THE IMPACT OF RESPONSE IN ACHIEVING ORGANIZATIONAL MATURITY

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Abstract

The current research explores the link between the impact of responses and environmental or organizational maturity in both public and private sectors. The research emanates from studying the issue of how much the speed of responses and the adaptability of organizations in the sample relate to the factors or variables in the larger environmental context to reach a state of high environmental maturity. The descriptive survey was applied using the questionnaire as the interviewing tool. The target population included 200 people from all sectors. The descriptive statistic was applied in hypothesis verification using the Pearson correlation coefficients. The result indicates that speed in responses in critical organizational decision-making makes up a critical factor in boosting organizational maturity, explaining 34% in organizational maturity. It can therefore be recommended that the emphasis in organizations should be placed on working towards individual competency development in critical response speed occurrences.

Keywords: Response speed, organizational maturity, flexibility

Introduction

Organizations function in an era where there are rapid developments and constant changes in the working environment in terms of global and local considerations. These developments are significant challenges to the effectiveness of organizational responses. Organizational responsiveness covers not only the reaction to important and unexpected events but also the launching of strategic actions and achieving balance between organizational inertia and adaptation. On the other hand, organizational maturity stands as an indicator that represents the capability of the firm in developing and redirecting its operations organically.

The methodology adopted in the study was descriptive-survey research. The data collection tool was essentially a questionnaire, which was made up of 30 items in two main variables. In the questionnaire, 12 items made up the independent variable, while 18 items, which relate to organizational maturity, formed the dependent variable. For the population, the sample was composed of 200 workers from both the public and private sectors. Reliability was tested using Cronbach alpha; in the independent variable (response) the alpha was 0.86, and in the dependent variable (organizational maturity) was 0.90, meaning internal consistency was high. The test of construct validity entailed exploratory factor analysis. The problem statement relates to the fact that there has not yet been comprehensive explanation or research regarding the concerns raised or emerging issues, or the linkages explored, regarding organizational responsiveness and maturity in dynamic settings, where organizational maturity has attracted considerable research attention.

Research Objectives:

To identify the level of importance of response as perceived by the research sample.

To identify the level of importance of organizational maturity as perceived by the research sample.

To determine the actual relationship between response and organizational maturity.

Determining the true influence of the response variable on organizational maturity.

Research Significance

This research seeks to explore the fundamentals and provide a model linking response and organizational maturity, facilitating decision-making for managers in the sampled organizations to formulate practical policies and strategies to improve institutional performance. Its results may also help fill the research gap on the topic in Arabic literature and aim to offer practical solutions for the surveyed organizations to enhance their competitive capabilities.

Literature Review

It is worth noting that the literature has covered a long list of related topics; Al-Hassan (2018:45) indicated that rapid response enhances organizational capability to survive in the market and this can be supported through globalization. Al-Abdali (2019:102) found that investment in information technology boosts the level of maturity. At the same time A study (Mohamed et al., 2020: 213) indicated that a flexible organizational culture enhances the relationship between responsiveness and innovation. Conversely, sources show that organizational maturity models also provide a framework for measuring the internal and external integration of institutions (Domingues et al., 2022, p.134). Finally, the attitudes of those who met the criteria for classifying the models suggest that the typical model may be useful for institutions in decision-making within established boundaries (Kucińska Landwójtowicz, 2019: 221).

The literature has explored responsiveness and organizational maturity from diverse theoretical perspectives. Al-Hassan (2018, p.45) argued that swift responsiveness helps firms maintain competitive superiority in saturated markets. Al-Abdali (2019, p.102) concurred that investing in information technology helps boost the organizational maturity level. To support this line of thinking, Mohammed et al. (2020, p.213) posited that an elastic corporate culture helps mediate responsiveness and innovation. On the other hand, Domingues et al. (2022, p.134) emphasized that organizational maturity theory offers an effective paradigm in assessing the organization's effectiveness in accomplishing both internal and external integration. Furthermore, these organizational maturity frameworks help firms in recognizing suitable strategies that can help them advance towards greater development based on the current organizational maturity level (Kucińska-Landwójtowicz et al., 2019, p.221).

Research Hypotheses

H1 There is a positive and significant correlation between responsiveness and organizational maturity.

H2 Responsiveness helps in predicting organizational maturity after being controlled by other variables.

Results and Statistical Analysis:

First, descriptive statistics reveal an overall mean of 3.78 for responsiveness with a standard deviation of 0.62, and an overall mean of 3.52 for organizational maturity with a standard deviation of 0.71. Second, the correlation between responsiveness and organizational maturity was found to be 0.58 at $p < 0.001$ significance level. Third, using regression analysis, responsiveness explains 34% of variance in organizational maturity with beta = 0.46 at $p < 0.001$ significance level. Further, Demographics lack any such level of effect as responsiveness.

