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The impact of organizational agility on crisis management: The central bank of Jordan as a case study

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Abstract

The objective of the study is to investigate the influence of organizational agility on crisis management and to evaluate the extent of organizational agility implemented at the Central Bank of Jordan, along with its effectiveness in managing crises. This research encompassed two primary variables: the independent variable, which is organizational agility, assessed through three dimensions: exploitation, exploration, and structural flexibility; and the dependent variable, which is crisis management, evaluated through three dimensions as well as pre-crisis stage, crisis stage, and post-crisis stage. A questionnaire comprising 30 items was developed to measure these variables, and a total of 500 questionnaires were distributed among employees. Ultimately, 403 valid responses were collected for analysis, resulting in a response rate of 81%. Employing a descriptive-analytical methodology, the researchers utilized various statistical tests via SPSS software. The study yields several significant findings, particularly highlighting a statistically significant effect of the dimensions of organizational agility on improving the level of crisis management at the Central Bank of Jordan. It is determined that the dimensions of organizational agility accounted for 84.7% of the performance in crisis management, with the exploitation dimension exhibiting the highest explanatory power, while the exploration dimension demonstrated the least. The findings further reveal that organizational agility and crisis management levels were moderate. The study suggests a redesign of the organizational structure to improve flexibility in accordance with the demands of crisis management, advocating for the establishment of an internal committee tasked with reviewing the organizational framework and proposing solutions and recommendations. Additionally, it emphasizes the necessity for heightened investment in fostering innovation capabilities and investigating new strategies to enhance performance, along with the creation of multidisciplinary teams aimed at exploring novel ideas and formulating innovative solutions.

Keywords: Central Bank of Jordan, Crisis management, Organizational agility.

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1. Introduction

In an environment marked by swift transformations and persistent difficulties, the management of crises has emerged as a critical requirement for maintaining the continuity of both organizations and nations, along with their capacity to address unforeseen circumstances. By their very nature, crises exert considerable pressure and jeopardize stability whether resulting from natural calamities, abrupt economic occurrences, or internal disturbances that affect organizational performance or reputation [1].

Crises within organizations or institutions frequently manifest as abrupt changes impacting either the internal or external environment, emerging without prior notice or preventative actions. This reality is one that must be recognized [2]. The categories of administrative crises are extensive and diverse, presenting challenges in classification, and can stem from unexpected failures, unforeseen events, or carelessness. Additionally, certain crises occur outside the purview of management [3] while others may develop due to the unauthorized dissemination of critical, sometimes confidential, information such as strategies, new initiatives, or forthcoming projects resulting in outcomes that deviate from the intended objectives [4].

In light of the swift and successive transformations occurring, the conventional methods of organizational management have demonstrated their inadequacy in tackling impending crises. This scenario necessitates a distinct vision oriented towards the future, allowing institutions to respond effectively to forthcoming challenges. As a result, it is imperative to improve organizational agility to more effectively navigate future crises by concentrating on the establishment of adaptable systems capable of promptly responding to changes, promoting innovation within the organization, and cultivating an organizational culture that encourages creativity and ongoing learning [5].

In this context, the importance of organizational agility is highlighted by its function as a crucial facilitator for managing future crises. Organizational agility denotes the capability of an institution to swiftly transition between various work approaches and adjust to evolving conditions while preserving both efficiency and effectiveness. This level of agility significantly improves an organization's ability to seize opportunities that emerge during crises, converting challenges into advantages. To attain such agility, the establishment of sophisticated administrative systems is essential [6].

One of the most important characteristics of organizations that are successful in the contemporary environment is organizational agility. This characteristic expresses itself in an institution's capability of coordinating and arranging its processes and means towards the achievement of its ends efficiently and effectively. In the complex and dynamic contemporary environment of business, the worth of organizational agility has by far never been greater. It empowers organizations to respond fast to changes and yield flexible, efficient solutions towards new problems and opportunities emerging. It also permits enhanced internal communication and process simplification, with the end result of boosting worker productivity and yielding positive long-term outcomes [7].

In light of this viewpoint, the present study seeks to examine the influence of organizational agility on crisis handling by the Central Bank of Jordan.

