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## **Assessment of resettles Agile Culture within the Organization Cultures**

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## Abstract

The main research problem we don't know the range of Agile Culture (AC) Implementation within Organization Cultures (OC), the significance of the research how to filling the gap between the Current and Desired of AC Situation?, so the Sudanese organizations working without clear understanding of AC, if we want to implementation of AC, we found need of Current Situation Assessment first, one of the significant priority of AC is give adequate attention to the market needs and customer satisfaction, objective of research is to create Agile Culture Assessment Method (ACAM) to solve the industry problem for small Organization, the research hypotheses are AC and OC interlink together?, the methodology of research based on collection data from differ scientific papers, analyze this data, to interpret the results, the results of research is offer a way to AC Assessment in Sudanese Organizations through ACAM within OC, OC and AC are really interlinked together in depth.

**Key words:** Agile Culture, Organization Culture, Assessment Method.

## المستخلص

مشكلة البحث الأساسية هي عدم معرفة مدى تطبيق ثقافة الأجايل ضمن ثقافات المنظمات، أهمية الدراسة كيف سيتم سد الفجوة بين الوضع الحالي والوضع المطلوب بثقافة الأجايل داخل المنظمة؟، لذا المنظمات السودانية تعمل دون تفهم واضح لثقافة الأجايل، إذا أردنا تطبيق ثقافة الأجايل توجد حوجة للتقييم الوضع الحالي أولاً، واحده من سمات ثقافة الأجايل المهمة هو أن تعطي أولوية كافية لإحتياجات السوق، وتحقيق رضاء العملاء، أهداف البحث هي لإنشاء طريقة لتقييم ثقافة الأجايل لحل المشاكل التي قد تنشأ في القطاعات الصناعيه للمنظمات الصغيره، فرضية



البحث هل توجد علاقة ارتباط بين ثقافة الأجايل و ثقافات المنظمه؟، منهجيه البحث المستخدمه هي تجميع البيانات من الأوراق العلمية المختلفه المستخدمه في تحليل ثقافة الأجايل و ثقافات المنظمه، وتحليل هذه البيانات لتفسير النتائج، في نتائج الدراسة وفرنا طريقه لتقييم الأجايل ضمن ثقافات المنظمه الأخرى، و توجد علاقة ارتباط بين ثقافة الأجايل و ثقافات المنظمه بعمق.

**الكلمات المفتاحية:** ثقافة الاجايل، ثقافة المنظمه ، طريقة التقييم.

## 1. Introduction

As we know, if you need to improve something you must assessment first, to do AC assessment you must implement *principles* and *values* of agile in organization, if something miss become area gaps, the need of electronic assisting methodology to facilitate people with disabilities to perform tasks, Microsoft Kinect technology was introduced with Xbox to allow the children to play games using motions instead of using joysticks, use this technology in other disciplines like medical field(M. Rizwan, Ahmed, 2014), one of the most important characteristics is organizational agility especially in competitive industries, Speed of the processes of change in technology in one hand, and variation in the nature of the customers' requests in the other hand cause organizations strongly seeking new advantages to provide customers' needs better(Mohammad, Sayyed, Soheila, 2014), this research is conducted to establish assessment method to assess resettles AC within the OC, to create the electronic/tool system, we'll be suggest validate the proposed assessment method as customer satisfaction that well be achieved to show the effectiveness of the proposed assessment method, the main agile methodologies are XP, , DSDM, FDD (Pressman, 2010), the grate organization that accomplished the processes without wasting resources and with less resource



assigning(Mohammad, Jamshid, Mohammad, 2014), you cannot work with AC, why?  
If you don't have cultural working.

### 1) **Research Problem**

The research problem is we don't know the range of AC Implementation within OC.

### 2) **Questions of Research**

They are many question of research:

*Question 1:* The Organization working without/understanding the AC in Sudan? Let's  
us spouse found your values, How?

*Question 2:* The must Organizations doesn't know how to filling gaps of AC?