Conceptual Framework for Response:

Existing organisations that are redefining their goals must determine their strategic response to a major event or critical moment. This response has serious consequences, especially when there are time constraints on whether to take action or not. Organisations without a proven track record often innovate ways to respond and are frequently more aggressive and inventive in their responses. Organisations adapting their operations often need to redefine their purpose or reprioritise in order to respond strategically. This reallocation process can be hindered or facilitated by existing administrative processes and structures. Incomplete organisational responses lead to a reduced managerial capacity to process the information used in decision-making. Therefore, managers must identify optimal organisational response systems, thereby enabling integration and balance between staff and management (Stritch & Pedersen, 2018:4).

When managers face unsuitable voice systems, they are likely to stop responding, and management response is expected to be more important than any voice practice. It is important to identify voice practices within work systems through action. The quality of relationships between the organisation and the workforce largely depends on management's behaviour towards organisational response. Strict management in listening to workers' voices causes tensions in relationships, unlike management that shows administrative responsiveness to workers' voices, which generates positive behaviours for them. (Bryson et al., 2006:440). Firstly: The Importance of Organisational Response: Mishra (2014:2) assumed that a variety of behaviours will occur within organisations facing a crisis. It is assumed that (1) the effect of threat rigidity is a crisis response, (2) communication complexity is reduced, (3) power

and influence become centralised, (4) attention to efficiency increases, leading to resource conservation and greater behavioural rigidity in organisations. Institutions seeking to redefine their identity need a plan for a significant event or moment. This solution has serious implications, especially given the timing considerations of whether to act or not. Stay off the path, as institutions with a lesser track record tend to be more innovative in their responses, and, as in my experience and the experience mentioned above, bolder and more creative in their responses. Agile institutions, which regularly change their work, often need to redistribute or redirect what they do to respond strategically. Existing management processes and structures can either hinder or enhance this redistribution process .

Second: Components of Organizational Response:

Response in organization has been viewed as "a complex, three-dimensional construct consisting of (a) response strategy, (b) characteristics of the response itself, and (c) level of structural integration with prevailing practices, activities, and organizational values" (Siegel, 2006: 481-483).

1) Response Strategy: The organization was responding to well-structured requirements from influential external parties. Examples of proactive and exploratory responses included being prompted less by requirements and more out of urgency and expectations.

2) Nature of the Response: Various programs, plans, and projects undertaken by organizations represented efforts to engage with diversity. Specifically, "core or distinctive activities that embodied the commitment" of unit members stood out. Generally, there was some convergence across the four sampling organizations regarding diversity, such as relating to the recruitment and retention of minority students and faculty members. These initiatives included incorporating multicultures into the curriculum, creating an environment supportive of diversity, and developing working groups and standing committees to keep up with diversity concerns. It was apparent that there was variation in how much these aspects are focused upon.

3) "Level of Structural Integration" because "a lack of integration or exclusion can result in isolation or exclusion from mainstream society or from an organization or other social group" (Trevi, 1994). For some racial or ethnic groups, there was both isolation and exclusion, which led to the perception that

"the organization was not concerned first and foremost" about issues related to people of color at work. However, "minorities are formally included in the mission statement" because "it was reported that the mission statement of the organization was an official statement of dedication to diversity in work, research, and communication" in all aspects. An internal organizational review rated diversity as having high priority. It was apparent through the reports that diversity activities at the organizational level "have not so far been implemented in an overall organized manner" due to organizational departmental focal points or functional silos.

4) The Conceptual Framework of Organizational Maturity:

Various definitions of maturity have emerged in the literature. Hammer (2007) considers maturity to relate to the systematic improvement of an organization's capacities or processes regarding increased productivity during a fixed period of time. The definition of Lin et al. (2012) considers maturity to relate to the degree to which any process in an organization can be stated, organized, quantified, controlled, and efficient. Hence, maturity signifies an ongoing development from an existing state towards achieving an intended state, as argued by Marx et al. (2012). For the larger scope, the definition of maturity can be broadly included under perfection, completeness, and readiness (Reis et al., 2017). For the narrower scope definition, the definition can relate to the measure of organizational resources (Reis et al., 2017). Hence, in dynamic terms, there can exist definitions related to process (Hammer, 2007; Marx et al., 2012) such that in fixed terms, there can exist definitions related to perfection with the intention of acting as performance measurement in organizations (Lin et al., 2012).