1.1. Study Problem and Questions

The focus of the current research is the requirement for the Central Bank of Jordan to create smart characteristics and policies enabling it to assume a leadership role while managing and resolving crises efficiently. As organizational agility is the source of strategy for the sake of an institution undergoing fast changes taking place in the external environment, the situation presently requires increasing the capability of the bank in the same. This enhancement involves bolstering organizational flexibility, promoting innovation in the development of solutions, improving the anticipation of risks, and devising proactive plans to tackle potential crises. Furthermore, the implementation of intelligent strategies enables the Central Bank to react promptly and effectively to both local and global economic and financial challenges, thereby strengthening its role in fostering financial and monetary stability and ensuring institutional continuity amid changing conditions.

Upon reviewing the existing literature, the researchers identified a substantial gap in studies investigating the influence of organizational agility on crisis management, particularly in relation to the Central Bank of Jordan.

Accordingly, the core problem of the study can be formulated in the following main question:

- Is there an impact of organizational agility on crisis management at the Central Bank of Jordan?
- From this main question, several sub-questions emerge that the study seeks to answer:

- Is there an impact of organizational agility and its dimensions (exploitation, exploration, structural flexibility) on the pre-crisis stage at the Central Bank of Jordan?
- Is there an impact of organizational agility and its dimensions (exploitation, exploration, structural flexibility) on the crisis stage at the Central Bank of Jordan?
- Is there an impact of organizational agility and its dimensions (exploitation, exploration, structural flexibility) on the post-crisis stage at the Central Bank of Jordan?

1.2. Study Objectives

This study aims to achieve the following objectives:

- Elucidate the principles of organizational agility and crisis management, while also examining various viewpoints regarding these concepts.
- Recognize the essential aspects of organizational agility, which include exploitation, exploration, and structural flexibility, alongside the various phases of crisis management, namely the pre-crisis stage, crisis stage, and post-crisis stage.
- Evaluate the degree of organizational agility present within the Central Bank of Jordan.
- Evaluate the effectiveness of crisis management practices at the Central Bank of Jordan.
- Assess the influence of organizational agility and its components – exploitation, exploration, and structural flexibility – on crisis management in the pre-crisis phase.
- Assess the influence of organizational agility and its components – exploitation, exploration, and structural flexibility – on crisis management during the crisis phase.
- Assess the influence of organizational agility and its components – exploitation, exploration, and structural flexibility – on crisis management in the aftermath of a crisis.

1.3. Study Hypotheses

Based on the problem and research questions, the following hypotheses were formulated:

- Main Hypothesis (H01): There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, structural flexibility) on crisis management and its dimensions (pre-crisis stage, crisis stage, post-crisis stage) at the Central Bank of Jordan.

The main hypothesis is divided into the following sub-hypotheses:

- Sub-hypothesis 1 (H01-1): There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, structural flexibility) on the pre-crisis stage at the Central Bank of Jordan.
- Sub-hypothesis 2 (H01-2): “There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, structural flexibility) on the crisis stage at the Central Bank of Jordan.”
- Sub-hypothesis 3 (H01-3): “There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, structural flexibility) on the post-crisis stage at the Central Bank of Jordan.”

2. Theoretical Framework

2.1. Organizational Agility

2.1.1. The Concept of Organizational Agility

The notion of organizational agility pertains to the capacity to efficiently plan and organize resources and activities in order to attain specific objectives within complex and dynamic work settings. Such agility depends upon a set of talents, like the talent of setting priorities, planning activities among individuals and teams [8] and the proper use of time. It also constitutes the talent of fitting oneself to changing conditions and the timely, though contemplative, decision-making during crises [9]. Successful companies depend upon such proficiency for the maintenance of continuity and quality of operation by enhancing processes and the eradication of wastages [10]. Organizational agility, moreover, allows coordination among departments and the development of an adaptable environment at work, providing leeway for invention and development. At the individual level, the same agility permits people to maintain a balanced personal and professional life with an improvement in their well-being and efficiency. Overall, the possession of such a skill constitutes the key factor for long-term success at the levels of individuals, teams, and companies [11].

Organizational agility has also been defined as “the capability of appropriately guiding and coordinating activities and available resources, through appropriate structuring, with the purpose of achieving desired results and targets, even in dynamic and complex work environments” [12]. This competence incorporates a series of organizational strengths strategically that assist the person, as well as the organization, to program material and human resources appropriately, utilize time effectively, and plan effectively, with the purpose of increasing competitiveness and productivity [12]. It also requires adaptability towards sustained changes, sharp priority setting, and timely, flexible decision-making as the situation demands. As an ultimate driver, organizational agility manages performance effectively, minimizes waste, and instills innovation throughout the diverse arenas [13].

