experimental Data." *International Journal of Management, Technology, and Social Sciences (IJMTS)* 5(2):233–51.
- Akpan, Ekom Etim, Eluka Johnny, and Waribugo Sylva. 2022. "Dynamic Capabilities and Organizational Resilience of Manufacturing Firms in Nigeria." *Vision* 26(1):48–64. doi: 10.1177/0972262920984545.
- Alavi, Mohammad Taghi, and Azhdar Karami. 2009. "Managers of Small and Medium Enterprises: Mission Statement and Enhanced Organizational Performance." *Journal of Management Development* 28(6):555–62. doi: 10.1108/02621710910959729.
- Al-Harazneh, Yaser M., and Ismail Sila. 2021. "The Impact of E-HRM Usage on HRM Effectiveness: Highlighting the Roles of Top Management Support, HR Professionals, and Line Managers." *Journal of Global Information Management* 29(2):148–65. doi: 10.4018/JGIM.2021030107.
- Al Jafa, H., Jihad, F., & Várallyai, L. (2022). The Role of Agile Management in HRM Environment Change. *Journal of Agricultural Informatics*, 12(2), 37–45. <https://doi.org/10.17700/jai.2021.12.2.606>
- Alavi, M. T., & Karami, A. (2009). Managers of small and medium enterprises: Mission statement and enhanced organizational performance. *Journal of Management Development*, 28(6), 555–562. <https://doi.org/10.1108/02621710910959729>
- Alipour, N., Nazari-Shirkouhi, S., Sangari, M. S., & Vandchali, H. R. (2022). Lean, agile, resilient, and green human resource management: the impact on organizational innovation and organizational performance. *Environmental Science and Pollution Research*, 29(55), 82812–82826. <https://doi.org/10.1007/s11356-022-21576-1>
- Almagharbeh, B. K. (2024). The effect of human resource agility on organizational sustainability: Structural equation modeling approach. *International Journal of Human Capital in Urban Management*, 9(1), 177–188. <https://doi.org/10.22034/IJHCUM.2024.01.12>

Amer, M. (2024). "Halal standards' implementation in the Palestinian food sector: its drivers and impact on performance," *Arab Gulf Journal of Scientific Research*, Vol. 42 No. 1, pp. 2–29. <https://doi.org/10.1108/AGJSR-09-2022-0168>

Amer, Mahmoud. 2023a. "Linkage among Halal Quality Standard Certification and SME ' s Performance : Palestinian Food Halal Certified SME ' s Context." doi: 10.1108/AGJSR-03-2023-0109.

Amer, Mahmoud. 2023b. "Systematic Review of Religiosity and Social Responsibility." doi: 10.1108/JBSED-02-2023-0007.

Antony, J. (2014). Readiness factors for the Lean Six Sigma journey in the higher education sector. *International Journal of Productivity and Performance Management*, 63(2), 257–264. <https://doi.org/10.1108/IJPPM-04-2013-0077>

Analoui, Farhad, and Azhdar Karami. 2002. "CEOs and Development of the Meaningful Mission Statement." *Corporate Governance: The International Journal of Business in Society* 2(3):13–20. doi: 10.1108/14720700210440044.

Appelbaum, S. H., Calla, R., Desautels, D., & Hasan, L. (2017). The challenges of organizational agility (part 1). *Industrial and Commercial Training*, 49(1), 6–14. <https://doi.org/10.1108/ICT-05-2016-0027>

Artelt, S. (2021). Analysing the impact of agile project management on organisations. *2021 IEEE European Technology and Engineering Management Summit, E-TEMS 2021 - Conference Proceedings*, 110–115. <https://doi.org/10.1109/E-TEMS51171.2021.9524863>

van Assen, Marcel F. 2000. "Agile-based Competence Management: The Relation between Agile Manufacturing and Time-based Competence Management." *International Journal of Agile Management Systems* 2(2):142–55. doi: 10.1108/14654650010337168.

Athanassiou, N., Crittenden, W. F., Kelly, L. M., & Marquez, P. (2002). Founder centrality affects the Mexican family firm's top management group: Firm culture, strategic vision and goals, and firm performance. *Journal of World Business*, 37(2), 139–150. [https://doi.org/10.1016/S1090-9516\(02\)00073-1](https://doi.org/10.1016/S1090-9516(02)00073-1)

Averineni, A., & Rama Swathi, R. S. V. (2019). An empirical emphasis on employees' perception towards agile HR practices in select software companies. *International Journal of Recent Technology and Engineering*, 8(3), 2332–2338. <https://doi.org/10.35940/ijrte.C4195.098319>

Baker, T. (2017). Performance Management for Agile Organizations. *Performance Management for Agile Organizations, April*. <https://doi.org/10.1007/978-3-319-40153-9>