*Question 3:* How to Assess AC within Organizations?

### 3) **Significance of the Research**

To smoothly implementations AC within organization, so we need AM, why?, some organization in Sudan calls its work with AC, entail every one known this right, lets us assessment this AC in organization first, if found, yes you are working with AC else you aren't, finally in clear way you don't known how filing gaps, so we need tool to assessment the AC, to investigate the effect of organizational agility culture components on value creation ability through mediator variable of knowledge sharing in Sudan Organizations.

### 4) **Objectives of Research**



The main Objective to do assessment method to assess resettles AC within the OC, the research mainly focuses on the necessary assessment method to be maintained during the organizations culture development to enhance the quality, communication and to reduce the risk, this aims to help the stakeholders in development.

### 5) **Research Hypotheses**

The hypotheses of research is OC and AC are interlink together?

### 6) **Research Plan and Methodology**

The methodology of research is Collection data, analyze data, interpreted the result: **Data Collection** is the data collected was based on forty-seven research study, including a range of recently published theoretical works in the creative culture, creativity, and innovation literature, the **Observations** is thoughts, feelings and wants, data analysis as well as interviews, e-surveys, work process observations and an in-depth cultural assessment, the **Descriptions** is using opinion for the culture of organization, and from you understanding of literature review well take advantage and strongest of the main agile methodologies are XP.

## 2. **Literature Review**

The literature review it contain 74 studies, just her present 10 studies are:

Garson, João, Patrícia in Brazilian (2015), they aimed in how to align both OC and AM, they reached to compilation of a list of OC factors that are relevant, OC area context of IS, thy recommend to involve the development of new models, and practical methods that can support decision-making within a project.



Osibanjo, Adeniji in Nigerian (2013), the goal of study is effect of organizational culture on various human resource development programmers of an organization, the results showing that a close relationship exists between organizational culture and recruitment process, training programmers, job performance management, performance of employees, pay structure, and compensation administration, they recommend to better results by making comparison of previous research with the current research.

Mumin, Crispin, Ravishankar in UK (2014), the Objectives are explicit insights on how differences and conflicts between subculture groups hindered the successful implementation of an MIS, how members salient behaviors towards an IS evolved during the implementation process, and how salient cultural practices influence the outcome of IS implementation, the result is enhance our understanding of IS implementation research from the dual perspective of OC, they recommend to provides fresh insights on how salient subcultural practices can lead to IS failures despite the existence of a strong organization wide value.

James in 2013, his goal to integrate organization development with leadership development, the resulting is interpersonal mush, where people are making up stories about each other, the assumption that we are responsible for each other's experience, and learn from it, his recommend to learning new skills for leading how people learn from experience is required.

Christiaan in 2015, he aimed to explores the differences in organizational and cultural characteristics for each of the growth stages in order to help IT leaders understand how to include and manage cultural aspects during the development of their IT organizations, the study result is cultural differences or sub-cultures between units of the IT



organization may be required in order to reach cultural congruence for each of the units, the recommend that senior IT management expressed a need for more agility and innovation.

Léo in Brazil (2010), he aimed to investigate the impact of the Organizational Culture on Innovation Management, the methodology used is Delphi technique, the results shown an unbalance on the personal values profile of the involved executives and a moderate to high positive relation between personal values balance and the organization cultural adequacy index, in future studies that would involve larger samples and other categories of executives.

Peter, Bob, Jo Rhodes, Paul in 2009, they aimed to investigates the mediating role of organizational subculture and its antecedents of organizational commitment namely leadership, the methodology is structural equation analysis, the study results highlight the important role of local leadership and subculture in determining employees job satisfaction and commitment could also provide managers with a new lens to examine organizational culture via three perspectives: bureaucratic, supportive and innovative, recommendations could renew interests in developing other organizational subculture models that determine the relationship between organizational subculture and commitment.

