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THE IMPACT OF ORGANIZATIONAL PERFORMANCE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL AGILITY AND INSTITUTIONAL EXCELLENCE: A CASE STUDY OF THE DEPARTMENT OF PASSPORTS AND IMMIGRATION IN THE UAE

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1. Abstract

The purpose of the study was analysing the mediating role of organizational performance between organizational agility and institutional excellence. For the said purpose, three dimensions of organizational agility, naming sensing agility, decision-making agility, and acting agility were deployed. The data for the analysis was collected from the employees of Department of Passports and Immigration – UAE using structured adopted questionnaire by applying quota sampling and convenience sampling. The findings revealed that sensing agility, decision-making agility, and acting agility have a significant direct impact over institutional excellence. Moreover, the findings further revealed that organizational performance significantly mediates between sensing agility, decision-making agility, and acting agility and institutional excellence. The study strengthens the proposition of Resource based view with the help of Grunig's excellence theory. At the end limitations and suggestion for future studies are mentioned.

Keywords: Institutional excellence, organizational performance, sensing agility, decision-making agility, and acting agility

1. Introduction

Institutions operate within a dynamic and intricate environment, facing various challenges and pressures (Asif et al., 2021). These challenges stem from external factors such as economic, political, technological, and social influences, as well as internal forces including changes in institutional goals, values, trends, organizational climate, individuals, and work methods (Asad et al., 2024). These factors collectively serve as catalysts for institutions, driving them towards

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achieving excellence (Abu-Naser & Al Shobaki, 2017). The significance and vitality of this matter within the present context of governmental entities in the United Arab Emirates, along with the competitive nature of these institutions in delivering superior services to their clientele, underscores the crucial role played by organizational agility in attaining institutional excellence (Fadhel et al., 2022). This is primarily due to its contribution towards enhancing excellence and facilitating the accomplishment of the organization's mission and objectives (Alsuwaidi, 2023).

Institutional excellence may be characterized as a continuous endeavour to establish internal benchmarks and protocols that effectively engage and inspire staff to fulfil client expectations while adhering to financial constraints (Asif et al., 2021). Excellence is the attainment of consistently improved performance by an organization, characterized by surpassing objectives, requirements, or ambitions (Li & Zhao, 2018). The everyday contributions of an employee to a company, including their passion, energy level, devotion, and originality, have been identified as important factors (Chen & Lin, 2021).

Meanwhile organizational performance is seen as a necessary requirement in the modern era for maintaining organizational performance, income, and employment (Ahlbäck et al. 2017). The most innovative and performance-driven businesses are today under tremendous pressure to operate in a competitive environment with often changing unstable events in order to increase their organizational performance (Asad et al., 2018). Organizational performance has emerged as a contentious topic in management, business, and academic debates (Alkhuzaie & Asad, 2018) because it is crucial for organizations to be agile and able to recognize and respond to market changes quickly and smoothly (Hammami et al., 2021; Khan et al., 2021) in order to maintain their effectiveness (Hatzijordanou et al., 2019; Meinhardt et al., 2018). Organizational performance, according to Rajaguru and Matanda (2019) is a metric that examines and assesses an organization's success in producing and providing value to its internal and external clients. It's important to remember that the word "organizational performance" has previously been used synonymously with phrases like "company performance" and "business performance.

However, numerous aspects have been investigated and effectively connected to organizational performance at the organizational level of study (Ta'Amnha et al., 2023). Because organizational performance is a regulatory phenomenon, previous research has divided these elements into two categories: external and internal aspects of the organization which include institutional excellence and organizational agility (Barrett et al., 2015). This viewpoint is reinforced by Arijanto and Taufik (2017), who, instead of paying equal attention to internal organizational elements, pay equal attention to external organizational aspects. According to Barrett et al. (2015), internal organizational characteristics such as organizational agility and institutional excellence effected greatly by organizational success (Barrett et al., 2015).

Accordingly, Saha et al. (2022), organization's agility skills are thought of as those of today's forward-thinking firms that maintain such traits in order to achieve effective organizational performance and obtain an edge over rivals. On the other hand, the effect of organizational agility (OA) is one of the most frequently used prepared techniques to handle the stressors of organizations throughout the current trends of its organizational performance (Allam Z. et al.,

2022). The development of organizational performance has been a component of the exclusive competence pillars since the beginning of the twenty-first century (Alkhuzaie, et al., 2024).

As a result, in recent years, many businesses have made an effort to manage their performance using various ways to address the difficulties facing the organization via enhancing it institutional excellence (Sharifi & Zhang, 2001). Agility is seen as a crucial attribute that firms need in order to effectively navigate and adapt to chaotic circumstances. According to Yeganegi and Azar (2012), agility enables an organization to promptly respond to changes in its environment and enhance its institutional excellence. Hence, it has become imperative for enterprises facing a pressing demand for efficient mobilization of human resources to possess the qualities of excellence (Markos & Sridevi, 2010; Warr & Inceoglu, 2012).

