Impact of Organizational Agility on Response Speed "Applied Study on Sharjah Police General Command"

Hany Shaaban Elanany[1]

Abstract

The study aimed to learn about the impact of Organizational Agility on the speed of response by applying to the General Command of the Sharjah Police. The applied study was carried out on eight police departments competent to intervene in such emergencies. The study tool (questionnaire) was applied to the sample of (260) employees of the General Command of the Sharjah Police. Therefore, a number of findings were reached, most notably are the impact of organizational agility on the speed of response, the linkage between organizational agility (security sensing, security decision-making, operational practice) and the speed of security response. A number of recommendations have been reached. The most important recommendations are to increase security sensing for the development of the security system and to increase the number of training courses for security personnel on operational practices of security operations.

Keywords: *Organizational Agility - Security Sensing - Security Decision-Making - Operational Practice - Security Response Speed.*

Introduction

Organizational agility is one of the modern administrative entrances, which emerged in the early 1990s in the United States of America, (Santala. M, (2009)). It aims to make the business institution responsive to changes in the external environment, and to keep pace with them by leaving routine traditional practices that do not meet the organization's objectives with the speed, efficiency, effectiveness and quality required, making its performance slow in an era of speed and continuous change (Vrontis et al., 2021), replacing it with new business practices and mechanisms that make the enterprise faster to perform and more agility – towards effectively achieving the desired goals in the era of competitiveness (Tallon et al., 2019).

When dealing with dangerous security situations and threats affecting the security of society, the security institution is mandated to be able to predict and prepare for such situations, take advantage of available opportunities, improve its performance and avoid threats as the basis for maintaining the sustainability of stability, well-being and desired progress in society, and be responsive quickly in all cases (Ministry of Interior - 2019).

Study Problem:

The performance and effectiveness of the security organization is linked to its ability to achieve outstanding security performance when performing its mandated functions, which are no longer traditional security functions but are mandated to perform other functions that did not exist in order to provide community well-being. In the light of the

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[1] Sharjah Police Science Academy, hanyelenany10@gmail.com

increasing development of strategic management thinking by leaders by taking proactive steps in a world characterized by rapid occurrence, ideas and the development of technology in an unprecedented manner. Since the security organization is charged with dealing with and adapting to all security emergencies, it must be organizationally agile with sensing, decision-making and operational performance. Therefore, agility has been identified as one of the most important features reflecting organizational efficiency in the competitive environment. This performance must be characterized by the ability to respond quickly to security at global rates. The problem of the study can be identified in the following query:

- How to recognize the impact of organizational agility (sensing, decision-making and operational practice) on achieving the speed of security response from the point of view of the searchers of the Sharjah Police General Command?

Importance of the Study:

The importance of the study is shown by the following:

☐ Theoretically:

1. It can be said that this study is one of the studies that should be dealt with on an ongoing basis because of the changing security and technological situation at the internal, regional and global levels, which makes this study always new results.

2. The impact of organizational agility on the speed of emergency response in the security library has not been adequately addressed.

3. The scientific addendum that this study will represent, namely, the need to reduce response time to critical emergency situations.

4. The recommendations and expected results of this study, and its role in benefiting from field and theoretical studies, contribute to enriching theoretical, scientific and analytical literature.

☐ Practically:

1. This study seeks to make some recommendations that assist security leaders in making appropriate decisions that help reduce response time.

2. This study contributes to practical and field knowledge on how to deal properly with the problem of response speed.

3. The field study can find effective solutions for the security departments specialized in achieving the global response rate in accordance with the Ministry of Interior's strategic objective in accordance with the plan No. (2071).

Objective of the Study:

In the light of what has been presented to the study's problem, the objective of the study can be determined by knowing the impact of organizational agility in its dimensions (sensing, decision-making and operational practice) and the speed of response.

Hypothesis of the Study:

There is no statistically significant effect of the level of indication ($\alpha \leq 0.5$) of organizational agility (sensing, decision-making, operational practice) on the speed of response.

Study Variables:

- Independent variable which is organizational agility in its dimensions (sensing, decision-making and operational practice).

- Independent variable which is the speed of response.

Limits of Study:

1.	Time limits: The study was conducted in 2023.

2.	Human limits: Departmental directors, heads of departments, officers and personnel.

3.	Objective limits: The study covers the topic of organizational agility in its dimensions (sensing, decision-making and operational practice) and its impact on the speed of response.

4.	Spatial limits: Sharjah Police General Command.

Cognitive Terms of the Study:

1.	Organizational Agility: adaptability and development of people and processes in responding to rapid and unexpected changes in the external and internal organization (Vrontis, D., Morea, D., Basile, G., Bonacci, I., & Mazzitelli, A. 2021).

2.	Security Sensing: organizational ability to survey the environment and monitor events and changes in the surrounding environment such as (population ratios of different nationalities, anticipated modern crimes, new techniques used in security operations) in a timely manner.

3.	Security Decision-Making: the ability to collect, gather, analyse and evaluate relevant information and the ability to obtain it from a variety of sources to explain the impact of events and present it to the decision-maker without delay, identify opportunities and threats based on their interpretation, and adopt action plans that guide how to restructure roles.

4.	Operational Practice: the organization's security capacity to dynamically restructure its resources, modify its organizational structure and operations and restructure its security business relationships based on business plans and operational plans (Rachael Rief, 2023 & Jessica Huff).

5.	Speed of Security Response: the report of the Centre for Comparison & Studies - UAE Ministry of Interior & Western Australia – (2019) stated that the speed of security response is the period between receiving the communication and giving it a number to the time the first unit arrived at the crime scene.