Tianya in 2015, the goals to find out how organizational culture affects employee behavior, the methodology used is deductive approach, results of study indicate that organizational culture mainly impacts motivation, promotes individual learning, affects communication, and improves organizational values, group decision making and solving



conflicts, the recommendations limited resources and time, the questions asked during the interview did not cover all sides of organizational culture, and it is difficult to compare the outcome from different people.

Pasi in 2010, the **Objectives** to gain understanding of the organizational environment, and analytic lens of OC, he turned to quantitative methods, the **results** are especially low coincident in current clan culture indicates that there has been extreme variation, and we can see that the participants agreed very strongly, the recommendations is no apparent explanation was found for the low validity of the current clan culture value provided by the OCAI, The research method should be further validated in a multi team context.

Layman in Irish (2015), the **Objectives** is particularities of organizational culture in the public service, the **results** to provide evidence-informed research and commentary on key aspects of contemporary Irish public administration, the **recommendations** is failure to priorities the needs of often the most vulnerable citizens has been attributed ultimately to the prevailing culture in the Health Service Executive.

### 3. The Interlinked of AC within OC Analysis

We extract the Interlinked resettles AC within OC based on a comparative analysis of the relevant literature we identify and describe the different model used in AC, OC research, and applying a paradigm approach as checklist adapted from our observations, look to figure 1 below.



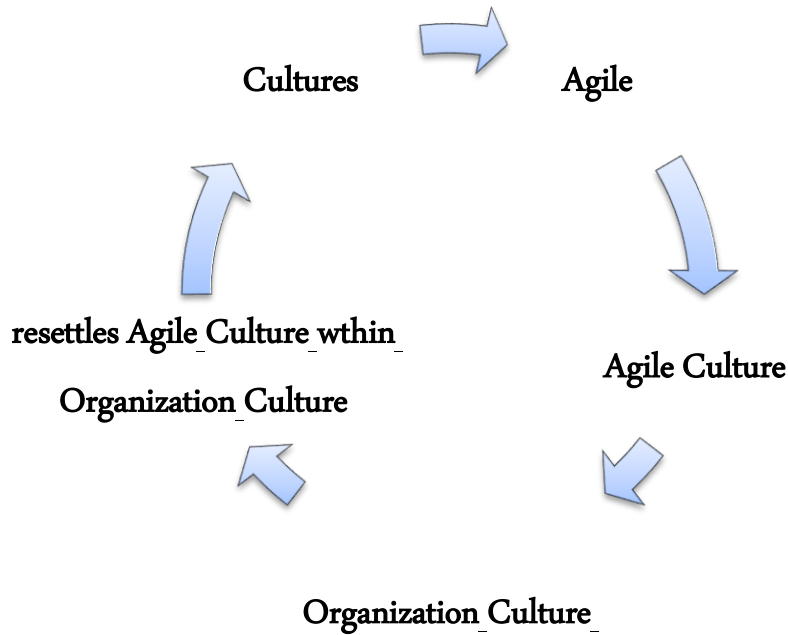


Figure 1: Interlinked resettles AC within OC.

### 3.1 Cultures

The culture is behaviors and beliefs characteristic of a particular group, in particular since the 1980s the term OC has been used by researchers to describe the climate and practices, and the culture is that provide signals to others about what is valued, as a set of assumptions, beliefs, and patterns that are passed from one to generations.

The culture plays many roles within an organization, it is one of the many variables that could contribute in planning behavior, culture people who are already highly successful personally change behavior, and it is about creating a sustainable investments in your Organization, people need to understand an Organization direction in order to conduct this cultures and is one of the major influences for our behavior, beliefs and assumptions.

The cultures focus on success in a changing world and adapting faster and better than the competition, culture affects in any function of Organization, like this areas hardware, software, structures, control, processes, procedures, mechanisms, communication, and relationships.

The cultures is embedded in a particular set of competing values the cultures are polar-opposites with contrasting emphases (Quinn and Rohrbaugh, 1983), is a central concept in the context of agile software development, and its something that you manipulate to Attempts new shape of work, and it is elements to communities Organization, it's very different from one Organization to another.