As Sarmiento et al. [14] have observed, organizational agility refers to the capacity of an organization to use its expertise and talents for the improvement of exploitative and explorative activities, thus enhancing efficiency and effectiveness and reaching strategic targets. Through the definition, the essential function of the organization, by the leverage of human resources, is outlined for the support of activities focused on the improvement of institutional performance and the assurance of long-term success. Organizational agility, according to Martínez-Falcó et al. [15] is also the definition given for the conditions that ensure an organization can appropriately orchestrate and mobilize material and human assets with specific strategies and mechanisms organized for reaching targets efficiently. It refers, then, to the capability of responding appropriately to changes from the environment and dynamic conditions, with a commitment towards the improvement of internal processes permanently. Organizational agility is also described through the capability for the stimulation of innovation, the appropriate association and coordination of heterogeneous groups, and the improvement, ultimately, of the performance and long-term success, supporting the organization.

2.1.2. The Importance of Organizational Agility

One of the most important factors contributing to the success and long-term sustainability of organizations amid increasingly dynamic and fluid work environments is organizational agility. In response to rising challenges and rapidly changing markets, it has become vital for organizations to have a significant level of adaptability despite shifting conditions through the efficient alignment of activities and means [16]. Organizational agility's capability is also reflected through an organization's ability to simultaneously exploit available means and explore new possibilities, enhancing both productivity and operational efficiency. This adaptability allows for team collaboration and contributes towards the realization of strategic objectives, thereby enhancing the organization's competitive edge within the marketplace. Additionally, it offers the foundation upon which adaptive and development-centric organizations can emerge, serving as an important factor for the realization of excellence within the contemporary business environment [17].

The strength of organizational agility is its capacity to increase the effectiveness of an organization's operations through the efficient coordination of activities, reducing waste, and maximizing the utilization of available resources. Organizational agility also fosters innovation by providing an environment adaptable enough to test new ideas and develop innovative solutions for emerging issues [18]. It also provides an effective way of increasing the responsiveness of an organization to rapid changes occurring in the market, enabling faster adaptability with customer tastes and industry trends through the efficient coordination of the various organizational departments [19]. Organizational agility also increases team performance and provides a basis for strategic decision-making towards sustainable development. Organizational agility also contributes to the development of innovative and competitive organizations, enabling them to succeed over the long term [20].

2.1.3. Dimensions of Organizational Agility

Organizational agility is a multifaceted and complex concept concerned with an organization's capacity to converge varied activities that ensure its sustainability and success amidst the constantly changing competitive environment. Realizing such an equilibrium requires dependence upon multiple underlying dimensions that impact the organization's efficiency and effectiveness in handling resources and taking advantage of opportunities [20].

2.2. Exploration

Organizational agility is all about exploration, emphasizing discovery of fresh opportunities, nurturing innovation, and experimentation [21]. It is an evolutionary process designed to instill fresh ideas and solutions for overcoming fluid problems while exploring innovative ways of delivering excellence [18]. An effective exploration is one that marries intellectual curiosity, openness towards risk-taking, and the willingness to explore the unknown. It also instills a culture of perpetual learning, where fresh experiences and perceptions are utilized to enrich the organization's perspective while ensuring sustainability through a fast-changing and competitive climate [22].

With exploration, organizations can plan ahead for their customers' future demands, project changes proactively in the market, and create novel products and service solutions addressing these changes. The value of exploration extends beyond the organizational level, reaching individuals carrying innovative thoughts and the will for continual improvement. It embeds an atmosphere of innovative leadership and team collaboration, with teams breaking free from the usual norms to create the best solutions.

2.3. Exploitation

Exploitation is the capability of an organization to make use of available competence and resources efficiently and effectively with the purpose of maximizing yields and realization of its set targets. This dimension is concerned with the enhancement of performance through the optimization of the prevailing processes, the repetition of past successes, and the elimination of wastages and costs. It is the deployment of past knowledge and expertise with the purpose of timely realization of predicted outcomes at minimized risks [23].

2.4. Structural Flexibility

One of the most important drivers of organizational agility is structural flexibility, by means of which the organization can respond easily to the changing dynamics of the external and internal environment [24]. This flexibility is achieved through the organization's capability to restructure roles, responsibilities, and processes effectively for the sake of sustaining high performance amid changing conditions. It makes use of innovative and dynamic organizational structures,

like the use of multidisciplinary teams and flat hierarchies that allow easy internal communication and expedite effective decision-making. Ultimately, the enhancement of structural flexibility significantly bolsters the organization's capability to fulfill both operational and strategic goals [6].