Because of this, organizations require light human capital mobility must exhibit sensing agility, decision-making agility, and acting agility in order to complete tasks successfully (Allam Z et al., 2021). According to Markos and Sridevi (2010) and Warr and Inceoglu (2012), this should be done in a way that encourages them to completely engage in their job and contribute all of their efforts (Ullah, et al., 2021), feelings, and realizations to attaining the organization's objectives (Ullah, et al., 2021). Continuous change is no longer the exception but the new standard in today's businesses (Asad et al., 2021).

Enterprises should have unique competitive traits to compete in today's uncertain and competitive environment; else, they will march towards extinction (Asad et al., 2023). Agility is one of these qualities that enterprises require in challenging settings (Khushi, din, & Sulaiman, 2020). According to Yeganegi and Azar (2012), agility gives an organization the chance to respond quickly, be compatible with its surroundings, and increase its productivity. Both academics and practitioners are now interested in the issue of organizational agility.

The institutional excellence has seen a growing body of research on its relationship with organizational agility and need more research according to the previous studies such as (Abu-Naser & Al Shobaki, 2017; Alsuwaidi, 2023). Organizations strive for organizational excellence and improve their organizational performance through strong internal components such as organizational agility (Waswas & Jwaifell, 2019; Obeidat et al., 2021).

Organizations strive for organizational excellence and improve their organizational performance through strong internal components such as organizational agility (Waswas & Jwaifell, 2019; Obeidat et al., 2021). The study of the idea of agility has expanded to include the entire company in its management. Despite its early use, agility is still considered a new concept in the world of management today (Patri & Suresh, 2019), while researchers consider the concept of organizational excellence to be a more mature concept with well-established empirical studies (Carvalho et al., 2017).

The United Arab Emirates is one of the leading countries in applying the concept of organizational excellence in all its aspects (Sull, 2009). There are two main categories of agility dimensions. Organizational agility in recognizing, making decisions, and acting (Nafei, 2016). The UAE and its wise leadership adopted institutional excellence in its public institutions, especially the Department of Passports and Immigration - UAE (Lasrado & Uzbeck, 2017). According to Al

Suwaidi (2019), the government of the United Arab Emirates is interested in developing organizational performance in its institutions. The Dubai Government Excellence Program is a quantum leap in government performance (Hammad & Dweiri, 2018). This study aims to clarify the factors driving organizational performance within the framework of organizational agility in the Department of Passports and Immigration. As, the performance reports of the UAE Passports and Immigration Department indicated a decline in the distinguished performance of the department, in addition to what Raleigh, Director of the Authority, indicated that there are tremendous efforts being made by the administration of the UAE Passports and Immigration Department to overcome the problem of declining institutional excellence in the department.

2. Literature Review

The literature review discusses the conceptual framework, research hypothesis, and theories that support organizational agility, organizational performance, and institutional excellence.

1.2 2.1 Institutional Excellence

The researcher believes that institutional excellence is what places institutions, including the UAE Passports and Immigration Department, in a distinguished position that will make them have a better competitive ability compared to other organizations and provide their best to reach the maximum level of satisfaction, and customers look forward to it becoming the best alternative and the most appropriate choice. Al-Louh (2017) defined institutional excellence as doing what distinguishes itself from competitors in order to achieve a competitive advantage over them. Al-Najjar (2019) also defined it as working to integrate the organization's activities to achieve the previously planned goal to reach the maximum satisfaction that the stakeholders associated with that organization aspire to, which it gives it a competitive advantage that distinguishes it from competitors. Rafi' (2020) defined it as a set of complete, organized steps and procedures that the institution follows by effectively employing its capabilities and available resources so as to achieve balanced satisfaction for all those dealing with the institution and its employees.

Many organizations face internal issues and roadblocks that limit their ability to improve the quality of services resulting in the failure and collapse of many organizations, as well as their inability to compete, with other organizations (Barrett et al., 2015) .The idea of effectiveness, which focuses on achieving the objectives of the entire business in the face of multiple environmental changes, has also endured, as have organizational culture and administrative efforts (Alnuaimi, 2022). Clear purpose, enough resources, and a concentration on outcomes describe effective strategy and commitment to achieving a common objective (Pinar & Girard, 2008). AlHalaseh and Alrawadyeh's (2022) identified that any action or activity of each individual that develops and reinforces accomplishment inside the organization and incorporates various work forces.