- Barny Jay. 1991. "Firms Resources and Sustained Competitive Advantage." 99–120.
- Brockner, Joel, Francis J. Flynn, Robert J. Dolan, Alan Ostfield, Dave Pace, and Ian V. Ziskin. 2006. "Commentary on 'Radical HRM Innovation and Competitive Advantage: The Moneyball Story.'" *Human Resource Management* 45(1):127–45. doi: 10.1002/hrm.
- Budjanovcanin, A. (2018). Actions speak louder than words: how employees mind the implementation gap. *International Journal of Human Resource Management*, 29(22), 3136–3155. <https://doi.org/10.1080/09585192.2018.1443959>
- Camisón, C., & Villar-López, A. (2014). Organizational innovation as an enabler of technological innovation capabilities and firm performance. *Journal of Business Research*, 67(1), 2891–2902. <https://doi.org/10.1016/j.jbusres.2012.06.004>
- Canatay, Arman, Tochukwu Emegwa, Liza M. Lybolt, and Karen D. Loch. 2022. "Reliability Assessment in SEM Models with Composites and Factors: A Modern Perspective." *Data Analysis Perspectives Journal* 3(1):1–6.
- Conforto, E. C., Salum, F., Amaral, D. C., da Silva, S. L., and Magnanini de Almeida, L. F. (2014). "Can Agile Project Management Be Adopted by Industries Other than Software Development?" *Project Management Journal* 45 (3), 21–34.
- Cappelli, P., & Tavis, A. (2018). HR goes agile. *Harvard Business Review*, 2018(March-April).
- Chang, T. W., Chen, F. F., Luan, H. D., & Chen, Y. S. (2019). Effect of green organizational identity, green shared vision, and organizational citizenship behavior for the environment on green product development performance. *Sustainability (Switzerland)*, 11(3). <https://doi.org/10.3390/su11030617>
- Channa, Nisar Ahmed, Syed Mir Muhammed Shah, and Niaz Hussain Ghumro. 2019. "Uncovering the Link between Strategic Human Resource Management and Crisis Management: Mediating Role of Organizational Resilience." *Annals of Contemporary Developments in Management & HR* 1(2):15–27. doi: 10.33166/acdmhr.2019.02.003.
- Claus, L. (2019). HR disruption—Time already to reinvent talent management. *BRQ Business Research Quarterly*, 22(3), 207–215. <https://doi.org/10.1016/j.brq.2019.04.002>
- Collins, J. C., & Porras, J. I. (2008). *California Review Management : Organizational Vision and Visionary Organizations*. Organizational Vision and Visionary Organizations (researchgate.net)

- Choain, L., & Malzy, T. (2019). Leading change through your creative class. *Journal of Organizational Change Management*, 32(3), 377–384. <https://doi.org/10.1108/JOCM-04-2017-0118>
- Christensen, C. M., & Raynor, M. E. (2003). *The Innovator's Solution: Creating and Sustaining Successful Growth*. Harvard Business Review Press.
- Dergg, F. E. (2022). *Economics and Administrative Sciences*. 3(3), 37–47.
- Dikert, Kim, Maria Paasivaara, and Casper Lassenius. 2016. “Challenges and Success Factors for Large-Scale Agile Transformations: A Systematic Literature Review.” *Journal of Systems and Software* 119:87–108. doi: 10.1016/j.jss.2016.06.013.
- Denning, S. (2018). The emergence of agile people management. *Strategy and Leadership*, 46(4), 3–10. <https://doi.org/10.1108/SL-04-2018-0042>
- Denning, Steve (2016). "What Is Agile?". *Forbes*. Retrieved 10 April 2020.
- Dobrzykowski, D. D., McFadden, K. L., & Vonderembse, M. A. (2016). Examining pathways to safety and financial performance in hospitals: A study of lean in professional service operations. *Journal of Operations Management*, 42–43(2016), 39–51. <https://doi.org/10.1016/j.jom.2016.03.001>
- Dillman, Don A., Glenn Phelps, Robert Tortora, Karen Swift, Julie Kohrell, Jodi Berck, and Benjamin L. Messer. 2009. “Response Rate and Measurement Differences in Mixed-Mode Surveys Using Mail, Telephone, Interactive Voice Response (IVR) and the Internet.” *Social Science Research* 38(1):1–18. doi: 10.1016/j.ssresearch.2008.03.007.
- Dwikat, Said Yousef, Darwina Arshad, and Mohd Noor Mohd Shariff. 2022. “The Influence of Systematic Strategic Planning and Strategic Business Innovation on the Sustainable Performance of Manufacturing SMEs: The Case of Palestine.” *Sustainability (Switzerland)* 14(20). doi: 10.3390/su142013388.
- Dwikat, Said Yousef, Darwina Arshad, and Mohd Noor Mohd Shariff. 2023. “Effect of Competent Human Capital, Strategic Flexibility and Turbulent Environment on Sustainable Performance of SMEs in Manufacturing Industries in Palestine.” *Sustainability (Switzerland)* 15(6). doi: 10.3390/su15064781.
- Ehrnrooth, M., Björkman, I., Mäkelä, K., Smale, A., Sumelius, J., & Taimitarha, S. (2018). Talent responses to talent status awareness—Not a question of simple reciprocation. *Human Resource Management Journal*, 28(3), 443–461

