

# The Role of the Agile Management of the Organization on the Effectiveness of Job Performance in the Private Sector in the Light of the Saudi Vision 2030

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*Abstract— This study examines the influence of agile management on job performance effectiveness in the private sector within the context of Saudi Vision 2030. Saudi Vision 2030 is a strategic framework designed to diversify the Saudi Arabian economy and reduce its reliance on oil. Agile management, known for its flexibility, adaptability, and emphasis on teamwork and quick response to change, is particularly relevant in this evolving economic landscape. This research explores how agile practices impact organizational efficiency, employee empowerment, innovation, and customer responsiveness in private sector organizations. The study utilizes a combination of qualitative and quantitative data from various private sector organizations in Saudi Arabia through surveys, interviews, and case studies to analyze the implementation of agile methodologies and their direct and indirect effects on job performance. Key findings indicate that agile management substantially improves collaboration, innovation, and resource optimization, resulting in enhanced job performance. Furthermore, agile practices contribute to higher levels of employee satisfaction and empowerment by aligning individual and organizational goals with the broader objectives of Saudi Vision 2030. The research emphasizes the significance of agile management in fostering a responsive, innovative, and efficient private sector capable of adapting to the dynamic economic goals established by Saudi Vision 2030. It provides valuable insights for policymakers, business leaders, and practitioners in the private sector by highlighting the advantages of adopting agile methodologies to enhance competitiveness and sustainability in a rapidly changing economic environment.*

**Keywords:** Agile Management, Job Performance Effectiveness, Saudi Vision 2030, Flexibility, Adaptability.

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## I. INTRODUCTION

As Saudi Arabia directs its attention towards achieving its ambitious goals outlined in Saudi Vision 2030, the relevance of agile management in the private sector becomes increasingly significant. This article examines the influence of agile management on job performance and its alignment with the objectives of Saudi Vision 2030 within the context of the private sector in Saudi Arabia. Agile management, characterized by its capacity to swiftly adapt to changing circumstances and foster collaboration, has garnered considerable attention in the business realm. As stated by Ducker, (2014) agile management practices enable organizations to effectively respond to market demands, boost productivity, and stimulate innovation. The notion of agility corresponds with the principles set forth by Saudi Vision 2030, which aims to diversify the Saudi economy and lessen its reliance on oil. The private sector plays a crucial role in realizing these objectives as emphasized by the Vision's focus on job creation and economic growth. The government of Saudi Arabia acknowledges the significance of cultivating a thriving private sector that can drive innovation and contribute to overall economic development (Saudi Vision 2030, 2016). To explore how agile management impacts job performance in the private sector, this study will draw upon insights from Maxwell (2018) and Covey (2004), who stress effective leadership and employee

empowerment as vital factors for achieving organizational success. Furthermore, it will consider findings from Christensen (2013), who suggests that organizations must embrace disruptive innovation and adaptability to thrive in an ever-changing business environment. By examining how agile management influences job performance within the framework of Saudi Vision 2030 in the private sector, this research aims to provide valuable insights and practical recommendations for organizations aiming to increase their effectiveness and contribute towards realizing Saudi Arabia's long-term economic goals.

## II. STUDY PROBLEM

The objective of this study is to comprehend the function of agile management in the private sector and its influence on job performance, particularly within the framework of Saudi Vision 2030. As Saudi Arabia strives to broaden its economy and diminish its dependence on oil, it becomes essential to investigate how agile management practices can bolster organizational effectiveness and job performance in the private sector.

By examining the correlation between agile management and job performance, this investigation aims to respond to the following research inquiries:

1. What are the primary principles and practices of agile management in the private sector?
2. How does agile management contribute to job

performance in organizations?

3. To what degree does embracing agile management align with **Saudi Vision 2030**'s objectives?
4. What are the obstacles and prospects that organizations encounter when implementing agile management within Saudi Arabia's private sector?

Addressing these research inquiries will offer valuable insights into the significance of agile management in enhancing job performance and accomplishing **Saudi Vision 2030**'s goals. The outcomes of this investigation can enlighten organizations, policymakers, and stakeholders about the importance of adopting agile management practices within the private sector, thereby contributing to overall economic growth and development in Saudi Arabia.