The cultures gave a lots like identity for its members, commitment to something stability of the sociality, and control mechanism, we can Culture seen as the strategic objective of a competitive advantage, see the figure 2 below.



Figure 2: the Cultures



Scrum Culture is about leadership, decision making, planning, productivity, software, organizational structure this in which the Scrum Culture has special demands that might influencing and changing the OC.

Culture Change (CC) is the ability to initiate and manage the circular nature of CC is a leadership prerequisite requiring deliberate, disciplined, and dedicated effort, CC may be necessary to make improvements to the organization, impudence employee behavior, provide better customer service or achieve specific organization objectives and results, CC is normally a slow process to get it in your organization, the ability to react on and adapt to changes in their rapidly changing external environment is essential, CC transformation needs connection between organizational culture OC and strategy, Leadership pushing people to change with clear commitment morale, to create a culture that offer HR and creative management, role, encourages trust, and be flexibility as possible, the challenge is to shift from traditional situation more out of invention people leaders, resilient cultures begin in reality with leaders understanding and supporting strategic work.

### **3.2 Agile**

Agile is a way or power to move faster, agile process is an iterative and incremental method used in project management, the agile improvement process is a process that essentially revolves around constantly monitoring and adjusting the management and development needs of agile across the organization, Agile benefits is managing the transition plan, fitness your cultural, and is not just a tools and practices, ability is to respond to changes requires many levels , agility in brief is new idea adapting to change plan, agile endeavor undertaken to create a unique service, agile defines value to be

principle or standard of behavior, agile is described a process work, agile is working with your culture, agile is empowering factor across industries to better to meet evolving market demand, check the figure 3 below.

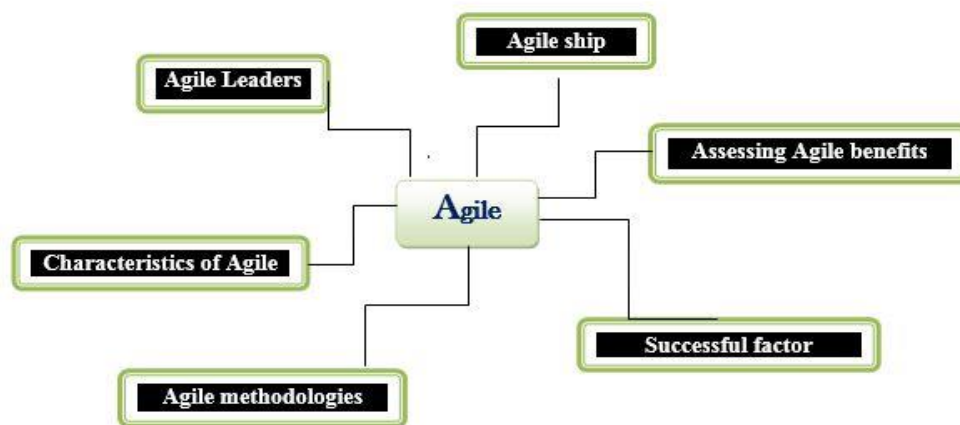


Figure 3: The Agile

Agile Values in 20 years ago, 17 software developers came together to propose a new way of developing software, the signers of the Manifesto understood how much of an impact these principles, no idea how quickly their ideas would spread beyond their industry, the Values are:

- 4 Individuals and interactions over processes and tools
- 5 Working software over comprehensive documentation
- 6 Customer collaboration over contract negotiation
- 7 Responding to change over following a plan

Agile principles 12 Principles behind the Agile Manifesto, they are:



- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development, agile processes harness change for the customer's competitive advantage
- Welcome changing requirements, even late in development, agile processes harness change for the customer's competitive advantage
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals, give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation
- Working software is the primary measure of progress
- Agile processes promote sustainable development, the sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity, the art of maximizing the amount of work not done is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Agile methodologies is the most popular member of the agile family is Scrum, the productively and creatively delivering products of the highest possible value, the ability to manage changing priorities, increased productivity, improved project visibility, improved team morale, and the increase project success rates can directly tie back to



projects resolved through the agile process, agile methodology for software development refers to a group of software development methods in which resolutions emerge through the collaboration between cross functional teams.