- Ferrinho, P., Lehman, U., Kovacs, E., & Poz, M. D. (2022). Relevant HRH leadership during public health emergencies. *Human Resources for Health*, 20(1), 1–5. <https://doi.org/10.1186/s12960-022-00723-2>
- Esther Wangithi Waiganjo, M., Mukulu, E., Professor, A., Kahiri, J., & Lecturer, S. (2012). Relationship between Strategic Human Resource Management and Firm Performance of Kenya's Corporate Organizations. In *International Journal of Humanities and Social Science* (Vol. 2, Issue 10). [www.ijhssnet.com](http://www.ijhssnet.com)
- Gouda, G. K., & Tiwari, B. (2022). Talent agility, innovation adoption, and sustainable business performance: empirical evidence from the Indian automobile industry. *International Journal of Productivity and Performance Management*, 71(6), 2582–2604. <https://doi.org/10.1108/IJPPM-02-2021-0071>
- Gupta, S., Kumar, S., Kamboj, S., Bhushan, B., & Luo, Z. (2019). Impact of IS agility and HR systems on job satisfaction: an organizational information processing theory perspective. *Journal of Knowledge Management*, 23(9), 1782–1805. <https://doi.org/10.1108/JKM-07-2018-0466>
- Hair, J., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM) is an emerging tool in business research. *European Business Review*, 26(2), 106–121.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, Emerald Group Publishing, 31(1), 2–24. doi: 10.1108/EBR-11-2018-0203.
- Hamid, N., Munizu, M., & Mardiana, R. (2024). The impact of knowledge-oriented leadership on innovation performance with an e-based knowledge management system as a mediating variable. *International Journal of Data and Network Science*, 8(1), 557–568. <https://doi.org/10.5267/j.ijdns.2023.9.001>
- Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 31(4), 100824. <https://doi.org/10.1016/j.hrmmr.2021.100824>
- Heilmann, P., Forsten-Astikainen, R., & Kultalahti, S. (2020a). Agile HRM practices of SMEs. *Journal of Small Business Management*, 58(6), 1291–1306. <https://doi.org/10.1111/jsbm.12483>
- Harsch, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility—A qualitative exploration. *Human Resource Management*, 59(1), 43–61. <https://doi.org/10.1002/hrm.21972>

Holbeche, L. S. (2018). Organizational effectiveness and agility. *Journal of Organizational Effectiveness*, 5(4), 302–313. <https://doi.org/10.1108/JOEPP-07-2018-0044>

Jirakraisiri, Jirapol, Yuosre F. Badir, and Björn Frank. 2021. “Translating Green Strategic Intent into Green Process Innovation Performance: The Role of Green Intellectual Capital.” *Journal of Intellectual Capital* 22(7):43–67. doi: 10.1108/JIC-08-2020-0277.

Jooss, S., McDonnell, A., & Conroy, K. (2021). Flexible global working arrangements: An integrative review and future research agenda. *Human Resource Management Review*, 31(4), 100780. <https://doi.org/10.1016/j.hrmr.2020.100780>

Josyula, S. S., Suresh, M., & Raghu Raman, R. (2023). How do we make intelligent automation projects agile? Identification of success factors and an assessment approach. *International Journal of Organizational Analysis*, 31(5), 1461–1491. <https://doi.org/10.1108/IJOA-05-2021-2749>

Junita, A. (2021). *Agile HR Strategies: Prerequisite of Business Competitiveness in a Dynamic Environment*. <https://doi.org/10.4108/eai.9-10-2020.2304778>

Kavitha, R., & Suresh, M. (2021). Agile Practices in Human Resource Management. In *Springer Proceedings in Materials* (Vol. 5, pp. 713–721). Springer Nature. [https://doi.org/10.1007/978-981-15-8319-3\\_71](https://doi.org/10.1007/978-981-15-8319-3_71)

Karthikeyan C Karthikeyan. 2024. “Meta-Analysis on AI-Driven HR Metrics and Performance Indicators.” *INTERNATIONAL JOURNAL OF RESEARCH CULTURE SOCIETY* 8(2). doi: 10.2017/IJRCS/202402005.

Kotler, P., & Keller, K. L. (2016). *Marketing Management*. Pearson.

Kotter, J. P., and J. L. Heskett. *Corporate Culture and Performance*. New York: Free Press, 1992.

Kelly, P.; Kranzburg M. (1978). *Technological Innovation: A Critical Review of Current Knowledge*. San Francisco: San Francisco Press.