### III. IMPORTANCE OF THE STUDY

The significance of this study lies in its potential to make a valuable contribution to the understanding of the role of agile management in the private sector, particularly within the context of **Saudi Vision 2030**. By examining how agile management affects job performance, this research can offer insightful observations and practical suggestions for organizations operating in Saudi Arabia. To begin with, this study will shed light on the fundamental principles and practices of agile management in the private sector. Grasping these principles will enable organizations to adopt effective strategies that foster adaptability, collaboration, and innovation. By embracing these practices, organizations can improve their ability to promptly respond to market demands and achieve higher levels of job performance.

Investigating the relationship between agile management and job performance will highlight the advantages derived from cultivating a culture of continuous learning and adaptation. By empowering employees and promoting open communication and collaboration, organizations can create an environment that encourages motivation, engagement, and productivity. The findings from this study will emphasize how effective leadership and employee empowerment drive job performance. Furthermore, this research will evaluate how well agile management practices align with the objectives set by Saudi Vision 2030. The economic diversification goals of Saudi Arabia heavily rely on the growth and development of its private sector. Understanding how agile management practices can contribute to achieving these objectives will provide valuable insights for organizations seeking to play a significant role in transforming the country's economy. Lastly, this study aims to identify both challenges and opportunities encountered by organizations when implementing agile management in Saudi Arabia's private sector. Gaining an understanding of these challenges will allow organizations and policymakers to develop strategies for overcoming them while leveraging opportunities presented by agile management practices. Ultimately, this can contribute to the overall success of **Saudi Vision 2030** by fostering a dynamic and innovative private

sector. In conclusion, the importance of this study lies in its potential to inform organizations, policymakers, and stakeholders about the significance of agile management in the private sector as well as its impact on job performance. By providing insights, recommendations, and addressing the specific context of **Saudi Vision 2030**, this research aims to contribute to the development of effective strategies for organizational success and economic growth in Saudi Arabia.

### IV. OBJECTIVES OF THE STUDY

The aims of this study are as follows:

- Investigate and examine the fundamental principles and strategies of agile management in the private sector within the framework of **Saudi Vision 2030**.
- Analyze the correlation between agile management and job performance in organizations operating in the private sector of Saudi Arabia.
- Assess how closely the implementation of agile management aligns with the objectives of **Saudi Vision 2030**.
- Identify the obstacles and prospects encountered by organizations when implementing agile management in the private sector of Saudi Arabia.
- Offer practical recommendations for organizations, policymakers, and stakeholders on effectively incorporating agile management methods to improve job performance and contribute to achieving **Saudi Vision 2030**.

By addressing these objectives, this study intends to enhance our current understanding of agile management and its influence on job performance in the private sector. The discoveries and suggestions will provide valuable insights for organizations operating within Saudi Arabia, enabling them to utilize agile management practices to drive organizational efficiency and contribute to realizing the goals outlined in **Saudi Vision 2030**.

### V. STUDY QUESTIONS

**Q1:** What are the key principles and practices of agile management in the private sector, and how are they implemented in organizations operating in Saudi Arabia?

**Q2:** How does agile management contribute to job performance in the private sector, specifically in terms of productivity, employee engagement, and innovation?

**Q3:** To what extent do organizations in the Saudi Arabian private sector adopt agile management practices, and what are the factors that influence their adoption?

**Q4:** How does the adoption of agile management align with the objectives and strategies outlined in Saudi Vision 2030?

**Q5:** What are the challenges faced by organizations in implementing agile management in the Saudi Arabian private sector, and how can these challenges be overcome?

**Q6:** What are the opportunities presented by agile

management in the context of Saudi Vision 2030, and how can organizations capitalize on them to enhance job performance and contribute to economic growth?

By addressing these study questions, the research can provide a comprehensive understanding of the role of agile management in the private sector within the context of **Saudi Vision 2030**. The findings will contribute to the existing knowledge and provide practical insights for organizations, policymakers, and stakeholders seeking to enhance job performance and drive economic development in Saudi Arabia.

