

Determine the Level of Maturity of Organization and Organizational Agility in Industrial Companies (Case of Study: Fakour Industrial Company)

Ali Attafar

University of Isfahan, Islamic Republic of Iran

Ali Shaemi Barzoki

University of Isfahan, Islamic Republic of Iran

Reza Radmehr

University of Isfahan, Islamic Republic of Iran

Abstract

Today the complexity, instability and unpredictability of environment changes have affected organizations. Managers are trying to design organizations which is a short time would be flexible. These new conditions need organizations to have significant agility to continue their existence and development. Organizational agility would become legal on the basis of organizational maturity. The main purpose of this study is determining the degree of organizational agility and organizational maturity level in industrial organization. For this purpose, the statistical society of the whole employers of Fakour industrial company is thoughtful. The sample volume has been determined 130 individuals by using sampling model in a limited society (Cochran Formula). The tool for gathering the needed data is researcher's questionnaire with 0.943 total reliability and formal validity. The results of testing hypotheses indicate that individual maturity, organizational maturity and organizational agility are higher than the average level but procedural maturity is in the average level.

Keywords: Individual Maturity, Procedural Maturity, Organizational Maturity, Organizational Agility.

1. Introduction

During recent years, the global business has severely become competitive and the nature of costumers' demands have been changed and become very complex. Furthermore, customers have started demanding different kinds of production and services in short periods [1]. In this condition, new organizations understood that supplying such demands is too difficult. On the other side, globalization has been also caused creating increasingly competitive bed between different organizations in free markets [2]. It seems that nowadays, complexity, instability and unpredictability of environmental changes, have affected organizations. These new conditions need organizations to have significant agility degree to continue their existence and

development. Purpose of that organization is set in agility way and can maintain it, it's necessary to work on levels. Organizational maturity means that the process of changing in individuals, structure, culture and production would be started and stabilized well and internal and external organizational compatibility would be made in an optimal level. Measuring the degree of individual, procedural and organizational maturity identifies that in each of maturity aspects, organizations have both strength and weakness and this matter helps organization, on the way of reaching a perfect maturity, improve the aspects in which maturity is in the lower level, and it changes into a completely mature organization and the result is reaching organizational agility. Considering the above matters and the importance of this subject in this study, measuring the degree of organizational maturity and organizational agility has been done in Fakour industrial organizations.

2. Literature Review

2.1 Maturity of Organization

Single-dimensioned maturity of organization doesn't make any success but it's necessary that organizational maturity is formed in different dimensions because maturity needs a complete movement and planning. Well-balanced movement guarantees organization's stable and balanced development from one side and causes a harmonies and multidimensional maturity on the other side. Multidimensional maturity in organization levels the agility way and causes organization to become successful in agility. Considering the importance of organizational maturity, its three-dimension components are presented in figure 1.

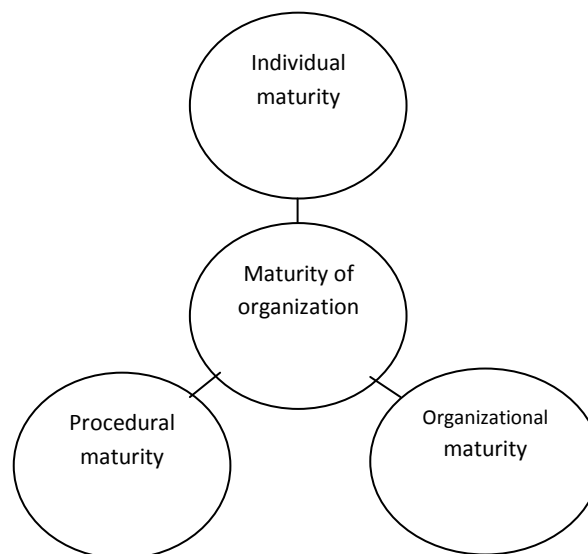


Figure 1: dimensions of Cultural intelligence

2.2 Individual Maturity

Individual maturity in organization is the base of other growths. Employers' maturity starts from

mental assumptions and is completed by changing beliefs and perceptions. In mental changing, employers' knowledge should change and this matter is done through formal and informal trainings. Individual maturity causes the creation of self-efficacy quality in individuals. Self-efficacy is a constructive ability through which cognitive, social, emotional and behavioral skills of human are organized in order to realize different purposes in an effective way.