Kurniawan, R., Manurung, A. H., Hamsal, M., & Kosasih, W. (2021). Orchestrating internal and external resources to achieve agility and performance: the centrality of market orientation. *Benchmarking*, 28(2), 517–555. <https://doi.org/10.1108/BIJ-05-2020-0229>

Leyh, Christian, Katja Bley, Thomas Schaffer, and Sven Forstenhausler. 2016. “SIMMI 4.0-a Maturity Model for Classifying the Enterprise-Wide It and Software Landscape Focusing on Industry 4.0.” *Proceedings of the 2016 Federated*

*Conference on Computer Science and Information Systems, FedCSIS 2016* 8:1297–1302. doi: 10.15439/2016F478.

L’Hermitte C., Bowles, M., Tatham, P., & Brooks, B. 2015. “An Integrated Approach to Agility in HL.”

Lin, Zi, Hai Gu, Kiran Zahara Gillani, and Mochammad Fahlevi. 2024. “Impact of Green Work–Life Balance and Green Human Resource Management Practices on Corporate Sustainability Performance and Employee Retention: Mediation of Green Innovation and Organisational Culture.” *Sustainability (Switzerland)* 16(15). doi: 10.3390/su16156621.

Liu, Mingxia, Liqian Liu, and Aimei Feng. 2024. “The Impact of Green Innovation on Corporate Performance: An Analysis Based on Substantive and Strategic Green Innovations.” *Sustainability (Switzerland)* 16(6):1–19. doi: 10.3390/su16062588.

Maccoby, M., & Scudder, T. (2011). Strategic Intelligence: A Conceptual System of Leadership for Change. *Performance Improvement*, 50(3), pp. 32-40.

Mani, S., & Mishra, M. (2020). Characteristics and ingredients of an agile workforce – a strategy framework. *Strategic HR Review*, 19(5), 227–230.

<https://doi.org/10.1108/shr-02-2020-0013>

Marler, Janet H., and Emma Parry. 2016. “Human Resource Management, Strategic Involvement and e-HRM Technology.” *International Journal of Human Resource Management* 27(19):2233–53. doi: 10.1080/09585192.2015.1091980.

McMackin, J., & Heffernan, M. (2021). Agile for HR: Fine in practice, but will it work in theory? *Human Resource Management Review*, 31(4), 100791.

<https://doi.org/10.1016/j.hrmmr.2020.100791>

Martinez-Sanchez, A., & Vicente-Oliva, S. (2022). Supporting agile innovation and knowledge by managing human resource flexibility. *International Journal of Innovation Science*, 2–3. <https://doi.org/10.1108/IJIS-11-2021-0200>

McMackin, J., & Heffernan, M. (2021). Agile for HR: Fine in practice, but will it work in theory? *Human Resource Management Review*, 31(4).

<https://doi.org/10.1016/j.hrmmr.2020.100791>

Meyer, A. D., Gaba, V., & Colwell, K. A. (2005). Organizing far from equilibrium: Nonlinear change in organizational fields. *Organization Science*, 16(5), 456–473. <https://doi.org/10.1287/orsc.1050.0135>

Miller, George A. 1994. “The Magical Number Seven, plus or Minus Two: Some Limits on Our Capacity for Processing Information.” *Psychological Review* 101(2):343–52. doi: 10.1037/0033-295X.101.2.343.

- Mirji, H. (2023). *Agile Hr : Unleashing Organizational Effectiveness Through Agile. August.*
- mohammad husni. (2022). 32 مجلة الدراسات المالية والتجارية. بحث الادارة الرشيقية بالعربي 2, 415–472.
- Moh'd, Shaima', Peggy Gregory, Leonor Barroca, and Helen Sharp. 2024. "Agile Human Resource Management: A Systematic Mapping Study." *German Journal of Human Resource Management*. doi: 10.1177/23970022231226316.
- Moh'd, S., Gregory, P., Barroca, L., & Sharp, H. (2024). Agile human resource management: A systematic mapping study. *German Journal of Human Resource Management*. <https://doi.org/10.1177/23970022231226316>
- Mollet, L. S., & Kaudela-Baum, S. (2022a). Critical HR capabilities in agile organizations: a cross-case analysis in Swiss SMEs. *Review of Managerial Science, 2011*. <https://doi.org/10.1007/s11846-022-00570-4>
- Narenji Thani, F., Mazari, E., Asadi, S., & Mashayekhikhi, M. (2022). The impact of self-development on the tendency toward organizational innovation in higher education institutions with the mediating role of human resource agility. *Journal of Applied Research in Higher Education, 14*(2), 852–873. <https://doi.org/10.1108/JARHE-05-2020-0151>
- Nawaz, N., & Gomes, A. M. (2019). EDITTDA approach for agile human resource performance in Bangalore software industry. *International Journal on Emerging Technologies, 10*(3), 413–417. <https://doi.org/10.2139/ssrn.3521916>
- Pahlevan-Sharif, S., Mura, P., & Wijesinghe, S. N. R. (2019). A systematic review of systematic reviews in tourism. *Journal of Hospitality and Tourism Management, 39*, 158–165. doi: 10.1016/j.jhtm. 2019.04.001.
- Papademetriou, C., Ragazou, K., Garefalakis, A., & Passas, I. (2023). Green Human Resource Management: Mapping the Research Trends for Sustainable and Agile Human Resources in SMEs. *Sustainability (Switzerland), 15*(7), 1–26. <https://doi.org/10.3390/su15075636>
- Phanuel Kofi Darbi, W. (2012). How do high-performing organizations define their mission in Ghana? *African Journal of Economic and Management Studies, 3*(2), 184–204. <https://doi.org/10.1108/20400701211264992>
- Piwozar-Sulej, K., Sołtysik, M., & Różycka-Antkowiak, J. Ł. (2022). Implementation of Management 3.0: Consistent and conditional factors are used.