"Organizations consistently outperform the best international practices in performing their tasks, linking with their customers and clients through support and interaction relationships, and knowing the performance capabilities of their competitors, their external weaknesses and strengths, and the surrounding environment," according to Alnuaimi, (2022). As a result of reviewing the previous definitions of institutional excellence, the researcher concludes that an organization's ability to

contribute strategically, excel in performance, solve problems, and achieve goals effectively distinguishes it from others and allows it to enter the competitive market efficiently due to the many advantages it possesses.

1.3 2.2 Organizational Agility

The concept of organizational agility is one of the new management concepts that is very popular in academic circles, and in the administrative literature, organizational agility appeared within the year 1991 AD. Because people realized that the change in corporate environments was faster than their ability to adapt, it has been done (Damer, Al-Znaimat, Asad, & Almansour, 2021). The concept of agility was proposed for the first time by the Iacocca Institute at Lehigh University in the United States.

In 1990, American university, through four researchers coined the term organizational agility as part of a response to request the US Congress to submit a strategic report on industrial enterprises in which he confirmed that the regulatory policies of enterprises are insufficient to ensure development and keep pace with Competition, so organizational flexibility is required to maintain organizational competitiveness, and by In the mid-nineties, the largest enterprises in the United States adopted the concept of organizational agility (Young, 2013)

The concept of agility is considered an administrative concept, due to the presence of a large number of different terms surrounding this concept, and many researchers believe that physical fitness is a necessary condition for achieving organizational agility. The concept of organizational agility is considered one of the modern concepts (Ullah, et al., 2021). Defined by Hamad & Yozgat (2017) the ability of an organization to proactively detect and respond quickly and effectively to sudden and unexpected changes in the business environment. As Mansour (2020) defined it, it is the ability to sense changes and respond to them more quickly and effectively through flexibility and exploiting possible opportunities resulting from this change and investment competencies and enhancing excellence. While Zaqout (2020) defined it as the ability to respond and adapt to turbulent environmental variables and develop its services and develop its resources to the extent that achieves effectiveness in organizational performance.

In light of the above, the researcher believes that although researchers have all agreed on the characteristic of organizational agility, which is organizational ability as one of the modern terms, on the essence of the definition. Rapid response and adaptation to changes, improving overall performance, especially administrative performance, and taking advantage of new opportunities to gain a competitive advantage for the organization (Majali et al., 2022). Accordingly, the researcher defined organizational agility procedurally as: a dynamic process capable of immediate and rapid response to expected and unexpected environmental changes based on the sensor and predict what might happen to achieve change management and take advantage of available opportunities with sufficient flexibility and speed (Qalati et al., 2022; Sulaiman & Asad, 2023). There are three different categories of OA dimensions. They are the capacities for seeing, making decisions, and acting.

2.2.1 Sensing Agility

Sensing agility is the capacity of an organization to quickly analyze and track events and changes in the external environment (e.g., changes in customer preferences, new competitor actions, and advancements in technology) (Asad et al., 2023). Sensing is the process of strategically observing environmental events that may have an impact on organizational strategy, competitive work, and future performance (Zahid et al., 2022). It involves a number of activities, such as gathering information about environmental change-demonstrating events on the one hand and removing irrelevant information on the other, all while abiding by predetermined foundations and rules (Chethiyar et al., 2019). Making and following through on decisions is the focus of this study. It is concerned with how businesses adjust to environmental changes (Nafei, 2016).

2.2.2 Decision-Making Agility

The capacity to gather, accumulate, reorganize, and assess pertinent information from a variety of sources in order to quickly explain the business' implications, identify opportunities and threats based on the interpretation of events, and develop action plans that guide resource reconfiguration and the creation of new competitive strategies (Bilal & Sulaiman, 2021). The decision-making process comprises a number of related activities that identify potential threats and explain a range of occurrences (Asad, et al., 2021). To understand the implications of their job, decision-makers must obtain information from a number of sources. The goal of decision-making is to maximize opportunities and reduce threats' negative effects on the organization's survival (Darijani et al., 2022).

2.2.3 Acting Agility/Practising

In order to adapt to changes in the environment, the acting task involves a sequence of activities targeted at reassembling organizational resources and altering business processes based on work principles obtained from the decision-making task (Nafei, 2016). Organizations may change their organizational structures and business processes by utilizing a range of tools and resources (Mohammed & Omer, 2020).

1.4 2.3 Organizational Performance

Performance, which is the common denominator, is the yardstick by which individual efforts inside any firm are judged. Performance, according to Saffar and Obeidat (2019), is an organization's capability to achieve its goals. They agree with him that performance is an organization's capacity to achieve long-term goals (Zuhaib et al., 2022). Performance is a function of an organization's ability to maximize the use of its available resources and steer them in the direction of its goals.