Sources of the Study:

☐	Preliminary sources through the collection and analysis of data contained in the questionnaire distributed to eight departments of the General Command of Sharjah Police in 2023 that are directly relevant to the subject matter of the study

☐	Secondary sources are information contained in the books and scientific research of the Court and through the Internet.

Study Structure:

The general framework for the study was developed and followed by the theoretical framework and previous studies, while the survey data were analysed and the study concluded with the most important findings and recommendations, followed by the list of Arab and foreign references.

Theoretical Framework & Previous Studies:

I: Theoretical Framework:

1.   Organizational Agility Concept:

Agility means responsiveness, rapid and successful response to environmental changes with increasing pressures and trying to find new strategies for competition. Agility in general strengthens organizational capacity to supply high-quality products and services. This is the organization's flexibility to listen to a volatile environment of change and change and its ability to respond quickly to meet the different needs, desires and expectations of its customers. (Farah et al., 2019). In addition, it is the ability to cope with difficult and uncertain changes and work towards progress and prosperity in a competitive environment characterized by continuing changing and unexpected opportunities (Khoshnood, Nikoo Tabe & Nematizadeh, Sina,2017). It represents the organization's ability to optimize its opportunities while competitors slow to exploit them and to overcome the crises that competitors have been unable to overcome due to their poor abilities. Moreover, agility is characterized by dynamic capacity generated by knowledge production strategies that help organizations better cope with change management in enterprises, in which has the ability to respond quickly to unexpected changes and achieve profitability for the enterprise and also benefit from changes to achieve quality, outstanding performance and good services (Sambamurthy, V. Bharadwaj, A., & Grover, V., 2003). Furthermore, it is the ability to respond to unexpected variables while determining an enterprise's level of employability in uncertain environments (Kocyigit,2020). Also, it is the ability to multiple responses to the environment surrounding the enterprise, to retain a stock of responses and to shift from one response to another bearing the cost of readiness and readiness (Philip & tuladhar, 2020).

2.   Importance of Organizational Agility:

Agility of organizations is important in the light of the events and changes that exist in the local, regional and international community environment in order to provide distinct security services that are able to cope with those events by constantly adapting to changing events and achieving the organization's objectives while fully coordinating and integrating the constituent units of the organization and being able to respond quickly to change in the organization's working environment and overcome obstacles by gaining new competitive opportunities and benefits (Alhadid, Anas Y.and Abu Rumman, As, ad. March,2015). It has the adaptability and development of people and processes in response to rapid and unexpected changes in the institution's external and internal environments (Tallon, P.P., Queiroz, M., Coltman. T& Sharma. R, 2019).

Organizational agility is essentially about how the organization interacts with change and two important elements of agility, namely speed and stability (Al-Ajari, Dina Farouk Ibrahim, 2017):

1.   The first element should be characterized by dynamic ability, ability to move quickly, intelligence, and response.

2.   The second element requires a stable basis, particularly with regard to manpower, and depends on culture, which is the Organization's culture and some of the main competencies and capabilities that are sources of excellence.

Agile organizations have a culture of their own and their own. It is the enterprise's ability to regenerate itself, adapt, change quickly and succeed in a rapidly changing, ambiguous and disruptive environment. Agility does not conflict with stability. Agility requires stability. Organizational agility is concerned that workers are passionate and responsive to achieve the goal according to the change that exists and perform their best in any business environment (https://www.reflektive.com/blog/author/reflektive-admin).

3. Organizational Agility Dimensions:

The study of Nayef Ghazi (2022) indicates that the dimensions of organizational agility are as following:

1. The Organization's ability to sense expected and unexpected changes in the complex and uncertain internal and external working environment.

2. Working to collect, analyse and evaluate information and information systems for timely submission to decision makers.

3. Developing the innovative and dynamic response to those changes through process redesign, redistribution of organizational resources and restructuring of the organizational structure, thereby enhancing the organization's ability to remain competitive and sustained in the world.

While (Dkuri, Mona Ibrahim et al., 2018) and (Lim et al., 2012), argued that the dimensions of organizational flexibility are the following:

a. Strategic Flexibility:

It is intended to provide a variety of strategic options that can be implemented at high speed, such as the organization's ability to change the way it produces and delivers service and to change the nature of organizational activities and objectives, encompassing change strategies, and adapting to rapid and successive changes in the surrounding environment.

b. Tactical Flexibility:

The ability to adapt organizational structures and units to respond quickly to challenges means rapid decision-making and effective, accurate and sophisticated communication.

c. Operational Flexibility:

It focuses on the Organization's operations to convert inputs into outputs from programmes, machinery, equipment, systems and means, all with a view to maximizing efficiency and reducing the level of risk in the volatile environments around us.

The study of (Ni, Euodong, 2020) dealt with a matrix of six indicators to measure organizational flexibility as follows:

1. Structure Flexibility, i.e. the restructurability of the organizational structure, in response to environmental changes.

2. Resource Flexibility means the ability to redirect resources to other useful uses in order to adapt to uncertain changes in the surrounding environment.

3. Leadership Flexibility, i.e. the ability of leadership to play multiple roles, even if some roles sometimes conflict to meet fast-paced and diverse demand.

4. Cultural Flexibility means the ability of organizational culture to adapt and shape a rational model and climate of continuous learning, in order to adapt to environmental changes and uncertainties with a strong impact on the organization.

5. Technological Flexibility, i.e. the ability to reorient technology in a direction that enhances an enterprise's competitive capabilities.

6. Innovation Flexibility means the ability to develop new products or services in order to adapt quickly to market requirements at the lowest cost.

4. Emergency Response Speed:

The speed of response and direct action to the emergency security situation is one of the most important measures taken to implement this. Electronic surveillance is followed, all governmental and community efforts are consolidated, emergency management

authorities are coordinated and modern technical and communications means are used to obtain information clearly and quickly (Al-Sibaie, Rashid bin Maraq bin Faraj -2017).