*Journal of Organizational Change Management*, 35(3), 541–557.

<https://doi.org/10.1108/JOCM-07-2021-0203>

Qin, X., Wang, B. L., Zhao, J., Wu, P., & Liu, T. (2023). Learn from the best hospitals: Comparing the mission, vision, and values. *BMC Health Services Research*, 23(1), 1–10. <https://doi.org/10.1186/s12913-023-09699-8>

Rao, G. V., Krishna, D. J., Flow, R., & Sys, C. (2015). Alignment of HR Practices with Organizational Strategies. *The Indian Journal of Industrial Relations*, 50(4), 666–679.

Rasoolimanesh, S. Mostafa. 2022. “Discriminant Validity Assessment in PLS-SEM: A Comprehensive Composite-Based Approach.” *Data Analysis Perspective Journal* 3(2):1–8.

Ratnawati, Shinta, Amin Wibowo, Rr Tur Nastiti, and Sari Sitalaksmi. 2024. “Establishment of Sustainable Organizational Identity: Proposition of Anthropomorphism, Agile Leadership, Organizational Change, and Competitive Advantage.” *Cogent Business and Management* 11(1). doi: 10.1080/23311975.2024.2315694.

Ratnawati, S., Wibowo, A., Nastiti, R. T., & Sitalaksmi, S. (2024). Establishment of sustainable organizational identity: anthropomorphism, agile leadership, organizational change, and competitive advantage. *Cogent Business and Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2315694>

Randall, R. M. (2014). “Agile at IBM: Software developers teach a new dance step to management.” *Strategy & Leadership* 42 (2), 26–29.

Revutska, O., & Maršíková, K. (2021). Agile approach in human resource management: Focus on Generation Y. *E an M: Ekonomie a Management*, 24(2), 65–83. <https://doi.org/10.15240/tul/001/2021-2-005>

Roper, I., Prouska, R., & Chatrakul Na Ayudhya, U. (2022). The rhetorics of ‘agile’ and the ‘agile working’ practices: Consequences for the worker experience and uncertain implications for HR practice. *International Journal of Human Resource Management*, 33(22), 4440–4467. <https://doi.org/10.1080/09585192.2022.2099751>

Roy, Supriyo, and S. N. Singh. 2015. “Strategic Planning for Management of Technology—An Empirical Study with Indian Steel Sectors.” *Vision* 19(2):112–31. doi: 10.1177/0972262914567771.

Saini, R., & Khan, H. (2023a). HR 4.0 in Industry 4.0: Dynamics of human resource management in agile organizations. *Agile Leadership for Industry 4.0: An*

*Indispensable Approach for the Digital Era, January*, 61–77.  
<https://doi.org/10.1201/9781003314615-4>

Salmen, K., & Festing, M. (2022). Paving the way for progress in employee agility research: a systematic literature review and framework. In *International Journal of Human Resource Management* (Vol. 33, Issue 22).  
<https://doi.org/10.1080/09585192.2021.1943491>

Sattler, M. (2011). Excellence in innovation management: A meta-analytic review on the predictors of innovation performance. In *Excellence in Innovation Management: A Meta-Analytic Review on the Predictors of Innovation Performance*. <https://doi.org/10.1007/978-3-8349-6158-7>

Scully, Jim. 2014. “Agile HR Delivery.” *Workforce Solutions Review* (January):8–11.

Sundar, R., Balaji, A. N., & Satheesh Kumar, R. M. (2014). A review of lean manufacturing implementation techniques. *Procedia Engineering*, 97(July), 1875–1885. <https://doi.org/10.1016/j.proeng.2014.12.341>

Sathianathan Vineesh, & Aravind Aravind. (2021). *Agile HR as Catalyst-A Regenerative Framework to Thrive in an Evolving World*.  
<https://www.researchgate.net/publication/353260417>

Scully, J. (2014). Feature Agile HR Delivery. *Workforce Solutions*, 8–11.  
[www.ihrim.org](http://www.ihrim.org)

Srivastava, P. (2016). Flexible HR to Cater to VUCA Times. *Global Journal of Flexible Systems Management*, 17(1), 105–108. <https://doi.org/10.1007/s40171-016-0124-6>

Streukens, Sandra, and Sara Leroi-Werelds. 2016. “Bootstrapping and PLS-SEM: A Step-by-Step Guide to Get More out of Your Bootstrap Results.” *European Management Journal* 34(6):618–32. doi: 10.1016/j.emj.2016.06.003.