And, in accordance with (Al-ma'ani et al., 2019), performance represents the desired output or to be achieved by the organization, based only on the positive aspects of the performance results, and assuming the organization's ability to achieve a high level of performance (Zahra et al., 2012). Since performance is seen as the result of the various activities and works carried out by the company, its measurement is determined in proportion to the factors affecting it.

The use of financial performance indicators in the process of assessing institutional performance in various corporate business organizations was widely agreed upon by many writers and

academics. Ahlbäck et al. (2017) emphasized that financial performance is the most basic measure of an organization's success, and that failure to achieve the required and basic financial performance may jeopardize the organization's existence and continuity, and expresses (Anwar, 2019) by saying: Superior and outstanding financial performance is the organization's main goal, and that all secondary goals can be achieved impeccably.

Hatzijordanou et al. (2019) found that an organization's excellent financial performance gives it sufficient financial resources to exploit any investment potential while also helping it meet stakeholder demands and rights. (Meinhardt et al., 2018) identified the best financial indicators in measuring the organization's performance, such as net asset turnover, return on net assets, net profit margin, and gross profit margin, whereas (Anwar, 2019) considered that the most important of these indicators are return on investment and asset growth, while Rajaguru and Matanda (2019) believe that the ratios of return on investment, return on equity, and return on equity are most appropriate.

OP is a reflection of a company's ability to achieve its goals, or, to put it another way, its capacity to achieve long-term goals (Hani, 2021). OP is a combination of an organization's resources and abilities that are used effectively and efficiently to achieve its objectives. OP is the level of the organization's outputs following the completion of operations on its inputs. OP stands for the organization's actions' final product (Meinhardt et al., 2018).

A thorough analysis of the several OP principles has led to the conclusion that the company's targeted objectives are what OP is most fundamentally about: achieving them successfully and efficiently. Both Meinhardt et al. (2018) and Hatzijordanou et al. (2019) classify the dimensions of OP into two groups. They can be discussed in the manner shown below:

1.5 2.4 Conceptual Framework and Hypotheses

2.1.1 Resource Based View Theory

The many theories that have been utilized to guide the study of talent management, succession planning, and employee well-being in the Department of Passports and Immigration, notably in the Emirate of Dubai, are examined in this section. The following resources are used in supply theory. Agents create or collect resources to apply methods that lead to 'winning,' according to Resource Based View Theory (Wernerfelt, 1984). The capacity of the client to invest in internal capabilities and so preserve a competitive edge influences the choice to outsource. The resource-based supply theory, which allocates the company's resources, is the primary driver of its success and may lead to a long-term competitive advantage.

Finding resource qualities that competitors could not mimic was the main goal in the early phases of resource-based presentation (Asad et al., 2024). Even though a company's resources are the foundation of its competitive advantage, if competitors can easily copy those resources, the advantage will not last for very long since productive activity requires resource team collaboration and coordination (Salem et al., 2023). In each function or production process in any firm, the resource team's collaboration and coordination is necessary (Asif et al., 2021). The company's resources, on the other hand, are a source of capabilities for implementing succession management, with the continuing ability being the human resources team's capacity to carry out

certain duties or operations (Ullah, et al., 2021). And the notion of resource-based capabilities is a key source of its competitive advantage over other organizations in the market, whether they are in the same situation or not (Riphah et al., 2022). The company is viewed as a collection of tangible and intangible resources that enable it to compete with other enterprises in this strategic theory of resource-based supply theory.

By possessing a resource that allows the organization to apply any of the components, the value creation approach may be implemented as a feasible option to outperform rivals or lessen own shortcomings (Qalati et al., 2022). This element necessitates that the resource costs stay lower than the future rents demanded by the value-creation method (Khalil et al., 2018). If it can exploit possibilities or discover strengths, shortcomings, and opportunities by going into detail and providing value, it becomes a resource.

2.1.2 Grunig's Excellence Theory

Grunig's search for an audience led him to Colombian farmers, where he launched the study initiative now known as Excellence Theory (Grunig & Grunig, 2008). The importance of public relations in organizational decision-making, the symmetric model of public relations, public relations measurement, and how an organization's structure and environment affect public relations behavior were then studied.

The model was expanded by the IABC Excellence Project to include theories about the functions of operations research, gender, and diversity. A general view of public relations as a strategic management function emerged from excellence theory (Grunig & Grunig, 2008).

1.6 2.8.1 Conceptual Framework

Organizational performance serves as the mediating variable in this model, which primarily comprises of the independent variable organizational agility and the dependent variable institutional excellence. In light of the mediating role that organizational performance plays, this model aims to explain the nature of the link between organizational agility and organizational excellence.