The speed of response is the period between receiving the communication and giving it a number to the time of the first unit's arrival at the crime scene. The speed of response is determined on the basis of the priority given to the incident as follows (Report of the Centre for Comparison & Studies - UAE Ministry of Interior & Western Australia - 2019):

1.   Threat of Life by Violent Assault (Current Crime) - Urgent Attendance.

2.   Violent assault (current crime) - immediate presence.

3.   An existing crime - the suspect is at the crime scene - there is evidence of preservation - routine attendance.

4.   Offence not currently present - not urgent - duration of attendance is determined from the Operations Centre

Furthermore, the CAD software is used and has a major technical capability to support state-level call receiving and transmission services that are usually delivered through the Government Communications Division. The CAD app integrates with mobile devices, mobile radios in the car and hand using the digital radio network, Next G telecommunications network and connects with other police systems to facilitate:

1.   Accurate real-time recording, incident tracking and police resources

2.   Timely deployment of appropriate resources and provision of appropriate information to locate and deal with the incident.

3.   Apply appropriate governance to deal with accidents.

4.   Track and review all accident-related activities.

5.   The target time for responding quickly is 2 minutes for sending the patrol for priority 1 and 2. The target time for reaching the crime scene is 12 minutes for priority 1, 2 and 60 minutes for priority 3. There is no target for priority 4, and faster response time may be particularly useful to increase the likelihood of arresting theft offences (Rief, R., & Huff, J. 2023).

The study of (Marie Edwards, Yasuhiro Kotera, Ann., 2021), noted that technological advances had significantly changed the police response by notifying them of serious calls going on or as they occurred through continuous access to phones, video recording, alarm systems, CCTV surveillance, and even "ShotSpotter" audio systems notifying police of illegal shootings (Patient's Task Force on 21st Century Policing, 2015).

II: Previous Studies:

1.   Study of (Rachael Rief-Jessica Huff, 2023):

The study aimed at one of the first operational aspects of the police, namely, the time of response and where technological and analytical advances were made, and how it had an impact at the time of response at the time of arrest. The study shows whether the impact of response time varies across circles and types of crime to modify operational strategies. Multi-level modelling was used to examine the impact of response time on arrest in (1,266,299) overlapping incidents by (810) police officers. Consequently, the study found that response time greatly predicts arrest and weak impact for other variables. The direction of the relationship runs counter to expectations that every extra minute an officer takes to get somewhere corresponds to a (2%) increase in the probability of arrest and the allocation of the circuit and the type of call reacts significantly to the response time impacts on the likelihood of arrest, despite the different strength and trends of these relationships.

The study recommended that operational policies be guided at a time when the police face significant resource challenges. Moreover, if response times have a more pronounced impact on robbery arrests, for example, transmission priorities should focus on faster responses to such calls to maximize the utility of response time to facilitate arrests.

2.   Study of (Vasja Roblek, 2022):

This study applies bibliometric analysis to explore the evolution of the department's and organizations' agility research model. The results of the study in new research topics focus on the importance of agility in interpreting organizational responses to diverse issues such as information systems and business intelligence systems. That study suggested that future research should focus on digitization in conjunction with informatics. This is an important topic for creating a new organizational culture and knowledge management through increased collaboration between humans and machinery. The analysis indicated that agility enables the organization to remain in a changing environment policy, provided that organizational changes are introduced that include changes in leadership, systems and culture changes are built from bibliographic coupling analysis and concluding that digital transformation is among the most important research in the current period and a key factor for the Organization's performance and success. Additionally, digitization with informatics is an important area for future research, creating a new institutional culture and knowledge management through increased collaboration between end people as well as the importance of virtual simulation of the process, cloud computing and artificial intelligence.

3.   Study of (Moaziz Jasim Mohammed Al-Mousso, 2021):

The study seeks to know the importance of strategic agility in its dimensions of (strategic sensitivity, leadership unit and resource liquidity) in order to increase effectiveness in managing organizational crises with its dimensions (speed of decision-response, information flow-mobilization and resource mobilization) in the Ministry of the Interior in Iraq to ensure its long-term sustainability. According to the field study, a number of recommendations were made, most important of which was to strengthen the role of strategic agility in its multiple dimensions and learning from previous crises.

4.   Study (A., Qureshi, A. R., Sheltami, T., & Yasar, A. 2021):

The aim of the research is to find out the shortcomings of traffic police and emergency response handling systems propose a smart and independent solution using drones and describe the system in a simulated environment. Many scenarios of traffic control system and police are taken into simulation such as traffic light violations, accident detection, mobile speed ambushes and automated notification, detection of congestion and redirection of traffic, stolen vehicles reported and pending arrest warrants and tracking of vehicles using drones, independent emergencies and response processing systems. The study aimed to design Smart City Infrastructure for intelligent emergency handling by providing priority traffic lights to ground emergency response units to reduce delays in patient care. Therefore, there are an automated physical barrier on roads with busy points due to accidents or hazards, first responder support units for drones - medical supplies using drones, firefighting using drones to fight or control small fires, and many other benefits of the police system in real time.

5.   Study of (Attar, M., & Abdul-Kareem, A. -2020):

The research addresses the fact that the business world is characterized by permanent turmoil and leads to the difficulty of accurately predicting potential future opportunities and threats. Therefore, organizations need to adopt agility in all their operations to conform to those variables. The importance of agile leadership is to give leaders directives to make organizations agile. The main objective of this study is to establish a specific position for agile leadership.