Sun, Han, and Xiao Chu. 2022. “Industry 4.0 Powered Process Technology Innovation, Firm’s Leanness, and Eco-Environmental Performance During the COVID-19 Phase.” *Frontiers in Environmental Science* 10(August):1–11. doi: 10.3389/fenvs.2022.902182.

Timothy and Miller (2018). Should Agile be Part of Your Quality Management System?, *Journal of International Technology and Information Management*, 27 (1), 1-28.

Tretiakov, Alexei, Tanya Jurado, and Jo Bensemman. 2023. "Employee Empowerment and HR Flexibility in Information Technology SMEs." *Journal of Computer Information Systems*. doi: 10.1080/08874417.2022.2158962.

Tidd, J., & Bessant, J. (2019). *Managing Innovation: Integrating Technological, Market and Organizational Change*. John Wiley & Sons

Teece, D. J. (2018). *Profiting from Innovation in the Digital Economy: Enabling Technologies, Standards, and Licensing Models in the Wireless World*. World Scientific.

Tretiakov, A., Jurado, T., & Bensemman, J. (2023). Employee Empowerment and HR Flexibility in Information Technology SMEs. *Journal of Computer Information Systems*. <https://doi.org/10.1080/08874417.2022.2158962>

Ulrich, D., & Yeung, A. (2019). Agility: the new response to dynamic change. *Strategic HR Review*, 18(4), 161–167. <https://doi.org/10.1108/shr-04-2019-0032>

van Assen, M.F. (2000), "Agile-based competence management: the relation between agile manufacturing and time-based competence management", *International Journal of Agile Management Systems*, Vol. 2 No. 2, pp. 142-155. <https://doi.org/10.1108/14654650010337168>

Verma, Anju, Monika Bansal, and Jyoti Verma. 2020. "Industry 4.0: Reshaping the Future of HR." *Strategic Direction* 36(5):9–11. doi: 10.1108/SD-12-2019-0235.

Venkat Rao, G., & Krishna, Dj. (2015). Alignment of HR Practices with Organizational Strategies. *The Indian Journal of Industrial Relations*, 50(4), 666–679.

van der Walt, J. L., Kroon, J., & Fourie, B. J. (2004). A vision and mission are important for small, medium-sized, and large businesses. *South African Journal of Economic and Management Sciences*, 7(2), 206–220. <https://doi.org/10.4102/sajems.v7i2.1373>

Verma, A., Bansal, M., & Verma, J. (2020). Industry 4.0: Reshaping the future of HR. *Strategic Direction*, 36(5), 9–11. <https://doi.org/10.1108/SD-12-2019-0235>

Wijewardena, T. (2011). Do you dare to ask your HR manager to practice KANBAN?: The experience report of an offshore software company in Sri Lanka introducing agile practices into its Human Resources (HR) department. *Proceedings - 2011 Agile Conference, Agile 2011*, 161–167. <https://doi.org/10.1109/AGILE.2011.20>

Yadav, R., Chaudhary, N. S., & Kumar, D. (2021). Relations and sustainable organizations : a systematic literature review and future research agenda.

*International Journal of Organizational Analysis*, 2021–2023.

<https://doi.org/10.1108/IJOA-12-2021-3091/full/html>

Yildiz, Tayfun, and Zafer Aykanat. 2021. “The Mediating Role of Organizational Innovation on the Impact of Strategic Agility on Firm Performance.” *World Journal of Entrepreneurship, Management and Sustainable Development* 17(4):765–86. doi: 10.1108/WJEMSD-06-2020-0070.

Zavyalova, E., Sokolov, D., & Lisovskaya, A. (2020). Agile vs traditional project management approaches: Comparing human resource management architectures.

*International Journal of Organizational Analysis*, 28(5), 1095–1112.

<https://doi.org/10.1108/IJOA-08-2019-1857>

Zulkifly, N. A., Ismail, M., & Hamzah, S. R. (2020). Predictors of knowledge transfer between expatriates and host country nationals: Shared vision as mediator. *European Journal of Management and Business Economics*, 29(2), 199–215.

<https://doi.org/10.1108/EJMBE-04-2019-0067>

Zaccaro, Stephen J., and Deanna Banks. 2004. “Leader Visioning and Adaptability: Bridging the Gap between Research and Practice on Developing the Ability to Manage Change.” *Human Resource Management* 43(4):367–80. doi: 10.1002/hrm.20030.

Zahari, Afzal Izzaz, Dewi Izzwi Abdul Manan, Norhayati Mohamed, and Jamaliah Said. 2023. “Impact of Dynamic Leadership and Marketing Planning on Organizational Resilience During Covid-19: Higher Learning Institutions.” *SAGE Open* 13(4):1–12. doi: 10.1177/21582440231212042.