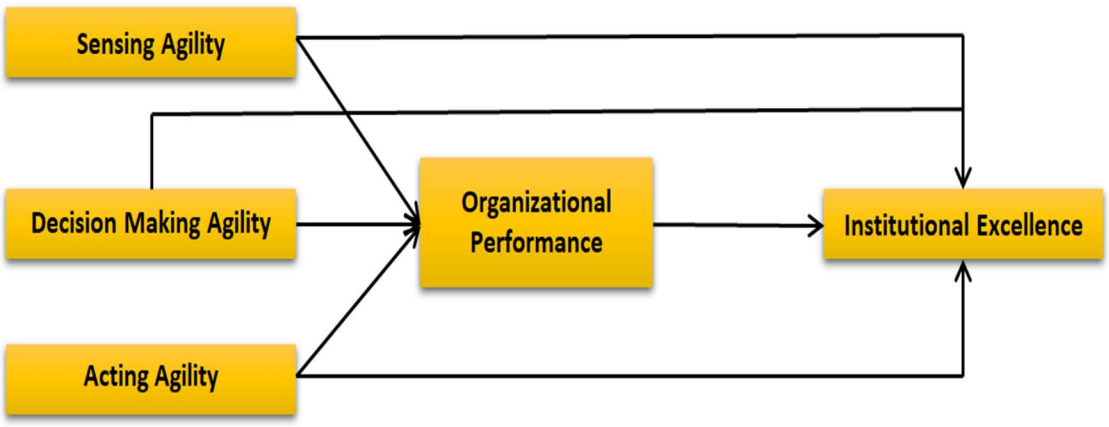


Figure 2.1: Conceptual Framework

Organizational performance serves as an intermediary variable in this model between organizational excellence, which serves as a dependent variable, and organizational agility, which serves as an independent variable. In light of the mediating role played by organizational performance, this model aims to explain the nature of the link between organizational agility and organizational excellence.

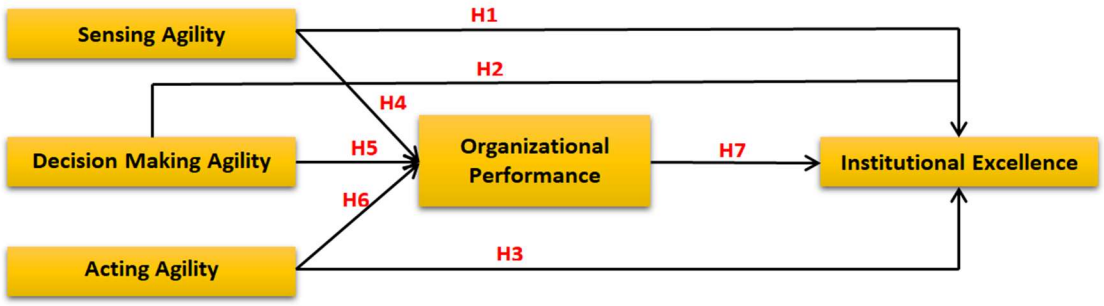


Figure 2.3: hypotheses

Sensing agility is closely connected to organizational excellence. The task of sensing entails strategic monitoring of organizational events that may have an impact on organizational strategy, competitive work, and future performance, leading to organizational excellence (Chikerema & Makanyeza, 2021). Sensing agility, then, is concerned with how enterprises respond to environmental changes and reach prospective institutional excellence, therefore, the following hypothesis is proposed;

H_1: Sensing agility influence organizational excellence in Department of Passports and Immigration

Moreover, the decision-making function consists of a variety of interconnected tasks that identify opportunities and risks in the environment of the company, which in turn requires an efficient decision-making agility (Laskovaia et al., 2019). By making quick decisions, the decision-making task aims to maximize possibilities, lessen risks' effects on the organization's existence, and attain institutional excellence (Lombardi et al., 2021), therefore, the following hypothesis is proposed;

H_2: Decision Making agility influence organizational excellence in Department of Passports and Immigration

In order to respond to changes in the organization's environment, the task of representation entails a series of actions aimed at regrouping organizational resources and adjusting business processes based on business principles derived from the task of decision-making. Hence, the following hypothesis is proposed;

H_3: Acting Agility influence organizational excellence in Department of Passports and Immigration

In the framework of the institution's continuous pursuit towards institutional excellence, it develops methodologies for organizational performance, because of its effectiveness as a reason for institutional excellence (Elsakaan et al., 2021). Many studies show that organizational

performance clearly affects organizations achieving effective institutional excellence (Dodge et al., 2012). Therefore, successful institutions seek to ensure effective organizational performance that leads the organization to an improvement in its administrative operations and an improvement in its level of institutional excellence, which often depends on the efficiency of the organization's organizational performance (Abu-Naser et al., 2016). Hence the following hypothesis is proposed;

H4: Organizational performance influence organizational excellence in Department of Passports and Immigration s.