Assessing Agile Culture benefits include the agility of the organization comes from the organization's ability to create custom quality product, the AO has to be innovative to compete and survive in other than the short period time, and AC is social agile practices increase everyday communication between the customer, management, technical staff and social practices.

Agile Leaders are shape organizational cultures to providing direction , values and behavioral patterns, Leaders and managers commonly have a more positive perception of their workplace and its culture , reflected in leadership management behavior, that leaders success depends on sending and shaping correct contents about their priorities, values and beliefs, culture is to take deep root and endure, transfer leader vision to each of those individuals from the through all levels of the organization , Leadership is the ability to lead effectively change in organization, leadership is strategic objectives to have the right people and processes to achieve these objectives, organizations conduct assessments of groups of leaders using the criteria competency, leaders moving to importance of good design great view of strategies, Agile Leaders need to understand the challenges involved in the transition from the traditional organizational management to Agile, Senior management influences the organizational structure, Transformational leadership coupled with a companywide commitment to people development provides the means to inspire a workforce toward productive invention, Creating a agility culture should be the top strategy management, Agile leaders know that the change is not



achieve the short term, IT leadership and IT teams can align, provide solutions for customers into the future,

### 3.3 Agile Culture (AC)

AC is about creating an environment that is underpinned by values, behaviors and practices which enable organizations, teams and individuals to be more adaptive, flexible, innovative and resilient when dealing with complexity, uncertainty and change, the Organizations have to keeping agility sustainable, change, learning and innovation competencies are such scale which measure value creation process and value will be defined by the customer.

The Agility Competency as offering value to the customers, to the products readiness for change, knowledge and skills of staff shaping from sharing agility Cultures, agility is the response to imposed challenges by business, AO meets the demands fast although the environment cultures is unstable, the explain elements of Agility Competency are *responsibility* is to identify rapid changes, *flexibility* is ability to perform processes, and *Speed* is to an ability to complete organizations activity with the possible speed, the agility is the dynamics capability of organization designing which can diagnose needs to change from internal and external sources, do them and control performance stable.

The Agility Capabilities include the abilities that should be created in organization to have enough power of responsibility to change, quick responds to changes.

The Competitive Environments if the right product in right price and right time to market you have great competition, but for survival in competitive environments, in markets where price is the value of customer's view, in other word, business



environments changes that are caused by customers' needs changes, look at figure 4 below.

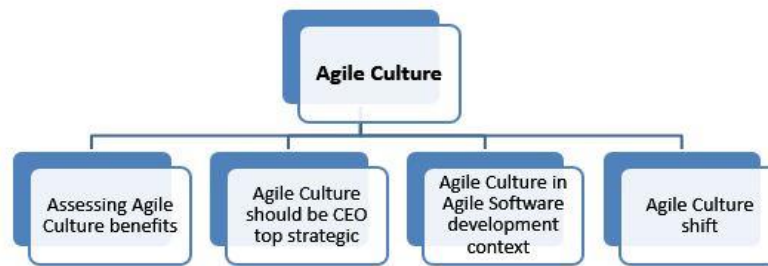


Figure 4: Agile Culture.

### 3.4 Organization Culture (OC)

OC must adoption of agile practices and its impacts on technical and social organization dimensions, the AC directly affects the organizational structure, OC is unique personality that characterizes both the employees and practices of an organization, the most crucial factors for building an OC are communicate, clearly priorities, structure, right people, innovative, class standards, be winner always, OC an essential agency ingredient for initiating and sustaining a new way of doing business, OC is difficult to identify and understand is because it encompasses the taken for granted values, underlying assumptions, expectations, collective memories and definitions, OC as concept applied through multiple fields with changing, OC refers to the shared values, underlying assumptions, and behavioral expectations that govern decision making, OC to how we do things and how to get the job done, OC has a primary role in software development.