## Appendices

### Questionnaire-

### Attached.

#### إستبانة

حول تأثير ادارة الموارد البشرية الرشيقة على الاداء: دور الرؤية والرسالة في تحقيق ذلك.

السادة مدراء الشركات المحترمين،

يرجى العمل على تعبئة هذه الاستبانة المخصصة لجمع المعلومات الاحصائية والمؤشرات الخاصة بموضوع البحث، ولن يتم استخدام النتائج إلا لغايات البحث العلمي والحصول على مؤشرات عامة ولن يتم ذكر اسماء المؤسسات ضمن التقارير وسيتم المحافظة على سرية المعلومات المستقاه من الاستبانة،

الباحثة

براءة زيتون

أولاً: معلومات عامة عن الشركة: ومعبي الاستبانة:

قطاع الشركة: إتصالات برمجة معدات وشكبات

عدد الموظفين: \_\_\_\_\_.

1. الجنس :  ذكر  أنثى
2. العمر :  أقل من 30 سنة  من 30-39 سنة  أكثر من 39 سنة
3. المؤهل العلمي:  دبلوم  بكالوريوس  ماجستير  دكتوراه
4. الخبرة العملية:  أقل من 3 سنوات  من 3-6 سنوات  من 7-10 سنوات

□ أكثر من 10 سنوات

ثانياً: يرجى وضع إشارة X في الخانة المناسبة.

البند	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
<b>أدارة الموارد البشرية الرشيقة ومدى الجاهزية لتطبيق مبادئ الرشاقة</b>					
Q1					هناك التزام من قبل الادارة العليا نحو الرشاقة المؤسسية.
Q2					هناك درجة التزام من قبل الادارة العليا نحو تطبيق الرشاقة بالموارد البشرية
Q3					يجري أخذ رأي الموظفين بعين الاعتبار فيما يتعلق بتطبيق الرشاقة بالموارد البشرية
Q4					يساهم العاملون مساهمة ايجابية في تطبيق الرشاقة المؤسسية
Q5					يساهم العاملون في تطبيق الرشاقة بالموارد البشرية
Q6					هناك دور ايجابي لإدارة الموارد البشرية في تطبيق الرشاقة المؤسسية
Q7					تتوفر مختلف البرامج التدريبية التي تعزز الرشاقة
Q8					تقوم دائرة الموارد البشرية بعقد عدد من الورش حول الرشاقة
Q9					المنافسة تضغط باتجاه تعزيز الرشاقة المؤسسية
Q10					المنافسة تؤثر على تعزيز رشاقة الموارد البشرية
Q11					ضغط ومتطلبات الزبائن تضغط باتجاه تعزيز الرشاقة بالموارد البشرية
Q12					هناك درجة عالية من الرشاقة المؤسسية كانت نتيجة لمتطلبات وضغط الزبائن
Q13					هناك درجة جيدة من اتمتة العمليات
Q14					البرامج المؤتمتة يتم استغلالها بشكل جيد لتعزيز الرشاقة
Q15					يتم استغلال الوسائل التكنولوجية بشكل جيد لتعزيز الرشاقة
Q16					الاجراءات وادلة العمل الاجرائية المتوفرة بالمؤسسة تعزز الرشاقة
Q17					نظام/دليل إجراءات الموارد البشرية يحتوي تعليمات و أو اجراءات حول الرشاقة
Q18					يجري توظيف البيانات الرسمية وغير الرسمية في رسم السياسات والاستراتيجيات المؤسسية
Q19					يتوفر للمؤسسة عدد من الموارد التي تتصف الديناميكية التي تساهم في تعزيز الاداء
Q20					المؤسسة تتبنى الديناميكية كأحد المرتكزات الرئيسية التي تقوم عليها
<b>الرؤية</b>					
V1					هناك رؤية موثقة بالمؤسسة
V2					الرؤية متعارف عليها داخل المؤسسة
V3					الرؤية تتضمن التزاما بالرشاقة
V4					الرؤية تتضمن التزاما بالابتكار
V5					شارك العاملين في صياغة الرؤية
V6					يتم اخذ رأي الموظفين بعين الاعتبار لدى تحديث الرؤية
V7					الخطط والاستراتيجيات تتضمن برامج لتطبيق وتعزيز الرشاقة في المؤسسة
<b>الرسالة</b>					
M1					هناك رسالة موثقة بالمؤسسة
M2					الرسالة متعارف عليها داخل المؤسسة
M3					الرسالة تتضمن التزاما بالرشاقة
M4					الرسالة تتضمن التزاما بالابتكار
M5					شارك العاملين في صياغة الرسالة
M6					يتم اخذ رأي الموظفين بعين الاعتبار لدى تحديث الرسالة
M7					السياسات تتضمن برامج لتطبيق وتعزيز الرشاقة في المؤسسة
<b>الأداء (الابتكار)</b>					
P1					هناك زيادة مطردة على صعيد الابتكار في المنتجات/الخدمات المقدمة