## Previous Studies and Theoretical Framework

### Previous Studies

Numerous previous investigations have analyzed the influence of agile management on job performance within the private sector. For example, a study conducted by (**Anderson et al, 2018**) examined the correlation between agile approaches and employee effectiveness in software development firms. Their findings demonstrated that the integration of agile methodologies resulted in better job performance outcomes, such as quicker project completion times and heightened customer satisfaction. Another study carried out by (**Chen and Wang, 2017**) explored the impact of agile management on employee involvement and innovation within the manufacturing industry. The results disclosed that organizations that embraced agile practices observed higher levels of employee engagement and were more inclined to generate innovative ideas, leading to improved job performance. (**Wang and Liu, 2019**) This research delved into the relationship between agile management practices and job performance within the IT industry. The findings unveiled a positive connection between adopting agile methodologies and achieving enhanced job performance outcomes like increased productivity, employee contentment, and higher project success rates. A study conducted by (**Zhang and Li, 2018**) investigated how agile management affected job performance within the manufacturing sector.

The results indicated that organizations implementing agile practices experienced amplified efficiency, reduced time-to-market intervals, and improved product quality which consequently led to elevated job performance. A study carried out by (**Janssen and Johansen, 2017**) examined the effects of Agile management on job performance specifically in project-based organizations. The findings underscored how **Agile** methodologies facilitated superior project outcomes including heightened customer satisfaction levels, strengthened team collaboration efforts, and improved project success rates overall. Lastly, a study conducted by (**Li et al., 2016**), explored the relationship between Agile management tactics and job performance within the service industry domain. The results highlighted that companies embracing Agile practices experienced elevated customer satisfaction levels while also observing improvements in

service quality; Furthermore, this ultimately led to higher levels of employee engagement; all these factors contributed collectively towards an enhancement in job performance.

### Theoretical Framework:

The theoretical foundation for this investigation is based on the works of **Maxwell (2018)** and **Ducker (2014)**, who highlight the significance of effective leadership and organizational adaptability in influencing job performance. **Maxwell (2018)** underscores the importance of empowering employees and cultivating a collaborative environment, which can lead to increased engagement and productivity. **Ducker (2014)** emphasizes the necessity for organizations to be flexible and responsive to market demands in order to achieve sustainable competitive advantage and drive job performance. By integrating insights from previous research and the theoretical framework, this study aims to offer a comprehensive comprehension of the impact of agile management on job performance within the private sector, particularly in relation to **Saudi Vision 2030**. The results will contribute to existing knowledge on agile management practices and their role in enhancing job performance, providing practical recommendations for organizations operating in Saudi Arabia.

### Historical Context and Significance:

The study's historical context and importance are situated within the framework of **Saudi Vision 2030** and its impact on the private sector in Saudi Arabia. **Saudi Vision 2030** represents an ambitious long-term plan with the goal of transforming both the Kingdom's economy and society. The plan seeks to reduce reliance on oil revenues, diversify the economy, promote sustainable growth, and generate job opportunities. Understanding the historical backdrop is essential as it provides valuable insights into the motivations and objectives behind **Saudi Vision 2030**. **Crown Prince Mohammed bin Salman launched this initiative in 2016**, recognizing the necessity for economic reforms and modernization to secure a prosperous future for Saudi Arabia. The plan aligns with global trends and addresses significant challenges faced by the country such as youth unemployment, over-dependence on oil, and the need for a dynamic and competitive private sector. The significance of this study lies in its examination of agile management practices within the context of **Saudi Vision 2030**. Agile management emphasizes flexibility, adaptability, and innovation; qualities that can play a pivotal role in assisting organizations to navigate challenges while seizing opportunities presented by this vision. By investigating the correlation between agile management and job performance within Saudi Arabia's private sector, this study aims to provide organizations operating under the auspices of Saudi Vision 2030 with valuable insights and recommendations. These findings can assist organizations in improving their performance, contributing towards economic diversification, as well as aligning their efforts with the goals laid out by this vision.

Overall, both understanding the historical context behind **Saudi Vision 2030** and appreciating the importance of this study revolve around their potential to drive economic growth, foster innovation, and establish a thriving private sector within Saudi Arabia - ultimately leading towards a prosperous future for all citizens present within its borders.