2.5. Crisis Management

2.5.1. The Concept of Crisis Management.

According to Masadeh et al. [25] a crisis is defined as an unforeseen and abrupt situation that precipitates a rapid change, endangering the stability of an institution or the public interest. This type of situation is marked by challenging circumstances, which may include a lack of resources or the necessary capabilities to address it effectively. An effective crisis management approach necessitates a prompt and carefully considered response, as the deterioration of crises can result in significant repercussions that profoundly influence an organization's ability to maintain continuity and adapt to prevailing conditions. Institutions are compelled to implement extraordinary measures to mitigate adverse effects, whether these pertain to internal operations or the institution's reputation and relationships with stakeholders [26].

According to Balygh [27], crisis management encompasses a collection of interconnected processes and activities designed to foresee potential crises that could impact an organization prior to their occurrence. In a similar vein, [28] highlights that the effectiveness of an organization's response to crises, whether through preventative measures or by minimizing risks and losses once crises manifest, is central to crisis management. This is accomplished by strategizing for conceivable scenarios that can be predicted and averted, in addition to equipping the organization to manage anticipated crises, thereby controlling outcomes and alleviating adverse effects on the organization.

As articulated by Bynander and Nohrstedt [29], crisis management comprises a collection of coordinated procedures intended to manage a crisis or mitigate its negative impacts, as well as to lessen the potential losses that could arise from such a situation. The primary aim is to avert the escalation of the crisis beyond manageable limits, which could result in a significant disaster with severe repercussions for the organization. Furthermore, crisis management includes an array of meticulously devised strategies and efficient techniques specifically formulated to address emergency scenarios that may jeopardize organizational stability. These administrative initiatives and actions are vital for swiftly and effectively containing crises while preserving organizational equilibrium and ensuring sustainable operations.

2.5.2. Requirements for Crisis Management

The process of crisis management is essential, necessitating meticulous planning and ongoing readiness to facilitate an effective and prompt response in the event of a crisis [30]. Furthermore, effectively managing crises entails a series of critical requirements that contribute to mitigating the adverse effects on the organization [31]. Researchers in the field of crisis management have identified several key requirements:

2.6. Crisis Log

As stated by Al-Sayed [32] it is essential for organizations to keep a crisis log that records all events deemed crises, which may pose a risk to the organization's survival. This log functions as a repository of institutional memory..

2.7. Crisis Management Team

Establishing a dedicated crisis management team is crucial for safeguarding the organization against the adverse impacts of crises or impending threats [33]. This team ought to include individuals from the highest echelons of authority, as crises frequently necessitate rapid and unconventional responses in light of time limitations and intricate circumstances. The involvement of various experts and technical specialists from diverse fields is essential, and issues must not be addressed haphazardly [34].

2.8. Planning as a Core Requirement

One of the fundamental necessities in crisis management is planning. Effective planning serves to avert crises or mitigate their adverse impacts, enabling the crisis management team to implement organized and efficient strategies for addressing crises and preparing for emergency scenarios [35].

2.9. Simulation and Scenario Planning

The significance of scientific methodologies in crisis management, including simulations and scenario planning, cannot be overstated. Scenario planning entails the formulation of a range of assumptions regarding potential future circumstances, which are subsequently examined by the organization and its decision-makers to investigate possible crises and discern various solutions [36]. This approach proves especially beneficial in training personnel to envision extreme situations, commonly referred to as "worst-case scenarios." Conversely, simulations serve as techniques for modeling actual systems, demonstrating the interplay of different factors within intricate issues [35].

2.9.1. Dimensions of Crisis Management (Crisis Management Stages)

Like other social phenomena, crises go through various stages and have a life cycle. The development and completion of a crisis typically pass through several key stages:

2.9.1.1. Pre-Crisis Stage

The foundation upon which an organization will navigate potential future crises is established during the pre-crisis stage. This phase emphasizes the importance of preparedness and preventive planning, aiming to either avert the emergence of crises or lessen their possible effects should they occur [37]. Key steps are integral to this stage, with risk analysis being particularly significant; this process entails evaluating both the internal and external environments of the organization to pinpoint potential elements that may instigate a crisis [38].