6.   Study of (Hind Khalifa Salim Al-Suwayi, 2020):

The study aimed at identifying the level of availability of organizational agility and strategic performance dimensions (Sirte Oil & Gas Production Company). It aimed at identifying the impact of organizational agility on organization's strategic performance. This study relied on organizational agility in sensing agility, decision-making agility and practice agility and identified strategic performance dimensions with rapid response, continuous creativity and strategic learning. The field study showed an influential positive relationship (direct correlation) of 76% between organizational agility and strategic performance in the company in question. These results conduct that there is a statistically significant impact of exercising the dimensions of organizational agility as a whole on strategic performance. The study recommended enhancing awareness among company officials of the importance of organizational agility and developing a unite for remote sensing.

7.   Study of (Dina Halmi Abbas Mohammed, 2020):

The objective of the research is to examine the relationship between organizational agility variables and organizational commitment for a sample of individuals working in El Obour Paints and Chemical Industries Co. (Pachin). The study recommended several recommendations, the most important of which are the organization must strengthen the organizational commitment of the working members by emphasizing the value and importance of their work and giving them sufficient flexibility to carry out their work effectively and efficiently.

8.   Study: (D Wilson - Surveillance & Society, 2019)

The aim of the study is to demonstrate future policing in the United States of America through a historic review of the evolution of future police scientific research and the level of individual officer through real-time policing to strive for excellence. While recent research focused on quantitative efforts to determine the effectiveness and potential harmful effects of police and how to integrate real time into the police officer's work in the sense of police digitization with reactions that occur quickly from the top and bottom of the pyramid. It develops the outfit by integrating sensors and smart display goggles and surveillance to enable police officers to respond in real time. This represents an economic force and access to information at light speed. Moreover, police knowledge is converted into digital knowledge. Police procedures are permanently recorded and connected to the network through the continuous performance process of both management and training with officers reviewing their own interactions and drawing direct comparisons.

9.   Study of (Centre for Comparison & Studies - UAE Ministry of Interior – Australia - 2019 Comparison Report):

This study contained the Standard Emergency Response Comparison Report model between the UAE Ministry of Interior and Australia – Melbourne – Canberra – Perth Police to learn about the best practices and capacities in support of the emergency response process. Numerous visits have been made that have resulted in a number of results. The most important of these are to identify the uses of smart applications in the follow-up to criminal reports and to identify the classification and management of the communication. One of the most important recommendations was the possibility of establishing a central focal point to take over the process of receiving and transferring public calls to government agencies according to competence. This supports governance in the process of monitoring government entities' performance, as well as the use of data and information received from callers in the process of development and improvement.

Table (1) The field of comparison between the response of the UAE Ministry of Interior and Western Australia - 2019.

Comparison Area	UAE - Ministry of Interior	Australians		
		Melbourne	Canberra	Western Australia
Population Census	9.4 million	6.5 million	404,000	2.5 million
Space	84,600 km^2	8860 km^2	814 km^2	6418 km^2
Subdivisions of the region	42			8 areas
Number of manpower	15030	15,000		8901
Number of patrols	328			
Stages of the communication	Five phases	Four phases		
Average Call Time	10 seconds	5 seconds		90% during 20 seconds
Average response time	11:97 minutes	8 minutes	12	For very important 60 % during8 minutes
Number of cameras	1450	7000		15.000
Camera Type	AX – Blko – Samsung – Heck Fejin	Cameras for face reading ◆ fix camera ◆ ptz camera ◆ anpr		
Network Type	Wireless + Optical Fiber	Wireless + Optical Fiber		

10.   Study of (Al-Zafiri, Saad Ghaith Qa'ad, 2016):

The study aims to learn about the role of modern technologies in the speed of response in crisis management. One of the most important availability of the types of modern technologies needed to speed and effectively manage crises in the Kuwaiti National Guard and the availability of technical constraints that limit the speed of response during crisis management. Among recommendations is the need for high-tech surveillance devices and strategic planning to localize technology to crisis management units.

11.   Study of (Arini Abdullah Ibrahim, 2015):

The study aims to demonstrate the role of training in rapid response in crisis management. The most important results were the various types of training to improve the readiness of crisis management and the lack of administrative constraints that limit the speed of response and the absence of technical constraints that limit the speed of response in crisis management. The main recommendations include the need to provide the necessary human resources and technical means to help the success of the Centre's role in rapid response training.

Commentary on Previous Studies:

In the light of the previous presentation of studies on the topic of organizational agility and responsiveness in emergencies, it was noted that there was a dearth of studies that were interested in studying this topic. Through the review of previous studies, agreements and differences have emerged, through the following:

-        The current study agreed with previous studies in the approach, using the analytical descriptive approach.

-        The current study agreed with previous studies in the use of the questionnaire tool.

-        Some previous studies have been presented that did not address the aspect of emergency response speed. They dealt with various sectors, such as (Vasja Roblek, 2022),

(Moaziz Jasim Mohammed Al-Mousso, 2021), (Hind Khalifa Salim Al-Suwayi - 2020) and (Dina Halmi Abbas Mohammed, 2020).

- This study varies from a few studies dealing with organizational agility and emergency response at the Sharjah Police General Command, according to the researcher.

Our study of previous studies is distinguished in revealing the impact of the organizational agility of the security organization led by the Sharjah Police on the speed of response.

Applied Study:

Methodology:

The methodology used in that study is based on the analytical descriptive approach as a description of the study community and the collection and statistical analysis of data to answer the study's questions and test its hypotheses.

Study Society:

The study community is made up of seven departments and the crime scene department of the Sharjah Police General Command, which is competent to respond and perform security tasks in emergency situations. The researcher was unable to know the number of the search community due to the importance of security.