Moreover, considering the importance of organizational performance for achieving excellence, many organizations face challenges and setbacks that limit their capacity to compete and enhance organizational performance. In order to achieve a level of institutional excellence that is suitable for them, it is possible to link the relationship between organizational agility in its various dimensions (sensing agility, decision making agility, and acting agility) and organizational excellence. Institutional excellence cannot be achieved by chance or through the existence of abstract scientific theories that discussed the relationship that links it to organizational agility and the extent to which that relationship is affected by administrative performance, which constitutes the accumulation of mature administrative performance in institutions, but rather it must have tangible achievements in relation to that relationship. Therefore, the following three hypothesis are proposed;

H_5: Organizational performance mediates the relation between sensing agility and organizational excellence in Department of Passports and Immigration.

H_6: Organizational performance mediates the relation between decision making agility influence organizational excellence in Department of Passports and Immigration

H_7: Organizational performance mediates the relation between acting agility and organizational excellence in the Department of Passports and Immigration.

3. Research Methodology

Research design refers to the systematic framework and approach used to examine a certain research inquiry. This research adopts a quantitative approach in its methodology. Quinlan, et. Al., (2018) have classified business research into three distinct categories, namely exploratory, descriptive, and causal. Research hypotheses are formulated by drawing upon prior research that has examined the association between organizational agility and institutional excellence, while considering the impact of organizational performance. The survey methodology has been used for the investigation. The study design used is a one-time or cross-sectional approach, whereby data was collected on a single occasion, potentially spanning days, weeks, or months, with the aim of addressing the research inquiries. A questionnaire was sent to all respondents and collected upon completion to gather the necessary data.

The population process is beginning with determining the total population size. Population is referring group of people, things or event of interest to investigate while sample is subset of population as cited in (Sekaran & Bougie. 2013). The study is examining the institutional excellence of the Department of Passports and Immigration - UAE; therefore, the unit of analysis

is the department offices, thus, the total population is the employees who are working in the Department of Passports and Immigration – UAE. In total 1600 people work for the Department of Passports and Immigration in the UAE, and 310 people would provide a good sample size according to the Morgan and Kerjice calculation. The technique used for selecting samples is quota sampling. The samples are allocated into the different offices and directorate Department of Passports and Immigration – UAE. Convenience technique is used to reach participants at every chosen location based on their availability and acceptance to fill up the survey.

The main instrument used to collect original data from sampled participants was well-structured questionnaire. As questionnaire must be solid, valid, reliable, asking proper questions, asking enough information, easy to use, and keep participants confidentiality. The questionnaire was adopted from prior studies; the items for Sensing Agility were adopted from Nafei (2016), the items for Decision Making Agility were adopted from Darijani et al. (2022), the items for Acting Agility were adopted from Mohammed and Omer (2020), the items for Organizational Performance were adopted from Saffar and Obeidat (2019), and the items for Institutional Excellence were adopted from Hadi, et. Al., (2019). According to Quinlan, et. Al., (2018), the Likert scale is an interval scale that explicitly employs the five stances of strongly concede, strongly disagree, strongly disagree, neither admit nor oppose, and oppose. The Likert scale, which has a maximum score of five and a minimum score of one, is employed. The items for every variable are adapted from some related previous studies. the next sections deals with the analysis of the collected data.

4. Analysis and Findings

In order to identify the outer loading problems, the study examined the outer loadings first. All of the item loading values should be more than 0.7, as indicated by Quinlan et al. (2018). Thus, all the item loading indicators of all variables acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility have specific values ranging between 0.701 and 0.895 are shown in Table 1.

Table 1 Outer Loadings

	Acting Agility	Decision Making Agility	Institutional Excellence	Organizational Performance	Sensing Agility
Q10	0.836				
Q11	0.862				
Q12	0.895				
Q13	0.847				
Q14	0.826				
Q15	0.871				
Q17	0.789				
Q18	0.764				
Q19			0.721		
Q20			0.815		
Q21			0.788		

Q22			0.860		
Q23			0.740		
Q24			0.701		
Q25			0.878		
Q26			0.712		
Q27			0.701		
Q28			0.767		
Q30			0.722		
Q31			0.717		
Q32			0.825		
Q33			0.768		
Q34			0.774		
Q35			0.750		
Q36			0.735		
Q37			0.726		
Q38					0.815
Q39					0.795
Q40					0.858
Q41					0.813
Q43					0.808
Q44					0.781
Q45					0.801
Q46					0.753
Q47		0.859			
Q48		0.747			
Q49		0.860			
Q50		0.870			
Q51		0.895			
Q52		0.769			
Q53		0.865			
Q54		0.816			
Q55				0.815	
Q56				0.813	
Q58				0.847	
Q59				0.803	
Q60				0.832	
Q61				0.710	
Q65				0.717	
Q66				0.769	

Q67				0.847	
Q69				0.847	
Q70				0.782	
Q71				0.850	
Q72				0.786	
Q73				0.767	
Q74				0.765	

The results of the outer loadings in Table 1 confirm that every item is included in the model and all variable values of acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are higher than the threshold level of 0.7.