Individual maturity has four emotional, conceptual, social and technical maturity dimensions:

- 1) Emotional maturity: Jonathan live (2007) believes that emotional maturity is caused by realization of this perception that nobody or nothing else can bother, motivate or make an individual angry unless he, himself lets it happen. Emotional maturity of individuals in an organization means that organization's employers find the ability of react, grow and control their emotions and feelings [3].
- 2) Conceptual maturity: employers' conceptual maturity means that the employers of organization have the ability to understand quickly, solve the problem, predict and conclude [3].
- 3) Social maturity: a condition where employees perceive their duties and organization's expectations widely, and mutual respect would be formed. Social maturity causes the reinforcement of employees' cultural intelligence and the cultural intelligence caused by individual maturity and attaining individual ability to understand, change and effectively perform, is in the conditions having cultural variety [3].
- 4) Technical maturity: in Holland's theory, when individual attains adaption and harmony between personality type and environment type, he has reached the technical maturity. Such adaption and harmony cause choosing more suitable job, more acceptable job improvement, more emotional stability, more activity and creativity and the growth of individual characteristics [4].

On this basis, the first hypothesis of this study is:

H1: Individual maturity in organization is higher than the average.

2.3 Procedural Maturity

Mature procedures and structures are needed to realize employees' maturity. Sometimes inappropriate structures impede the effects of mental changes. So it's necessary to create change and maturity in the structures and procedures of organization in a balanced way. Procedural maturity has seven dimensions which are: defining procedures, designing procedures, evaluation procedures, continuous improving of procedures, agility of procedures, owns and administrators of procedures, rules and systems supporting procedures. On this basis, the second hypothesis of this study is:

H2: Procedural maturity in organization is higher than the average level.

2.4 Organizational Maturity

Organizational maturity and growth is a planned effort to create a kind of change that its aim is helping organizations' members so that they can do their responsibilities better than before [3]. Organizational maturity has seven dimensions: organizational leadership, organization's culture, skills of organization's employees, organization's systems and orders, organizational changing, organizational learning and organizational structure. On this basis, the third hypothesis of study is:

H3: Organizational maturity in organization is higher than the average level.

On the base of the previous hypotheses, the forth hypothesis is formed:

H4: Maturity of organization is higher than the average level.

2.5 Organizational Agility

The term "agility" in dictionary means the ability of fast movement, quick and easy movement and the ability of quick thinking with a wise way [5]. When there is worry and anguish in a problem, agility is the key of solving it. Considering that agility concept is new and there is no definition being confirmed by all. Since 1991, many researchers have worked in this ground and each one has presented different definitions, some of which are:

- ❖ The abilities of producer to react quickly toward sudden and unpredictable changes [6],[7]; profiting variable environment [8],[9];
- ❖ Compatibility and reformation [1],[6],[10];
- ❖ The ability of surviving and improving in an environment with continuous and unpredictable changes [1].

Agility is told to the ability for responding unpredictable changes of wide business environment. Agility is an organization's ability in identifying change need from internal and external sources in a way that it performs those changes steadily and keeps the operation higher than the average level [11]. Organizational agility has six dimensions: leadership and arrangement, organization's culture, innovation, strategy, changing and learning and organization's structure. On this basis, the fifth hypothesis of this study is:

H5: Organizational agility in organization is higher than the average level.

3. Related Research

Worley and Lawler (2010) worked on an article called "organizational agility and designing, different aspects of agility and its effect on operation". In their study, they evaluated 161

executive managers, 42 assistants and 98 managers of Akmi Air and Space. Also they evaluated four dimensions effective on agility which are stable strategy, adaptable designs, leadership and common identify and finally, they concluded that the capabilities of value making affect organizational operation.

McCormack et al (2009) did a research called “a global research about the key of reference points in business procedural maturity”. The aim of this study has been reporting the results of research to the priority of maturity factors or the key of reference points in realizing the efforts of business procedural maturity. In this study, the reference points have been identified from different aspects by using different methods and developing some of common conclusions by using all methods applied in this study and the result indicates that these points help answering these questions: where am I in this maturity way? And what is the next step?