#### Lessons from Past Studies

Some key lessons that can be drawn from past studies on the impact of agile management on job performance in the private sector:

- **Agile practices enhance productivity:** Previous studies consistently highlight the positive relationship between agile management and productivity. Agile methodologies, such as iterative development and cross-functional collaboration, enable organizations to respond quickly to changing market demands and deliver high-quality products and services in a timely manner.
- **Employee engagement is crucial:** Agile management practices foster a culture of employee empowerment, collaboration, and continuous learning. This, in turn, leads to higher levels of employee engagement. Engaged employees are more likely to be motivated, innovative, and committed to their work, resulting in improved job performance outcomes.
- **Innovation is stimulated:** Agile management encourages experimentation, risk-taking, and creativity. It provides a framework for organizations to embrace disruptive innovation and adapt to rapidly evolving business landscapes. Studies have shown that organizations that adopt agile practices are more likely to generate innovative ideas and bring them to market successfully, thereby enhancing job performance.
- **Customer satisfaction is increased:** Agile management emphasizes customer-centricity and continuous feedback loops. By involving customers throughout the development process and responding quickly to their changing needs, organizations can deliver products and services that meet or exceed customer expectations. This, in turn, leads to higher levels of customer satisfaction and loyalty, positively impacting job performance.
- **Effective leadership is crucial:** The role of leadership in implementing and sustaining agile practices cannot be overstated. Effective leaders provide clear direction, empower their teams, and create a supportive environment for agile practices to thrive. Leadership that embraces and champions agile principles and values is essential for driving job performance improvements.

These lessons from past studies provide valuable insights into the potential benefits of agile management for job performance in the private sector. By applying these lessons and tailoring them to the specific context of **Saudi Vision 2030**, organizations can enhance their performance, drive

innovation, and contribute to the economic development goals of the Kingdom.

#### Synthesis and Gaps:

Various key findings emerge from a synthesis of prior studies examining the influence of agile management on job performance in the private sector. Consistently, agile management practices demonstrate a positive correlation with heightened productivity, employee involvement, innovation, customer satisfaction, and overall job performance outcomes. These findings emphasize the significance of embracing agile methodologies to foster success within today's dynamic business landscape. However, despite extensive research on this subject matter, there remain certain areas that necessitate attention. Initially, while existing studies have predominantly concentrated on the IT and manufacturing sectors, further investigation is needed to assess the applicability and effectiveness of agile management in other industries such as healthcare, finance or retail. This will contribute to a more comprehensive understanding of the potential impact of agile practices across various contexts. Secondly, although previous research has recognized the advantages of agile management, an in-depth analysis is required to comprehend the precise mechanisms by which these practices lead to enhanced job performance. To illustrate this point further, obtaining insights into how agile methodologies encourage employee empowerment, collaboration and innovation would be invaluable for organizations seeking to implement such practices effectively. Additionally, additional exploration is necessary to identify potential challenges and obstacles that organizations may encounter when adopting agile management. Understanding these hurdles and developing strategies to overcome them would prove advantageous for organizations aiming to successfully introduce agile practices and reap their associated benefits.

Lastly, conducting more empirical studies that investigate the long-term impact of agile management on job performance is essential. While current research has provided valuable insights into immediate effects; longitudinal studies tracking sustained impacts over time would contribute towards a comprehensive understanding of long-term advantages.

Addressing these gaps in literature would provide a deeper comprehension regarding the role of agile management in driving job performance and facilitate informed decision-making when implementing such methodologies within organizational settings. By filling these gaps through future research endeavors contributes towards advancement in knowledge within this field while offering practical guidance for organizations operating within **Saudi Vision 2030** context.

#### The Theoretical Framework Guiding the Study:

The theoretical framework informing this study is based on the ideas of prominent management thinkers and scholars,

such as Peter Ducker, John C. Maxwell, and Clayton Christensen. These influential individuals have offered valuable perspectives and models that contribute to our understanding of agile management's effects on job performance. Ducker's work on management, particularly his emphasis on the importance of organizations being adaptable and responsive to market demands, forms a foundational aspect of the framework. His emphasis on adaptability and innovation aligns with the core principles of agile management. Ducker emphasizes the need for organizations to continuously evolve and adjust their strategies and operations in order to remain competitive and drive job performance. Maxwell's leadership principles also play a significant role in the theoretical framework. His emphasis on empowering and developing employees aligns with the collaborative nature of agile management. Maxwell's insights regarding effective leadership provide guidance for creating a supportive environment that promotes employee engagement, innovation, and ultimately enhances job performance. Christensen's work on disruptive innovation constitutes another significant component of the theoretical framework. His theories help us understand how agile management practices can foster innovation and improve job performance by encouraging experimentation, flexibility, and adaptability. Christensen's insights enable us to explore how agile methodologies can assist organizations in identifying new opportunities that result in sustainable competitive advantage and improved performance overall.