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Cameron and Quinn in 2005 present an Organizational Culture Assessment Instrument (OCAI) for examining organizational culture by using a survey, OC concept help decision makers see capabilities and provide more options to improve organizational, OC is a pattern of shared basic assumptions invented, discovered, it is the collection of values and norms shared by groups of people in an organization, OC is the shared attitudes, values, goals, practices that mean organization characterize , OC influence on creativity and innovation of Organizations, Organization who actively developed culture returned higher revenue and income in communities, organization has a unique culture internally evaluated to find principles to achieve goals, OC can influence employees' sense of engagement, identification, and belonging (Laschinger et. Al., 2001, Mathew and Ogbonna, 2009).

OC provides the social ,organizations coherence, identity, and direction, organizational culture in terms of values of the challenges assumptions, OC mean that the creation of valuable and useful products, services, ideas and individuals working together in complex social organizations.

OC is believed to influence key aspects of business performance, values, assumptions, and artifacts define OC, Culture creates a sense of order, continuity, and commitment that permeates every aspect of the organization, it's important to recognize the differences between each culture profile in Organization, Organization is set of basic suppositions by the group when learning to face problems, OC is the pattern of assumptions, discovered, and fix problems of external adaptation, IT organizations are became an approach in order to reach top performance , OC is the ability of an organization to identify, capture and respond to opportunities in the marketplace.



Handy (1985) describes four key dimensions that determine OC is people orientation, innovation orientation, work formalization , and outcome orientation, The Organizational Cultural Assessment Instrument (OCAI) is a widely used instrument for measuring organizational culture (Cameron, et al., 2006).

OC includes people communicate, working, products, success factors and its business strategy and practices, OC transforming an organization requires employee Guide, Vision, Communication, Change process, Organizational culture is the social glue people makes them part of the organizational experience, the organizational achieve the objectives and competitive advantages through organizations culture.

The Culture can be defined as the consistent organizational behaviors of employees and leaders, organizational culture facilitates the achievement of an organization's strategic objectives, attracts the right employees, and the ability of companies to develop new products and services depends Culture sharing among company's staffs than its other competitors, it seems that the primary key to creative changing Culture environments is knowing as Organization Culture Assessment Method (OCAM).

The Culture types how members of an organization conduct business, treat employees, customers, and the wider community are strong aspects of person culture and market culture, and the extent to which freedom is allowed in decision making, developing new ideas and personal expression are vital parts of adaptive cultures and adhocracy cultures, and how power and information flow through the organizational hierarchy and system are aspects of power cultures, role cultures, and how committed employees are towards collective objectives are parts of task cultures and clan cultures, focus at figure 5 below What's affects in OC.

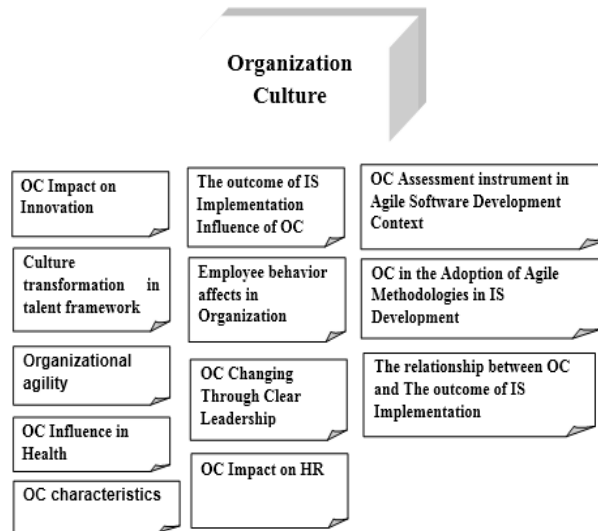


Figure 5: What's directly affects in OC.