Poppendieck (2004) considers organizational maturity as an "extension" where the process could be defined, well-managed, fully controlled, and effective. In organizational advancement, it is important to evaluate organizational accomplishments through appropriate means and methods. Maturity Models (MM) help in evaluating the organizational management skills and offer a roadmap towards improvement based on organizational quality standards and optimal practices (Pigosso et al., 2013). The main goal of the maturity model is to offer an "evolutionary" process towards achieving the intended organizational maturity level (Cubo et al., 2023).

In academic literature, there are characteristics under which maturity models can be distinguished. In explanation, a maturity model can be perceived as "a structured set of elements defining process attributes at distinct stages of development, including stage boundaries and rules of transition" (Pullen, 2007). In another explanation, the maturity model can manage the development process of something by explaining its performance at distinct stages in conjunction with process attributes. In clarifying, maturity model explanation helps in explaining the stages or levels of process or organizational maturity through assessment of objects under analysis. In explaining the statement, maturity model explanation helps in explaining the explanation of the objects under analysis in order to discover the stages or levels of process or organizational maturity. In explaining further, the statement helps in explaining that the parameters applied in the model can help in examining organizational characteristics in order to give organizational explanation. In addition, Wendler (2012) states that in explaining organizational theory through the model explanation, there are parameters applied in examining organization characteristics, hence facilitating organizational explanation. On the other hand, in explaining model explanation or definition, Wendler (2012)_EQW17 describes models in explaining organizational theory in accordance with the parameters applied in examining organization characteristics. In fact, parameters applied in defining model explanation or definition can help in explaining organizational theory in order to understand organizational characteristics, hence model explanation. In fact, model explanation helps in explaining the first definition applied in defining theory in accordance with model explanation definition. In fact, model explanation helps in explaining organizational theory in order to understand organizational theory in conjunction with parameters applied in examining organization characteristics. In fact, parameters applied in defining model explanation or definition can help in explaining organizational theory in order to understand organizational theory in accordance with organization characteristics. In fact, organizational theory definition can help in explaining model explanation and definition in order to understand organizational theory in accordance with parameters applied in examining organization characteristics. In fact, model explanation helps in explaining organizational theory definition in order to understand organizational theory in accordance with parameters applied in examining organization characteristics. In fact, model explanation

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in organizational strategies, approaches, and corresponding methods & techniques. For these reasons, organizational maturity stands out as the essential organizational analysis term, where actual management process behavior can also be explored (Dorrer, 2020:1-2). Maturity refers to the readiness or perfection stage where it relates to the process, hence there are organizational maturity paths distinguished through strictly logical stages with specified own characteristics and relationships (Stelzl et al., 2020:3). An organizational maturity framework from Hassan et al. (2016:136) highlights process improvements in the organizational context, developed based on recognizing the effectiveness and efficiency of software development process execution through the measurement of process maturity in terms of whether it is 'immature' or 'mature,' where "a mature process corresponds to actual work and is well-defined, documented, and constantly improved." Louis & Kulkarni (2003:2546) list the main components or domains of organizational knowledge maturity, in turn having significant organizational impacts when fully organized. The knowledge maturity model constitutes the basic components or elements in creating 'capability in knowledge management.' In organizational terms, organizational maturity can be alternatively and formally identified by four essential components: "(1) Lessons learned—Valuable knowledge acquired during the completion of projects; (2) Experience—Individual knowledge acquired through experience or education; difficult to articulate but transferable through cooperation, observation, or mentoring; (3) Data—Facts gathered through operations, experiments, or surveys; stored in databases to support decisions and analysis; (4) Organized knowledge—Knowledge recorded in documents and media such as project reports, policies, procedures, technical reports, research output, publications, images, drawings, graphics, audios, and videos" (Louis & Kulkarni, 2003:2546).

Discussion

The result shows that organizational responsiveness is a driving factor in institutional maturity. The discovery makes perfect sense when compared to existing works by Smith (2016) and Domingues et al. (2022). The reason lies in the fact that an institution with appropriate communication channels and flexible procedures always stands a good chance at optimizing its operations and reaching optimal maturity. In addition, the fact that the beta value stands at 0.46

indicates that the practical power of responsiveness in explaining the variable of maturity is significant.

In conclusion, the outcomes support the evidence that responsiveness at the organizational level symbolizes the critical element in achieving institutional maturity. Correspondingly, previous research such as Smith (2016) and Domingues et al. (2022) offer similar evidence in support of the fact that organizations with effective communication and supportive flexibility in operations lead to increased performance that enables an organization to attain superior institutional maturity. The large coefficient value of the variable ($\beta = 0.46$) illustrates its importance at the institutional level of maturity.