Van Assen et al (2005) had a study called “evaluating maturity and the effectiveness of organizational operation measuring systems”. The purpose of this study was describing and showing a device to evaluate maturity and effectiveness of organizational operation measuring systems. For this purpose, evaluating tool has been applied by using two Balkom’s model and EFQM models, according to the organizational transcendence framework. The results show that the supposed tool could be used to evaluate exclusively and exactly the operation measuring systems.

4. Methodology

From its purpose aspect, the present study is considered as an applied research and from the way of gathering data it’s a descriptive research from field studies branch. The researcher’s questionnaire device has been used to gather the needed information. This questionnaire has a five degree range of Likert from 1 (very low) to 5 (very high) including 47 questions in two parts, organizational maturity and organizational agility. In this study, the formal validity method was used to confirm the validity of questionnaire. To determine the reliability of the questionnaire, its internal adaptation was obtained for different factors of the questionnaire by the help of SPSS software and Cronbach’s alpha index (as it is shown in Table 1).

Table 1: Cronbach’s Alpha

Factors Questionnaire	Individual Maturity	Procedural Maturity	Organizational Maturity	Organizational Agility	Total factor
Cronbach's alpha	0/736	0/876	0/883	0/883	0/943

The statistical society of study is the employers working in Fakour Industrial Company in 1391. The society volume is 650 individuals. Considering that the questions of the questionnaire are multi-value types with distance scale and limited society size, Cochran formula has been used to determine the sample volume. At first, 30 questionnaires were spread and then gather among

the organization's employees randomly and after calculating the standard deviation of the first sample, determining the sample volume was performed. The standard deviation value for first sample was calculated 0.637. Also the parameter value (d) has been supposed 0.1 and considering that the statistical society is 650 individuals, the sample volume has been calculated 130 individuals by using the following formula in 95% certainty level. In this study two descriptive and perceptive methods have been used to analyze the statistical data after gathering, reviewing, coding, entering data and establishing information bank in SPSS statistical software.

5. Data analysis

Demographic characteristics and other items corresponding to the sample under study are shown in Table (2).

Table 2: Abundances and frequencies of participants

Demographic Variables	Categories	Abundance	Frequency
Sex	Female	2	%1/5
	Male	128	%98/5
Age	20-25	11	%8/5
	26-30	55	%42/3
	31-35	38	%29/2
	36-40	18	%13/8
	41-45	4	%3/1
	46-50	1	%0/8
	51-60	3	%2/3
Education Degree	Diploma	7	%5/4
	Associate degree	5	%3/8
	B.S.	73	%56/2
	M.S.	45	%34/6
	Ph.D.	0	%0
Job Background	0-5	71	%54/6
	6-10	27	%20/8
	11-15	22	%16/9
	16-20	5	%3/8
	21-25	3	%2/3
	26-30	2	%1/5
Type of activity	Staff	30	%23/1
	Operating	42	%32/3
	Researching	58	%44/6
Job Background	Manager	28	%21/5
	Expert	82	%63/1

	Employee	20	%15/4
--	----------	----	-------

Table 3: Descriptive statistics for individual maturity

variables		Mean	Percent	Standard deviation	variance
Individual maturity	Social maturity	3/542	%70/84	0/712	0/508
	Intellectual maturity	3/273	%65/46	0/682	0/466
	Professional maturity	3/376	%67/52	0/682	0/465
	Emotional Maturity	3/369	%67/38	0/716	0/514

According to the results gained on the basis of Table 3 among the individual maturity indexes, the highest degree of maturity was in “social maturity”(70.84%) and the lowest one was in “intellectual maturity” (65.46%).

Table 4: Descriptive statistics for procedural maturity

variables		Mean	Percent	Standard deviation	variance
Procedural maturity	process definition	3/019	%60/38	0/691	0/478
	process design	3/100	%62/00	0/702	0/494
	process evaluation	3/230	%64/60	0/729	0/532
	continuous improvement of process	3/026	%60/52	0/713	0/509
	Process agility	3/096	%61/92	0/707	0/500
	process owners	3/926	%58/52	0/729	0/531
	process supportive systems	3/015	%60/30	0/640	0/411

According to the results gained on the basis of Table 4, among the procedural maturity indexes, the highest degree of maturity was in “process evaluation” (64.60%) and the lowest one was in “process Owners” (58.52%).