Organization Culture Changing (OCC) Through Clear Leadership means the Leadership culture is the meaning that people shared direction, alignment, and commitment throughout the organization, OCC allows for the new thinking, beliefs, polices, objective, technology and processes that will result in organizational success, the conservative approach to change and an emphasis on keeping things running smoothly, choosing the right level of leadership culture that your organization absolutely requires for its in future , giving time and attention to the beliefs that underlie behavior and decisions, executives help the organization, any process to gain better understanding for it by idea of taking your time out for learning its, Changing culture requires a belief that developing individual leader capacity, taking your time out for sharing OCC, and establish action change development teams, the Culture is deeply embedded in values, assumptions, behaviors, and attitudes, it is, in essence, the human glue that makes the company unique, the CEO often initiates strategic changes, outline the practices and



behaviors that will have the greatest impact on cultural change, cultural change agent and who has the competencies and experiences to meet the demands of the new business strategy.

Culture transformation in talent framework is to transformation of organization from one state to another requires strong commitment from top management, the world is moving and shifting so quick, the transformation is define the culture that is needed to support the organization strategy.

Organization Culture Impact on Human Resource Practices the organizational practices are oriented toward driving employee completion of the work at hand, highlight value, convention, repeatability, standardization, and consistency, highlight Organization identity, uniqueness, history, and internal experience, defined and driven by leaders in the organization, and designed to capture both people's behaviors as what they do and their values as why they do it, and identify the critical areas between the current and desired cultures.

Organizational Agility is necessary for organization to change increasingly organizational agility, and Organizational Behavior is a field investigates in the human behavior within an organization, senior management support is a critical environmental factor influencing organizing Agile teams, OA may contain subcultures that generate creativity and strong culture, OA is the capacity to adaptable change in strategic objectives,

Organizational Culture Characteristics ACC are more conducive to institutionalizing strategic thinking, emerged by values based and process based research, and its terms of a member's identification and engagement with a particular organization, ACC is



Innovation , external orientation, people orientation, and stability, agile champion need top leader agility, top leader change, capability to learn.

#### **4. The Agile Culture Assessment Method (ACAM)**

If you can gave the right answer for the following question checklist then you are considered in good situation poster of AC implementation, ACAM elements are:

- Is there a high standard of agile culture implemented compared to other cultures?
- Is there a clear adoption of senior leadership in the agile culture of the organization?
- Are there agile values found in a correct way in the behavior of the members of the organization?
- Is there a close relationship between the agile culture with other cultures of the organization?
- Does the organization have a work culture to benefit from the agile culture?
- Does culture operate in the context of information systems?
- Does the organization's culture work within the agile culture?
- Does the agile culture support decision-making in the organization?
- Is there an impact of organizational culture on the human resource?
- does Agile culture work on train human resource
- Are there practices that affect the agile culture in the implementation of the information system?
- Are there groups disseminating cultures that have a negative impact on the organization cultures?



- Are there cultural dissemination groups that have a negative impact on the agile culture
- Is there interlinked relationship of agile culture within the organization cultures?
- Is there a benefit to IT leadership from the agile culture?
- Does the culture organization cultures manage creativity?
- Does the agile culture stimulate creativity in the organization?
- Is there an agreement between personal cultures and agile culture?
- Is there an explicit commitment of senior management to the agile culture?
- Does agile culture help avoid conflict between the work of group teams?
- Does the agile culture help to learn from the experiences of the previous experiences of organization?
- Does agile culture add value to individuals?
- Does the agile culture motivate the culture of creativity?
- Does the agile culture increase the output of the human resource?
- Does agile culture facilitate service delivery?
- Is the agile culture in line with the beliefs of the individuals in the organization?
- Does the agile culture take a place in the practices of the organization?
- Does agile culture help to change for the better, such as strengthening the spirit of competition with other organizations?
- Does agile culture send valuable signals?
- Does the culture of the organization pass experiences among human resource?
- Does agile culture serve as a central concept in software development?