2.9.1.2. Crisis Stage

The critical phase known as the crisis stage necessitates a prompt and efficient response to mitigate the damage inflicted by the crisis. Immediate focus is placed on managing the impacts of the crisis during this period. Emergency plans that have been pre-established are set into motion, and crisis management teams commence their operations in accordance with the roles and responsibilities outlined in these plans [39]. At this juncture, decision-making is characterized by urgency and directness, as rapid action is essential to avert further escalation of the crisis. Effective communication is vital, both internally within the organization and externally with stakeholders, to ensure the coordination of efforts. Additionally, strong and clear leadership plays a crucial role during this stage [40].

2.9.1.3. Post-Crisis Stage

Following the subsidence of the crisis, the post-crisis phase commences, emphasizing recovery and the analysis necessary to comprehend the underlying causes of the crisis and to mitigate its enduring effects. This stage initiates with an assessment of the damages incurred, which may encompass financial, reputational, or operational aspects. Furthermore, it entails a re-evaluation of organizational performance and enhancements in future preparedness. A key focus during this phase is the restoration of activities, as operations are gradually resumed while measures are implemented to diminish the potential for future risks [41].

3. Methodology

3.1. Study Methodology

The research was founded on multiple objectives, with the primary aim being to ascertain the influence of organizational agility on crisis management and to evaluate the extent of organizational agility implemented at the Central Bank of Jordan, along with its capability to handle crises. The investigation encompassed two variables, each comprising a series of dimensions. Organizational agility served as the independent variable, assessed through three dimensions: exploitation, exploration, and structural flexibility. Conversely, crisis management functioned as the dependent variable, also evaluated through three dimensions: the pre-crisis stage, the crisis stage, and the post-crisis stage.

3.2. Study Population and Sample

The participants in this study were employees of the Central Bank of Jordan. A total of 500 electronic questionnaires were disseminated to bank staff through Google Forms, utilizing a random sampling method for distribution. Ultimately, 403 valid responses were obtained, surpassing the minimum necessary to constitute a representative sample of the study population. In contrast, 97 questionnaires were not collected. A summary of the distributed and retrieved questionnaires is presented in Table 1.

Table 1.
Distributed and Retrieved Questionnaires.

Distributed Questionnaires	Valid Questionnaires	Unretrieved Questionnaires	Response Rate	Non-Response Rate
500	403	97	81%	19%

3.3. Study Instrument

The study's questionnaire consisted of 30 items, which were developed based on a review of various references and previous studies that addressed the same topic.

3.4. Instrument Reliability

Reliability denotes the capacity of the questionnaire to produce consistent and stable outcomes when administered repeatedly under identical conditions. In essence, it evaluates the extent to which the results generated by the questionnaire can be deemed trustworthy. To ascertain the dependability of the questionnaire, various forms of reliability can be examined, with internal consistency being among the most significant.

3.5. Internal Consistency

One of the approaches employed to evaluate the reliability of a questionnaire is internal consistency. This method examines the extent of homogeneity and concordance among the items that assess the same phenomenon. To quantify this type of reliability, Cronbach's Alpha coefficient serves as a statistical instrument. The value of Cronbach's Alpha varies between 0 and 1, and the level of acceptable internal consistency is when the value of Cronbach's Alpha is above 0.70. Table 2 includes the Cronbach's Alpha coefficients of the variables and dimensions of the research.

Table 2.

Results of Internal Consistency Analysis of the Study Instrument (Cronbach's Alpha Coefficients).

Items	Variable	Dimensions	Number of Items	Cronbach's Alpha
1–5	Organizational Agility	Exploitation	5	0.820
6–10		Exploration	5	0.753
11–15		Structural Flexibility	5	0.841
16–20	Crisis Management	Pre-crisis Stage	5	0.829
21–25		Crisis Stage	5	0.852
26–30		Post-crisis Stage	5	0.747
Overall Questionnaire Performance			30	0.936

The Cronbach's Alphas, presented in Table 2 ranged from 0.747 to 0.852, all of which exceeded the lowest acceptable level of reliability, 0.70. This finding implies that the dimensions and variables of the study have a high degree of internal consistency, and therefore, the questionnaire is characterized by high reliability.

Table 3.

Variance Inflation Factor (VIF) and Tolerance Values.

Variable	Variance Inflation Factor (VIF)	Tolerance
Exploitation	4.539	0.2200
Exploration	5.956	0.1680
Structural Flexibility	5.381	0.1860

The data presented in Table 3 demonstrate that all VIF values pertaining to the dimensions of the independent variable fall below the threshold of 10, specifically ranging from 4.539 to 5.956. Furthermore, the tolerance values span from 0.168 to 0.220, all exceeding 0.10. Such findings suggest that multicollinearity is not present among the dimensions of the independent variable [42].

