



JÖNKÖPING UNIVERSITY

*Jönköping International  
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# Factors Shaping Organizational Agility

Exploratory research into factors that are essential  
in organizational agility across diverse sectors.

**Master Thesis Within** *International Logistics and Supply Chain Management*

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Signature

## **Master Thesis in International Logistics and Supply Chain Management**

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**Abstract:** This thesis investigates the interconnections of the factors that a company essentially should possess to implement agile applications and examines the extent to which agility factors are transferable across diverse sectors. Drawing on qualitative data from interviews with industry experts and executive ranks across various sectors, this research aims to identify the key factors that are indispensable to organizational agility to successfully implement agility and assess their applicability in diverse organizational contexts. The findings highlight the universal relevance of agility factors such as leadership and vision, top-management support, customer focus, adaptability, collaboration, innovation, resource management, technology utilization, and training and development.

**RQ:** What factors are indispensable in organizational agility across different sectors, and to what extent are these factors transferable across different organizational contexts?

**Introduction:** The introduction sets the stage by discussing the increasing importance of organizational agility in a rapidly changing business environment. It introduces the research question and objectives, emphasizing the intricacy of agility from diverse perspectives.

**Literature Review:** The literature review provides an overview of organizational agility, defining key concepts and identifying factors that contribute to agile organizations. It reviews existing studies on sector-specific agility and highlights the gap in research regarding the cross-sectoral transferability of these factors.

**Methodology:** The methodology section describes the qualitative research design, including the selection of interviewees from diverse sectors, data collection through semi-structured interviews, and thematic analysis of the interview data. It ensures the validity and reliability of the research process.

**Results and Discussion:** This section presents the findings from the interviews, organized by the identified agility factors. It provides detailed examples from the research to support each factor's relevance and transferability across different sectors.

**Conclusion:** The conclusion summarizes the key findings, emphasizing the universal applicability of agility factors across different sectors. It discusses the implications for organizational leaders and provides recommendations for fostering agility in various contexts. The conclusion also suggests areas for future research comprehensively.

**References:** A comprehensive list of references cited throughout the thesis, ensuring academic rigor and credibility.

**Appendices:** Appendices include interview guides, consent forms, and any additional data or materials relevant to the research.

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## **Abbreviations**

APM – Agile Project Manager

BA - Business Analytics

BD – Big Data

BDA – Big Data Analytics

BDC – Big Data Capabilities

CA – Competitive Advantage

DC - Dynamic Capabilities

HR - Human Resources

IS - Information Systems

IT - Information Technology

KM - Knowledge Management

OA - Organizational Agility

PA – Portfolio Agility

PPM - Project Portfolio Management

SME – Small and Medium Enterprise

SM – Scrum Master

TA – Thematic Analysis

TM - Talent Management

QCA – Qualitative Content Analysis

VUCA - Volatility, Uncertainty, Complexity,  
and Ambiguity

# 1 Introduction

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*This chapter explores organizational agility, focusing on its importance in navigating volatile, uncertain, complex, and ambiguous (VUCA) environments. It will identify key factors driving agility across sectors and assess their transferability to different contexts. Utilizing theories like dynamic capabilities, complexity, organizational learning, and systems thinking, the chapter provides a comprehensive understanding of agility. Practical recommendations for enhancing agility within organizations will also be discussed, offering actionable insights for practitioners and decision-makers.*

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## 1.1 Background

The level of uncertainty has surged significantly with the advancement and integration of the global economy, enabling the transmission of shocks and the emergence of opportunities for businesses worldwide (Dynamic Capabilities and Organizational Agility). Therefore, in today's swiftly evolving and competitive business landscape, companies face mounting pressure to enhance their market presence and maximize their revenue-generating capabilities (Altay et al., 2018). This pressure stems from a volatile, uncertain, complex, and ambiguous (VUCA) world where organizational success and long-term growth appear contingent upon agility, responsiveness, and innovation (Eilers et al., 2022; Xing et al., 2020).

In this context, agility catalyzes organizations, enabling them to navigate dynamic environments effectively (Harsch and Festing, 2020). Key drivers for agility include a volatile and competitive market, technological advancements, evolving customer needs, and shifts in social factors such as legal, ecological, or workforce/workplace concerns (Harsch and Festing, 2020). Therefore, agility provides firms with the ability to respond to change and undertake actions to mitigate market risk and uncertainty ((Tallon and Pinsonneault, 2011). This responsiveness is defined as the capacity to swiftly identify and capitalize on market opportunities with speed and unpredictability, which is widely regarded as indispensable for achieving business success in contemporary times (Sambamurthy et al., 2003).

On the other hand, that unpredictability has exacerbated digital disruptions, compelling companies to rapidly integrate digital technologies, adapt their business frameworks, and prioritize the acquisition or development of requisite skills (Ko et al., 2022). Hence, in environments characterized by interconnected and rapidly evolving economies, deep uncertainty pervades (D. Teece et al., 2016), making fostering organizational agility not only beneficial but potentially imperative (Teece et al., 2016). Especially, after the COVID-19 pandemic has necessitated enterprises to exhibit heightened levels of agility in their operations (Ko et al., 2022).

However, over time, the application of agility has transcended manufacturing, permeating various functional areas such as marketing, supply chain management, and human resources, and evolving into a holistic business imperative (Motwani and Katatria, 2024). Organizations now pursue agility not just in their production systems but also in their strategic thinking, talent management, and customer engagement practices, recognizing its value in driving overall business responsiveness and growth (Motwani and Katatria, 2024).

Thus, companies' reactions to swiftly detect and react to unforeseen threats and opportunities through effective adaptation are deemed agility (Moh'd et al., 2024). Accordingly, in addressing and capitalizing on these challenges, both practitioners and scholars recognize the potential of organizational agility (Salmen and Festing, 2022). This refers to the organization's capacity to operate effectively in a volatile environment by swiftly responding to change and anticipating and seizing opportunities, particularly through innovation and learning (Salmen and Festing, 2022; Harsch and Festing, 2020). Furthermore, enhanced agility has the potential to boost performance by broadening the range of competitive strategies available to a company and diversifying its capacity to adapt to shifts in the business environment (Sambamurthy et al., 2003; Tallon and Pinsonneault, 2011).

Even in contemporary business landscapes, agility is recognized as a vital component of organizational success (Chakravarty et al., 2013). Nevertheless, a comprehensive understanding of essential factors that shape agility to implement in diverse organizational contexts and sectors remains elusive (Chakravarty et al., 2013). Therefore this causes a significant gap in understanding the indispensable factors of organizational agility in the intricacy of diverse sectors; and the credibility of to what extent these factors can be transferred in different sectors.

## 1.2 Problem Discussion

The modern business landscape is characterized by rapid technological advancements, global market dynamics, and ever-changing consumer preferences (Lu and Ramamurthy, 2011; Y. Chen et al., 2014). This can further be expanded organizations are facing unprecedented challenges due to COVID-19, including redeploying talent, establishing remote workforces, building new capabilities, supporting distressed supply chains, contributing to humanitarian efforts, making decisions about employee retention, and planning for reopening amid uncertainty (Worley and Jules, 2020).

In such a volatile environment (VUCA), organizations face the challenge of maintaining competitiveness and relevance (Troise et al., 2022; Xing et al., 2020). Traditional approaches to organizational management may no longer suffice in navigating these complexities, leading to the emergence of the concept of organizational agility (Warner and Waeger, 2019; Teece et al., 2016).

Organizational agility encompasses the ability of an organization to swiftly adapt to changing circumstances, innovate, and capitalize on emerging opportunities (M. Franco et al., 2023). While the importance of organizational agility is widely acknowledged, there remains a gap in understanding the factors interconnected in each other to implement agility effectively across different sectors and organizational contexts.

This thesis aims to address this gap by investigating the indispensable factors in organizational agility across various sectors and assessing the extent to which these factors are transferable across different organizational contexts. For example, the literature focuses on the relationship between IT capabilities, organizational agility, and performance. (Ravichandran, 2018; Wagner et al., 2014; Lu and Ramamurthy, 2011; Y. Chen et al., 2014; Sambamurthy et al., 2003). Another perspective from the supply chain (Altay et al., 2018; Ivanov, 2022; Wamba et al., 2020); knowledge management (Shahzad et al., 2020); big data (Rialti et al., 2019; Dubey et al., 2018). However, these factors that are essential for the successful implementation of agility in diverse sectors remain unanswered, and to what extent can these factors be transferred? Hence, the research seeks to provide valuable insights into how organizations can enhance their agility and ensure the flow of agility within the company to thrive in today's fast-paced and competitive business environment.

## 1.3 Research Purpose

The purpose of this thesis is to explore the critical factors driving organizational agility across various sectors and organizational contexts. Building upon the identified gap in understanding the determinants of organizational agility, this research aims to provide valuable insights into what factors organizations should consider holistically to implement agility in the organizations to thrive in today's fast-paced and competitive business environment.

Specifically, this research seeks to:

1. Identify the key components of organizational agility to implement organization-wide.
2. Assess the transferability of these agility factors across different sectors and organizational contexts.
3. Provide practical recommendations for organizations seeking to enhance their agility in response to dynamic market conditions or aiming to shift their business to agility.

By fulfilling these objectives, this thesis endeavors to make a theoretical contribution to the understanding of organizational agility while offering actionable insights for practitioners aiming to navigate the challenges of the modern business landscape.

## 1.4 Research Perspective

The perspective adopted in this thesis aligns with the viewpoint of board members, and executive positions (managers) for the importance of the head of decision-makers. It aims to explore the pillar of agility within organizations, particularly focusing on the interconnections of factors in agility and the factors conducive to the transition across diverse sectors. This perspective is essential for gaining insights into agile applications that can navigate the complexities of today's VUCA environment.

Expanding on the theoretical framework, the research draws upon the dynamic capabilities theory and complexity theory. Dynamic capabilities theory emphasizes the ability of organizations to sense, seize, and transform in response to changing environments, highlighting the importance of adaptability and learning. Complexity theory, on the other hand, underscores the interconnectedness and non-linear dynamics of organizational systems, emphasizing the need for flexible and emergent strategies in VUCA environments.

Additionally, frameworks such as organizational learning and systems thinking could offer valuable insights into understanding the dynamics of organizational agility and adaptation. Organizational learning focuses on how organizations acquire, interpret, and transfer knowledge to improve performance and adaptability. Systems thinking emphasizes the holistic understanding of organizations as complex adaptive systems, highlighting the interdependencies and feedback loops that influence agility.

By integrating these theoretical perspectives, this research aims to provide a comprehensive understanding of how organizational agility can be cultivated and leveraged to navigate the complexities of contemporary business landscapes.

## 2 Literature Review

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*The literature review provides an in-depth exploration of various aspects crucial for organizational agility through the lens of strategic and operational including dynamic capabilities, digital technologies, and agile culture. Explores the individual level of agility such as emotional, workforce, and team agility. It delves into each dimension, elucidating their roles and interconnections within the organizational context. By examining scholarly perspectives and empirical findings, the review offers insights into how these elements contribute to organizational agility, resilience, and competitive advantage in dynamic business environments. Additionally, it highlights the significance of factors such as leadership transformation, continuous learning, and effective managerial decisions in fostering innovation and enhancing organizational agility. Overall, the review sets the stage for understanding the multifaceted nature of agility and its implications for organizational performance and success in contemporary markets.*

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### 2.1 Systematic Review of Literature

This systematic review included peer-reviewed studies published between 2019 and 2024 in scholarly journals, encompassing sources such as Harvard Business Review, McKinsey Surveys, and articles authored by scholars ranked in categories Q1 and Q2 according to Web of Science rankings, and 1.0 above ranking by Scopus. Excluded were conference abstracts, dissertations, book chapters, and nonpeer-reviewed sources.

The review focused on studies examining various facets of organizational agility, including firm performance, supply chain agility, dynamic capabilities, correlation, antecedents, and ambisexuality. Participants in the included studies comprised professionals and practitioners actively engaged in organizational development or management roles. Additionally, operational, strategic, information, and knowledge management literature were considered to scrutinize potential antecedents and their relevance to organizational agility. Excluded were studies focusing exclusively on specific industries or organizational types, such as healthcare or non-profit organizations.

Included studies explored determinants, factors, or drivers of organizational agility, covering both strategic and operational dimensions. Keywords such as organizational agility, operational agility, and strategic agility were considered, along with articles addressing dynamic capability applications in supply chain agility and firm performance. Full-text review was initiated based on abstracts containing additional keywords such as firm performance, organizational performance, corporate performance, and business agility. Other types of agility associated with organizational agility, such as process agility, workforce agility, intellectual agility, and entrepreneurial agility, were also examined. Excluded were studies focusing on irrelevant types of agility or overly specific factors, as well as those primarily addressing specific industries or non-governmental organizations.

Included studies presented empirical evidence or theoretical frameworks related to organizational agility and its interaction with potential determinants, facilitating

responsiveness. Excluded were studies lacking clear definitions of agility determinants or focusing solely on organizational performance outcomes without addressing agility-specific factors.

The selection criteria were designed to ensure a focused and relevant review of literature pertaining to organizational agility determinants across diverse sectors. By limiting inclusion to peer-reviewed articles within a specific time frame and with clear relevance to the research aim, this approach aimed to maintain the rigor and quality of the review while providing comprehensive insights into the determinants of organizational agility.

Lastly, the declaration of AI and AI-assisted technologies in the writing process. During the preparation of this work, the author, Tolga Dikici, utilized [ChatGPT TOOL / SERVICE] for [improving writing clarity, correcting punctuation, and creating Python code for generating graphs used in the appendix]. After utilizing the ChatGPT tool/service, the author, Tolga Dikici, reviewed and edited the content as necessary and took full responsibility for the publication's content.

## 2.2 Definitions

Organizational Agility refers to adeptly navigating uncertainty. Though the trade-off between efficiency and flexibility may persist, organizations equipped with exceptional dynamic capabilities will discern when to prioritize agility over efficiency (D. Teece et al., 2016). The concept of organizational agility originated in the domain of manufacturing as a response to the limitations of lean systems in the face of demand unpredictability and the need for rapid product innovation (Motwani and Katatria, 2024). On the other hand, organizational agility refers to a company's capacity to effectively navigate swift, constant, and uncertain changes, enabling it to flourish in a competitive landscape characterized by continually shifting and unpredictable opportunities (Lu and Ramamurthy, 2011). In the domain of information management, agility is often conceptualized across operational, partnering, and customer-centric dimensions, as noted by (Akhtar et al., 2018). Another clarification is emerged as organizational flexibility, as extensively explored in operations management literature, pertains to an organization's capacity to swiftly and effectively allocate resources in response to evolving market dynamics (Dubey et al., 2018).

## 2.3 Organizational Agility

Organizational Agility (OA) has been conceptualized in more diverse manners, with some perspectives emphasizing the intellectual aspect of organizational agility. (Cegarra-Navarro and Martelo-Landroguez, 2020) reintroduce the notion of "intellectual agility," which entails individuals' ability to apply knowledge and skills practically through learning. When an organization effectively harnesses and aligns the intellectual agility of its employees, it catalyzes the development of OA. Intellectual agility is about creating an appropriate environment within organizations in which staff can invest their efforts in the formulation of responses to organizational challenges through the modification of existing structures and the creation of innovative strategies (Dabić et al., 2021).

Some stress the innovativeness aspect, in today's innovative era, organizations must demonstrate exceptional adaptability in their development and innovation processes, as the rapid pace of innovation, particularly in the development of new products, it enables organizations to swiftly bring a diverse range of offerings to market, ensuring future prosperity for shareholders and employees alike (Shahzad et al., 2020).

Another recent perspective, in the contemporary business landscape, management and organizational practices are increasingly acknowledged as critical catalysts for firm innovation (Franco and Landini, 2022). Another perspective is the perception of opportunities and threats serves as the main catalyst for a firm's strategic entrepreneurial responses to disruptive innovation (Karimi and Walter, 2021). Threat perception can result in resource allocation rigidity and routine adherence, whereas viewing opportunities leads to business model innovation (Karimi and Walter, 2021). As organizations exploit more innovations, their assets, and overall capabilities naturally expand (Bechtel et al., 2023). Consequently, organizations must continuously reconfigure their structures and processes to accommodate this growth (Bechtel et al., 2023). Such exploitation of the organization in favor of innovation is linked to workforce agility; workforce agility can foster innovation by cultivating human attitudes that prioritize and support innovative practices (C. Franco and Landini, 2022).