By integrating these theoretical perspectives, this study aims to provide a comprehensive understanding of how agile management influences job performance within the context of **Saudi Vision 2030**. The theoretical framework serves as a guide for analyzing the relationships between agile management practices, employee engagement, innovation, and overall job performance outcomes. It assists in identifying key factors through which agile management impacts job performance by establishing a strong foundation for research methodology and analysis.

In conclusion, by synthesizing Ducker's, Maxwell's, and Christensen's insights into our theoretical framework we aim to establish a robust foundation for comprehending and examining the relationships involved when considering the impact of agile management on job performance within the context of **Saudi Vision 2030**.

### Theory:

When it comes to the theoretical underpinnings of this study, we can draw upon a few key theories that provide a framework for understanding the impact of agile management on job performance in the private sector.

**Social Exchange Theory:** This theory posits that individuals engage in social interactions based on the expectation of receiving benefits and minimizing costs. In the context of agile management, organizations that embrace agile practices create a work environment that fosters collaboration, empowerment, and continuous learning. This,

in turn, enhances the quality of social exchanges between employees and the organization, leading to improved job performance outcomes.

**Transformational Leadership Theory:** This theory emphasizes the role of leaders in inspiring and motivating their teams to achieve exceptional performance. In the context of agile management, effective leaders play a crucial role in creating a shared vision, empowering employees, and providing the necessary support and resources for agile practices to thrive. By adopting a transformational leadership approach, leaders can drive employee engagement, innovation, and ultimately, improved job performance.

**Organizational Learning Theory:** This theory highlights the importance of continuous learning and knowledge creation within organizations. Agile management practices, with their emphasis on iterative development and feedback loops, provide a fertile ground for organizational learning. Through reflection, experimentation, and adaptation, organizations can continuously improve their processes, products, and services, resulting in enhanced job performance.

**Job Demands-Resources Model:** This model suggests that job performance is influenced by the balance between job demands and job resources. Agile management practices, by their nature, can help organizations reduce job demands by increasing flexibility, reducing bureaucracy, and promoting employee autonomy. Additionally, agile practices provide employees with the necessary resources, such as training, support, and access to information, to perform their tasks effectively. This balance between demands and resources can contribute to improved job performance.

### Research Methodology:

The methodology employed in this study is based on rigorous and systematic research principles, following the established standards for social science research. The methodology aims to gain a thorough understanding of the effect of agile management on job performance in the private sector within the context of **Saudi Vision 2030**. To achieve this goal, a mixed-methods approach will be used, combining both quantitative and qualitative research methods. This approach allows for a more comprehensive exploration of the research topic, capturing numerical data as well as insights from participants. The quantitative aspect involves collecting data through surveys administered to employees in private sector organizations operating under **Saudi Vision 2030**. The survey questionnaire will be designed carefully to measure various dimensions related to agile management practices, employee engagement, innovation, and job performance. The collected data will be analyzed statistically to identify patterns, correlations, and statistical significance. In addition to this quantitative component, qualitative data will be gathered through in-depth interviews with key stakeholders such as managers, leaders, and employees practicing agile management. These interviews will provide valuable insights into their experiences, perceptions, and challenges associated

with agile management's impact on job performance. Thematic analysis techniques will be used to analyze the qualitative data and identify recurring themes and patterns. By integrating both quantitative and qualitative data, triangulation can enhance the validity and reliability of the findings. Quantitative analysis results will provide a numerical evaluation of relationships between agile management and job performance while qualitative findings offer deeper understanding of underlying mechanisms and contextual factors influencing these relationships. Throughout the research process ethical considerations are given utmost importance; participants' confidentiality and anonymity are ensured; informed consent is obtained prior to data collection; ethical guidelines & principles of research integrity are adhered. Employing a mixed-methods approach aims to provide a comprehensive understanding of how agile management affects job performance in the private sector within **Saudi Vision 2030** context. Findings from this study can contribute new knowledge while offering practical insights for organizations improving decision-making processes towards enhanced job performance and economic development.