Table 5: Descriptive statistics for organizational maturity

variables		Mean	Percent	Standard deviation	variance
organizational maturity	Organization leadership	3/221	%64/42	0/599	0/359
	Organizational culture	3/011	%60/22	0/659	0/435
	employee's skills	3/284	%65/68	0/914	0/837
	organizational systems	3/334	%66/68	0/691	0/478
	organizational change	3/184	%63/68	0/701	0/493
	Organizational Learning	3/107	%62/14	0/700	0/491
	Organizational Structure	3/030	%60/60	0/660	0/437

According to the results gained on the basis of Table 5, among the organizational maturity indexes, the highest degree of maturity was in "organizational systems" (66.68%), and the lowest one was in "organizational culture" (60.22%).

Table 6: Descriptive statistics for maturity of organization

variables		Mean	Percent	Standard deviation	variance
Maturity of organization	Individual Maturity	3/390	%67/80	0/527	0/278
	Procedural Maturity	3/059	%61/18	0/529	0/280
	Organizational Maturity	3/167	%63/34	0/510	0/281

According to the results gained on the basis of Table 6, among the maturity of organization indexes, the highest degree of maturity was in "individual maturity" (67.80%) and the lowest one was in "procedural maturity" (61.18%).

Table 7: Descriptive statistics for organizational agility

variables		Mean	Percent	Standard deviation	variance
organizational agility	Leadership and Management	3/221	%64/42	0/599	0/359
	Organizational Culture	3/011	%60/22	0/659	0/435
	Innovation	3/273	%65/46	0/682	0/466
	Strategy	3/203	%64/06	0/672	0/452
	Change and Learning	3/133	%62/66	0/606	0/368
	Organizational Structure	3/030	%60/60	0/660	0/437

According to the results gained on the basis of Table 7, among the organizational agility indexes, the highest degree was in “innovation” (65.46%), and the lowest one was in “organizational culture” (60.22%).

6. Testing research hypotheses

Normality or abnormality of data distribution should be gone under investigation in order to test the hypothesis; then in the next phase, either parametric or non-parametric statistics can be selected accordingly. Thus, in the first stage, Kolmogorov - Smirnov test was used; results are represented in Table (8). According to the results, as obtained significant value was greater than 0.05, the null hypothesis is confirmed; this means that variables are normally distributed. Thus, parametric test is used to test the hypotheses.

Table 8: Kolmogorov-Smirnov test

Variables	N	Mean	Standard deviation	Z	Sig
Individual maturity	130	3/390	0/527	0/820	0/512
Procedural maturity	130	3/059	0/529	1/156	0/138
Organizational maturity	130	3/167	0/510	1/406	0/058
Maturity of organization	130	3/205	0/456	0/877	0/426
Organizational agility	130	3/145	0/493	0/870	0/435

Considering the normality of data distribution, comparing averages testing has been used to study the compiled hypotheses. To test the first hypotheses, the following statistical assumptions have been considered:

H1: Individual maturity in organization is higher than the average level.

Table 9: One-sample t-test for individual maturity

	Test Value = 3					
	T	df	Sig	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Social maturity	8/676	129	0/000	0/54231	0/4186	0/6660
Intellectual maturity	4/563	129	0/000	0/27308	0/1547	0/3915
Professional maturity	5/873	129	0/000	0/36923	0/2448	0/4953
Emotional maturity	6/300	129	0/000	0/37692	0/2585	0/4936
Individual maturity	8/444	129	0/000	0/39038	0/2989	0/4819

The purposed hypothesis is a right segment test kind, the meaningful values in above table have been divided into 2 and the obtained values have been used to test hypothesis. It is concluded that the average of each variable has a meaningful difference with 3 (sig-value < 0.05). In fact, the average of individual maturity variable and each of its dimensions is more than 3. So it's concluded that social maturity, intellectual maturity, professional maturity, emotional maturity and individual maturity are higher than the average level and the purposed hypothesis is confirmed.

H2: Procedural maturity in organization is higher than the average level.