Together with this link, the scholars take into account organizational agility through the lens of workforce agility to boost performance; the rapid and ever-changing nature of contemporary society necessitates organizations to increasingly train their employees to be more energetic, flexible, and adaptable (Doeze Jager-van Vliet et al., 2019). Moreover, it is also highlighted that employee readiness to adapt to organizational change predicts behaviors crucial for successful change implementation. It suggests that proactive employees, embodying both adaptability and initiative, contribute significantly to organizational success, emphasizing the importance of agility (Doeze Jager-van Vliet et al., 2019). Franco and Landini (2022) defines workforce agility as refers to the set of practices employed by an organization to efficiently reallocate its workforce to activities that generate value. On the other side, Qin and Nembhard (2010) defines workforce agility in a more strategic aspect; as workers' strategic response to uncertainty, is particularly crucial for enterprises reliant on their workforce to translate advanced technologies into products. Salmen and Festing (2022) utilizes the term "employee agility" to underscore those individual employees, as opposed to the entire workforce, including agile talents or other core personnel, can significantly contribute to achieving organizational outcomes, such as agility, as evidenced by research. Firms prioritize human resources to gain a competitive advantage, as the unique knowledge, skills, and attitudes of a firm's workforce cannot be replicated by competitors (Das et al., 2023). Such knowledge is considered scholarly in the existing literature to explain in the context of organizational agility.

The knowledge scholarly stressed is that businesses have recognized knowledge as a vital asset essential for achieving organizational success.; consequently, implementing Knowledge Management Processes (KMP) empowers organizations to adapt to changes effectively (Shahzad et al., 2020). Moreover, (Shahzad et al., 2020) interconnect such knowledge with innovation so that organizations can invest in innovative technologies to thrive in the current knowledge-based economy. Knowledge management (KM) has become pervasive in the business world, primarily because the management of knowledge significantly impacts organizational outcomes (Andreeva and Kianto, 2012). Organizational agility, crucial for companies navigating dynamic conditions, hinges on swift knowledge management, particularly in response to shifts in the market landscape (Cegarra-Navarro et al., 2016).

Some stress on the entrepreneurial manner, entrepreneurial needs emerge as a critical need for organizational agility, particularly in diverse contexts, allowing them to effectively seize emerging opportunities and navigate dynamic environments (Xing et al., 2020). Entrepreneurial agility builds digital platform capabilities for product and business model innovation, which also indirectly influences value creation through the adoption of innovative business models; which is imperative to creating innovation and also the firm's performance in response to digital disruption (Karimi and Walter, 2021). In an innovation context, firms must develop

competencies for radical innovation, including the ability to identify trends and potential new partners (sensing) (Bechtel et al., 2023).

These dimensions of organizational agility come across in the scholars; which demonstrates the interconnections of the agility dimensions within the organizational context; what elements should organizations possess to implement agility to resist the VUCA environment remains unclear in the literature. This research investigates whether all these dimensions are essential for organization-wide agility or if they only require specific industry contexts for organizational agility.

### 2.3.1 Strategic Agility

Strategic agility, a cornerstone of organizational resilience and competitiveness, encompasses the capacity to swiftly adapt and continuously refine strategic directions in response to evolving internal and external factors (Eilers et al., 2022; Weber and Tarba, 2014). As articulated by Demir et al., 2021 strategic agility involves maintaining adaptability, fine-tuning strategic trajectories, and innovating value-generation methods.

In practical terms, strategic agility unfolds as a fluid process of adjusting core business strategies over time, driven by organizational aspirations and responsive to changing circumstances (Morton et al., 2018). Moreover, Wade et al. (2021) emphasize three pivotal actions underpinning strategic agility amidst disruptions: nimbleness to swiftly navigate challenges, robustness to absorb impacts, and resilience to emerge stronger.

Strategic agility intertwines with entrepreneurial alertness, digital options, and dynamic capabilities, shaping firms' competitive actions and performance (Sambamurthy et al., 2003). This dynamic interplay prompts inquiries into enacting and enhancing strategic agility at the team level within entrepreneurial ventures (Xing et al., 2020).

At its core, strategic agility involves recognizing and capitalizing on pivotal market opportunities through incremental exploration, patience, and decisive action (*Competing through Organizational Agility* | McKinsey, n.d.). To illustrate, consider exemplary instances:

**Carnival Corporation's Market Entry:** Identifying an emerging opportunity in the cruise industry, Carnival Corporation commissioned the industry's first new cruise ship in nearly a decade, capitalizing on changing market dynamics.

**Banco Santander's Strategic Expansion:** Through incremental acquisitions and alliances, Banco Santander established a robust foothold in Latin America amidst currency crises, leveraging strategic investments during tumultuous times.

**Apple's Digital Music Venture:** Apple revolutionized the music industry by launching the iPod and iTunes, capitalizing on the convergence of digital music and portable devices despite dwindling market share in personal computers.

**ArcelorMittal's Acquisition Strategy:** ArcelorMittal navigated economic turmoil by acquiring underperforming mills, leveraging favorable terms and thorough due diligence to expand its portfolio opportunistically.

### 2.3.2 Operational Agility

OA is a critical component of organizational effectiveness and encompasses the ability to swiftly detect and capitalize on innovation opportunities while achieving speed, accuracy, and cost efficiency (Sambamurthy et al., 2003). This agility is underpinned by three interrelated capabilities: customer agility, partnering agility, and operational agility itself.

Customer agility involves engaging customers in innovation exploration while partnering agility leverages alliances and collaborations to access additional assets and competencies. Operational agility, on the other hand, focuses on executing innovation opportunities with speed, precision, and cost-effectiveness.

McKinsey defines operational agility as the adeptness in seizing opportunities within an existing business model, necessitating swift responses to shifts in customer preferences, market dynamics, and competitive maneuvers (McKinsey, n.d.). Such agility requires a multifaceted approach, encompassing managerial, talent, and technical capabilities, with talent capability assuming primary importance (L. Li et al., 2020). Illustrative examples of the research underscore the significance of operational agility in diverse industries:

**Zara's Fast Fashion Model:** Zara demonstrates exceptional agility by promptly identifying and responding to emerging fashion trends through real-time data collection, firsthand observations, and rapid dissemination of information. This allows Zara to adjust its product offerings swiftly to match evolving customer preferences.

**Amazon's Customer-Centric Approach:** Amazon's relentless focus on enhancing customer experience showcases operational agility within its e-commerce ecosystem. By leveraging data insights and customer feedback, Amazon continuously refines its operations to meet evolving expectations, offering personalized recommendations and streamlined shipping options.

**Southwest Airlines' Operational Efficiency:** Southwest Airlines exemplifies operational agility in the aviation sector through its remarkable operational efficiency. Characterized by low costs and flexible adjustments in flight schedules and routes to address market fluctuations, Southwest demonstrates agility in adapting to changing demands while maintaining cost-effectiveness.

## 2.4 Dynamic Capabilities

Dynamic capabilities (DC) refer to a firm's capacity to leverage resources like capital, RandD, staff, knowledge, and experience to adapt to changes in the business environment, thereby ensuring long-term competitive advantage (Hoonsopon and Puriwat, 2021). Hoonsopon and Puriwat (2021) emphasize that these capabilities are essential for organizational agility, enabling firms to innovate and handle uncertainties effectively. On the other hand, DC represents adaptable patterns of collective action within organizations, consistently generating and adjusting operational routines to enhance effectiveness (Zollo and Winter, 2002). They involve cultivating novel skills and routines to maintain competitiveness, shaped by the organization's perceived knowledge needs (Cepeda and Vera, 2007). These capabilities integrate internal and external competencies to navigate swiftly evolving environments, extending, modifying, or creating ordinary capabilities (Drnevich and Kriauciunas, 2011; Pavlou and El Sawy, 2011). Dynamic capabilities empower organizations to continuously create, extend, or modify resources, governing the pace of change and requiring long-term (Mikalef and Pateli, 2017; Karimi and Walter, 2015).

They play a critical role in responding to disruptive technological shifts, integrating e-business transformation, and engaging with stakeholders in response to innovations (Karimi and Walter, 2015). Dynamic capabilities drive digital transformation by enabling immediate sensing and response, enhancing platform leaders' capacity to generate value and develop digital services (Zhang et al., 2023).

In strategic management, dynamic capabilities refer to firms' reactions to swift technological and market shifts, particularly essential in high-technology sectors (D. J. Teece, 2007; Warner and Wäger, 2019). They drive technological innovation and adaptation across firms, influenced

by both external environmental conditions and internal organizational factors (Nieves and Haller, 2014). However, while critical for agility and innovation, dynamic capabilities may have limited utility in stable environments (Pavlou and El Sawy, 2011).

### 2.4.1 Digital Technologies

The higher the level of uncertainty and dynamism within the business environment, and consequently the greater the demand for organizational agility, the more pivotal elements such as strategy, effective entrepreneurial management, and robust dynamic capabilities become for driving the firm's growth and enhancing financial performance (D. Teece et al., 2016). While Teece et al. (2016) advocate the dynamic capabilities meritorious to organizational agility from a broader perspective, Warner and Wäger (2019) specify such meritorious elements under digital technologies, including Analytics, Artificial Intelligence, Blockchain, Cloud, IoT, Mobile, and social media, within the context of dynamic capabilities.

Furthermore, Warner and Wäger (2019) state that companies are in the initial stages of altering their business models to align with digitization, using digital technologies to refresh their organizational culture. This transformation recognizes agility as the core mechanism for the strategic renewal of an organization. In the realm of business, digital technologies encompass not only established enterprise information systems (IS) like customer relationship management (CRM) systems and enterprise resource planning (ERP) systems but also newer, more accessible technologies such as cloud computing and social media applications (T. (Carol) Li and Chan, 2019).

#### 2.4.1.1 *Data-Driven Analytics*

Enabled dynamic capabilities, particularly Big Data Analytics (BDA), play a crucial role in enhancing both organizational agility and performance (Wamba et al., 2020). However, Sambamurthy et al. (2003) observe that the connection between organizational agility and performance is dependent on factors that may lie beyond the direct control of management. BDA applications enable effective management of both internal and external knowledge, thereby facilitating the creation of organizational agility within firms (Côte-Real et al., 2017).

For example, BDA can facilitate organizational knowledge management, thereby enabling the development or enhancement of dynamic capabilities such as organizational agility capabilities (Côte-Real et al., 2017). BDA enables enhanced data-driven decision-making and novel approaches to organizational learning and innovation (Wamba et al., 2017). This strengthens customer relationship management, enhances operational risk management, and improves overall operational efficiency and firm performance (Wamba et al., 2017). Accordingly, Big Data Analytics Capability (BDAC) emerges as a vital organizational asset, driving sustainable competitive advantage in the era of big data (Wamba et al., 2017). Also, effective data processing and management can uncover novel insights, enabling organizations to promptly address emerging opportunities and challenges (Sivarajah et al., 2017).

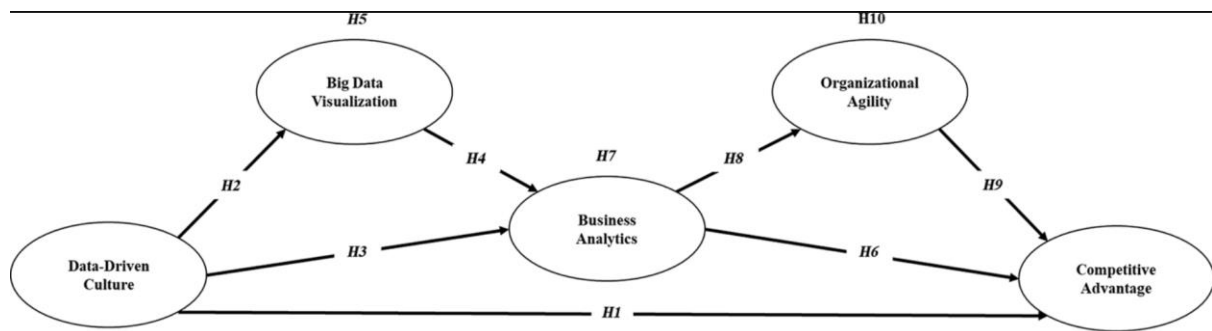


Fig 1: The link of data-driven applications in organizational agility (Medeiros and Maçada, 2021).

The primary assertion is that the expeditious generation of insights from data, facilitated by the application of business analytics (BA), constitutes a pivotal determinant for extracting value (Medeiros and Maçada, 2021). This substantiates the foundational significance attributed to analytics and organizational agility (OA) within the framework. Accordingly, the research model posits that OA, underpinned by analytical capabilities, exerts an influence on competitive advantage (CA) (Medeiros and Maçada, 2021). This conceptualization underscores the intricate interplay between data-driven insights, organizational agility, and competitive positioning within the proposed model.

Moreover, organizations that achieve differentiation typically exhibit strong leadership, cultivate data-driven cultures (DDCs), strategically utilize data, and face competitive pressures to innovate. Consequently, they develop extensive data-driven analytical capabilities (Sambamurthy et al., 2003).

On the other hand, business Analytics involves extracting insights from data using statistical, mathematical, econometric, simulation, optimization, or similar techniques, with the aim of supporting informed decision-making within business organizations (Wang et al., 2016).

Another perspective on dynamic capabilities arises from business analytics, a complementary attribute to big data analytics. This positive correlation is addressed and confirmed by (Ashrafi et al., 2019); the findings suggest that business analytics (BA) capabilities significantly influence a firm's agility by enhancing information quality and innovative capability. Such a positive impact on organizational agility stemming from BA is further underscored by Ciampi et al. (2022) who identify big data analytic capabilities as pivotal drivers of Organizational Agility (OA).

#### 2.4.1.2 IT

The correlation between IT competencies and organizational agility is explored in-depth by Lu and Ramamurthy (2011), who provide valuable insights into how leveraging IT capabilities can bolster organizational agility (Ciampi et al., 2022). This is particularly evident from an operational perspective, where enhanced IT capabilities augment overall organizational performance. Tallon et al. (2019) further underscore the positive correlation of IT, noting that organizations are increasingly leveraging information technology to address unforeseen environmental challenges and capitalize on emerging opportunities. Moreover, IT capabilities focus on deploying IT-related resources to enhance firms' innovative capacity (Ashrafi et al., 2019).

However, Mao et al. (2020) argue that the effect of IT on organizational agility is contingent upon the organization's absorptive capacity. Absorptive capacity refers to the ability to acquire, assimilate, transform, and apply external knowledge, which fosters innovation, flexibility, and

overall performance. Consequently, leveraging absorptive capacity can empower organizations to develop higher levels of capability and agility, enabling them to adapt to evolving environments effectively. Felipe et al. (2016) also highlight the positive correlation between absorptive capacity and organizational agility.

Conversely, Tallon and Pinsonneault (2011) suggest that alignment between IT and business strategy might negatively impact agility, potentially resulting in IT rigidity and decreased agility. This perspective is reinforced by Tallon et al. (2019), who note that in turbulent environments, the flexibility of IT infrastructure can positively moderate the relationship between strategic alignment and firm performance. Chakravarty et al. (2013) discuss these constraints and the spike in unforeseen occurrences in the context of B-to-B electronic marketplaces, emphasizing that while IT competencies can enhance agility, they may also introduce rigidity as environmental dynamism intensifies. Therefore, a piecemeal development of IT infrastructure and skills without a cohesive strategy may lead to complacency if individual systems respond adequately to specific environmental changes (Chakravarty et al., 2013). Nonetheless, heightened environmental dynamism can constrain agile responses, underscoring the need for a nuanced understanding of IT's interaction with firm-specific and environmental factors before strategically allocating resources for IT competencies (Chakravarty et al., 2013).

Additionally, IT plays a pivotal role in amplifying the synergistic effects derived from the interaction between a company's coordination efforts and the integration level within its information systems (Roberts and Grover, 2012). This integration enhances the organization's capacity to capitalize on emerging opportunities by streamlining responsiveness (Roberts and Grover, 2012).

#### 2.4.1.3 IS

The concept of Information Systems Capabilities (ISC) originates from the resource-based theory applied in Information Technologies (IT) research, providing a framework for evaluating the strategic value of IS resources (Felipe et al., 2016). Within organizational agility, IS serves as a dynamic capability, facilitating both operational and strategic dimensions (Seo and La Paz, 2008).

**Operational Importance of IS; Processing and Responding:** IS enables sophisticated data processing and timely decision-making, crucial for agility in addressing emerging challenges (Seo and La Paz, 2008). **Real-time Operations and Efficiency:** IS supports real-time operations and enhances efficiency by handling large volumes of data, reducing decision-making times (Seo and La Paz, 2008).

**Strategic Importance of IS; Perception and Alignment:** IS facilitates data analysis for detecting environmental changes and supports alignment of processes and objectives, essential for strategic agility (Seo and La Paz, 2008). **Learning and Integration:** IS promotes continuous learning and facilitates integration of diverse organizational activities, enhancing strategic agility (Seo and La Paz, 2008).