### Research Approach

The research approach for this study follows a systematic and structured process to investigate the impact of agile management on job performance in the private sector within the context of **Saudi Vision 2030**. The study employs a combination of quantitative and qualitative research methods to gather and analyze data. The quantitative research approach involves the collection of numerical data through surveys administered to a representative sample of employees in private sector organizations. The survey questionnaire is designed to measure various variables related to agile management practices, employee engagement, innovation, customer satisfaction, and overall job performance. The data collected will be analyzed using statistical techniques, such as regression analysis, to examine the relationships between these variables and assess the impact of agile management on job performance.

Complementing the quantitative approach, the qualitative research approach involves gathering rich and detailed insights through in-depth interviews with key stakeholders, including managers, leaders, and employees. These interviews provide an opportunity to explore participants' experiences, perceptions, and challenges related to agile management and its impact on job performance. The qualitative data will be analyzed using thematic analysis techniques to identify recurring themes and patterns. By employing both quantitative and qualitative research approaches, this study aims to provide a more comprehensive understanding of the complex relationships between agile management and job performance. The integration of these approaches allows for triangulation, enhancing the validity and reliability of the findings. The research approach also emphasizes ethical considerations. Participants'

confidentiality and anonymity are safeguarded, and informed consent is obtained prior to data collection. The study adheres to ethical guidelines and ensures the protection of participants' rights and welfare. Overall, the research approach employed in this study combines quantitative and qualitative methods to investigate the impact of agile management on job performance. This approach allows for a thorough examination of the research topic, providing valuable insights that can inform organizations operating within the framework of **Saudi Vision 2030** and contribute to the existing body of knowledge in the field of business and management research.

### Quantitative Data Collection

Data was gathered for this research by means of a survey that was distributed to individuals employed in different organizations within the private sector of Saudi Arabia. The entire population, consisting of **500 individuals**, received the survey, and we obtained responses from **89** participants. This represents a response rate of **around 18%**. Although the response rate fell short of our expectations, it is still a significant dataset that can be used for analysis and generating valuable insights. The purpose of the survey was to collect data on employees' viewpoints and encounters with agile management techniques within the framework of **Saudi Vision 2030**. The survey consisted of thoughtfully crafted inquiries aimed at evaluating participants' comprehension of agile principles, their engagement in agile decision-making procedures, and their assessment of how agile management affects job performance. The dataset comprises a broad assortment of responses from individuals employed in various enterprises and roles within the private sector of Saudi Arabia. This assortment ensures a comprehensive examination of the correlation between agile management and job performance, encompassing multiple viewpoints and organizational settings. To ensure the trustworthiness and accuracy of the information, the survey underwent a thorough pre-testing procedure. Suggestions from the initial study were integrated to enhance the comprehensibility and efficiency of the survey queries. Subsequently, the survey was conducted via an internet-based platform, offering respondents convenience and simplicity in providing their data. The process of data analysis will encompass the utilization of appropriate statistical methods on the gathered dataset. Approaches such as regression analysis or correlation analysis will be employed to assess the association between agile management and job performance. The results will be communicated in a precise and comprehensible manner, employing tables, charts, and graphs to aid comprehension and interpretation. The findings, although not universally applicable due to the small sample size of **89 participants**, still offer valuable insights into how employees in the Saudi private sector perceive and experience agile management practices. These insights can enhance our comprehension of how agile management impacts job performance within the framework of **Saudi**

**Vision 2030.** It is crucial to recognize the constraints of the data gathering procedure, which encompasses the comparatively small rate of response and the possibility of bias in responses. Nevertheless, by conducting meticulous analysis and interpretation, the gathered data can still offer valuable knowledge for organizations aiming to improve job performance through agile management techniques in accordance with **Saudi Vision 2030**. In general, the numerical information obtained from the survey answers provides a significant basis for studying and examining the connection between agile management and job performance in the private sector of Saudi Arabia. These findings have the potential to enhance our current knowledge and offer practical suggestions for organizations seeking to adapt to the evolving Saudi economy.

### Data analysis

Total population of **500 individuals** working in various companies at Saudi's private sector, and with a **95%** confidence interval and a **5%** margin of error, assuming a proportion of **50%** in the population, we can use the formula for sample size calculation:

$$n = (Z^2 * p * (1-p)) / (E^2)$$

where:

n = sample size

Z = Z-score corresponding to the desired confidence level (for **95% confidence level, Z = 1.96**)

p = estimated proportion of the population (in this case, **p = 0.5**)

E = margin of error (**0.05 in this case**)

Plugging in the values, we have:

$$n = (1.96^2 * 0.5 * (1-0.5)) / (0.05^2)$$

$$n = (3.8416 * 0.25) / 0.0025$$

$$n = 0.9604 / 0.0025$$

$$n = 384.16$$

**Approximately 385**

Only **89** respondents, accounting for **18%** of the intended sample, have provided their feedback.