Table (2) Study Society

Study Society	
By Employer	Traffic and Patrol Department
	Operations Management
	Management of comprehensive police stations
	Special Tasks Management
	Investigations Department & Criminal Investigation
	Crime Scene Section
	Eastern District Police Department
	Central District Police Department
Total (8 departments)	

Sample Study:

The sample was selected randomly and a number of (285) questionnaires were distributed to the study sample, with (267) recovered by a percentage of (93.68%). Moreover, (7) questionnaires were excluded because of their inappropriateness for analysis to become the number of analytical questionnaires (260) by a percentage of (91.22%).

• Description of sample study according to demographic factors:

Table (3) Departments & Sample Preparation

Sample Study		Frequency	(%)
By Employer	Traffic and Patrol Department	90	34.6
	Operations Management	43	16.5
	Management of comprehensive police stations	28	10.8
	Special Tasks Management	24	9.2
	Investigations Department & Criminal Investigation	27	10.4
	Crime Scene Section	15	5.8
	Eastern District Police Department	23	8.8
	Central District Police Department	10	3.8
Total		**260**	**100.0**

From the previous table, it is clear that the security departments specializing in emergency intervention were all in the sample of the study in varying proportions, the most of which involved the Traffic and Patrol Department (34.6%) and the Central District Police Department (3.8%).

Table (4) Description of sample study by age

Sample Study		Frequency	(%)
By Age	20-29	89	34.2
	30-39	100	38.5
	40-49	66	25.4
	50 years old and over	5	1.9
	Total	**260**	**100.0**

The description of the sample study in terms of age is shown in table (4). The age group from (20 to 29) years is (34.2%) and the age group from (30 to 39) years is (38.5%) and the age group from (40 to 49) years is (25.4%) and the age group from (50 and above) is (1.9%).

Table (5) Description of sample study in terms of scientific qualification

Sample Study		Frequency	(%)
According to scientific qualification	General Secondary and Lower Secondary	202	77.7
	Bachelor	46	17.7
	Master's degree	9	3.5
	Ph.D.	3	1.2
	Total	**260**	**100.0**

It is clear from the table (5) the description of the study sample in terms of scientific qualification. The scientific qualification received a general secondary qualification and a lower percentage (77.7%) and the scientific qualification in Bachelor received a percentage (17.7%). The scientific qualification Master's degree received a percentage (3.5%) and the doctoral qualification received a percentage (1.2%).

Table (6) Description of sample study in terms of number of years of professional experience

Sample Study		Frequency	(%)
By number of years of professional experience	Less than 10 years	108	41.5
	10 to 19	93	35.8
	20 to 29	51	19.6
	30 years and above	8	3.1
	Total	**260**	**100.0**

It is clear from table (6) the description of the study sample in terms of the number of years of professional experience where the category with years of experience got less than (10) years on the ratio (41.5%) and the category with years of experience (10) years to (19) years on the ratio (35.8%) and the category with years of experience from (20) years to (29) years on the ratio (19.6%) and the category with years of experience from (30) years and above on the ratio (3.1%).

Table (7) ccDescription of the study sample in terms of functional grade

Sample Study		Frequency	(%)
By functional level	Less than Lieutenant	240	92.3
	From Lieutenant to Captain	11	4.2
	From Major to Lieutenant Colonel	8	3.1
	From Colonel to Brigadier	1	.4

	General		
	Total	**260**	**100.0**

Table (7) shows the description of the sample study in terms of the number of occupational grades. The job grade "Less than Lieutenant" is on the ratio (92.3%), the job grade from "Lieutenant to Captain" is on the ratio (4.2%), the job grade from "Major to Lieutenant Colonel" is on the ratio (3.1%) and the job grade from "Colonel to Brigadier General" on the ratio (0.4%).

Table (8) Description of study sample by functional category

Sample Study		Frequency	(%)
Calculation of functional category	Leadership Category (Managing Director, Deputy Director, Head of Department and Deputy Director)	39	15.0
	Supervisory Category (Branch Manager, Unit Officer, Duty Officer, Administrative Officer, Follow-Up Officer)	21	8.1
	Executive Category (all posts except in other categories)	144	55.4
	Specialized Category (Expert - Professional)	56	21.5
Total		**260**	**100.0**

Table (8) shows the description of the study sample in terms of the number of occupational groups where the leadership category was obtained (Director and Deputy Director - Head of Department and Deputy Director) at 15.0% and Supervisory Category (Branch Manager, Unit Officer, Duty Officer, Administrative Officer, Follow-up Officer) on the ratio (8.1%). While Executive Category (all posts except those listed in other categories) on the ratio (55.4%) and the Specialized Category (expert-technician) on the ratio (21.5%).

Table (9) Description of the sample study in terms of the nature of the work

Sample Study		Frequency	(%)
Depending on the nature of the work	Field	223	85.8
	Office	37	14.2
	Total	**260**	**100.0**

It is clear from table (9) that the sample of the study is described in terms of the number of the nature of the work, where the nature of the field work received a percentage (85.8%) and the nature of the office work is a percentage (14.2%).

• Study Tool Design:

The questionnaire was designed after reviewing previous studies and theoretical frameworks.