While IS is pivotal for organizational agility, challenges such as bad-counter-knowledge, and disseminating misinformation, hinder agility by fostering uncertainty (Cegarra-Navarro and Martelo-Landroguez, 2020). Addressing such challenges is crucial for organizations to uphold agility and truth (*Competing through Organizational Agility | McKinsey*, n.d.).

In the digital age, conventional IS designed for business process management may require enhancements like big data analytics (BDA) capabilities to fully exploit opportunities hidden within vast unstructured data (Rialti et al., 2018). Because IS, forming the backbone of BDA

infrastructures, must possess adaptability to handle diverse data types effectively (Rialti et al., 2019).

Moreover, IS plays a crucial role in coordinating knowledge within organizations, aiding in conceiving competitive actions aligned with strategic objectives (Vannoy and Salam, 2010). However, establishing IS capabilities involves creating a flexible IT infrastructure for seamless adaptation and assimilation of new systems (Breu et al., 2002).

IS capabilities are integral to organizational agility, enabling efficient processing, strategic alignment, and adaptation to dynamic environments, albeit requiring resilience against challenges like misinformation and the evolving demands of the digital landscape.

## 2.4.2 KM

Knowledge management (KM) emerges as a dynamic capability crucial for organizational agility, facilitating swift capitalization on opportunities while remaining adaptable to market fluctuations (Shahzad et al., 2020). KM capability directly contributes to corporate performance, underscoring its positive impact on organizational success (Tseng, 2014). Furthermore, Knowledge Risk Management (KRM) aids in reconciling differences between actions in predictable and unpredictable environments, enhancing organizational agility (Durst et al., 2019).

Risks play a pivotal role in determining the optimal level of agility, emphasizing the need to balance agility with planning efforts (Boehm and Turner, 2005). Knowledge acquisition fosters collaboration among employees, ensuring continuous improvement and enhancing organizational performance (Shahzad et al., 2020).

However, organizational culture poses a significant challenge to effective KM practices, emphasizing the importance of cultivating a conducive culture for knowledge sharing and innovation (Gold et al., 2001). Governance and incentive structures are crucial for fostering learning and knowledge generation within enterprises (D. J. Teece, 2007). While traditional R&D served as a means to promote learning, dynamic capabilities now emphasize the integration and combination of assets, including knowledge (Teece, 2007).

Effective KM, achieved through capability development, positively impacts various aspects of organizational performance (Gold et al., 2001). Learning processes represent a higher-order dynamic capability, enabling firms to systematically generate and modify operating routines for enhanced effectiveness (Kale and Singh, 2007). Correspondingly, the interplay of organizational knowledge domains with dynamic capabilities is critical (Nieves and Haller, 2014).

Also, absorptive capacity, the ability to assimilate and utilize new knowledge, is pivotal for innovation (C. Li et al., 2022). KM processes and dynamic capabilities are intricately connected, as dynamic capabilities necessitate the accumulation and utilization of knowledge (Zollo and Winter, 2002).

In stable environments, incremental improvements suffice, while rapidly evolving contexts demand dynamic capabilities for adaptability and flexibility (Zollo and Winter, 2002). Thus, KM plays a central role in enhancing organizational agility, ensuring responsiveness to changing environments and sustained competitiveness (Zollo and Winter, 2002).

## 2.4.3 Portfolio Management

According to the survey conducted by *Competing through Organizational Agility* | McKinsey, n.d., portfolio agility refers to an organization's capability to swiftly and efficiently reallocate

resources, such as cash, talent, and managerial attention, from less promising business areas to more attractive ones. Project Portfolio Management (PPM), a key aspect of portfolio agility, aims to align project selection with organizational strategy while considering resource constraints for success (*Competing through Organizational Agility*). However, evolving technologies, customer demands, and competitive conditions necessitate the swift adaptation of project portfolios by managers, as highlighted by *Competing through Organizational Agility | McKinsey (Competing through Organizational Agility)*. Project portfolio management serves as the bridge between organizational strategy and the allocation of resources among projects within the portfolio (Stettina and Hörz, 2015).

Additionally, a development portfolio involves setting intelligent objectives, crafting action strategies, and gathering evidence to validate individuals' attainment of competencies and learning outcomes (Doeze Jager-van Vliet et al., 2019). These outcomes, embedded in dynamic capabilities, serve as significant precursors for portfolio agility as they assist organizations in managing dynamic environments (Bechtel et al., 2023).

The widespread adoption of project-based work structures within numerous organizations emphasizes the importance of adeptly managing multiple projects concurrently (Reyck et al., 2005). Consequently, there has been a heightened focus on refining project portfolio management methodologies, accompanied by a proliferation of software solutions designed to facilitate and streamline these processes (Reyck et al., 2005). Maintaining one portfolio for the entire organization promotes transparency and mitigates confusion and resource mismanagement compared to managing multiple portfolios (Stettina and Hörz, 2015).

Moreover, portfolio management is crucial for enhancing organizational agility, particularly in managing projects across different business units (Stettina and Hörz, 2015). A unified portfolio for the entire organization ensures cohesive project selection and resource allocation. Strategic product backlogs play a vital role in aligning project execution with overarching organizational objectives, emphasizing their significance in fostering agility (Stettina and Hörz, 2015).

To foster organizational agility, one approach involves adopting scaling methodologies borrowed from related agile practices, such as those utilized in agile project management (Kahl et al., 2021). This may include establishing a coordinating committee tasked with overseeing multiple agile teams collaborating on a common project (Kahl et al., 2021).

The alignment of projects with organizational agility is linked to knowledge and company performance (Heeseok Lee and Byounggu Choi, 2003).

Organizational performance, often defined as the extent to which companies achieve their business objectives, underscores the importance of proactive management strategies under conditions of deep uncertainty, given the heightened importance of innovation and the escalating complexity of modern environments (D. Teece et al., 2016)

#### 2.4.4 Innovation

In today's economic landscape, characterized by the emphasis on ongoing innovation and the provision of added value to customers (Denning, 2016). Individuals require change agility, as highlighted by Lombardo and Eichinger (2000). Startups and emerging companies, as noted by Pellegrino and Piva (2020), demonstrate greater efficacy in converting research and development investments into product innovations, challenging established companies to innovate rapidly (Goncalves et al., 2020).

Another perspective from the innovative angle; agility is paramount in driving innovation and competitive performance within contemporary business environments (Sambamurthy et al.,

2003). Agile firms demonstrate resilience amidst dynamic environments by actively seizing opportunities for innovation and strategic maneuvers (Roberts and Grover, 2012). For instance, while implementing technology is crucial, it's the innovative utilization that truly differentiates IT performance (Breu et al., 2002).

Moreover, leadership transformation, as emphasized by McKinsey's research on new leadership practices, is pivotal for fostering innovation across organizations (*New Leadership in an Era of Thriving Organizations* | McKinsey, n.d.). Such transformation initiates enhancements and accelerates performance and transformation initiatives enterprise-wide (*New Leadership in an Era of Thriving Organizations* | McKinsey, n.d.).

Drawing from organizational practices for agility encompasses mediating human attitudes conducive to fostering innovation-oriented behavior in the workplace (C. Franco and Landini, 2022). This emphasis on innovation is essential for organizations to remain viable and competitive in today's globalized world (Siyal et al., 2021; Karim and Kaul, 2015).

Furthermore, continuous learning, as proposed by Goncalves et al. (2020) fosters innovation and enhances process efficiency, enabling organizations to overcome constraints. Effective managerial decisions, as highlighted by D. Teece et al. (2016), shape how enterprises create, deploy, and refine their capabilities, leading to innovative resource combinations supported by profitable value-capture mechanisms.

Moreover, interaction among individuals plays a pivotal role in the innovation process, catalyzing the generation of new ideas and knowledge (Gold et al., 2001). Equipped with robust business analytics capabilities, effective knowledge management practices, and organizational agility, companies are well-positioned to achieve innovation effortlessly (C. Li et al., 2022). Also, knowledge management theories suggest that a firm's absorptive capacity is a unique skill for achieving innovation by assimilating and leveraging new knowledge from external sources (C. Li et al., 2022).

Furthermore, research by Ashrafi et al. (2019) underscores the role of business analytics (BA) in enhancing a firm's agility through innovation capability and improved information quality. Effective data processing and analysis, prioritized by Ashrafi et al. (2019), facilitate the uncovering of new insights to promptly address opportunities and challenges. This innovation capability enables firms to swiftly adapt to changing environments, continuously enhancing products/services, and responding to evolving customer preferences.

## 2.5 Agility Culture

### 2.5.1 Workforce Agility

Workforce agility is crucial in modern organizations, where employees need to effectively navigate change, adapt to new conditions, and utilize the organization's capabilities (Alavi et al., 2014). As the landscape of society evolves, organizations must equip their workforce with agile traits like heightened energy, flexibility, and adaptability (Doeze Jager-van Vliet et al., 2019). This agility is essential for responding to dynamic and uncertain production environments and redeploying the workforce efficiently to value-creating activities (Qin and Nembhard, 2010; Harsch and Festing, 2020), particularly innovation (Franco and Landini, 2022).

Furthermore, workforce agility comprises two dimensions: time agility, which involves flexible working time arrangements, and task agility, referring to employees' capacity to switch tasks as needed (Franco and Landini, 2022). Agility within the workforce entails quick adaptation and

response to evolving business needs, market dynamics, and customer demands (Breu et al., 2002).

Moreover, two critical components of workforce agility are the ability to react and adapt to change promptly and the capability to leverage changes for the firm's benefit (Alavi et al., 2014; Harsch and Festing, 2020). Collaboration through information and communication applications enhances workforce agility (Breu et al., 2002). Additionally, teamwork, a well-designed reward system, employee involvement, organizational learning, and training contribute to increasing employee agility (Doeze Jager-van Vliet et al., 2019; Harsch and Festing, 2020). Psychological empowerment acts as a mediator between these organizational practices and workforce agility (Harsch and Festing, 2020).

Moreover, utilizing employees' skills to anticipate changes is essential for fostering an agile workforce (Qin and Nembhard, 2010). Breu et al. (2002) identified five capabilities of workforce agility: intelligence, competencies, collaboration, culture, and information systems capability. These capabilities enable organizations to perceive external shifts, continuously acquire skills, collaborate effectively, create an empowering internal environment, and implement flexible IT infrastructure.

Furthermore, workforce agility is fundamental to fostering innovative performance (Franco and Landini, 2022). Effective collaboration across projects, functions, and organizational divisions is crucial for maximizing workforce agility (Breu et al., 2002).

### 2.5.1.1 Team Agility

Team agility, which refers to the capacity of employees to adeptly respond to external changes, is highly valued by enterprise managers (Sun et al., 2023). In agile organizations, teams play a central role, engaging in collaborative networks both within and outside the firm (Denning, 2016).

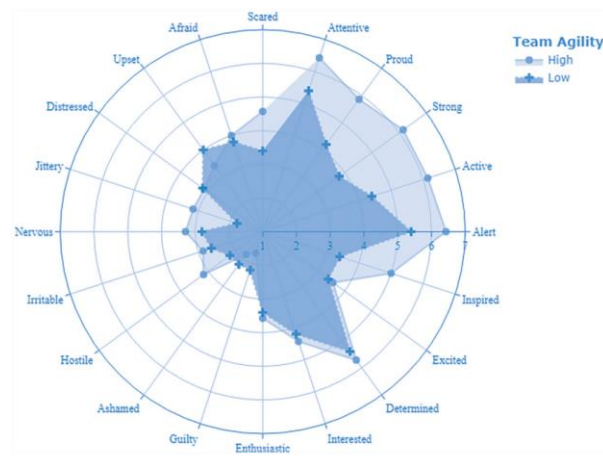


Fig 2: The link of emotions in response to agility, COVID time (Renault and Tarakci, 2023)

Crises induce unpredictability, testing individuals and teams (Renault and Tarakci, 2023). A research in affective leadership research found that surprise inherent in crises evokes intense emotions. Correspondingly, Grass et al. (2020) introduce the concept of team agility, emphasizing the role of organizational environmental factors in implementing agile practices. They highlight the importance of changes in leadership approaches, individual mindsets, attitudes, and organizational values. Team empowerment, influenced by interactions among team members, leaders, and customers, significantly impacts the team's ability to adapt to agile environments (Grass et al., 2020).

Agile teams also prioritize the creation of high-quality, functional, and innovative products while continuously adapting their endeavors to accommodate environmental changes (Grass et al., 2020). Factors influencing agile behavior include proactive personality traits and forward-thinking mindsets (Doeze Jager-van Vliet et al., 2019). Despite this, until recently, agility wasn't necessarily a formal job requirement for employees. However, in today's context, many organizations require employees who can adjust to evolving circumstances and navigate uncertainty effectively (Doeze Jager-van Vliet et al., 2019).

On the other hand, in agile enterprises, employee development often requires new and flexible forms of work organization (Alavi et al., 2014). Effectively managing variability within subsystems and teams presents significant challenges for larger organizations, emphasizing the need to synchronize teams in line with agility principles (Boehm and Turner, 2005). However, agile methodologies, such as Scrum, are instrumental in facilitating agility within organizational teams (Denning, 2016). These methodologies emphasize adaptive planning, early delivery, continuous improvement, and flexible response to customer input (Denning, 2016). Within Scrum, project management responsibilities are typically delegated to project teams, promoting collaborative project execution (Stettina and Hörz, 2015). Furthermore, recurring routines like iteration reviews facilitate agility at the project level (Stettina and Hörz, 2015).

#### *2.5.1.2 Employee Agility*

Employee agility is a crucial skill that encompasses the ability to promptly and effectively respond to changes, capitalize on opportunities, and benefit their organization (Cai et al., 2018; Zhu et al., 2021). However, the role of task characteristics significantly influences employees' agility within their work environment (Zhu et al., 2021). Accordingly, Zhu et al. (2021) advocate that employees with instrumental and expressive ties in their social networks are better equipped to cope with environmental changes. These ties provide them with instrumental resources, psychological support, access to information, and knowledge, enhancing their adaptability, resilience, and perception of changes in the external environment (Zhu et al., 2021).

Moreover, such values play a crucial role in fostering enhanced interaction across different domains of practice (Stettina and Hörz, 2015). To achieve this, there must be a shared understanding of what such interaction entails and how it can be effectively implemented (Stettina and Hörz, 2015). A research from Japanese companies, for example, shows that employees' skills and knowledge are regarded as valuable assets (Sharp et al., 1999). In the IT sector, top management must prioritize the cultivation of proactive, adaptable, and resilient behaviors among employees to foster agility (Das et al., 2023).

Furthermore, highly agile employees exhibit comfort with changes, embrace new ideas, and readily adopt novel technologies through their commitment to continuous learning and assimilation (Cai et al., 2018).

Specific individual employees, such as agile talents or other core staff members, may play a significant role in driving organizational outcomes, such as agility, as opposed to the collective workforce as a whole (Salmen and Festing, 2022). Additionally, employee agility, conceptualized as a multidimensional construct encompassing both abilities and behaviors, is informed by the theoretical underpinnings of concepts like learning agility and innovative work behavior (Salmen and Festing, 2022).

However, enhancing employee agility requires organizations to implement an HRD system that fosters continuous learning and development (Doeze Jager-van Vliet et al., 2019). Doeze Jager-van Vliet et al. (2019) link this learning and development to portfolio agility as an example of a designated system to facilitate behavioral change among employees. This connection allows us

to understand the interconnection of sub-factors under organizational agility. Furthermore, the training and motivation of employees influence their orientation toward creative and innovative thinking (Franco and Landini, 2022).

### 2.5.2 Emotional Agility

Learning how to relax at the edge of uncertainty, paying attention to subtle clues both in our environment and in how we experience the moment that may inform unconventional action; developing these are called inner agility (Bourton et al. n.d). However, it is not just about adopting agility; it starts with cultivating the right mindset (Ozkan et al., 2020). This mindset is more critical than any specific management approach or organizational structure Eilers et al., 2022). Originally designed for small projects, Agile methods require more than just a mindset; they demand an understanding of human behavior and emotions, especially in team settings (Leeuw and Joseph, 2023).

Emotions, which fall under the umbrella of emotional agility, can both enhance and hinder organizational agility (David and Congleton, 2013; Boehm and Turner (2005). While they can foster innovation and job performance, they may also lead to conflicts within teams, affecting project dynamics (David and Congleton, 2013; Boehm and Turner, 2005).

Enterprise Social Media (ESM) platforms play a crucial role in helping employees evaluate their readiness for market changes and enhance their agility (Cai et al., 2018). By facilitating communication and knowledge sharing, ESM platforms empower employees to make informed decisions and respond effectively to challenges (Pitafi and Ren, 2021). This boosts confidence in available resources, which is essential for agility performance (Cai et al., 2018)

On the other side, psychological availability, an aspect of emotional agility, is vital for employee well-being and engagement, particularly in roles involving repetitive tasks (Kahn, 1990). Because, clear task and role definitions are essential for successful agility integration (Boehm and Turner, 2005).