Recommendations:

1) Enhance internal information systems to aid in quick decision-making.
2) Train employees in rapid adaptation and responsiveness skills.
3) Make administrative tasks easier by reducing bureaucracy.
4) Identify key performance indicators to measure responsiveness. 5) Encourage an organizational culture that can easily adapt to innovation and change.

Research Limitations and Future Prospects

The study analysed a specific sample of employees in public and private institutions, which may limit the generalisability of the results. Secondly, a purely quantitative approach may not reveal the qualitative aspects of responsiveness and maturity. Therefore, future studies should use mixed-methods designs and compare different sectors or time periods.

Conclusion

The study concluded that responsiveness is a key factor in explaining organisational maturity. The greater an organisation's ability to respond, the higher its organisational maturity. Based on the above results, this finding aligns with the current trend seeking to enhance flexibility and innovation as a means to achieve institutional sustainability.

Charts and Statistical Analysis

This section illustrates some charts that support the statistical results derived from the study.
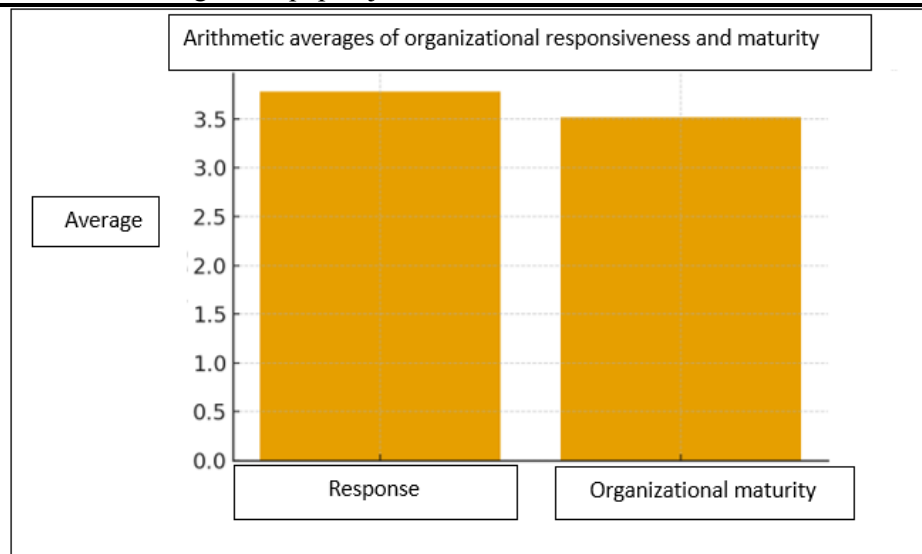
Figure (1): Shows the arithmetic averages for both responsiveness and organizational maturity.
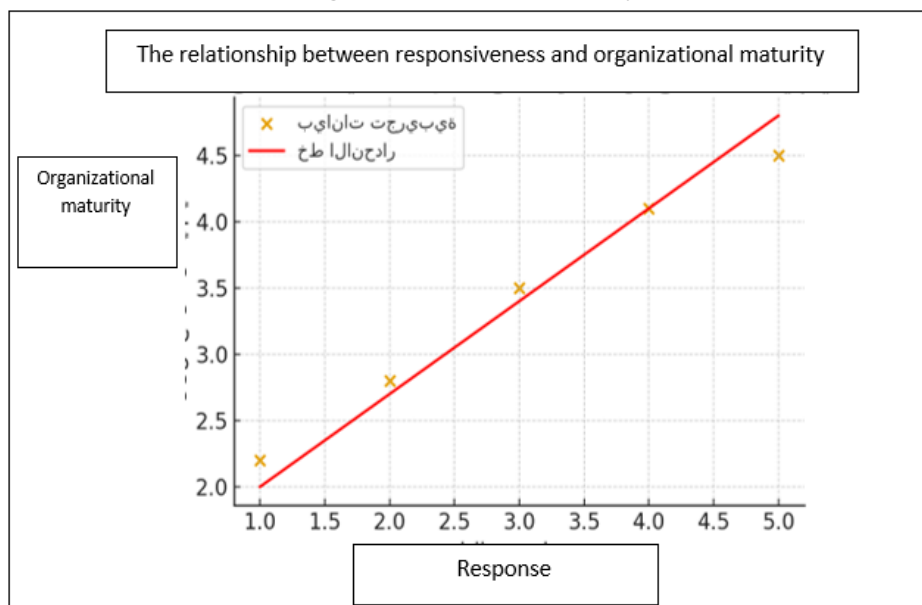

Figure (2): Shows the correlation between responsiveness and organizational maturity using a regression line.

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