• The method of correction of questionnaire: according to the 5-point Likert scale, through which answers are given digital weights representing the degree of answer to the paragraph, as shown in the table below:

Table (10) 5-point Likert Scale

Answer	Strongly Agreed	Agreed	Neutral	Disagreed	Completely Disagreeable
Grade	5	4	3	2	1

•   Validity and Reliability of Study Tool (Psychometric Properties):

•   First: Validity

a)   Face -Validity: verification of the validity of the study tool was done by presenting it to a number of arbitrators with competence and experience in scientific research and the field of police science at the Police Research Centre under the General Command of Sharjah Police and the Sharjah Police Science Academy, in order to judge the clarity of each phrase contained in the questionnaire in terms (objectivity and language formulation and their interrelationship with the dimension headings contained in the questionnaire). As measuring the validity of the questionnaire vocabulary and its ability to achieve the objective for which it was designed. A series of terms and vocabulary proposed for amendment with competence were amended, and some words and vocabulary in which the ratio of substantive interdependence decreased were deleted.

b)   Validity by the square root of Cronbach's Alpha to be used during (Cronbach's Alpha coefficient) for each of the resolution axes through table (11)

Table (11) Validity and Reliability coefficient by Alpha Cronbach Coefficient

Number of items (phrases)	Alpha Cronbach Coefficient	Validity
25	.774	.974

By analyzing the results, it is clear from table (11) that the questionnaire has validity. The value of the Cronbach's Alpha coefficient of validity was (0.974). This is a high proportion of the researcher's satisfaction with the application of the questionnaire.

•   Second: Reliability:

a)   Reliability by Cronbach's Alpha Coefficient:

Table (11) shows that Cronbach's Alpha coefficient of reliability is equal to (0.774). this is a high coefficient indicating the reliability of the questionnaire, and therefore all elements have been adopted for the purposes of applying the study tool.

b)   Internal Consistency Coefficient of the Questionnaire According to Each Axis:

Table (12) Questionnaire Reliability Coefficient

No	Variables/Dimensions		Number of phrases	Cronbach's Alpha coefficient of reliability
1	**Independent variable: organizational agility**	First dimension: Security sensing	5	0.82
2		Second dimension: security decision-making	5	.830
3		Third dimension: operational practice	5	.810
4	**Dependent variable: sustainability of security institutions' business**		10	.820

Table (12) shows that all axes coefficients have high correlation scores ranging from (.81: .83). The results indicate that there is no coefficient or less than (0.70), which may affect the general coefficient of reliability of the scale, and therefore all axes have been adopted for the purpose of applying the study tool.

c)   Internal consistency factor of the questionnaire according to each phrase:

Table (13) Internal consistency of questionnaire according to each phrase

No	Phrase	Cronbach's Alpha coefficient of reliability
1	Security sensing provides organizational ability to know the environment.	.783
2	Sensing security helps to know what modern crimes are expected to happen.	.765
3	Security sensing monitors security changes in society.	.830
4	There is electronic software capable of linking the location of the security situation to the specialized administration.	.774
5	Task forces are used to develop mechanisms for sensing security.	.795
6	The decision is made based on confirmed information in a timely manner.	.882
7	Security professionals and experts participate in decision-making.	.759
8	Scientific approach is followed for identifying opportunities and threats in decision-making.	.774
9	Decision maker uses decision support systems.	.867
10	AI is used to help make security decisions.	.775
11	The competent security force arrives at the place of communication in a timely manner.	.774
12	Training on controlling the respondent's emotions is provided in specialized security departments.	.768
13	Information circulates between specialized security departments as quickly as required.	.776
14	There is sufficient flexibility to change operating plans.	.773
15	There is a complete digital shift with connections from the top down and vice versa and horizontal levels in the organizational structure.	.778
16	Achieve current response speed whistleblower satisfaction.	.775
17	State-of-the-art technology helps achieve the required response speed	.774
18	Effective collaboration between specialized departments is done to achieve rapid response.	.779
19	There are specialized training programmes on response speed.	.852
20	Modify specialized training programmes in response speed according to the technology used.	.774
21	Adjust response speed cases to reach global rates.	1.77
22	There are trained human cadres to achieve the required rate of response speed.	.774
23	The phases taken from the stage of receipt of the communication to the location of the communication are achieved by the rapid response according to global rates.	.773
24	There are enough cameras to achieve the required response speed.	.775
25	Response speed impediments are studied.	.774

The table above shows that all reliability values included in the study tool range from (.765) and (.882). It clarifies the degree of reliability and internal consistency of all the axes and phrases of the study tool, and therefore all the axes and phrases were considered valid for the purposes of the study's application.

Table (14) Statistical Description of Sample Responses on First Dimension Security Sensing n = 260

No	Independent Variable: First Dimension/Security Sensing				
	Phrase	AM	SD	(%)	Ranking
1	Security sensing provides organizational ability to know the environment.	4.15	.847	83%	3
2	Security sensing helps to know what modern crimes are expected to happen.	4.17	.827	83%	2
3	Security sensing monitors security changes in society.	4.17	.818	83%	1
4	There is electronic software capable of linking the location of the security situation to the specialized administration.	3.92	.939	78%	5
5	Task forces are used to develop mechanisms for security sensing	3.95	.989	79%	4
	Rate	**4.072**	**0.884**	**81.2%**	

Table (14) shows the statistical description of the sample responses about the first dimension of the sensing security, confined between (3) frequencies that are not fully approved and the highest frequencies that were "agree" with (135) frequencies.

The relative weight ranged from (78%: 83%) to an Arithmetic Average of (3.92: 4.17) as shown in the table.

Where these results indicate that the security system aims to monitor the security sensing of security changes in society, the security sensing helps to know the recent crimes expected to occur, the security sensing provides the organizational ability to know the environment. Moreover, working teams are used to develop mechanisms for security sensing. There is electronic software capable of connecting the location of the security situation with the specialized management.

The researcher attributes this finding to the fact that the security system's primary objective is to monitor the security sensing of security changes in society, which helps to learn about modern crimes before they occur, as well as organizational capability that helps to know the surrounding environment by using task forces to develop modern security sensing mechanisms and linking them to modern electronic programs that help speed up performance.