Accordingly,, in organizational settings, emotional agility is crucial for effective collaboration among top-level managers (Morton et al., 2018). Leaders must manage tensions and foster transparent communication to enable collaboration, especially during times of change (Audretsch and Belitski, 2021) real-world examples underscore the importance of emotional control in navigating workplace tensions and promoting dialogue among leaders (David and Congleton, 2013). Ultimately, emotional agility plays a significant role in shaping organizational dynamics and fostering agility in the face of uncertainty and complexity (David and Congleton, 2013).

### 2.5.3 Entrepreneurial Mindset

*Leadership on the Line* highlights the importance of leadership roles in organizations, stating, "When you belong to the organization or community that you are trying to lead, you are part of the problem." For instance, in the early 1990s, Leslie Wexner, CEO of The Limited, faced a growth plateau despite prior success. Seeking solutions, he consulted with Harvard Business School professor Len Schlesinger, who delivered three critical messages: strengthen the brands, downsize the workforce, and acknowledge Wexner's role in the problem. Schlesinger emphasized that Wexner's personal transformation was essential for the company's successful adaptation (Leadership on the Line, n.d.).

Similarly, according to *New Leadership in an Era of Thriving Organizations | McKinsey*, leaders who cultivate heightened self-awareness and embrace innovative mindsets enhance their adaptive capacity. This capacity, when applied within leadership teams and networks, facilitates

the reimagining of organizational structures and operational paradigms McKinsey. Through collaborative efforts, leaders strive to advance their organizational foundations, operational models, and business strategies, thereby fostering organizational vitality McKinsey. The progression towards organizational prosperity is gauged through shifts in leadership paradigms, the initiation of transformative initiatives, and the comprehensive impact experienced by all stakeholders at McKinsey.

Furthermore, the concept of adaptive leadership enables organizations to evolve in response to challenges and opportunities (Raney, 2014). This leadership style establishes the groundwork for ongoing monitoring and enhancement of service delivery. In turbulent environments, managers face the significant challenge of making timely and informed decisions (Pavlou and El Sawy, 2011).

Research further indicates that a significant proportion of new ventures fail within the first year, often due to issues within the entrepreneurial team (de Mol et al., 2015). The dynamics and collaboration among team members are crucial factors influencing venture outcomes. Therefore, entrepreneurial teams, especially at the top level, can significantly influence performance through their composition and actions (Xing et al., 2020). Entrepreneurial agility involves proactively anticipating and seizing market opportunities, enabling firms to adapt their strategies swiftly to gain early advantages (Chakravarty et al., 2013). For example, buyENERGYonline.com, the United Kingdom's sole surviving energy exchange for businesses, identified a regulatory gap and swiftly established forums to address it, thereby exemplifying entrepreneurial agility.

Furthermore, entrepreneurial ventures often possess distinct characteristics compared to established incumbents, such as resource dynamism and structural flexibility, which are critical to their success (Xing et al., 2020). However, even robust dynamic capabilities can falter without effective strategy and leadership (D. Teece et al., 2016). Consequently, managers should tailor organizational agility to their strategy and market position, preparing for both risks and opportunities.

In addition, transformational leadership positively influences firm performance by fostering workforce agility (Das et al., 2023). Change-oriented leaders, combined with effective talent management practices, cultivate an agile workforce that enhances firm performance. Inclusive leadership fosters innovative work behavior by encouraging intellectual stimulation and valuing innovative thinking, thereby prompting subordinates to seek new knowledge and technologies (Siyal et al., 2021).

Over and above, leadership agility significantly enhances both organizational learning and innovation (Muafi et al., 2019).

This refers to a leader's capability to navigate uncertain and intricate environments by making prudent and impactful decisions (Muafi et al., 2019). However, it is important to note that merely possessing entrepreneurial attributes does not inherently translate to organizational agility; it requires tangible and structural resources as well as a culture oriented towards innovation and risk-taking (Goncalves et al., 2020).

#### *2.5.3.1 Intellectual Knowledge*

Intellectual capital encompasses employees' knowledge and their agility in searching and retrieving information, thereby contributing to organizational agility (Cegarra-Navarro and Martelo-Landroguez, 2020). For example, one contributing factor to project failure is the neglect of the human element in project management, an area that lacks sufficient research despite its

strategic importance. Similarly, effective leadership plays a critical role in achieving project outcomes (Yang et al., 2012).

Moreover, research reveals that successful executives actively seek and receive feedback, whether from themselves or others, regarding their performance and how they are perceived by others (Lombardo and Eichinger, 2000). Not only this, but they also proactively acquire new skills and adopt fresh approaches to problem-solving in reaction to unfamiliar situations and challenges.

To create such knowledge, organizational learning, comprised of four dimensions—commitment to learning, shared vision, open-mindedness, and knowledge sharing—is a key method for fostering a culture of continuous learning and creating a knowledge-rich environment (Alavi et al., 2014). Therefore, intellectual agility is about creating an appropriate environment within organizations in which staff can invest their efforts in the formulation of responses to organizational challenges through the modification of existing structures and the creation of innovative strategies (Dabić et al., 2021).

Furthermore, an agile situation arises when there is a skilled, knowledgeable, and experienced workforce present (Alavi et al., 2014). When contemplating investments in Information Systems (IS), managers should prioritize systems that bolster awareness, motivation, and/or capability regarding competitive dynamics at the organizational level (Vannoy and Salam, 2010).

### 3 Methodology

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*This methodology chapter aims to explore the essential factors of organizational agility through a detailed, systematic, and rigorous qualitative approach. Emphasizing the significance of human interaction and diverse perspectives, the research adopts a constructivist ontology to understand how agility is perceived and enacted within various organizational contexts. The chapter explains the rationale behind the interview questions and their alignment with thematic analysis principles, ensuring targeted and meaningful data collection. It provides a comprehensive overview of the data collection process, highlighting the selection of a diverse and experienced participant pool. The chapter outlines the thematic analysis process, including inductive coding and triangulation, to ensure robust and credible findings. Ethical considerations are meticulously addressed to enhance the trustworthiness of the research. Overall, this methodology chapter provides a thorough framework for understanding organizational agility, leveraging diverse insights and stringent analytical methods.*

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In the literature, various factors contribute to organizational agility, with some emphasizing efficiency enhancements through quantitative measures, while others provide industry-specific perspectives. However, this research posits that understanding the essential factors of agility across different organizational contexts necessitates considering diverse knowledge perspectives. It acknowledges the significance of human interaction in exploring how individuals perceive, process, and interpret the applications of agility within organizational settings. Therefore, the research seeks to engage with participants to elucidate their viewpoints on the essential factors of agility, particularly within distinct organizational contexts. With this perspective, it is essential to what the knowledge, how it is perceived, and the chosen method affect the results. Because, quality critical mapping research is situated within a critical theoretical and/or methodological framework, enabling researchers to gain insights into and potentially challenge aspects of inequality (Marx, 2023).

### 3.1 Justification of Interview Questions

The interview questions devised for this research exhibit resonance with the principles elucidated by Castleberry and Nolen (2018) regarding the thematic analysis. Thematic analysis necessitates the formulation of targeted inquiries to guide data collection and interpretation, a methodological approach reflected in the structured nature of the questions posed to interviewees. These inquiries probe various dimensions of organizational agility, including workforce, team, and employee agility, emotional agility, dynamic capabilities, portfolio management practices, leadership's role, strategic insights, and overall reflections on factors contributing to organizational agility.

The congruence between the interview questions and thematic analysis principles lies in their shared objective of systematically uncovering patterns within qualitative data. As Castleberry and Nolen (2018) expound, the coding process in thematic analysis involves asking specific questions of the data to discern underlying themes and patterns. Similarly, the interview questions employed in this research prompt participants to reflect on organizational practices, behaviors, and perspectives pertinent to agility. Through inquiries regarding the importance of agility traits, the role of agile teams, the impact of social networks on adaptability, and other facets, the questions parallel the coding process by seeking to elucidate the nuances of organizational agility.

Thus, the formulation of interview questions in this research adheres to the methodological principles espoused by Castleberry and Nolen (2018), ensuring a systematic and rigorous approach to data collection and interpretation conducive to uncovering meaningful insights into organizational agility.

### 3.2 Philosophical Underpinnings

In this research, the research embraces a constructivist ontology, positing that reality is socially constructed (*Ethical Research in Reflexive Relationships*, n.d.) through human interactions and interpretations (Cupchik, 2001). We acknowledge the inherent subjectivity in knowledge creation, understanding that individuals perceive and interpret the world differently based on their unique experiences and perspectives (van Aalst, 2009). Consequently, we aim to explore the diverse realities constructed by participants in this research context (Cunliffe, 2003).

The philosophical stance extends to this research's epistemological approach, rooted in constructivism (Chell, 2007). This perspective emphasizes the subjective nature of knowledge acquisition, viewing knowledge as co-constructed through dialogue, interpretation, and shared meaning-making processes (Cupchik, 2001). Qualitative research is fundamentally centered on elucidating meaning and the processes of meaning-making, recognizing these phenomena as inherently context-bound, situated, and contingent (Braun and Clarke, 2019, p. 201). In this paradigm, qualitative data analysis is conceived as a narrative endeavor, involving the interpretation and construction of stories rather than the pursuit of an objective truth that purportedly exists independently of context or interpretation (Braun and Clarke, 2019). According to this foundation, this research endeavors to uncover the multifaceted perspectives and interpretations of organizational agility within diverse organizational contexts (Eberle, 2023).

Research methodologies are often shaped by researchers' ontological and epistemological positions, which are influenced by their values (Greenbank, 2003). Early experiences, such as observing the analytical use of a combination of discourse analysis and grounded theory at conferences (Braun and Clarke, 2019), illustrate the diversity of research approaches. Especially,

in qualitative research, researchers bear the responsibility of selecting the suitable sampling method, recognizing its pivotal role in determining the success or failure of the research, necessitating careful consideration of potential consequences. This highlights the richness of the field and underscores the need for critical evaluation of research presentations to address theoretical concerns (Braun and Clarke, 2019).

Recognizing this influence, this research acknowledges the complexity of research methodologies and embraces the potential for interdisciplinary perspectives to enrich understanding. Moreover, the research gives place to triangulation which emerges as a valuable methodological approach not only within conventional research paradigms but also within constructivist and critical perspectives (Natow, 2020). Within constructivism, reality is construed as being constructed, multi-faceted, and in a perpetual state of flux (Natow, 2020). This ontological stance rejects the notion of an inherent, singular reality awaiting objective observation and measurement (Natow, 2020).

### 3.3 Data Collection

To ensure a comprehensive understanding of organizational agility across generations and sectors, semi-structured interviews were conducted with ten expert adults. Older workers were prioritized due to their emphasis on the moral importance of work and craftsmanship, contrasting with the values of younger workers who prioritize financial gain and friendships over work, as well as being more open to welfare alternatives (Cherrington et al., 1979). Moreover, Hansen and Leuty (2012) highlight the importance of assessing participants at similar ages when researching generational differences in values, thus the adult generation was selected to maintain consistency in age.

Participants were selected based on their years of experience, leadership roles, or possession of a Scrum Master certification, ensuring their expertise in understanding the intricacies of agility in leadership and team dynamics. The selection criteria included a minimum of 10 years of experience, with candidates sourced from LinkedIn profiles matching the required expertise and recommendations from industry peers.

To provide insights from mid-level perspectives and avoid bias from top management, two young mid-level participants were included. Additionally, the selection of participants considered the need for diversity in sector background, including banking, tourism, insurance, petroleum, technology, automotive, supply chain, textiles, and services.

To ensure global perspectives on organizational agility, participants were selected from diverse countries, including Sweden, Turkey, Hungary, Germany, Slovakia, Ireland, UK, Netherlands, and Australia. Baranik et al. (2022) suggest that a country's level of socioeconomic development influences individual work outcomes globally, thus the selection of countries aimed to capture a wide range of cultural and socioeconomic contexts.

Acknowledging the importance of cultural knowledge and social realities in shaping meanings, participants were selected to represent diverse cultural backgrounds. This approach aligns with the assertion by Hong et al. (2000) and Subramani (2019) that social realities are constructed through participant interactions and underscores the need for diverse participant selection.

Before each interview, participants provided audio and image consent, with the option to enable their camera during the interview. Additionally, participants were provided with JIBS GDPR consent forms. Interviews were conducted online via Teams and recorded for analysis, following a predetermined question sequence. Data saturation, defined as the point at which no new

codes or themes emerge from the data, was considered during participant selection and interview termination (Saunders et al., 2018).

### 3.4 Data Analysis

The recorded interviews were transcribed using TurboScribe, enabling diverse linguistic translations into English, particularly for interviews conducted in Turkish, which were subsequently transcribed into English and stored in PDF format. Translation accuracy was ensured through human review before storage.

Inductive coding was utilized during the coding process to uncover new themes from the obtained results. Responses from semi-structured questions were consolidated under code sequences and thematized accordingly, without adhering to existing framework concepts. Accordingly, each interview lasted for about 40–90 minutes and each participant observation lasted 45–120 minutes.

Thematic analysis entails identifying significant themes within the data through meticulous examination, constituting a method of pattern recognition within the dataset (Fereday and Muir-Cochrane, 2006). This process typically focuses on applied research and distinguishes between inductive and deductive coding approaches (Nowell et al., 2017).

Codes may arise directly from the data (inductive coding) or from specific theoretical or epistemological perspectives (Xu and Zammit, 2020). Inductive methodologies are notably advantageous when venturing into uncharted territories (Braun and Clarke, 2019). Accordingly, in this research, a data-driven inductive approach was employed for thematic analysis (Fereday and Muir-Cochrane, 2006).

Triangulation enhances research validity by integrating multiple methods, sources, theories, or investigators (*Farmer et al., 2006*). Enhancing the credibility of secondary data through data analysis triangulation can be achieved using text mining software such as Leximancer or other computer-assisted qualitative data analysis (CAQDAS) software (Lemon and Hayes, 2020). Integration of additional data sources or methods through triangulation safeguards the accuracy of research findings in qualitative studies (Natow, 2020). Accordingly, this research demonstrates credibility by incorporating external scholarly support; and theoretical triangulation (Lemon and Hayes, 2020). Also as quantitative measures, Likert-scale agreement charts were utilized to quantitatively assess the importance of various factors identified during the interview and to measure the consistency of the participants with the interview comparison.

For clarity, a Scoring Sheet (Six- Likert Scale of Agreement) was created and applied to avoid contextual and interpretive misconceptions and to expose indispensable factors from the literature perspective. A structured approach consisting of six steps for performing thematic analysis was employed, as outlined in the appendix (Xu and Zammit, 2020; Nowell et al., 2017; Kiger and Varpio, 2020). Trustworthiness of coding was ensured by diligently following each step.

### 3.5 Thematic Analysis

Thematic analysis (TA) serves as a robust methodological framework for identifying, analyzing, and interpreting patterns of meaning within qualitative data (Clarke and Braun, 2017). In the context of this research, which delves into the essential factors of organizational agility across diverse sectors and organizational contexts, TA emerges as a fitting approach to interpret textual data and derive meaningful themes (Carroll et al., 2011). This methodological choice stems from TA's inherent flexibility and adaptability across various facets of research methodology (Clarke

and Braun, 2017). By accommodating both inductive approach to analysis, TA enables researchers to capture both manifest and latent meanings within qualitative data (Clarke and Braun, 2017).

The adoption of an inductive approach in this research, moving sequentially from data to theme to theory, reflects TA's adaptable methodology, particularly advantageous when exploring relatively uncharted research domains (Holmqvist and Frisé, 2012). However, engaging in thematic analysis is not without its limitations. For instance, documenting emergent themes may pose challenges, as well as the risk of conducting an ineffective analysis due to insufficient examples drawn from the data ((Griffiths et al., 2011; Braun and Clarke, 2006)).

Furthermore, thematic analysis may overlook alternative interpretations of the data and fail to acknowledge variability or contradictions within the resulting account (Braun and Clarke, 2006). One notable weakness lies in its exclusion of pre-existing coding frames and the researcher's theoretical interests, potentially constraining the depth of analysis (Ozuem et al., 2022).

In considering alternative methods, thematic analysis was preferred over qualitative content analysis (QCA) due to its alignment with the research objectives and its ability to provide a comprehensive understanding of participants' experiences and perspectives (Braun and Clarke, 2021; Elo and Kyngäs, 2008)). While thematic analysis and qualitative content analysis share similarities, thematic analysis is often better suited for capturing the rich, nuanced data inherent in qualitative research (Braun and Clarke, 2021). The choice of thematic analysis in this research aligns with its overarching aim of comprehensively understanding organizational agility. Despite its limitations, TA offers a robust framework for analyzing qualitative data and deriving meaningful insights, supported by a wealth of literature highlighting its strengths and potential pitfalls ((Castleberry and Nolen, 2018 ; Elo and Kyngäs, 2008).