3.6. Means and Standard Deviations of the Study Variables

The analysis of the participants' responses to the questionnaire items employed measures of central tendency and dispersion to assess the extent of the Central Bank's implementation of organizational agility dimensions and its crisis management capabilities. The standard deviation serves as a measure of dispersion, reflecting the extent of consensus or variation among respondents concerning the variable dimensions. In contrast, the arithmetic mean signifies the organization's attention to and application of these variable dimensions.

3.6.1. Dimensions of Organizational Agility (Independent Variable).

The assessment of organizational agility was conducted through three distinct dimensions. To evaluate the extent to which the Central Bank has implemented these dimensions, the arithmetic mean was computed for each individual dimension, as well as an overall mean for the variable. The findings are outlined below:

Table 4.

Arithmetic Means of the Dimensions of Organizational Agility.

Dimension	Rank	Mean	Relative Importance
Exploitation	1	4.12	High
Exploration	2	4.02	High
Structural Flexibility	3	3.98	High
Organizational Agility (Overall)		4.04	High

Table 4 illustrates that every aspect of organizational agility is deemed to possess a high level of relative significance. The dimension labeled "Exploitation" achieved the highest mean score of (4.12), signifying that it is the most effectively executed dimension within the bank. In contrast, "Structural Flexibility" received the lowest mean score of (3.98). In summary, the Central Bank of Jordan is regarded as having a high level of organizational agility implementation, evidenced by an overall mean score of (4.04).

3.6.2. Dimensions of Crisis Management (Dependent Variable)

The assessment of crisis management was conducted across three distinct dimensions. To evaluate the extent to which the Central Bank implemented these dimensions, the arithmetic mean for each individual dimension was calculated, along with the overall mean for the variable. The findings are outlined below:

Table 5.
Arithmetic Means of the Dimensions of Crisis Management.

Dimension	Rank	Mean	Relative Importance
Pre-crisis Stage	1	4.07	High
Crisis Stage	2	4.06	High
Post-crisis Stage	3	4.05	High
Crisis Management (Overall)		4.06	High

Table 5 illustrates that all aspects of crisis management are regarded with a high level of relative significance. The dimension labeled "Pre-crisis Stage" achieved the highest mean score of 4.07, signifying its status as the most actively implemented stage by the Bank. In contrast, the "Post-crisis Stage" dimension recorded the lowest mean score of 4.05. In summary, the Central Bank of Jordan maintains a high level of crisis management, reflected in an overall mean score of 4.06.

4. Testing the Study Hypotheses

The research was founded upon a series of hypotheses, comprising one primary hypothesis and three subordinate hypotheses. To investigate these hypotheses, the researchers employed various linear regression analyses, including multiple linear regression and stepwise regression, all conducted at a significance level of ($\alpha \leq 0.05$). Presented below are the outcomes of these hypothesis examinations:

4.1. Testing the Main Hypothesis

- H0: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, and structural flexibility) on crisis management and its dimensions (pre-crisis stage, crisis stage, and post-crisis stage) at the Central Bank of Jordan.

This hypothesis was tested using multiple linear regression analysis. Table 6 shows the results:

Table 6.
Results of Testing the Main Hypothesis.

Dependent Variable	Model Summary			ANOVA			Dimensions of Independent Variable	Coefficients		
	R	R ²	Adjusted R ²	F Calculated)	DF	Sig Level		B Value	T Value	Sig.
Crisis Management	0.920	0.847	0.846	734.696	3	0.000	Exploitation	0.4400	10.974	0.0000
					399		Exploration	0.1730	3.821	0.0000
					402		Structural Flexibility	0.3090	7.077	0.0000

The critical F value was determined to be 2.61 at degrees of freedom 3/402. A comparison with the calculated F value from the ANOVA test, which stands at 734.69, clearly indicates that the calculated value surpasses the critical value, thereby affirming the significance of the regression model. The significance level for the test was recorded at .000, which is below the conventional threshold of significance set at .05. Furthermore, the significance levels associated with each dimension of the organizational agility variable were all under .05, specifically: .000, .000, .000. The t values for these dimensions were 10.974, 3.821, 7.077, all of which exceeded the critical t value of 1.96. Consequently, it is confirmed that these dimensions exert a statistically significant influence on the dependent variable.

4.2. Testing the First Sub-Hypothesis

- H01: "There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, and structural flexibility) on the pre-crisis stage at the Central Bank of Jordan.