This is consistent with the findings of (Vasja Roblek-2022), (Centre for Comparison & Studies - UAE Ministry of Interior - Australia-2019 Comparison Report), (Al-Zafiri, Saad Ghaith Qa'ad, 2016), where the results of these studies indicated that organizational changes including changes in leadership, the need to recognize the uses of smart applications in the follow-up to criminal reports, the availability of modern technologies necessary to expedite and effectively manage crises in the Kuwaiti National Guard, enabling the Organization to remain in a changing environment.

Table (15) Statistical Description of Sample Responses on the Second Dimension/Security Decision Making = 260

No	Independent Variable: Second Dimension/Security Decision-Making				
	Phrase	AM	SD	(%)	Ranking
1	The decision is made based on confirmed information in a timely manner.	4.09	.915	82%	1
2	Security professionals and experts participate in decision-making.	4.01	.979	80%	2
3	Scientific approach is followed for identifying opportunities and threats in decision-making	3.87	.991	77%	4

4	Decision maker uses decision support systems.	3.94	.967	79%	3
5	AI is used to help make security decisions,	3.68	1.119	74%	5
	Rate	**3.918**	**0.994**	**78.4%**	**-**

Table (15) shows the statistical description of the sample responses on the second dimension/security decision-making, confined between (6) frequencies that are totally "disagree" with the lowest percentage and the highest frequencies that were "agree" (128), and the relative weight ranges from (74%: 82%) to an Arithmetic Average that relates between (3.68: 4.09) as shown in the table.

These findings indicate that the decision is made on the basis of confirmed information in a timely manner, as well as the participation of security professionals and experts in decision-making. The decision-maker also uses decision-making support systems, as well as the scientific approach is followed to identify opportunities and threats in decision-making, as well as the use of artificial intelligence in helping security decision-making.

The researcher attributes this finding to the fact that the decision is taken in the security system on the basis of timely and confirmed information, with the participation of security professionals and experts in decision-making, with the use of decision-support systems and the scientific approach to identifying opportunities and threats in decision-making, as well as the use of technological development in the proper and expeditious decision-making.

This is consistent with the findings of (Moaziz Jasim Mohammed Al-Mousso, 2021) and (Hind Khalifa Salim Al-Suwayi, 2020).The results of these studies indicated the liquidity of resources to "increase the effectiveness in managing regulatory crises in their dimensions", speed of response decision, communication to enhance awareness among company officials of the importance of organizational agility and the development of a remote sensing unit.

Table (16) Statistical Description of Sample Responses on Third Dimension/Executive Practice n = 260

Independent Variable: Third Dimension/Operational Practice					
No	Phrase	AM	SD	(%)	Ranking
1	The competent security force arrives at the place of communication in a timely manner.	4.12	.968	82%	1
2	Training on controlling the respondent's emotions is provided in specialized security departments	4.04	.982	81%	2
3	Information circulates between specialized security departments as quickly as required	3.98	1.006	80%	3
4	There is sufficient flexibility to change operating plans.	3.88	1.006	78%	4
5	There is a complete digital shift with connections from the top down and vice versa and horizontal levels in the organizational structure.	3.82	.961	76%	5
	Rate	**3.968**	**0.984**	**79.4%**	

Table (16) shows the statistical description of the sample responses on the third dimension/operational practice, confined between (6) frequencies that are "completely disagree" less and the highest frequencies that were "agree" (122) frequencies, and the relative weight ranges from (76%: 82%) to an Arithmetic Average that relates between (3.82: 4.12) as illustrated in the table.

Those findings indicate that the competent security force reaches the place of the communication in a timely manner as well as training in controlling the feelings of the complainant in specialized security departments. Information also trades between specialized security departments as quickly as required. Also, there's enough flexibility to

change operating plans, and there's a complete digital shift of connections from the top down and vice versa and horizontal levels in the organizational structure.

The researcher attributes this finding to the fact that the competent security force reaches the place of communication in a timely manner through training in controlling the respondent's emotions in the specialized security departments through the circulation of information between the specialized security departments at the required speed with sufficient flexibility to change operating plans through the complete digital transformation of communications from the top down and vice versa and horizontal levels in the organizational structure.

This is consistent with the findings of the (Wilson, Dean, 2019) and (Arini Abdullah Ibrahim, 2015). The results of these studies indicate that there is an integration of sensors, smart display glasses and surveillance to enable police officers to respond in real time, the speed of response and the lack of technical constraints that limit the speed of response in crisis management.

Table (17) Statistical Description of Sample Responses About Dependent Variable: Security Response Speed n = 260

Dependent Variable: Security Response Speed					
No	Phrase	AM	SD	(%)	Ranking
1	Achieve current response speed whistleblower satisfaction.	4.15	.913	83%	1
2	State-of-the-art technology helps achieve the required response speed.	4.12	.918	82%	2
3	Effective collaboration between specialized departments is done to achieve rapid response.	3.94	1.015	79%	8
4	There are specialized training programmes on response speed.	3.97	1.026	79%	6
5	Modify specialized training programmes in response speed according to the technology used.	3.93	.994	79%	9
6	Adjusts response speed cases to reach global rates.	4.06	.939	81%	3
7	There are trained human cadres to achieve the required rate of response speed.	3.94	.975	79%	7
8	The phases taken from the stage of receipt of the communication to the location of the communication are achieved by the rapid response according to global rates.	4.03	.946	81%	4
9	There are enough cameras to achieve the required response speed.	3.60	72%	1.140	10
10	Response speed impediments are studied.	3.86	1.028	77%	5
	Rate	3.96	0.989	79.2%	

Table (17) shows the statistical description of sample responses about the dependent variable: the speed of the security response, has been limited between (5) frequencies that are "completely disagree" and the highest frequencies that were "agree" with (125) frequencies, and the relative weight ranges from (72%: 83%) to an Arithmetic Average that relates between (3.60: 4.15) as shown in the table.