In conclusion, this methodology section has outlined the key steps involved in conducting thematic analysis, including data transcription, coding, thematic analysis, data interpretation, and triangulation. Methodological transparency is crucial to ensure the rigor and validity of the research findings, aligning with the overarching goal of investigating the essential factors of organizational agility.

## 3.6 Ethical Considerations

In evaluating the trustworthiness of the research conducted, four key dimensions have been considered: credibility, transferability, dependability, and confirmability (Nowell et al., 2017).

### 3.6.1 Credibility

Credibility revolves around the accurate identification and description of the research subject (Nowell et al., 2017). This dimension is fortified through various avenues. Firstly, the researcher possesses an educational background in agile application in the realms of the supply chain, fostering a deep understanding of the subject matter. Furthermore, a diligent literature review was conducted to identify the significant factors of agility scholarly to support the research results.

The application of triangulation in data collection further reinforces credibility, ensuring a comprehensive and multifaceted perspective. Theoretical summaries serve to succinctly elucidate overarching theoretical propositions explored across lengthy sections (Cloutier and Ravasi, 2021). Accordingly, tables, while helpful, are complementary aids to theory development

rather than substitutes for cogent argumentation (Cloutier and Ravasi, 2021). Coding schemes, structured frameworks employed by researchers, allocate codes or labels to individual pieces of data during the coding phase of analysis (Cloutier and Ravasi, 2021). Within this context, a Six-Likert scale (11 items, 1-6; agreeableness) represents one methodological approach for coding and delineating the relative importance or significance of various contributors or factors under examination (Cloutier and Ravasi, 2021).

Following this framework, significant factors of agility identified scholarly are added to the coding scheme (Six-Likert Scoring Scale) to provide clearer organizational context, as depicted in the appendix. That enhances confidence in the reliability and dependability of researchers' conclusions, ensuring that analytical procedures are transparent and evidence assessment is independent (Cloutier and Ravasi, 2021).

Additionally, consultation with experts in agile software users, SM, and APM ensures the validity and relevance of the research approach. Transparency is upheld by disclosing the names of organizations and job titles of interviewees, enhancing the trustworthiness of the data, see the appendix. Moreover, the verification of data excerpts and context by interviewees adds another layer of validation to the findings.

### 3.6.2 Transferability

Transferability concerns the extent to which the research findings can be applied to similar contexts (Nowell et al., 2017). This dimension is facilitated by providing a detailed description of the research context, enabling readers to assess the applicability of the findings to their own settings. The presentation of specific cases offers concrete examples; various industries or contexts can be provided to illustrate the applicability of findings to analogous situations. Furthermore, explanations regarding research choices that influenced the design, as well as comprehensive detailing of data collection and analysis methods, enhance the transferability of the research outcomes.

### 3.6.3 Dependability

Dependability underscores the importance of a systematic, rigorous, and well-documented research process (Nowell et al., 2017). This dimension is addressed through meticulous documentation of each step and decision based on Scopus and Web of Science citation rank, ensuring transparency and accountability. Additionally, detailed descriptions and explanations of the literature review and research methods further bolster dependability, providing readers with insights into the research process and its adherence to methodological rigor.

### 3.6.4 Confirmability

Confirmability focuses on the extent to which findings can be derived directly from the data. To address this dimension, multiple strategies have been employed (Nowell et al., 2017). Triangulation of data sources ensures the consistency and reliability of the findings from different perspectives. Moreover, the review of the Six-Likert scoring sheet by experts/ interviewees as "strongly agree" enhances the objectivity and trustworthiness of the analysis. Lastly, the thorough documentation of the research process and associated decisions contributes to the confirmability of the findings, providing transparency and accountability in the research endeavor.

## 4 Empirical Findings

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*The purpose of this section is to present and analyze the empirical findings from interviews conducted across various sectors, focusing on the factors that influence organizational agility and effectiveness. By exploring themes such as mindset, emotional stability, continuous learning, employee eligibility, top-down management, and social networks, this section aims to highlight the practical insights and perspectives of industry practitioners. These findings provide a comprehensive understanding of the critical elements that contribute to building an agile and resilient organization. Readers will delve deeper into this section, they will gain valuable knowledge on how these factors interplay to enhance organizational performance and adaptability in dynamic environments.*

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### 4.1.1 Mindset

In this research, one of the prominent main ideas during discussion from the interviews was the concept of right mindset. Participants across various organizational contexts, including textile, technology, media, supply chain, and service sectors, emphasized adopting an agile mindset to navigate rapidly changing environments. Below are some key excerpts from the interviews illustrating the participants' perspectives on the agile mindset:

#### **Export Documentation Specialist/ Textile**

“...having staff that are agile, are able to accept change, embrace change, embrace new processes and procedures is probably one of the most important things. If the team can't work effectively together to, you know, enhance their agility, then this sort of undermines the whole process of what we do. So I think it comes down to definitely an individual level.”

#### **Senior Cloud Architect/ Technology**

“...they have to willingly contribute to this process. Otherwise, you know, just putting some regulations or, you know, enforcing some regulations and educational programs, they are not going to be, you know, making sure that you are going to have the best result.”

“So the people that are working for the company, they also need to align with this mindset, I can say.”

#### **Head of Strategy/ Media**

“I can build the best system in the world, but if the people in my team are not in that mindset, I can't move forward. I can only move forward to a certain point. This has to be intertwined.”

#### **Junior Associate/ Service**

“I think an entrepreneurial mindset is inventive and innovation is very important for handling different types of new situations. An entrepreneurial mindset will produce ideas which can be solutions to problems that arise.”

#### **Project Manager/ Supply Chain**

“I think data transparency, information sharing, and clear goal setting is very important in terms of strategic perspective for organizational agility and operationally collaboration and using agile management to saving agile mindset and developing employees are very crucial.”

### **Senior Cloud Architect/ Technology**

“Rather than having a static structure, you accommodate your thoughts on the change. So this is briefly how adaptive leadership we can put into place”

#### **4.1.2 Emotional Stability**

In exploring the dynamics of organizational effectiveness, a recurring stress prominently during interviews was the concept of emotional intelligence. Participants from diverse sectors such as pharmaceuticals, finance, administrative roles, and technology articulated the significance of fostering emotional awareness and stability within teams to address the complexities of modern workplaces. Below are key insights gleaned from their perspectives on the importance of emotional mindfulness:

#### **Board Member/ Administrative/ Pharma and Finance**

“Of course. I mean, normally, I mean, but the emotional stability is not determined by it only by the company. The emotional stability is determined by many things.”

“But the right framed frame of mind, everybody is really, I mean, I had to learn this. Everybody's reacting to everything differently. Yes. And somehow there's no frame to. Everybody is his own microcosmos and you have a hand and everybody has to be handled differently. And if you are a manager on higher level at one stage, you will see that the most important thing is to talk with the people. But everybody wants a different style. Everybody wants a different. Longitude or duration and everybody is different and you have to react and you have to accommodate and to keep the team together to push them ahead.”

#### **Senior Cloud Architect/ Technology**

“So at that point, maybe, you know, you should see the big picture and, you know, stay calm and you should reorganize the team.”

“You need to have the right mindset and, you know, you need to have emotional stability because, you are also trying to get everything done in a limited time frame, you know, in a limited time. So it is pretty important and it is very rare to find these type of people. But having these people, it is possible that any type of challenges are going to be met by the team.”

#### **Global Service Desk Manager/ Automotive**

“emotional intelligence plays a crucial role in building trust okay and fostering collaboration and promoting open communication etc so when you feel that stability emotional stability you also that that actually enables you to talk frankly talk openly so you you avoid again the similar question to the early one that you avoid the fears and you express your feelings quite openly so be by being aware of the emotions and those of our teammates we can simply navigate conflicts better or emphasize with others and respond more constructively”.

#### **Project Manager/ Supply Chain**

“Sometimes people are easily influenced emotionally like the situations in COVID. Then you need to emotionally connect to your employees to understand their well-being, how their emotional statutes are.”

#### **4.1.3 Continuous Learning**

In delving into discussions about organizational effectiveness, the perspective of learning emerged as a vital component for fostering growth and adaptability within diverse sectors.

Participants from varied industries, including automotive, services, petroleum, and technology, emphasized the importance of continuous learning initiatives to enhance employee performance and organizational readiness. Here are some key insights derived from their perspectives on the significance of organizational learning:

#### **Global Service Desk Manager/ Automotive**

“the knowledge management actually shortens the learning cycles by providing tools that enable employee to learn on the job leading the special specialization and most importantly they get to implement their learnings on the job so learn knowledge management”

“For example I've been constantly asking for ITIL courses you know and then Lean IT, Agile Scrum, IT for IT etc. Plenty of trainings that are required from my end to understand what's going on, how should I evolve myself and how to get aligned with those new trends, new exercises or the new fundamentals to give proper feedback to the demands that would come in the near future. So yes continuous education and training programs are quite fundamental and a must to enhance the employee performance and readiness for market and for the company as well”

#### **Junior Associate/ Service**

“My job offers a trainee program in which we learn how to conduct the work and which we learn from more experienced employees how to work. So, I think at least the employee performance is improved, and if you learn in these programs, if you learn about organizational changes, it will be better to handle them as well”

“I think these humans can learn a lot from these tools and so it can give additional knowledge.”

#### **Head of Regional Sales/ Petroleum**

“With its information management policies, it can ensure data security. At the same time, I think it encourages continuous learning. I think it provides the opportunity to constantly improve by learning from mistakes.”

#### **Product Manager/ Tehcnology**

“...those are roles where it can indeed be beneficial if the things that you learn during those networking events get translated in ideas that in tickets that get refined in an agile way and then actually doing it and picking it up and making the change for the better”

### **4.1.4 Employees Eligibility**

In delving into discussions about workforce, team, and employee agility, capability and management practices emerged as a vital component for fostering growth and adaptability within diverse sectors. Participants from various industries, including automotive, services, petroleum, and technology, emphasized the importance of skills and willingness to enhance employee performance and organizational readiness. Here are some key insights derived from their perspectives on the significance of talent management:

#### **Board Member/ Product Manager/ Insurance**

“Agility is a tool, not a goal.”

“So, we have to have a creative mind seeing the opportunities in the market. The software tools don't do that.”

“We must have staff that are confident with the tools.”

### **Senior Cloud Architecture/ Technology**

“So at first, they need to set the right and a collective mindset. The people should contribute to the process willingly and then selecting the right tools to collect and analyze the data is going to be very important.”

“...let's say, you know, we cannot say that it's going to be as expected unless you talk to the employees and, you know, they have their consent to improve their skills in this area. So they have to contribute. They have to be willing to contribute to this process. Otherwise, you know, just putting some regulations or, you know, enforcing some regulations and educational programs, they are not going to be, you know, making sure that you are going to have the best result.”

### **Head of Strategy/ Media**

“We can think that they are different from each other. The thing that determines the organization is actually the attitude of the employees. It is an organizational structure.”

“...I can build the best system in the world, but if the people in my team are not in that mindset, I can't move forward. I can only move forward to a certain point. This has to be intertwined.”

### **Head of Regional Sales/ Petroleum**

“Employees should be willing to gain new skills and should constantly improve themselves. Because when we say an agility worker, it means someone who can take risks and is not afraid to try new ideas for innovation. This is actually something that increases the competitive advantage of the organization in the market sector.”

## **4.1.5 Top-Down**

In this research, the importance of top management emerged as a central theme in discussions about leadership, innovation, and workforce, the support was the most stressed factor that should come from the top; enabling the employees' decision-making within diverse sectors. Participants from various sectors, including insurance, media, petroleum, and technology, also highlighted the critical role of top management in driving innovation and fostering agility within organizations. Below are key insights derived from their perspectives:

### **Board Member/ Product Manager/ Insurance**

“So we can say innovation in the whole organization is dependent on top management.”

“...we don't have so much agility in our organizations, because the CEO doesn't like agile organizations.”

“..the meta-level of how we work is not the subject of a single employee. That's a subject for the management, the CEO, my position, or something like that.”

“If the CEO wants us, we are working with agile tools, then we start.”

### **Head of Strategy/ Media**

“In order to be organizationally agile, everyone has to be able to work with this system from top to bottom. It doesn't make sense to be organizational like a partner company. I came from places like that.”

### **Head of Regional Sales/ Petroleum**

“Now, I think leadership and vision are very important. I think the top management should create a vision when promoting organizational loyalty, and this vision should be conveyed to all employees. That is, all employees from the top to the bottom should be adapted to this vision.”

### **Product Manager/ Technology**

If leadership is not adaptive, no one will be adaptive. It all comes from the top down.

“That's started at the founder saying we are going to work for minimum wage right now. Uh, and because they are willing to do that, people lower in the, in the organization are also way more open to sacrifice something in order to make it work. Because on the top people do it too.”

We encountered frequently any application within the company following top-bottom structure regardless of sector. Accordingly, employees' activeness and engagement with agility may have no avail as long as top-management engagement or support.

### **Director Manager/ Tourism**

...you basically go from top to bottom and you always present agile leadership. So you present from the top to the team leaders, to the employees how important agility is and you give them confidence in acting like that.”

### **4.1.6 Social Network**

When investigating the interactions of employees under emotional agility, in regard to social networks and ties which led to a holistic theme of collective nexus. Participants from various sectors, including insurance, media, and technology, highlighted the critical role of social boundaries in driving team development and fruitful discussions within organizations. Below are key insights derived from their perspectives:

#### **Board Member/ Product Manager/ Insurance**

“...agile team is kind of social network.”

“So I think that social networks are developing in an agile environment”

#### **Senior Cloud Architecture/ Technology**

“...having a social network and, you know, interacting with different type of people means that you are also going to be receiving different type of feedbacks about the points that you're discussing with these people. So it is very important.”

“So having this type of different feedback is also going to improve the employee agility. It's because, you know, they are not going to be responding to the changed environment with only the thoughts of the thoughts that belong to them. But also, you know, having this type of interaction with the people means that, you know, they will also have an idea about how the other people would react to that certain position.”

#### **Head of Strategy/ Media**

“There is an advantage that social networks can work with people.”

“This can only be perceived in people's minds as social media networks. But the important thing is social networks.”

## 4.2 Scoring Sheet Results

The radar figure below illustrates the significant factors organizations should possess to align with agility. The results show only the “Strongly agree” criterion to show the level of significance of the factors.



Fig.3 Illustration of Six-Likert Scale results on a radar figure.

## 5 Analysis

*This section aims to analyze key themes identified from empirical data gathered through interviews across various sectors, including agile mindset, emotional mindfulness, organizational learning, HR-talent management, top-management support, and social nexus. By examining the interplay between these factors, the analysis provides insights into the interconnections of the emerging themes in dynamic business environments. Additionally, the research explores the notion of transferability within organizational agility, shedding light on how agile practices can be effectively applied across diverse sectors. Through empirical evidence and theoretical frameworks, the research aims to identify key transferable factors essential not only for agility, but also across various industries, thereby contributing to organizational adaptation and resilience.*

In this research on organizational agility, the analysis reveals several key themes that emerged from the empirical data. The six major driving factors that are indispensable emerged as sub-themes under adaptability; agile mindset, emotional mindfulness, organizational learning, HR-talent management; and under flexibility, top-management support, and social nexus. The following figure demonstrates the interconnection of the factors to possess in the organizations to align with agility. The ever-changing market conditions necessitate not only change in the company business value, project, and systems but also a change in an individual level to adapt to the changing conditions. Meanwhile, management is the kickstart of any process in the company, accordingly, executive roles should be more flexible and the ties of employees with this management should be more engaged with employee perspective and level.

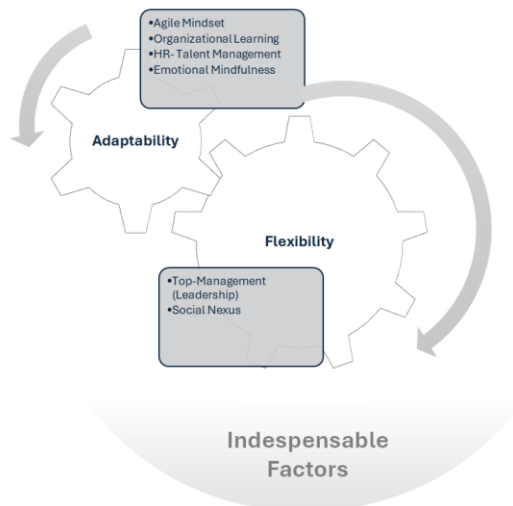


Fig.4: The conceptual framework of essential factors in organizational agility.