Table 10: One-sample t-test for procedural maturity

	Test Value = 3					
	T	df	Sig	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
process definition	0/317	129	0/752	0/01923	-0/1008	0/1392
process design	1/623	129	0/107	0/10000	-0/0219	0/2219
process evaluation	3/609	129	0/000	0/23077	0/1042	0/3573
continuous improvement of process	0/430	129	0/668	0/02692	-0/0969	0/1507
Process agility	1/550	129	0/124	0/09615	-0/0266	0/2189
process owners	-1/143	129	0/255	-0/07308	-0/1996	0/0534
process supportive systems	0/274	129	0/785	0/01538	-0/0958	0/1266
Procedural maturity	1/279	129	0/203	0/05934	-0/0325	0/1512

Testing the purposed hypothesis is a right segment test kind. The meaningful values in above table have been divided into 2 and the obtained values have been used to test hypothesis. It is concluded that the average of each variable has a meaningful difference with 3 (sig-value < 0.05). In fact, the average of this variable is more than 3 and is in a high level. But the average of procedural maturity and its dimensions don't have a meaningful difference with 3. Therefore it's concluded that process definition, process design, continuous improvement of process, Process agility, process owners, process supportive systems and procedural maturity are in the average level and this hypothesis would be rejected.

H3: Organizational maturity in organization is higher than the average level.

Table 11: One-sample t-test for organizational maturity

	Test Value = 3					
	T	df	Sig	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organization leadership	4/208	129	0/000	0/2215	0/1172	0/3251
Organizational culture	0/199	129	0/842	0/01154	-0/1029	0/1260
employee's skills	3/547	129	0/001	0/28462	0/1259	0/4434
organizational systems	5/517	129	0/000	0/33462	0/2146	0/4564
organizational change	2/999	129	0/003	0/18462	0/06289	0/3064
Organizational Learning	1/752	129	0/082	0/10769	-0/0139	0/2293
Organizational Structure	0/531	129	0/596	0/03077	-0/0839	0/1454
Organizational maturity	3/747	129	0/000	0/16786	0/0792	0/2565

Testing the purposed hypothesis is a right segment test kind. The meaningful values in above table have been divided into 2 and the obtained values have been used to test hypothesis. Considering the above table, it is concluded that the average of Organization leadership, employee's skills, organizational systems, organizational change, organizational learning and organizational maturity have meaningful differences with 3 (sig-value < 0.05). In fact, the averages of these variables are more than 3 and higher than the average level. But the average of organizational culture and organizational structure don't have a meaningful difference with 3. Therefore it's concluded that organizational culture and organizational structure are in the average level and this hypothesis would be confirmed.

H4: Maturity of organization is higher than the average level.

Table 12: One-sample t-test for Maturity of organization

	Test Value = 3					
	T	df	Sig	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Maturity of organization	5/139	129	0/000	0/20586	0/1266	0/2851

Testing the purposed hypothesis is a right segment test kind. The meaningful values in above table have been divided into 2 and the obtained values have been used to test hypothesis. Considering the above table, it's concluded that the average of maturity has a meaningful difference with 3 (sig-value < 0.05). In fact, the average of this variable is more than 3. So it's concluded that maturity of organization is higher than the average level and the hypothesis would be confirmed.

H5: Organizational agility in organization is higher than the average level.

Also there is a meaningful correlation among the dimensions of organizational maturity and the dimensions on organizational agility.

Table 13: One-sample t-test for organizational agility

	Test Value = 3					
	T	df	Sig	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leadership and Management	4/208	129	0/000	0/22115	0/1172	0/3251
Organizational Culture	0/199	129	0/842	0/01154	-0/1029	0/1260
Innovation	4/563	129	0/000	0/27308	0/1547	0/3915
Strategy	3/456	129	0/001	0/20385	0/0871	0/3206
Change and Learning	2/506	129	0/013	0/13333	0/0281	0/2386
Organizational Structure	0/531	129	0/596	0/03077	-0/0839	0/1454
Organizational agility	3/362	129	0/001	0/14562	0/0599	0/2313

Testing the purposed hypothesis is a right segment test kind. The meaningful values in above table have been divided into 2 and the obtained values have been used to test hypothesis. Considering the above table, it is concluded that the average of leadership and management,

innovation, strategy, changing and learning and organizational agility have meaningful differences with 3 (sig-value < 0.05). In fact, the averages of these variables are more than 3 and higher than the average level. But the average of organizational culture and organizational structure don't have meaningful differences with 3. Therefore it's concluded that organizational culture and organizational structure are in the average level and the hypothesis would be confirmed. In this part, the correlation of the dimensions of the study's multi-dimensional variables (individual maturity, procedural maturity, organizational maturity and organizational agility) has been studied. For this purpose, Pierson's correlation index has been used.