These results indicate that the current speed of response achieves whistleblower satisfaction, that existing modern technology helps to achieve the required speed of response, adjusts the responsiveness to global rates, as well as the stages taken from the receiving phase to reaching the place of communication, the speed of response according to global rates, and the speed of response constraints are studied.

The researcher attributes this finding to the fact that the speed of response achieves whistleblower satisfaction by helping existing modern technology to achieve the required speed of response through cameras and modern means that help to speed the response of security agencies to reach the place of communication quickly according to global rates, as well as to study the impediments of the speed of response to overcome these problems.

This is consistent with the findings of (Wilson, Dean, 2019) and (Arini Abdullah Ibrahim, 2015). The results of these studies indicate that sensors, smart display glasses and surveillance are integrated to enable police officers to respond in real time, and that there are no technical constraints that limit the speed of response in crisis management.

Results of the Study's Hypothesis Analysis

- There is no statistically significant effect on the level of indication α ≤ 0.5) of organizational agility (sensing, decision-making, operational practice) on the speed of response.

This is addressed by the imposition to determine the impact of organizational agility (sensing, decision-making, operational practice) on response speed using the multiple regression factor through the following table: -

Table (19) It demonstrates the impact of organizational agility (sensing, decision-making, operational practice) on response speed using the multiple regression coefficient

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	**First dimension: security sensing** **Second dimension: security decision-making** **Third dimension: operational practice**		Enter
a.	Dependent Variable: Security Response Speed		
b.	All requested variables entered.		
Tabular T value at freedom score 258 and morale level (0.5) = 0.138			

Table (19) shows that the calculated value of (T) is greater than the tabular value of (T) indicating the impact of organizational agility (sensing, decision-making, executive practice) on the speed of response

Table (20) Calculated T Value

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919[a]	.845	.843	3.34018
a. Predictors: (Constant), first dimension: security sensing - second dimension: security decision-making - third dimension: executive practice				
Tabular T value at freedom score 258 and morale level (0.5) = 0.138				

Table (20) shows that T's calculated value is greater than the tabular value of T's, indicating the impact of organizational agility (sensing, decision-making, operational practice) on the speed of response.

Schedule (21) Calculated F Value

Model		Sum of Squares	Df	Mean Square	F	Sig.
ANOVAᵃ						
1	Regression	15518.047	2	5172.682	463.634	.000b
	Residual	2856.149	257	11.157		
	Total	18374.196	259			
a. Dependent Variable: Security Response Speed						
b. Predictors: (Constant), First dimension: Security sensing - Second dimension: Security decision-making - Third dimension: Executive practice						
Tabular (F) Value at degree of freedom of 2,257, 0.05 = 3.04						

Table (21) shows that the calculated value (F) is greater than the tabular value (F) indicating the impact of organizational agility (sensing, decision-making, operational practice) on the speed of response

Table (22) The "T" value Correlation Between Search Variables

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Coefficientsᵃ						
		B	Std. Error	Beta		
1	**(Constant)**	1.411	1.124		1.255	.211
	First Dimension: Security Sensing	.454	.104	.207	4.368	.000
	Second Dimension: Security Decision-Making	.511	.096	.268	5.346	.000
	Third Dimension: Operational Practice	.956	.094	.498	10.156	.000
a. Dependent Variable: Security Response Speed						
(T) values calculated morally at (05)						

Table (22) shows a correlation between independent search variables (first dimension security sensing, second dimension security decision making and third operational practice) and dependent variable (security response speed).

Results of the Study

a)   Security Sensing Results:

1.   The security system aims to monitor the security sensing of security changes in society.

2.   Security sensing helps to figure out what modern crimes are expected to happen.

3.   Security sensing provides organizational ability to know the environment. Task forces are used to develop mechanisms for security sensing.

4.   There is electronic software capable of linking the location of the security situation to the specialized administration.

b)   Decision-Making Results:

1.   The decision is made based on confirmed information in a timely manner.

2.   Security professionals and experts participate in decision-making.

3.   Decision makers use decision support systems.

4.   The scientific approach is followed to identify opportunities and threats in decision-making.

5.   AI is also used to help make security decisions.

c)   Operational Practice Results:

1.   The competent security force arrives at the place of communication in a timely manner.

2.   Training on controlling the feelings of the recipient of communications is carried out in specialized security departments.

3.   Information circulates between specialized security departments as quickly as required.

4.   There is sufficient flexibility to change operating plans, and there is also a digital shift of connections from the top down and vice versa and horizontal levels in the organizational structure.

d)   Security Response Speed Results:

1.   The current response speed achieves whistleblower satisfaction.

2.   State-of-the-art technology helps achieve the required response speed.

3.   Adjust responses to global rates.

4.   The stages taken from the receipt of the communication to the arrival at the place of the communication are prompt.

5.   Response speed impediments are studied.

e)   Results of research in the applied study:

1.   The role of organizational agility (sensing, decision-making, operational practice) has an impact on the speed of response.

The calculated value of (R) is greater than that of tabular value of (R) indicating statistically significant differences in the variables under study.

The calculated value of (F) is greater than that of tabular value of (F) indicating statistically significant differences in the variables in study.

2.   There is a correlation between independent search variables (first dimension security sensing, second dimension security decision-making and third operational practice) and dependent variable (security response speed).

Recommendations

1.   Work to increase security sensing to develop the security system due to the nature of the housing structure in the Emirate of Sharjah.

2.   Reliance on artificial intelligence in security decision-making.

3.   Training courses should be conducted for security workers on operational practices of security operations.

4.   Reduce the reporting stages to reach the global average.

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