## 5.1 Adaptability

### 5.1.1 Agile Mindset

The first prominent theme is the concept of an agile mindset, which emerged consistently across interviews with participants from diverse organizational contexts and sectors. Through a systematic examination of the data, it became evident that participants viewed an agile mindset as essential for navigating the complexities of today's dynamic and competitive business environment and as a catalyst of agility. This interpretation is supported by the Head of Regional Sales in the petroleum industry such as, " Competition conditions are the core of leading companies with flexible and agility business models and strategic thinking skills." reflecting participants' recognition of the need for adaptability and flexibility.

The agile mindset encompasses five sub-dimensions that employees should possess as the pillar of the agile mindset; innovative, customer-oriented, open, proactive, and ready to change. Drawing on concepts from the quantitative theoretical framework, particularly the TISM digraph model (Menon and Suresh, 2020); the ability to sense the environment, adaptation, and readiness to change align with the agile mindset framework under organizational agility. Not only this but also, (Eilers et al., 2022); provide similar data collection under an agile mindset such as attitudes towards customer-oriented co-creation, attitude towards, and learning spirit. Moreover, in a more comprehensive understanding of such an agile mindset, dynamic TM (Talent Management) capabilities in organizational agility framework (Harsch and Festing, 2020) reinforce this research's empirical findings as innovativeness, customer orientation, proactiveness, and transparency are essential factors in organizational agility. Another insight is drawn on the Resource-Based View (RBV), an agile mindset is considered an intangible asset that drives firms to utilize tangible agile resources (Asseraf and Gnizy, 2022). Correspondingly, if managers consistently promote the exploration and implementation of new management strategies while incentivizing unconventional thinking, the organization will come to realize the importance of having agile slack to sustain such a mindset (Asseraf and Gnizy, 2022).

Customer orientation is the driving force for companies according to the empirical results; but also by adopting a mindset focused on agility, companies may find themselves better equipped to navigate obstacles in meeting the demands of their customers (Men et al., 2023). Customer orientation influences the interplay between agility and helping behavior within organizations. Agility boosts helping behaviors, which benefit both individuals and the organization (Park and

Cho, 2022). As employees adapt to environmental changes, their assistance extends beyond usual boundaries, fostering innovation (Park and Cho, 2022).

Innovation is also centralized around customer preferences and demand based on the empirical results; emphasized as a crucial component for organizations to leverage opportunities and remain competitive amidst market changes and shifting supply and demand dynamics (C.-J. Chen, 2018). The examination of innovation and agility as precursors to environmental management is rooted in dynamic capabilities theory (López-Gamero et al., 2023). A research concludes the enhancement of organizational performance to innovation capability, which serves as an intermediary factor in mediating the relationship between strategic agility and effectiveness (AlTaweel and Al-Hawary, 2021).

### 5.1.2 Organizational Learning

Organizational learning is another emerging theme from interviews during the discussion of dynamic capabilities and team agility. This illustrates the connection between knowledge management and data usage contributes to agility and is deemed as a fundamental factor. One sample from Global Service Desk Manager in the automotive industry:

“...knowledge sharing okay so every employee or every organization should share their knowledge with cross-functional roles or the others to make sure about succeeded results then what I can also say that increase employee engagement “.

That encompasses a dynamic continuum of activities centered on the generation, retention, and distribution of knowledge within the organizational framework (Argote et al., 2017). These iterative processes exert profound influence on the performance metrics and competitive positioning of the entity (Argote et al., 2017). Fostering organizational learning capability (OLC) is a crucial managerial practice aimed at sustaining a competitive edge and enhancing the knowledge assets within organizations (Afshari and Hadian Nasab, 2021). Moreover, in line with enhancing agility and successfully executing digital transformation endeavors, organizations need to prioritize advancing their cognitive capabilities through fostering organizational learning and promoting effective knowledge management practices (AlNuaimi et al., 2022).

### 5.1.3 HR-Talent Management

HR- Talent management is another emerging theme from the interviews during the discussion of workforce agility, team agility, and emotional agility. This points to finding the right frame of mind in projects, creating a collective mindset, and using the right skills. An illustration of such a connected facets in organizational agility was drawn by Head of Strategy in the media sector:

“...I can build the best system in the world, but if the people in my team are not in that mindset, I can't move forward. I can only move forward to a certain point. This has to be intertwined.”.

Such observation is underscored by another exploratory qualitative approach by (Harsch and Festing, 2020); talent management (TM) holds the potential to develop individuals into essential human resources aligned with the agility demands unique to each company, thus aiding in the acquisition of competitive advantage amidst dynamic business environments (Harsch and Festing, 2020). Furthermore, based on a conducted research (Moh'd et al., 2024); systematic mapping research for agile human resource management. This exposes agile HR, termed HR for Agile, and involves the strategic development and implementation of HR systems and practices to identify, develop, and retain individuals with the skills necessary to support organizational agility. This requires the HR team to fully comprehend the talent needs of an agile organization.

By applying that, HR can enhance the organization by promoting employee agility, fostering a collaborative culture, and enabling autonomy and power-sharing.

#### 5.1.4 Emotional Mindfulness

Emotional mindfulness is another emerging theme from the interviews during the discussion of emotional agility and employee agility. This theme refers to accommodating feelings to changing environments, putting personal conflicts aside, and focus on the current state of the conditions to have the right frame of mind. This is regarded as a crucial aspect of agility stated by the project manager in the supply chain:

“Sometimes people are easily influenced emotionally like the situations in COVID. Then you need to emotionally connect to your employees to understand their well-being, how their emotional statutes are.”

Drawing on concepts from the quantitative theoretical framework; the transaction theory of stress broadens this perspective factors such as COVID affect the mentality and habits of employees, in this case, situational factors such as organizational mechanisms can be the subject to reduce stress as emphasized by (Ioannou et al., 2024). Further, the research exemplifies that technostress, a significant management concern, can greatly impact employee well-being and work life, ultimately affecting organizational efficiency and overall success. Furthermore, based on Acceptance and Commitment Therapy (ACT) (Christie et al., 2017), connects mindfulness with values-based action by promoting psychological flexibility. Moreover, this mindfulness enhances well-being by helping individuals observe their internal thoughts and feelings objectively, leading to a more flexible response to experiences (Christie et al., 2017).

## 5.2 Flexibility

### 5.2.1 Top Management (Leadership)

Top-management support through the lens of leadership is another emerging theme from interviews during the discussion of leadership and strategic insights. This illustrates the connection between high-rank executives and employees in implementing agility. An illustration of such a link can be brought from Board Member and Product Manager in the insurance sector, “...for organizational agility... the first factor is shown from the top, the CEO commitment”.

Drawing from quantitative studies results of IT firms' performance, there were statistically significant paths from transformational leadership of top management to workforce agility and from workforce agility to financial performance (FP) (Das et al., 2023). Such effect is underscored by (Men et al., 2023); the ultimate responsibility for the success or failure of the business lies with the top-level managers within the corporation.

From a leadership perspective, the competency framework to identify potential leadership (Dries and Pepermans, 2012), qualitatively and quantitatively conducted research reveals a model of leadership potential. The model addresses learning agility one of the four quadrants that leaders should possess; willingness to learn (Openness), emotional intelligence (Emotional mindfulness), and adaptability (Proactiveness), underscoring the vital importance of prospective leaders' readiness and capacity to glean insights from their experiences. This supports further the agile mindset theme of this research that the company should possess in from top-bottom. Moreover, Renault and Tarakci (2023) explores affective leadership across disruptions; a case from COVID. This leadership requires sensing and tackling the team's emotional needs and grasping the individual level of emotions brought about by crises. This is an overlapping perspective of research's empirical findings on how leadership affects the

implementation of agility. A manager director in the tourism sector stated during leadership discussion that:

“...you have to build up an organization, an organizational framework where you basically go from top to bottom and you always present agile leadership. So you present from the top to the team leaders, to the employees how important agility is and you give them confidence in acting like that.”

Moreover, an adaptive leadership perspective is also strongly stressed in response to ever-changing conditions, leaders must adapt and accommodate themselves to these conditions. A global desk manager in the automotive sector stated that:

“...traditional leadership is not really flexible with the changes our complex challenges instead adaptive leadership or adaptive management helps leaders an entire organization to adjust the way they work for continuous growth.”

### 5.2.2 Social Nexus

Social Nexus is another emerging theme from the interviews during the discussion of employee agility and emotional agility. Under the social nexus aspect of organizational agility, the ties and employees' engagements are strongly stressed for collaborative purposes and finding the corresponding people; with whom to contact during ambiguity. One of the interviewee highlight this perspective; junior associate in service sector:

“...find people who have the right qualities and the people who are like-minded can collaborate over this and change their ideas with each other.”

This is reinforced by McKinsey survey: the socio-emotional ties that create the right connections for impact have taken a hit during ambiguity, pandemic (*Socio-Emotional Ties: A Secret Ingredient to Success*, n.d.). Ambiguity refers to the extent of uncertainty among employees regarding the necessary information for assessing a situation and the challenges associated with acquiring and utilizing such information. This perspective aligns with the comments of an executive perspective of a board member of administrative in the finance and general manager in the pharma sector:

“For example, of course, social ties will help to boost people's emotions because you share what project failed, how we did this, what steps you think we will take forward after this failure, and other things.”

Moreover, the ambiguity dimension is stated in Social information processing theory (Umphress et al., 2003) posits that in contexts with higher levels of ambiguity, individuals tend to depend more on social cues to form their judgments. Furthermore, based on the Social Exchange Theory (SET), a form of social exchange, adheres to the reciprocal rule of social exchange. Firms that benefit from such ties, such as gaining valuable information and preferential treatment, are required to reciprocate these benefits to ensure ongoing access to advantages from connected individuals. Over and above, such individuals possess a set of moral, competency, personal, and social values that impact their attitudes and actions (Greenbank, 2003).

Over and above, we conceptualize these elements as foundational in fostering organizational agility. This integration allows us to interpret the empirical findings within a broader theoretical context, highlighting the underlying mechanisms driving the adoption of agile practices.

Additionally, the analysis explores alternative perspectives and implications of agility. We acknowledge the complexity inherent in organizational change processes by considering

potential barriers to agility implementation and contrasting viewpoints among participants. This nuanced exploration enhances the richness of the analysis section and fosters a more comprehensive understanding of the topic.

### 5.3 Six-Likert Scale Scoring Sheet Indispensable Factors

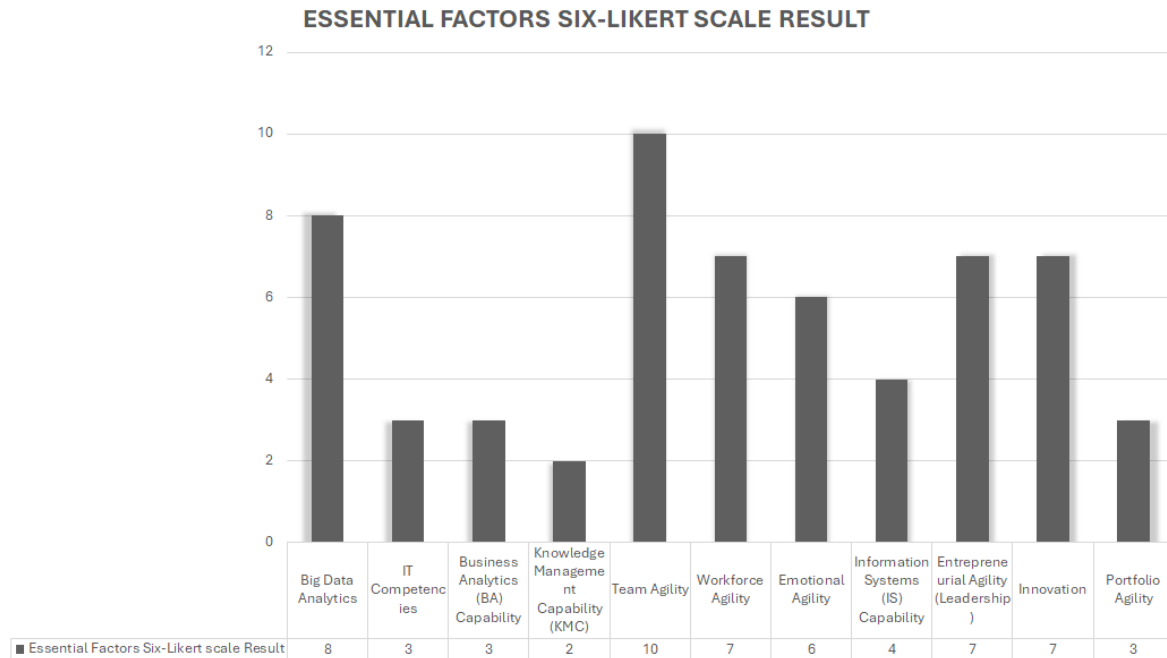


Fig.5: The bar chart illustrates merely “fully agree response” results as essential factors in organizational agility.

The research provides empirical validation of its findings concerning adaptability and flexibility, drawing upon significant factors identified in the literature review. To illuminate the connections between these factors, a Six-Likert Scale Chart was employed to assess the credibility of the empirical evidence, see the figure in the appendix.

First, the most significant factor is team agility. Agile workers demonstrate greater initiative in recognizing and adjusting to environmental changes, as well as identifying opportunities for personal growth, thereby enhancing the organization's overall welfare (Zhu et al., 2021). The evolution of the business landscape and heightened competition have prompted organizations to place significant emphasis on enhancing their organizational performance (AlTaweel and Al-Hawary, 2021). This pursuit aims to attain a sustainable competitive edge by effectively adapting to evolving market dynamics and bolstering innovation capabilities to align with customer preferences (AlTaweel and Al-Hawary, 2021). This perspective is also underscored by one of interviews with the project manager in the supply chain:

“...it's very important to have agile teams but not only having agile habits creates agile teams. Agile teams also require collaboration and focusing on the same goal. This is very important which is to create value to customers.”

The second significant factor is that an agile company should possess is BDA; a technology that significantly altered traditional business practices in the 21st century is the utilization of "Big Data." (Al-Darras and Tanova, 2022). In today's digital business landscape, the volume of data pertaining to customers, processes, trends, and supply chains has surged (Medeiros and Maçada, 2021). Consequently, the ability to comprehend and leverage this data through visualization

and analysis is imperative for organizations to adapt swiftly and maintain competitiveness (Medeiros and Maçada, 2021).

Based on the scoring sheet results, innovation takes the third place in organizations. However, the general outcome of the interviews indicates that innovation as one of the transferable factors across diverse sectors. Moreover, the innovative capacity of a firm dictates its level of agility (Ravichandran, 2018). Accordingly, in the contemporary business landscape, management and organizational strategies are increasingly acknowledged as pivotal catalysts for fostering innovation within firms (C. Franco and Landini, 2022). Given the intricate, dynamic, and competitive nature of the business environment, both small and large enterprises must prioritize readiness to respond to multifaceted changes to enhance their innovation capabilities (C. Franco and Landini, 2022).

On the other hand, entrepreneurial agility (Leadership) and workforce agility are also taking third place together with innovation. These two perspectives demonstrate the breaking point of the implementation of agility. During the interviews, the vast majority of the experts underscored the implementation of agility start off at the top and follows the bottom. Accordingly, agile applications will be unfolded organization-wide over time from top to bottom. This correlation also underscores this connection of transferability factors of agility based on organizational structure (Top-down and flat hierarchy). Also, one sample from the interviews can be brought forward from a board member of administration in the finance and pharma sector:

“...It was in Germany. I had a board member and he stated that their CEO, top management, doesn't like agility. So, there is no way to implement agility in the company.”

Furthermore, the head of strategy in the media sector underlies the implementation of agility not only siloed groups but the whole organization's contribution:

“In order to be organizationally agile, everyone has to be able to work with this system from top to bottom.”

The fourth place is emotional agility which importance emerged based on emotional stability and having the right mindset in the project. This perspective aligns with the importance of emotional mindfulness as shown in the empirical findings. One example can be brought forward from the global service desk manager in automotive:

“...the emotional stability to continue in a right way in a healthy way.”

Also, from the perspective of senior cloud architect:

“...you need to have the right mindset and, you know, you need to have emotional stability because, you know, you are also trying to get everything done in a limited time frame.”

Accordingly, high emotional stability, characterized by traits like self-confidence, resilience, and positive affect, is associated with reduced job stress and burnout, greater organizational commitment, lower life satisfaction, decreased withdrawal behaviors, and increased job satisfaction (Johnson et al., 2017).