4.1 Construct Reliability and Validity

The assessment of construct reliability and validity in which the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) have been examined for all variables which are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility. Similarly, all the variable values in Cronbach's Alpha must be higher than the threshold level of 0.7 as stated by Henseler et al. (2015) whereas, other prior researchers stated that all variable values in composite reliability must be less than 0.60 (Hair et al., 2012; Hair Jr et al., 2020).

Likewise, the variable values are considered more significant if they are 0.7 or greater than 0.7. AVE also ensures that convergent validity has been analyzed. Additionally, AVE illustrates that all variable values are calculated using a threshold level of 0.50 or greater than 0.50 (Hair et al., 2013). Therefore, the calculated values of all variables which are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are mentioned as per the threshold level in Table 2.

Table 2 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Acting Agility	0.939	0.949	0.701
Decision Making Agility	0.938	0.949	0.700
Institutional Excellence	0.946	0.952	0.529
Organizational Performance	0.957	0.962	0.628
Sensing Agility	0.921	0.936	0.646

Table 2 shows the findings of all variables in Cronbach's Alpha for acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility values were 0.939, 0.938, 0.946, 0.957, and 0.921 whereas, the composite reliability values for acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility were 0.949, 0.949, 0.952, 0.962, and 0.936. Additionally, the average variance extracted for acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility were 0.701, 0.700, 0.529, 0.628, and 0.646.

4.2 Discriminant Validity by Fornell-Larcker Criterion

The study has assessed the analysis of discriminant validity for all variables which are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility. Meanwhile, discriminant validity also confirmed that one latent variable is distinct from the other latent variable. Consequently, Hair et al. (2010) asserted that Fornell-Larcker Crieterion is the most standard approach for determining the discriminant validity. Therefore, the calculated values of all variables acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are shown in Table 3.

Table 3 Discriminant Validity by Fornell-Larcker Criterion

	Acting Agility	Decision Making Agility	Institutional Excellence	Organizational Performance	Sensing Agility
Acting Agility	0.837				
Decision Making Agility	0.663	0.837			
Institutional Excellence	0.772	0.664	0.727		
Organizational Performance	0.750	0.798	0.746	0.792	
Sensing Agility	0.745	0.777	0.611	0.754	0.803

As a result, Table 3 shows the outcomes of discriminant validity by the Fornell-Larcker Criterion for all variables in the structural model that are reliable and valid which have been examined.

4.3 Discriminant Validity by Heterotrait-Monotrait Ratio (HTMT).

Discriminant validity is a significant concept in structural equation modeling that exhibits that one latent variable is distinct from the other latent variable. Subsequently, the discriminant validity by applying the Heterotrait-Monotrait Ratio (HTMT) criterion can be used to test the discriminant validity as well as to measure the average correlation of the indicators through variables, whereas, if the variable value of HTMT is below 0.90, hence, discriminant validity has been analyzed between two variables stated by (Ab Hamid et al., 2017). Therefore, the discriminant validity by HTMT criterion for all variables which are acting agility, decision-making agility, institutional excellence, organizational performance, and sensing agility are shown in Table 4.

Table 4 Discriminant Validity by Heterotrait-Monotrait Ratio (HTMT)

	Acting Agility	Decision Making Agility	Institutional Excellence	Organizational Performance	Sensing Agility
Acting Agility					
Decision Making Agility	0.700				
Institutional Excellence	0.811	0.697			

Organizational Performance	0.787	0.820	0.776		
Sensing Agility	0.793	0.825	0.793	0.796	

As a result, the above findings of discriminant validity by heterotrait-monotrait ratio (HTMT) show that all variable values are reliable and valid.

4.4 Direct Effects

The study has analyzed the analysis of a systematic model of the structural model to provide a distinctive picture of the direct effect results. Therefore, the calculated values of direct effects between independent variables which are acting agility, decision-making agility, and sensing agility, and dependent variable institutional excellence showing a significant relationship are shown in Table 5.

Table 5 Direct Effects

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Acting Agility->Institutional Excellence	0.366	0.360	0.098	3.752	0.000
Decision-Making Agility->Institutional Excellence	0.010	0.009	0.012	3.099	0.000
Sensing Agility ->Institutional Excellence	0.538	0.540	0.096	5.610	0.000

As a result, Table 5 shows the analysis of path coefficient direct effects in which there is a significant relationship between acting agility and institutional excellence (β=0.366, t=3.752, p=0.000), while there is a significant relationship between decision-making agility and institutional excellence (β=0.010, t=0.099, p=0.000). Lastly, there is also a significant relationship between sensing agility and institutional excellence (β=0.538, t=5.610, p=0.000).