### Reliability

The data collected indicates that the calculated value of Cronach's Alpha for the study is **0.627**. Cronach's Alpha is a metric used to assess internal consistency reliability, which signifies the degree to which the items in a survey or questionnaire consistently capture the same underlying concept.

The Alpha coefficient of the Cronach indicates a moderate level of internal consistency in the data, as it has a value of **0.627**. This suggests that there is a certain degree of reliability in measuring the variables being studied. It should be noted, however, that a higher value would indicate greater internal consistency.

### Validity

The square root of the reliability coefficient determines the value of the validity coefficient. Consequently, we can

ascertain the validity coefficient through the following calculation:

$$\text{Validity coefficient} = \sqrt{\text{Reliability coefficient}}$$

$$\text{Validity coefficient} = \sqrt{0.627}$$

The validity coefficient in this instance is estimated to be around **0.791**. This coefficient indicates that the measure is fairly accurate.

- A significant portion, **specifically 44%**, of the participants had a neutral stance when questioned about the degree to which their organization actively employs agile management methodologies.
- **31% of survey** participants held a neutral stance regarding the inquiry. How much do you believe that the implementation of agile management methodologies has positively impacted your job performance?
- A significant proportion, **specifically 24%** of participants, exhibited a moderate level of agreement when considering the degree to which they believe agile management techniques have enhanced their job performance.
- **Approximately 27%** of the participants expressed a strong level of alignment towards the inquiry. In your viewpoint, to what extent does your company's adoption of agile management correspond with the objectives outlined in **Saudi Vision 2030**?

### Ethical Considerations:

Ethical considerations play a crucial role throughout the research process to ensure the protection of participants' rights and welfare. The following ethical considerations will be given utmost.

### Importance in this study:

**Informed Consent:** Prior to data collection, participants will be provided with clear and comprehensive information about the study objectives, procedures, potential risks, and benefits. They will have the opportunity to ask questions and make an informed decision about their participation. Written consent will be obtained from participants, and they will have the right to withdraw from the study at any time without penalty.

**Confidentiality and Anonymity:** Participants' confidentiality and anonymity will be strictly maintained. Any personal identifying information collected during the study will be kept confidential and will only be accessible to authorized researchers. Participants' identities will be protected, and the data will be reported in a way that ensures individual privacy.

**Data Protection:** The data collected in this study will be securely stored and protected from unauthorized access. Only authorized researchers will have access to the data, and it will be used solely for the purposes of this study. Data will be stored for a specified period in accordance with institutional guidelines and then securely disposed of.

**Voluntary Participation:** Participation in the study will be entirely voluntary, and participants will not face any negative consequences if they choose not to participate. They will have the right to withdraw from the study at any stage without providing a reason and without facing any penalty.

**Minimizing Harm and Risks:** The research procedures will be designed to minimize any potential harm or risks to participants. The survey questionnaire and interview questions will be carefully developed and tested to ensure they do not cause distress or harm to participants. Participants will be encouraged to share their experiences and opinions in a safe and supportive environment.

**Researcher Integrity:** The researchers conducting this study will adhere to the highest standards of research integrity and professionalism. They will conduct the study in an unbiased and objective manner, ensuring the accuracy and reliability of the data collected and analyzed.

By adhering to these ethical considerations, this study aims to protect the rights and welfare of participants, maintain confidentiality and anonymity, and ensure the integrity and validity of the research findings. Ethical considerations are essential for maintaining the trust and respect of participants and upholding the ethical standards of research in the field of business and management.

#### **Study Tools:**

To conduct this study on the impact of agile management on job performance within the context of **Saudi Vision 2030**, several study tools and instruments will be utilized. These tools are designed to gather data and insights from participants efficiently and effectively.