IS capability emerging as the fifth important factor that leads to the communication channels that prepare the ground for the employees and knowledge sharing. This perspective is also underscored by trade support and execution officer in agriculture sector:

“...data management systems, digital platforms, software tools, we absolutely need them to maintain an agile organisation, if we should put it that way. If we don't have effective digital

platforms, if we have a lot of downtime where those systems aren't working effectively in the way they should, then it impedes on an organisation's agility.”

Moreover, the global service desk manager in automotive sector further underlies this stance in a different angle as knowledge sharing.

“...information systems is one of two components for agile mindset to be combined and support each other it's not just about the mindset but technological systems should be also one of the supporting components to keep the people further motivated for the desired outcomes and make their life even much easier or more enjoyable in terms of the expected outcomes.”

The other factors IT Competence, BA Capability, and PA have the sixth importance of essentiality in organizational agility. Based on the theoretical model of ISD (Information system development) agility, ISD organizations promptly detect and adapt to technical shifts and emerging business prospects (Lyytinen and Rose, 2006). The organizational agility (OA) perspective offers a valuable framework for examining the importance of business analytics (BA) also in organizational performance (X. Chen and Siau, 2020). OA is conceptualized as the organizational capacity, measurable through factors from two dimensions: the ability to detect and respond to opportunities and threats (X. Chen and Siau, 2020). Moreover, digital platforms for IT, characterized by their adaptable infrastructure, along with the implementation of diverse enterprise software platforms, yield a favorable influence on organizational agility (Ravichandran, 2018). These applications provide a foundation for organizations to manage a growing inventory of diverse IT projects (Hoffmann et al., 2020). Many firms employ IT project portfolio management (IT PPM) to choose, prioritize, and oversee a set of organizational initiatives, which often overlap in scope, compete for limited resources, and differ significantly in scale, goals, and intricacy (Hoffmann et al., 2020).

The last factor is knowledge management which prepares ground for innovation and knowledge sharing based on the extracted information from interviews. A crucial determinant of innovation is knowledge, encompassing scientific and technological expertise, as well as sector-specific insights (Souto, 2015). This main focus on knowledge strongly was stressed by the interviewees; if the knowledge cannot be generated from the tools or analysis, it will not yield any alignment with agility due to inefficient processes. This perspective is underscored in the perspective of an integral aspect of intellectual capital termed "intellectual agility," referring to the readiness of staff to adapt structures and devise innovative strategies to confront challenges within their environments (Cegarra-Navarro and Martelo-Landroguez, 2020). Because knowledge application and organizational agility are interrelated processes (Cegarra-Navarro et al., 2016). Knowledge application involves effectively transferring knowledge across different contexts while applying learned knowledge to new situations can equip organizations to navigate unpredictable and uncertain internal and external changes (Cegarra-Navarro et al., 2016).

## 5.4 Transferability

The intricacy of organizational agility requires a diligent understanding as a sector-based focus; agile adoption typically begins in the development organization, and success depends on the broader organization's willingness to adapt. For this reason, challenges arise when other functions don't embrace agile, hindering integration and overall transformation success (Dikert et al., 2016). Drawing from this perspective, transferability will have a dependency on the sector, scalability, maturity, and organizational structure. Leveraging this insight, the total effect model underpins this finding; as factors; organizational agility is contingent on the factor, the size of the company, and the age of the company (Felipe et al., 2016). Not only this but also the organizational structure perspective aligns with the model of Felipe's conditional indirect model

as hierarchy plays a role in the execution of agility. Accordingly, transferability is decided by the relevancy of those factors. The below figure. 1 is the breakdown of organizational agility to measure and assess the transferability accordingly.

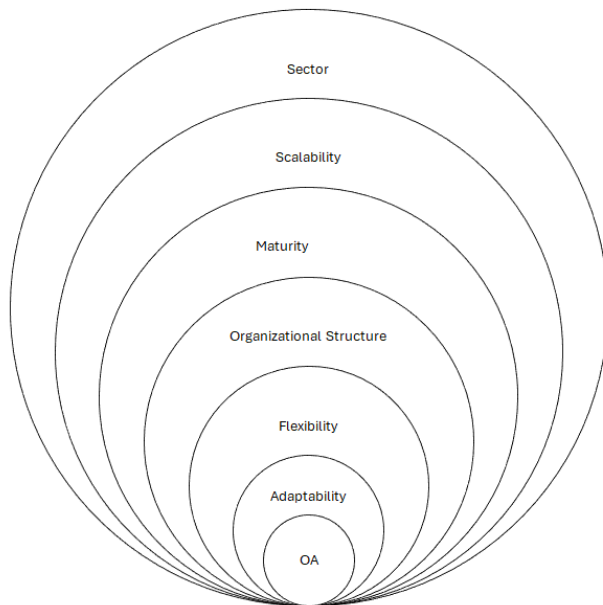


Fig:6 The stacked venn shows the breakdown of organizational agility to comprehend the factors that are contingent on each other to measure transferability.

Innovation is the most decisive factor that affects every sector and competition and emerges as the main transferable factor in all sectors, emerged from the interviews. Drawing upon this knowledge, the Business Model Innovation Theory (BMITM) suggests that innovation in business models stems from the incorporation of external power, internal power, and resistance to constraints. This underscores the significance of innovation across sectors in today's business environment. To remain competitive, SMEs frequently collaborate with external partners, embracing open innovation practices (Albats et al., 2023).

Top management (leadership) is the second main factor that can be transferable across all sectors according to the empirical results. For this reason, leadership is a critical factor, especially in the aim of globalization of the companies (Voegtlin et al., 2012). Drawing from a model of responsible leadership (Voegtlin et al., 2012); can be classified under three sub-main criteria macro-level, meso-level, and micro-level. Accordingly, the meso-level is the level that refers to organizational culture and performance. This illustrates that leaders should consider the consequences of their decisions for all affected parties. Furthermore, based on a conceptual framework of a quantitative analysis regarding organizational agility in response to new product development results in a positive correlation in organizations through the lens of top management support (Hoonsopon and Puriwat, 2021). Furthermore, according to the quantitatively conducted research on leadership's effect on performance using a structural equation model (Amoroso et al., 2021), empowering leadership positively influences team and manager creativity within organizations.

Emotional mindfulness is the third aspect; drawing from the empirical results, emotional mindfulness can be transferred across diverse sectors. The main criteria of this transferability concerns three upholders; holding the right mindset, being the right person for the required task, and having control over feelings. To give an illustration, the director manager in the tourism sector put forward that perspective:

“...emotional stability is important for any kind of work environment.”

On the other hand, program manager in the technology sector provides further insights regarding the negative project outcomes and how they affect the emotional stability and performance of the employees:

“...the emotional part, I know that many, in the past, I have seen examples that people broke down because of the feedback they have received... And they had, it made a negative impact. But again, I think it's down to the individual how to get that feedback.”

Accordingly, more and more, companies are embracing mindfulness as a tool to support their staff in managing stress, enhancing emotional intelligence, and fostering leadership capabilities (Reb et al., 2017). Furthermore, the research underpins quantitatively that mindfulness is linked to reduced turnover intentions and improved task performance, with emotional exhaustion playing a key mediating role.

Factors such as portfolio management (Centralized or mobilized), workforce agility (Training the employees with agile traits), team agility (Social ties, network, and team ability), and to some extent, digital technologies (IS, BD, BA, and IT) are contingent upon the sector, scalability, maturity, and organizational structure. For instance, referring to the conceptual framework of IT for influencing organizational agility (Elazhary et al., 2023); this quantitative analysis illustrates a clear understanding of how IT utilization in the company is a dependent variable on the firm size and age to measure the extent of the IT effect. Moreover, the analysis indicates, “The size may exert more significant effects on IT governance.”

Moreover, taking a broader perspective, the overall findings from interviews across diverse sectors can highlight the following factors:

Customer focus is also highly transferable. Prioritizing customer needs and delivering superior customer service are central to achieving customer satisfaction and loyalty, which are pivotal across industries. Whether in healthcare, retail, finance, or other sectors, understanding and meeting customer expectations is fundamental to sustaining competitive advantage.

Collaboration and communication are crucial across all industries, highlighting their high degree of transferability. Effective communication and teamwork facilitate improved decision-making, problem-solving, and innovation. However, decision-making is typically bounded by the team's areas of responsibility, with top management serving as the final decision-makers. As a result, collaboration and communication often remain confined within the team's perspective. Despite this limitation, these factors contribute to the seamless integration of diverse viewpoints and the efficient execution of strategic initiatives within teams, emphasizing their universal applicability.

Technology utilization exhibits moderate to high transferability. Utilizing technology to improve operational efficiency and service delivery is pertinent across diverse sectors, although the specific types and degrees of technology implementation can vary significantly. For instance, high-tech industries may necessitate more sophisticated technological solutions compared to traditional sectors. As indicated by the scoring chart, technologies like Big Data Analytics (BDA) hold paramount importance, particularly in agile companies.

**Feedback and Continuous Improvement:** A culture of feedback and continuous improvement is critical across organizations. Regular feedback loops, performance evaluations, and learning from both successes and failures can drive innovation and adaptability across different industries.

## 6 Discussion

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*In this discussion, the research delves into the broader implications of empirical findings on organizational agility, shedding light on its theoretical and practical implications. By examining factors such as fostering an agile mindset, top-management support, stakeholder perceptions, and social nexus, the research uncovers the interconnections of factors and the significance of exposed indispensable factors in dynamic business environments. Additionally, the research discusses the implications for various stakeholders, including firms, policymakers, and consumers, and highlights avenues for future research. Through this exploration, the research aims to contribute to the understanding of organizational agility and its significance in today's competitive landscape.*

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### 6.1 Theoretical Implications

In the discussion section, the research delves into the broader implications of empirical findings on organizational agility. The analysis revealed that fostering an agile mindset is critical for organizations seeking to thrive in today's fast-paced business landscape. Building on these findings, we discuss the implications for various stakeholders, including firms, policymakers, and consumers.

For firms, this research underscores the importance of cultivating a culture of agility. In the competitive business environment, amidst the imperative for organizational adaptation, the capability to effectively implement initiatives emerges as a fundamental requirement for sustaining viability (M. Franco et al., 2023). In line with coping with daily challenges and disruptive technological advancements is reliant on the effectiveness and competency of business operations (Škare and Soriano, 2021). By embracing an agile mindset including innovativeness, customer centralization, innovativeness, and proactiveness, organizations can adapt more quickly to changes, innovate more effectively, and capitalize on emerging opportunities. For example, agility plays a crucial role in enabling hotels to swiftly cater to the requirements of environmentally conscious guests during their stay through the implementation of an environmental management system (López-Gamero et al., 2023). These demands often encompass requests for eco-friendly products or participation in initiatives aimed at environmental conservation (López-Gamero et al., 2023). On the other hand, a research explores the operational mechanism of the agile approach, elucidating how agility impacts innovativeness, with sequential mediation by helping behavior and knowledge sharing, and moderation by customer orientation (Park and Cho, 2022). Specifically, customer orientation amplifies the relationship between agility and helping behavior in non-ICT (Information and Communication Technology) companies, while its significance remains elusive in ICT firms (Park and Cho, 2022). Such sector-wise connection of agility and the factors are subject to scalability. In line with workforce agility, scalability refers to the size of the company that affects the agility and transferability of the factors; from quantitative analysis, the hypothesis shows a positive correlation between firm size and workforce agility (Das et al., 2023).

### 6.2 Practical Implications

From a policy perspective, the findings suggest that policymakers should consider ways to support the development of agile capabilities within organizations, perhaps through targeted

training programs or incentives for innovation. The competitive standing of Small and Medium Enterprises (SMEs) is determined by factors such as innovation levels, educational attainment, working capital, and business strategies (Ko et al., 2022). Within the SME sector, there exists a significant imperative for digitalization, driven by factors such as customer demands, competitive pressures, performance expectations, and the pursuit of organizational efficiency enhancements (Ko et al., 2022). Despite this need, the European Union (EU) exhibits room for improvement, as only 60% of SMEs possess a basic level of digital intensity, and the adoption rates of key digital technologies such as big data, artificial intelligence (AI), and cloud computing remain relatively low (Ko et al., 2022). This discussion highlights the broader societal implications of this research and suggests avenues for future policy interventions.

From a stakeholder perspective, various factors hinder agile transformation, notably neglecting stakeholder perceptions, leading to misalignment and resistance to change. Therefore, aligning subjective factors in developing and implementing agile strategies is crucial for success (Kahl et al., 2021). Accordingly, the stakeholder theory explores the relationship between a firm and the various parties that have the potential to influence or be influenced by the firm's activities, as proposed by López-Gamero et al. (2023). Therefore, stakeholders play a pivotal role in the cultivation of dynamic capabilities related to agility, innovation, and environmental management (López-Gamero et al., 2023).

Over and above, this research also provides new findings to the literature from the perspective of the social nexus theme, during the interview, it was encountered that a board member stated the lack of frankness while creating social ties due to higher hierarchies in the event or on the occasion. It was a board member in administration in the pharma and finance sector, “no matter what the social ties are, as long as you have one person above you, like higher rank, there is no way to have intimate feelings and affection of the social ties in agility”. Such implications and observations from a managerial stance are scholarly studied and questioned as the justice of the company under organizational justice perceptions (Umphress et al., 2003). These perceptions of organizational justice hold significance in shaping a multitude of workplace attitudes and behaviors. Particularly, the perception of unfair treatment correlates with a decline in job performance (Umphress et al., 2003). Such interconnections and essential factors in organizational agility are shown in a logical flow in the following fig.6.

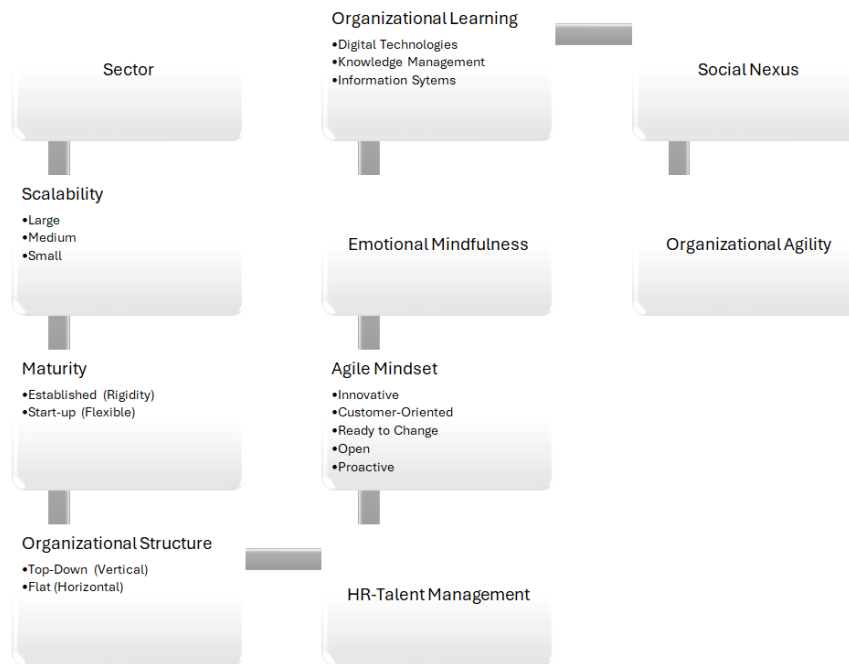


Fig.7 The model illustrates the interconnections of factors in agility.

In addition, social ties also will help boost people's emotions because you share what project failed, how we did this, what steps you think we will take forward after this failure, and other things. But you stated no matter what the social ties are, as long as you have one person above you, like higher rank, there is no way to have intimate feelings and affection of the social ties in agility". Drawing from this comment shows the correlation between top-management support and leadership role facilitates the formal atmosphere within the agile team and strengthen the ties. Furthermore, unlike other industrial factors which encompass shifts in customer preferences and regulatory impacts affecting firms uniformly to some extent, competition operates among firms, inducing unpredictable alterations in the market dynamics (Škare and Soriano, 2021). These changes can modify the advantages and drawbacks formerly associated with managerial connections (Škare and Soriano, 2021).

On the other hand, self-managed team, the manager functions primarily as a facilitator rather than a traditional commander, fostering an environment conducive to the self-organization of the team (McAvoy et al., 2013). In this context, managers employ a subtler approach, utilizing techniques such as nudging, reminding, and reinforcing agile behaviors through effective communication with team members (McAvoy et al., 2013. Which is interlinked with top management support and the stance of the CEO. The competencies of a CEO, notably encompassing their knowledge, skills, and abilities (referred to as KSA), are pivotal in shaping their decisions and actions (Ferraris et al., 2022). These competencies may derive from the CEO's prior experiences or their cognitive aptitude (Ferraris et al., 2022). Thus, gaining insight into the CEO's KSA is imperative for understanding their leadership and managerial approaches within the company (Ferraris et al., 2022).