4.5 Mediation Effects

The study has analyzed the mediation effects in which the mediator variable organizational performance has been introduced. Therefore, the results of the mediation effects are mentioned in Table 6.

Table 6 Mediating Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Acting Agility -> Organizational Performance	0.335	0.328	0.095	3.513	0.000
Decision Making Agility-> Organizational Performance	0.463	0.457	0.101	4.601	0.000

Organizational Performance-> Institutional Excellence	0.231	0.222	0.117	1.976	0.041
Sensing Agility-> Organizational Performance	0.145	0.156	0.048	2.992	0.006

As a result, Table 6 reveals the analysis of mediation effects in which there is a significant relationship between acting agility and organizational performance (β=0.335, t=3.513, p=0.000), while there is a significant relationship between decision-making agility and organizational performance (β=0.463, t=4.601, p=0.000). Furthermore, there is a significant relationship between organizational performance and institutional excellence (β=0.231, t=1.976, p=0.041), whereas there is also a significant relationship between sensing agility and organizational performance (β=0.145, t=2.992, p=0.006).

4.6 Specific Indirect Effects

The study has investigated organizational performance as a mediating effect between independent variables acting agility, decision-making agility, and dependent variable institutional excellence. Therefore, the measured values of all variables in the specific indirect effects are shown in mentioned in Table 7.

Table 7 Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Acting Agility->Organizational Performance->Institutional Excellence	0.377	0.373	0.044	3.750	0.000
Decision-Making Agility->Organizational Performance->Institutional Excellence	0.107	0.102	0.053	2.002	0.045
Sensing Agility ->Organizational Performance->Institutional Excellence	0.333	0.339	0.044	3.769	0.000

The above findings of specific indirect effects reveal that organizational performance has a significant relationship between acting agility and institutional excellence (β=0.377, t=3.750, p=0.000) while organizational performance has a significant relationship between decision-making agility and institutional excellence (β=0.107, t=2.002, p=0.045). Furthermore, organizational performance has also a significant relationship between decision-making agility and institutional excellence (β=0.107, t=3.769, p=0.000)

4.7 Construct Cross-validated Redundancy.

After the examination of outer loadings, construct reliability, and validity, discriminant validity (Fornell and HTMT), mediation effects, and specific indirect effects the next essential tool is to confirm the predictive relevance of the model which is analyzing the construct cross-validated redundancy. Subsequently, the analysis used the Stone-Geisser test to measure the Q^2 of the endogenous latent variable. Additionally, we have analyzed the cross-validated redundancy of the

variable by using a blindfolding method. Therefore, the results of construct cross-validated redundancy are mentioned in Table 8

Table 8 Construct Cross-Validated Redundancy

	SSO	SSE	Q^2(=1-SSE/SSO)
Institutional Excellence	1782.000	1154.686	0.352
Organizational Performance	1485.000	849.281	0.428

As a result, the analysis of construct cross-validated redundancy in Table 8 shows that Q^2 values are higher than zero which are institutional excellence (0.352) and organizational performance (0.428) indicating that the predictive relevance of the model is significant. Moreover, Henseler and Fassott, (2009) demonstrated that if the calculated values of Q^2 are higher than zero confirms that the model holds significant predictive relevance, whereas, if the Q^2 values are less than zero it shows the predictive relevance of the model is lack or weak.

2.

5. Conclusions Limitations and Recommendations

The purpose of the study was to analyze the direct effect of organizational agility over institutional excellence. Furthermore, another objective of the study was to identify the mediating role of organizational performance between three dimensions of organizational agility and institutional excellence. For the said purpose, considering the declining performance of Department of Passports and Immigration in the UAE was chosen. The findings of the study revealed that the three dimensions of organizational agility have a significant direct effect over institutional excellence, moreover, organizational performance holds significant mediating role. The predictive relevance is also significant, which confirms that the developed model is significant.

The findings are aligned with the prior study as the agility always leads to excellence, however, the mediating role of performance has hardly been addressed in the prior studies which was a major gap in the theory which the current research has fulfilled. Furthermore, practically the declining performance of Department of Passports and Immigration in the UAE can be improved by understanding the importance of agility. In the current era, passports, visas everything is becoming digital, Dubai is becoming a hub for change innovation and technological advancements, hence, having agility is a must for every department.

Despite significant theoretical as well as practical contribution the study has certain limitations, as the data has been collected using questionnaire, hence chances of self-bias can exist. Secondly, the data has been collected from one department, therefore, future researchers are requested to collect the data from different departments to increase the generalizability of the findings.

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