The hypothesis was tested using multiple linear regression analysis. Table 7 shows the results:

Table 7.
Results of Testing the First Sub-Hypothesis.

Dependent Variable	Model Summary			ANOVA			Dimensions of Independent Variable	Coefficients		
	R	R ²	Adjusted R ²	F Calculated)	DF	Sig Level		B Value	T Value	Sig.
Pre-crisis Stage	0.912	0.832	0.830	656.985	3	0.000	Exploitation	0.4170	9.718	0.0000
					399		Exploration	0.2260	4.649	0.0000
					402		Structural Flexibility	0.2910	6.225	0.0000

- The calculated F value (656.985) was found to be greater than the critical F value (2.61) at degrees of freedom (3 / 402), thereby confirming the significance of the regression model. The significance level of the test (.000) fell below the significance threshold established for the study (.05). Furthermore, all dimensions of organizational agility demonstrated

significance levels under (.05): specifically, (.000, .000, .000), while their corresponding t values (9.718, 4.649, 6.225) surpassed the critical t value of (1.96). Consequently, these dimensions exert a statistically significant influence on the dependent variable.

- In light of these findings, the initial sub-hypothesis is dismissed, and the alternative hypothesis is affirmed, asserting that there exists a statistically significant effect at the significance level ($\alpha \leq 0.05$) of organizational agility and its components, namely exploitation, exploration, and structural flexibility on the pre-crisis phase at the Central Bank of Jordan.
- The correlation coefficient ($R = 0.912$) reflects the robustness of the positive relationship between the dimensions of the independent variable, namely exploitation, exploration, and structural flexibility, and the dependent variable, which is the pre-crisis stage. This demonstrates a substantial positive association. The elevated value of the correlation coefficient reinforces the assertion that the dimensions of the independent variable significantly influence the dependent variable.
- The coefficient of determination ($R^2 = 0.832$) reveals that the independent variables, taken together, account for 83.2% of the variance observed in the pre-crisis stage. Additionally, the adjusted R^2 value (0.830) reflects a minimal difference of 0.002, suggesting that the independent variables possess an acceptable level of predictive power regarding the dependent variable.

4.3. Testing the Second Sub-Hypothesis

- H02: "There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, and structural flexibility) on the crisis stage at the Central Bank of Jordan."

The hypothesis was tested using multiple linear regression analysis. Table 8 presents the results:

Table 8.
Results of Testing the Second Sub-Hypothesis.

Dependent Variable	(R)	(R ²)	Adjusted R ²	F Value (Calculated)	Degrees of Freedom	Sig.	Dimensions of Independent Variable	B Coefficient	t Value	Sig.
Crisis Stage	0.877	0.770	0.768	444.366	3	0.000	Exploitation	0.4190	8.079	0.000
					399		Exploration	0.2370	4.045	0.000
					402		Structural Flexibility	0.2710	4.804	0.000

The critical F value of 2.61 at degrees of freedom (3, 402) was contrasted with the computed F value of 444.366, which surpassed the critical threshold, thereby affirming the significance of the regression model.

The test's significance level was found to be (.000), which is below the established threshold of (.05). Additionally, each of the dimensions of organizational agility exhibited significance levels below (.05), specifically recorded as (.000, .000, .000). The corresponding t values for these dimensions (8.079, 4.045, 4.804) exceeded the critical t value of (1.96). Consequently, it is established that these dimensions exert a statistically significant influence on the dependent variable (crisis stage).

4.4. Testing the Third Sub-Hypothesis

H03: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of organizational agility and its dimensions (exploitation, exploration, and structural flexibility) on the post-crisis stage at the Central Bank of Jordan.

This hypothesis was tested using multiple linear regression analysis. Table 9 presents the results.

Table 9.
Results of Testing the Third Sub-Hypothesis.

Dependent Variable	(R)	(R ²)	Adjusted R ²	F Value (Calculated)	Degrees of Freedom	Sig.	Dimensions of Independent Variable	B Coefficient	t Value	Sig.
Post-crisis Stage	0.879	0.772	0.770	449.903	3	0.000	Exploitation	0.4840	9.597	0.000
					399		Exploration	0.0570	1.000	0.318
					402		Structural Flexibility	0.3650	6.642	0.000

The calculated F value (449.903) was assessed against the critical F value (2.61) at degrees of freedom (3 / 402), revealing that the calculated value exceeded the critical threshold, thereby affirming the significance of the regression model.