- Does agile culture help improve workflow
- Do organizational cultures act as a component of communication between individuals?
- Do the organization cultures differ from other organizations cultures?
- Does agile culture contribute to individuals behavior planning?
- Is agile culture considered a fixed investment in the organization?
- Does the agile culture clearly show the direction of the organization?
- Does the agile culture represent a clear picture of the organization?
- Does agile culture represent a distinctive element of the organization?
- Is adopting an agile culture as strategic goal for the organization?
- Is agile culture an essential component of influencing behavior?
- Is there enough capacity for leaders in the organization to cultures change?
- Is there an adoption of cultures changing for a necessity?
- Is the process of cultures changing within the organization cultures considered a slow process to keep pace with external changes?
- Is there a strategy for managing changes in organizational cultures?
- Do leaders drive individual to a clear commitment to ethics to create new cultures in the organization?
- Are Cultures adoption by providing administrative support and commitment through a joint work strategy
- Is there monitoring of the commitment to adopting the behavior of an agile culture?





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- Are agile concepts adopted in changing organizational cultures?
- Does agile culture help deliver a quality product?
- Does agile culture help to speed up operations?
- Do you consider the organization culture to be social practices?
- Are senior leaders responsible for building cultures that push towards achieving the organization's goals?
- Is the successful leader considered to be the one who transmits the agile culture at all levels of the organization?
- Does agile culture add value to individuals, products and services together?
- Is agile culture responsible for any business threat?
- Is the agile culture the beginning of any change in the organization, internally or externally?
- Does the agile culture help in making the right product and at the right time for the market?
- Do organizational cultures effects on organization structure?
- Do you consider organizational cultures as a criterion for communication?
- Does agile culture help communication?
- Are organizational cultures based on high-probability of true assumptions?
- Does building organization cultures on correct expectations support decision makers?
- Do organizational cultures help the business environment to business achieved?





- Do organizational cultures help in the capabilities of decision-makers in the organization?
- Do organization cultures represent the habits of behavior of its members?
- Do organizational cultures slow down the creativity process?
- Do organizational cultures help in joining new human resource?
- Do organizational cultures represent a way to add new values?
- Do organizational cultures affect business performance?
- Does each culture of the organization cultures have its own file?
- Do organization cultures exploit all the opportunities available in the market?
- Do organizational cultures have the ability to direct people?
- Do organizational cultures represent the behavior of the individuals and leaders of the organization?
- Do organizational cultures help build trust?
- Are organizational cultures changed based on a clear leadership vision?
- Are organizational cultures transferred to other organizations?
- Is the behavior of individuals explained within the organizational cultures?
- Does strategic thinking serve the organizational cultures?

## 5. Results of Research

They are many results of research:

- Industry problem Solved with established a suitable AM for AC in small Organizations.



- Suitable ACAM is built as a case study of research to validate the proposed AC to deal with it OC.
- There is a interlinked relationship between OC and AC.

## **6. Desiccation**

The need for tools to assessment of AC in organization become necessary in current business situation, the organization select one of the agile method in improvement of organization business in markets, and earn of competence practice to success and to control of operation change, the leaders of agile shape what organization gets form AC internal and external point view, AC shift to adapt what organization benefits in sector, AC impact on innovations, agile development, IS, IT, and HR, and we based on a comparative analysis of the 74 relevant studies used in OC and AC research to identify and describe the approach used, the OC and AC are really interlinked together in depth, how to assess resettles AC within the Organization is made for you through ACAM.

## **7. Conclusion**

The Conclusion if research the Cultures is necessary for organization to survive in competitive environment and to be organization agility, the assessment of resettles AC in organization is one of element success factor in business and community, the implement AV and principles must be in clear objectives of strategic management and leadership, every one work with OC to grantee we are in right bath of organization direction.

## **8. Recommendations for future research**

They are many of Recommendations are:



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- The AM for AC for medium and large Organizations.
- Develop AC framework.
- The needs to automated Organization Culture Assessment Method.

## 9. Reference

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