#### **The following study tools will be employed:**

**Survey Questionnaires:** A structured survey questionnaire will be developed to collect quantitative data from employees in private sector organizations. The questionnaire will include items related to agile management practices, employee engagement, innovation, customer satisfaction, and overall job performance. The questions will be carefully designed to ensure clarity and validity, and Likert scale or multiple-choice formats may be used for response options. The survey will be administered electronically, ensuring ease of distribution and data collection.

**Data Analysis Software:** To analyze the quantitative data collected through the survey questionnaires, statistical software such as **SPSS** or **R** may be used. These software tools enable researchers to perform various statistical analyses, including regression analysis, correlation analysis, and descriptive statistics. The software will help identify patterns, relationships, and statistical significance in the data, providing valuable insights into the impact of agile management on job performance.

These study tools and instruments will be carefully developed and validated to ensure their reliability and validity. They will be utilized to collect both quantitative and qualitative data, allowing for a comprehensive analysis of the

research topic. By employing these study tools, this research aims to gather robust and valuable data to answer the research questions and provide meaningful insights into the impact of agile management on job performance within the context of **Saudi Vision 2030**.

#### **Recommendations:**

To promote optimal job performance in the private sector, in alignment with **Saudi Vision 2030**, it is recommended that organizations embrace agile leadership strategies and cultivate an environment characterized by adaptability.

#### **The following are a few notable measures worth considering:**

- **Develop Agile Leaders:** It is advisable for organizations to allocate resources towards the cultivation of adaptable leadership skills. It is imperative that leaders receive instruction in the fundamental principles, methodologies, and mindset of agility in order to skillfully facilitate and endorse agile practices within their respective teams. By doing so, agile leaders will be able to empower their employees, foster collaboration, and create a work environment that nurtures innovation and constant growth.
- **Establish Agile Teams:** Form cross-functional and autonomous teams that are given the authority to make decisions and assume responsibility for their work. These Agile teams promote cooperation, embrace different viewpoints, and facilitate quick adaptation to shifting market conditions. By utilizing the collective knowledge and abilities of these teams, the effectiveness of job performance can be greatly improved.
- **Promote Continuous Learning:** The organization should prioritize the promotion of continuous education. It is crucial to provide opportunities for employees to gain new knowledge, stay updated on industry advancements, and learn from both successes and failures. This dedication to learning should be deeply rooted in the organization's core values, fostering ongoing improvement in individual and team performance.
- **Promote Efficient Communication:** Establish unambiguous avenues of communication to foster openness and cooperation. Encourage candid conversations, attentive listening, and valuable input. Proficient communication guarantees that all individuals are in sync with the objectives of the organization, improves coordination, and reduces any potential misinterpretations that may impede job performance efficiency.
- **Implementing agile methodologies**, such as Scrum or Kanban, can be advantageous for enhancing workflow management and boosting productivity. By embracing agile practices, which encompass iterative development, regular feedback loops, and prioritizing customer



requirements, job performance effectiveness can be improved through the promotion of efficiency, adaptability, and a customer-centric approach.

- **Establishing and commemorating accomplishments** is crucial for fostering a culture of high standards and inspiring employees to consistently strive for improvement. This can be achieved by setting key performance indicators (**KPIs**) that align with the goals of **Saudi Vision 2030**, and closely monitoring progress towards these objectives. Additionally, regularly assessing performance metrics and recognizing achievements serves as a positive reinforcement for successful outcomes.

## VI. CONCLUSION

Based upon above we can draw some preliminary conclusions regarding the role of agile management in the private sector's job performance effectiveness in the context of **Saudi Vision 2030**

- **The reliability coefficient indicates that the measurement** employed to evaluate the efficacy of agile management shows a moderate degree of internal coherence. This signifies that the components within the measurement are interconnected and consistently measure the same concept.
- **The implementation of agile management** cultivates a collaborative workplace atmosphere, promoting efficient communication and granting employees the autonomy to make decisions. This stimulates creativity and enhances employee involvement, both of which are fundamental components for accomplishing the goals of **Saudi Vision 2030**. However, it is worth noting that the degree to which agile management aligns with the objectives of **Saudi Vision 2030** may differ among various organizations and industries. Elements such as organizational culture, leadership methods, and industry-specific obstacles can impact the successful integration of agile management strategies.
- **Potential obstacles may arise**, however, companies that successfully adopt agile management strategies within the private sector of Saudi Arabia have the potential to reap benefits in terms of enhanced competitiveness, heightened customer contentment, and increased organizational adaptability.

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