The test's significance level of (.000) fell below the threshold established in this study, which was set at (.05). Additionally, the significance levels for the dimensions of "Exploitation" and "Structural Flexibility" were both under (.05), recorded specifically at (.000, .000). Their associated t values (9.597, 6.642) surpassed the critical t value of (1.96), thereby affirming that these dimensions exert a statistically significant influence on the dependent variable (post-crisis stage).

Conversely, the findings indicated that the significance level for the "Exploration" dimension was (.318), exceeding the established threshold of (.05), while the t-value recorded was (1.000), falling below the critical t-value of (1.96). Consequently, it is established that the "Exploration" dimension does not exert a statistically significant influence on the dependent variable (post-crisis stage).

5. Discussion of Results and Recommendations

- *What is the impact of organizational agility dimensions on crisis management at the Central Bank of Jordan?*

The findings revealed a statistically significant effect of the dimensions of organizational agility, namely, exploitation, exploration, and structural flexibility on enhancing the level of crisis management at the Central Bank of Jordan. Furthermore, a robust positive correlation exists between the dimensions of organizational agility and crisis management, suggesting that any advancements made by the Central Bank in these areas would positively affect crisis management performance. The dimensions of agility were responsible for 84.7% of the variance in crisis management, with the remaining percentage attributed to other factors not examined in this research. Each dimension played a role in improving crisis management, with "Exploitation" demonstrating the greatest explanatory power and "Exploration" exhibiting the least.

- Do organizational agility dimensions affect the pre-crisis stage at the Central Bank of Jordan?

The dimensions of agility play a crucial role in enhancing the pre-crisis phase, serving as an essential component of crisis management. The findings indicated a statistically significant effect of these agility dimensions on the pre-crisis stage ($F = 656.985$), accompanied by a robust positive correlation ($R = 0.912$). This implies that improvements in agility dimensions will have a favorable influence on the level of pre-crisis management. Furthermore, these dimensions accounted for 83.2% of the variance observed in pre-crisis performance. Notably, "Exploitation" demonstrated the greatest explanatory strength, whereas "Exploration" exhibited the least.

- Do organizational agility dimensions affect the crisis stage at the Central Bank of Jordan?

The dimensions of agility exert a considerable positive influence on the enhancement of crisis stage management, as perceived by employees of the Central Bank. The findings revealed a statistically significant effect ($F = 444.366$) along with a robust positive correlation ($R = 0.770$), underscoring the critical role that agility dimensions play in the improvement of crisis stage management. These dimensions accounted for 77% of the variance observed in this stage. Among them, "Exploitation" emerged as the most significant explanatory factor, whereas "Exploration" was identified as the least impactful.

- Do organizational agility dimensions affect the post-crisis stage at the Central Bank of Jordan?

The dimensions of agility have a statistically significant influence on enhancing post-crisis management, exhibiting a robust positive correlation among the variables. Enhancements in these agility dimensions are expected to yield beneficial effects on post-crisis management. These dimensions accounted for 77.2% of the variance observed in post-crisis management outcomes. Among these factors, "Exploitation" emerged as the most influential, whereas "Structural Flexibility" demonstrated the least explanatory capacity. Additionally, the findings revealed that "Exploration" did not exert a statistically significant impact on post-crisis management.

6. Recommendations

Based on the results, the following recommendations are proposed to improve organizational agility and crisis management at the Central Bank of Jordan:

- Revise the organizational structure to improve adaptability in accordance with crisis management needs by establishing an internal committee tasked with evaluating the structure and offering solutions and recommendations.
- Enhance investment in innovative capabilities and the exploration of novel approaches to boost performance, while also forming cross-functional teams to conceive and develop creative solutions.
- Implement incentive programs designed to foster innovation and generate new ideas, while also arranging workshops aimed at enhancing performance and facilitating development.
- Enhance existing procedures designed to optimize efficiency and effectiveness in resource utilization, while also offering ongoing training for employees to guarantee the implementation of best practices.
- Formulate and implement proactive measures to recognize and address potential risks effectively.
- Strengthen both internal and external communication pathways to facilitate the swift and precise dissemination of information during times of crisis.
- Concentrate on methodically examining and deriving lessons from previous crises to enhance future crisis management strategies.

6.1. Recommendations for Future Research

- Investigate the connections between the dimensions of organizational agility and various factors, including organizational culture and technology.
- Analyze the effects of organizational agility across various sectors to evaluate the broader applicability of these results.

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