Table 14: correlation coefficient between Dimensions of individual maturity

Dimensions of individual maturity	Social maturity	Intellectual maturity	Professional maturity	Emotional maturity
Social maturity	1	-	-	-
Intellectual maturity	0/446**	1	-	-
Professional maturity	0/370**	0/585**	1	-
Emotional maturity	0/322**	0/395**	0/450**	1

** Correlation is significant at the 0.01 level (two-sided).

Considering the above table with 1% error level (99% certainty level), there is a meaningful correlation among the dimensions of individual maturity.

Table 15: correlation coefficient between Dimensions of procedural maturity

Dimensions of procedural maturity	Process definition	process design	process evaluation	continuous improvement	continuous improvement of process	Professional maturity	Emotional maturity
process definition	1	-	-	-	-	-	-
process design	0/550**	1	-	-	-	-	-
process evaluation	0/422**	0/537**	1	-	-	-	-
continuous improvement of process	0/451**	0/605**	0/547**	1	-	-	-
Process agility	0/448**	0/491**	0/464**	0/498**	1	-	-
process owners	0/510**	0/506**	0/473**	0/514**	0/592**	1	-
process supportive systems	0/375**	0/560**	0/503**	0/504**	0/382**	0/463**	1

** Correlation is significant at the 0.01 level (two-sided).

Considering Table 15, there is a meaningful correlation among the dimensions of procedural maturity.

Table 16: correlation coefficient between Dimensions of organizational maturity

Dimensions of organizational maturity	Organizational leadership	Organizational culture	employee's skills	organizational systems	organizational change	Organizational Learning	Organizational structure
Organization leadership	1	-	-	-	-	-	-
Organizational culture	0/528**	1	-	-	-	-	-
employee's skills	0/450**	0/505**	1	-	-	-	-
organizational systems	0/377**	0/380**	0/360**	1	-	-	-
organizational change	0/446**	0/404**	0/334**	0/538**	1	-	-
Organizational Learning	0/457**	0/580**	0/664**	0/427**	0/434**	1	-
Organizational structure	0/459**	0/514**	0/263**	0/356**	0/511**	0/406**	1

Also there is a meaningful correlation among the dimensions of organizational maturity.

Table 17: correlation coefficient between Dimensions of organizational agility

Dimensions of organizational agility	Leadership and Management	Organizational Culture	Innovation	Strategy	Change and Learning	Organizational Structure
Leadership and Management	1	-	-	-	-	-
Organizational Culture	0/528**	1	-	-	-	-
Innovation	0/493**	0/413**	1	-	-	-
Strategy	0/459**	0/467**	0/524**	1	-	-
Change and Learning	0/524**	0/602**	0/615**	0/584**	1	-
Organizational Structure	0/459**	0/514**	0/337**	0/486**	0/510**	1

Also there is a meaningful correlation among the dimensions of organizational agility.

7. Conclusion and suggestions

Determining the level of individual maturity, organizational maturity and organizational agility make organizations able to recognize promotion fields and do the needed actions, considering the level of organization's agility and maturity to review organization's strategies. In this direction, it can be said that determining the maturity level is very important because gaining organizational agility and competitive benefit depends on this matter that organization attains a perfect and comprehensive maturity. The highest value of individual maturity in organization was in social dimension of employees and the lowest value was in intellectual dimension of employees. In the research of Yazdan Abadi (1385), the employees' maturity indexes have been divided into four groups: emotional-psychological maturity, job maturity, mental maturity and social maturity. This division in individual maturity field in this study is mostly in the same direction with the study of Yazdan Abadi.

