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Agility evaluation in public sector

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Abstract: Agility metrics are difficult to define in general, mainly due to the multidimensionality and vagueness of the concept of agility itself. In this paper, a knowledge-based framework is utilized for the measurement and assessment of public sector's agility by A. T. Kearney model. In this research, the authors used χ^2 test in SPSS software. So, the authors discovered that the General Office of Standards & Industrial Research of Sistan & Baluchestan Province in Iran is agile. Finally, the authors determine the weakness points of organization by Friedman test.

Key words: agility measuring; agile government; public sector

1. Introduction

Change and uncertainty dominate today's business environment. The competition is truly global, with fragmented markets and customers expecting to get the best product at service at the best price and with immediate availability. Success for a company is dependent on how well it can react and adapt to this environment. Meeting customer demands requires a high degree of flexibility, low-cost/low-volume manufacturing and service skills, and short delivery times (M. Jackson & C. Johansson, 2002).

To maneuver in this environment and even thrive requires enterprises to not only accommodate the changing environment but also to seize the change and turn it to be the competitive advantage. Since the 1990s, researchers had recognized a need for this ability and named it agility (B. M. Arteta & R. E. Giachetti, 2004).

Governments also need to respond to a changing and uncertain environment. However governments and corporations have distinct differences. Governments are accountable to citizens rather than shareholders; undertake activity that would be deemed unprofitable in private markets, and have the power to impose obligations and penalties. Nevertheless, the public sector is not immune to the factors that are driving the corporate sector to become more agile (Simon Parker & Jamie Barlett, 2007).

Scientific literature provides only few specific studies proposing a structured framework to evaluating agility in public sector. This paper makes an attempt to fill this lack, by developing an integrated methodology for agility evaluation.

2. A theoretical view of agility

The concept of "agility" was introduced by researchers of the Iacocca Institute (1991) (Ching Trong Lin, Hero Chiu & Po Young Chu, 2006), and since the first introduction, it has been receiving an increasing attention

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