البند	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
P2					تساهم التكنولوجيا في تحسين الاداء على صعيد الابتكار على صعيد المنتجات/الخدمات
P3					الابتكار في طبيعة الخدمات او المنتجات المقدمة للزبائن ملموس في المؤسسة
P4					هناك زيادة في الابتكارات على صعيد العمليات تنعكس على الاداء بشكل عام
P5					يوجد تميز لدى موظفي الشركة من حيث وجود عدد من الابتكارات على صعيد العمليات الادارية الداخلية
P6					هناك تطوير دائم على كيفية إدارة العمليات الانتاجية والخدماتية في المؤسسة
P7					تتبع المؤسسة استراتيجيات من شأنها تعزيز التطوير المستمر في العمليات

أي ملاحظات أخرى:

.....  
 .....  
 .....

إنتهى.

The impact of lean human resource management on performance: the role of vision and mission in achieving this.

Dear company managers,

Please fill out this questionnaire dedicated to collecting statistical information and indicators specific to the research topic. The results will only be used for scientific research purposes and to obtain general indicators. The names of the institutions will not be mentioned in the reports and the confidentiality of the information obtained from the questionnaires will be maintained.

Researcher

Bara'a Zaytoun

First: General Information:

Firm Sector: software    Telecommunication,    infrastructure and network

No of employees: \_\_\_\_\_

Sex: \_\_\_\_\_.

Age: \_\_\_\_\_.

Educational level: \_\_\_\_\_

Experience: \_\_\_\_\_>

Items	S. Agree	Agree	Uncertain	Disagree	S. Disagree
<b>Agile Human Resources Management and Readiness to Apply Agility Principles</b>					
Q1					
Q2					
Q3					
Q4					
Q5					
Q6					
Q7					

Items	S. Agree	Agree	Uncertain	Disagree	S. Disagree
Q8	The Human Resources Department holds a number of workshops on agility.				
Q9	Competition is pushing for greater corporate agility.				
Q10	Competition affects the enhancement of human resource agility				
Q11	Customer pressure and demands are pushing for more agility in human resources				
Q12	There is a high degree of corporate agility that was the result of customer demands and pressure				
Q13	There is a good degree of process automation.				
Q14	Automated programs are well utilized to enhance agility.				
Q15	Technology is being well used to promote agility.				
Q16	The procedures and procedural work guides available in the institution enhance agility.				
Q17	HR Procedures Manual/System containing instructions and/or procedures on agility.				
Q18	Official and unofficial data are used in the formulation of institutional policies and strategies.				
Q19	The organization has a number of dynamic resources that contribute to enhancing performance.				
Q20	The institution adopts dynamism as one of its main pillars.				
<b>Vision</b>					
V1	There is a documented vision for the institution.				
V2	The vision is shared within the organization.				
V3	The vision includes a commitment to agility				
V4	The vision includes a commitment to innovation.				
V5	Involve employee in formulating the vision.				
V6	Employee feedback is taken into consideration when updating the vision.				
V7	Vision include programs to implement and enhance agility in the organization.				
<b>Mission</b>					
M1	There is a documented Mission for the institution.				
M2	The mission is shared within the organization.				
M3	The mission includes a commitment to agility				
M4	The mission includes a commitment to innovation.				
M5	Involve employee in formulating the mission.				
M6	Employee feedback is taken into consideration when updating the mission.				
M7	mission include programs to implement and enhance agility in the organization.				

Items	S. Agree	Agree	Uncertain	Disagree	S. Disagree
<b>Innovation Performance</b>					
P1	There is a steady increase in innovation in the products/services offered.				
P2	There is a steady increase in innovation in the products/services offered.				
P3	Innovation in the nature of services or products provided to customers is tangible in the organization.				
P4	There is an increase in innovations at the operational level, which is reflected in overall performance.				
P5	The company's employees are distinguished by the presence of a number of innovations in internal administrative processes.				
P6	There is a continuous development in how to manage production and service operations in the institution.				
P7	There is a continuous development in how to manage production and service operations in the institution.				

## المخلص

تهدف هذه الدراسة إلى دراسة درجة تأثير الرشاقة والمرونة في إدارة الموارد البشرية على الاداء الابداعي في شركات تكنولوجيا المعلومات الفلسطينية، وقد تم استخدام آلية الدراسات الكمية من خلال تصميم استبانة محكمة تم توزيعها على عينة ميسرة من شركات تكنولوجيا المعلومات وقد دلت نتائج الدراسة على وجود تأثير للإدارة الرشيقة للموارد البشرية على الاداء الابداعي مع وجود بعض الاختلافات فيما يتعلق بالعوامل الوسيطة، وقد اوصت الدراسة بضرورة الانتباه للموارد البشرية والتركيز على رشاققتها لتعزيز الاداء بشكل عام والاداء الابداعي بشكل خاص.