Also according to the obtained results, the higher value of procedural maturity in organization has been in evaluating procedures, and the lowest value in owners and executors of procedures. In determining procedural maturity field, no perfect and comprehensive study has been done in all indexes of it and it seems that compiling the obtained indexes and results could be useful for other similar organizations. Also the highest value of organizational maturity in organization has been in organization's systems and orders, and the lowest value in organization's culture. In the research of Ahmadi (1387), entitled "determining organization's maturity degree in using electronic business approach", only organization's maturity from information technology aspect has been measured that in fact to measure organization's maturity degree. In this study, just one of organizational maturity dimensions, organization's systems and orders, has been measured and other organizational maturity dimensions have been ignored so because of comprehensive compiling of organizational maturity dimensions in this study, the results could be useful for other similar organizations

This study has been considered six dimensions for organizational agility. In Zanjirchi et al.'s research (1388), entitled "studying the relationship between agility and knowledge management procedures in small and medium companies to evaluate company's agility", have been used eight dimensions. The applied dimensions to measure organizational agility are in the same direction with the mentioned study.

According to the results, the following suggestions are presented:

- 1) In individual maturity field, it's suggested to establish thinking rooms in organization. Thinking rooms reinforce mental cooperation of employees in the direction of increasing creativity, innovation, and applying individual and group creative strategies. To keep and promote employees' technical maturity, job and technical trainings are developed. Also it's suggested to present psychological and communicative skills trainings for employees to increase their emotional maturity.
- 2) In procedural maturity field, it's suggested to compile and perform the system of designing and reviewing procedures and to promote agility, the procedures of activities

which don't have added value, be removed.

- 3) Organizations should define and perform control system and use training in direction of reinforcing organizational culture.
- 4) To sample different indexes in organization, a proper and comprehensive pattern is compiled and set as acting basis.
- 5) To promote the current level of agility, more time should be allocated to overview the employers' needs and requests, the power of decision making and the level of employees' knowledge should be increased by using necessary trainings, it should be paid attention to the present changes in technology and using new technologies and multi-activity teams should be applied.

References

- [1] Maskell, B. (2001). The age of agile manufacturing, supply chain management. *An International Journal*, Vol. 6, No.1, pp. 5-11.
- [2] Vindoh, S., Sundararaj, G., & Devadasan, S. R. (2010). Measuring Organizational agility before and after implementation of TADS. *Int J Adv Manuf Technol*, Vol. 47, No.1, pp.809-818.
- [3] Soltani, Iraj. (2009). *The tools for self-assessment and improvement in management of human resources*, Isfahan, Arkan Danesh Publications.
- [4] Live, J. (2007). What is emotional maturity? [http://www. Jonathan lives. Com/jpg.html](http://www.Jonathan lives. Com/jpg.html).
- [5] Hornby, A.S. (2000). *Oxford Advanced learners dictionary of current English*, Sixth Edition, Oxford University.
- [6] Putnik, G.D. (2001). Bm-virtual enterprise architecture reference model, agile manufacturing: the 21st century competitive strategy, *Elsevier Science*, pp. 73-94.
- [7] Van Assen, M.F., Hans, E.W., Van De Velde (2001). An agile planning and control framework for customer-order driven discrete parts manufacturing environments, *International Journal of Agile Management Systems*, Vol. 2, No. 1, pp. 16-23.
- [8] Goldman, S.L., Nagel, R.N., Preiss, K. (1995). *Agile Competitors and Virtual Organizations: Strategies for enriching the customer*, Van no strand rein hold, New York.
- [9] Goldman, S.L., Nagel, R.N. (1993). Management, technology and agility: the emergence of a new era in manufacturing, *Ijotm*, Vol. 8, No. 1, pp. 18-38.
- [10] Hormozi, A.M. (2001). Agile manufacturing: the next logical step, *Benchmarking an International Journal*, Vol. 8, No. 2, pp. 132-143.
- [11] Worley, CH. G. & Lawler, W. E. E. (2010). Agility and Organization Design: A Diagnostic Framework, *Organizational Dynamics*, Vol. 39, No. 2, pp. 194-204.
- [12] McCormack, K, Willems, J, Van den Bergh, J. (2009). A global investigation of key turning points in business process maturity, *Business Process Management Journal*, Volume. 15.
- [13] Live, J. (2007). What is emotional maturity? <http://www. Jonathan lives. Com/jpg.html>.