Furthermore, based on the Acceptance and Commitment Therapy (ACT) (Christie et al., 2017), connects mindfulness with values-based action by promoting psychological flexibility. Moreover, this mindfulness enhances well-being by helping individuals observe their internal thoughts and feelings objectively, leading to a more flexible response to experiences Christie et al., 2017). This necessitates the HR talent management's proactive manner for sensing the dynamic environment. Adopting a skills-matching perspective in talent management to cultivate strategic

agility (Jooss et al., 2024). Through talent functions, organizations can augment their ability to swiftly adapt and realign their resource base in response to evolving external and internal exigencies (Jooss et al., 2024). Hence effective talent management practices facilitate organizational agility by enabling prompt responses to dynamic external and internal demands (Jooss et al., 2024). Not only can an individual level of mindfulness be explained but also organizational mindfulness from a broader perspective is imposed to literature; organizational mindfulness increases the likelihood of making effective digital transformation decisions and efficiently deploying resources for implementing digital technologies (H. Li et al., 2021).

Finally, the research reflects on the methodological considerations and limitations. While the analysis provides valuable insights into the role of essential factors of organizational agility and transferability, we acknowledge the need for further research to explore additional dimensions of this complex phenomenon. By openly discussing these methodological challenges, the research contributes to the ongoing dialogue within the research community and lays the groundwork for future studies in this area.

## 7 Conclusion

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*In this conclusion, the research synthesizes key findings from the analysis of organizational agility across diverse sectors. By examining indispensable factors and their transferability, the research provides valuable insights into fostering agility and interconnections of the factors within organizations. Through empirical evidence and theoretical frameworks, the research explores the significance of factors such as an agile mindset, top-management support, technological capabilities, and social engagement. This research underscores the nuanced nature of agility and highlights the importance of tailored approaches for organizational success. Also, the research concludes with reflections on the broader implications of our findings and calls for further research to deepen understanding in this critical area.*

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Based on the comprehensive analysis conducted on organizational agility across various sectors, this research has elucidated several indispensable factors crucial for organizational agility and its transferability across different organizational contexts. Through a synthesis of empirical data and theoretical frameworks, we have drawn conclusive insights relevant to the research question: What factors are indispensable in organizational agility across different sectors, and to what extent are these factors transferable across different organizational contexts?

First and foremost, the research underscores the paramount importance of adaptability as a foundational pillar of organizational agility. An agile mindset, characterized by innovativeness, customer orientation, openness, proactiveness, and readiness for change, emerges as a key driving force behind organizational adaptability. This finding resonates with previous research emphasizing the critical role of an agile mindset in fostering organizational agility (Menon and Suresh, 2020; Harsch and Festing, 2020; Asseraf and Gnizy, 2022). Furthermore, the empirical evidence corroborates the significance of customer orientation, innovation, and organizational learning in enhancing adaptability and agility within diverse organizational settings (C.-J. Chen, 2018; López-Gamero et al., 2023; Afshari and Hadian Nasab, 2021).

Secondly, flexibility, particularly top-management support, and social nexus, emerges as another crucial dimension of organizational agility. The research highlights the pivotal role of leadership

support in fostering agility across different sectors, underscoring the need for a clear vision and commitment from top-level management (Das et al., 2023). Additionally, the social nexus aspect emphasizes the importance of fostering collaborative relationships and engagement among employees to navigate ambiguity and foster agility (Umphress et al., 2003).

Moreover, the research identifies BD analytics, IT competence, BA capability, IS capability, portfolio agility, and knowledge management as significant factors contributing to organizational agility. These findings align with existing literature emphasizing the importance of technological capabilities, data-driven decision-making, and knowledge sharing in enhancing organizational agility (Ravichandran, 2018; X. Chen and Siau, 2020; Hoffmann et al., 2020; Souto, 2015).

Furthermore, the research sheds light on the transferability of these factors across different organizational contexts, emphasizing the sector-specific nuances and organizational characteristics that influence their applicability. While certain factors, such as innovation and leadership support, exhibit high transferability across sectors, others may be contingent upon factors such as company size, age, and organizational structure (Felipe et al., 2016; Škare and Soriano, 2021). This nuanced understanding underscores the need for tailored approaches to foster agility within specific organizational settings.

In conclusion, this research contributes valuable insights into the multifaceted nature of organizational agility and the factors underpinning its development and transferability across diverse sectors. By elucidating the interconnectedness of various factors and their implications for organizational practices and policies, this research provides a holistic understanding of agility as a dynamic capability essential for organizational survival and success in today's fast-paced business environment. However, it also acknowledges the limitations of the research and calls for further research to explore additional dimensions of organizational agility and enhance understanding of this complex phenomenon. Through ongoing dialogue and scholarly inquiry, we can continue to advance knowledge in this crucial area and inform effective strategies for fostering agility in organizations worldwide.

## 8 Limitations

The dynamic nature of organizational agility necessitates ongoing research to stay abreast of evolving trends, challenges, and factors that contribute to the field. Correspondingly, the findings of this research may not apply to all organizational contexts.

Firstly, even though this research was conducted in diverse industries, may not fully capture the diversity of organizational contexts due to the small sample size of data collection and other industry perspectives such as health care, telecommunication, public sector, language sector, and real estate sectors. Additionally, the qualitative nature of the research may limit the essentiality of the findings. Future research endeavors could benefit from incorporating quantitative methods and exploring additional dimensions of agility such as adaptive agility, entrepreneurial agility (Chakravarty et al., 2013), partnering (Stakeholder) agility (Sambamurthy et al., 2003), process agility (Y. Chen et al., 2014), and customer agility (Hadjielias et al., 2022).

Secondly, due to the intricacy of agility, the provided Six-Likert Scale Chart is confined to a literature review based on search criteria such as organizational agility, strategic agility, operational agility, and agility-relevant searching words encountered in the reference list of main searching criteria. This can lead to a lack of comprehensiveness in identifying other factors

in literature imposed as a catalyst, antecedent, and different facets of agility terms in scholars that can be interlinked with organizational agility to add to the chart as other variables.

Thirdly, limitations inherent in the research methods employed, such as the coding scheme (Six-Likert Scale Chart), qualitative interviews, and small sample size may affect the validity of the results.

Fourthly, digital technologies (IS, IT, BDA, and BA) need diligent and detailed investigation due to industry-specific criteria and specific customer needs across diverse sectors. Correspondingly, it confines this research's transferable factors to three main factors: innovation, top management (Leadership), and emotional mindfulness.

Lastly, the extent to which applying the findings to real-world situations or different organizational contexts may be restricted, particularly if the research focuses on specific industry norms, regulatory environments, specific geographical regions, or countries especially classified as underdeveloped or deindustrialized.

## 9 Future Research

Since this research solely focuses on indispensable factors of agility and transferability, the research encountered that there needs to be further research investigating in response to the efficiency of agility such as openness (Transparency), knowledge sharing, anonymous feedback (confidentiality), and compatibility of technological applications within the organization.

Firstly, factors such as portfolio management (Centralized or mobilized), workforce agility (Training the employees with agile traits), team agility (Social ties, network, and team ability), and to some extent, digital technologies are contingent upon the sector, scalability, maturity, and organizational structure.

Secondly, during the interview, it was encountered that the workload of the agile process from the employee perspective affects work performance and engagement; it can be further made by researching the capacity of employees in response to agile applications.

Thirdly, some interviewees stated that the regular feedback and process completion/achievement are monitored by leaders, which pressure the employees' workload. Especially, when the leader exploits this regular feedback as a power on the employees' performance achievement whether the job is done or not. This can have a further interest in the researchers such as evaluating the agile applications on the employee performance comparatively to traditional applications.

Lastly, the comparison between anonymous and regular feedback draws significant differences in response to project outcomes and the people's personalized perception that negative feedback impedes agility. This may require further research to analyze the factors that hinder the efficient implementation of agility.

Hence, there should be further research and comparison between large, medium, and small companies. Some potential questions emerge:

“What factors hinder the agility to implement in SMEs, and how can these factors be improved to implement agility efficiently? “

“Is it better to be agile in processes that are vital to the success of the business strategy or to be agile in all processes at the same time? (Tallon et al., 2019)”

“How do agile software applications affect the employees' performance compared to traditional organizational management?”

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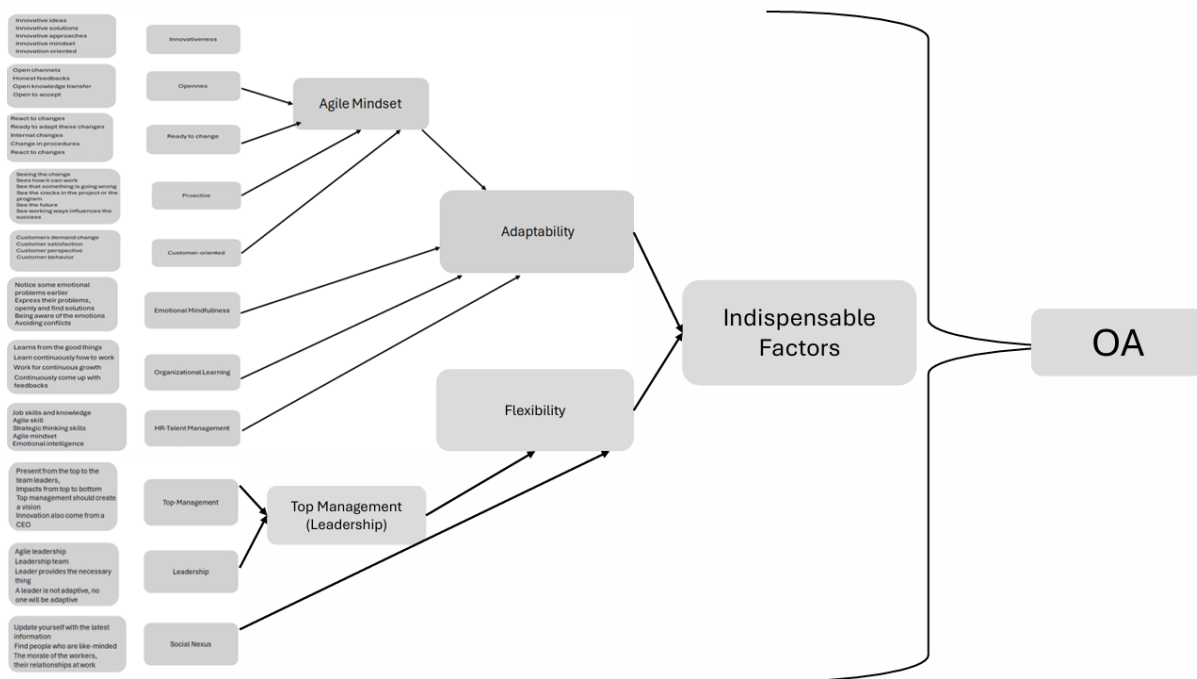
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# 11 Appendix

## 11.1 Empirical Data Coding

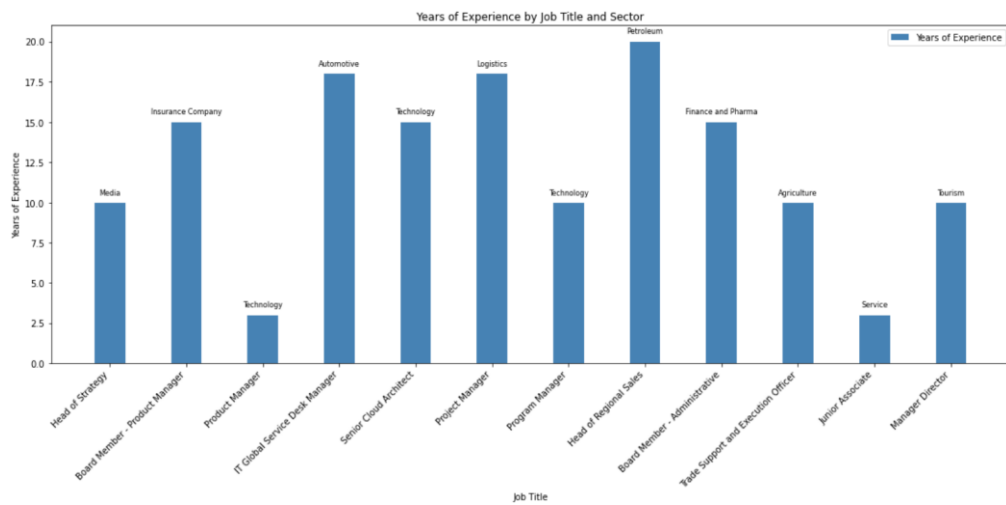


## 11.2 Thematic Analysis Steps

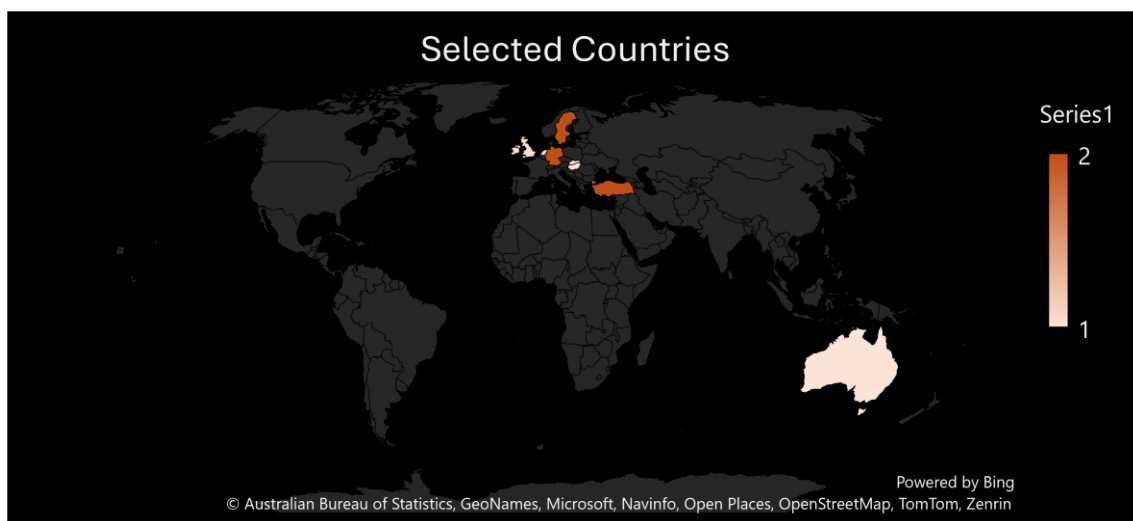
Phases of Thematic Analysis	Means of Establishing Trustworthiness
Phase 1: Familiarizing yourself with your data	Prolong engagement with data Triangulate different data collection modes Document theoretical and reflective thoughts Document thoughts about potential codes/themes Store raw data in well-organized archives Keep records of all data field notes, transcripts, and reflexive journals
Phase 2: Generating initial codes	Peer debriefing Researcher triangulation Reflexive journaling Use of a coding framework Audit trail of code generation Documentation of all team meeting and peer debriefings
Phase 3: Searching for themes	Researcher triangulation Diagramming to make sense of theme connections Keep detailed notes about development and hierarchies of concepts and themes
Phase 4: Reviewing themes	Researcher triangulation Themes and subthemes vetted by team members Test for referential adequacy by returning to raw data
Phase 5: Defining and naming themes	Researcher triangulation Peer debriefing Team consensus on themes Documentation of team meetings regarding themes Documentation of theme naming
Phase 6: Producing the report	Member checking Peer debriefing Describing process of coding and analysis in sufficient details Thick descriptions of context Description of the audit trail Report on reasons for theoretical, methodological, and analytical choices throughout the entire study

Building Credibility Throughout Every Stage of Thematic Analysis (Xu and Zammit, 2020; Nowell et al., 2017; Kiger and Varpio, 2020).

### 11.3 Background of Interviewees (Job Title and Years of Experience)



### 11.4 Number of Participants: Selected Countries



## 11.5 Company Names of the Interviewees

Job Titles and Companies of Interviewees

Job Title	Company
Head of Strategy	Publicis Media
Board Member - Product Manager	Württembergische Versicherungen
Product Manager	SchoolTalent
IT Global Service Desk Manager	Clarios
Senior Cloud Architect	GlassHouse
Supply Chain Project Manager	Huskvarna
Program Manager	Apple
Head of Regional Sales	OPET
Board Member - Administrative	Lidl and Pharma SA
Trade Support and Execution Officer	Namoi Cotton Alliance
Junior Associate	AWA
Manager Director	Gruppenreisen

## 11.6 Interview Time Duration: TurboScribe

The screenshot displays the TurboScribe web interface. At the top, there is a blue header with the TurboScribe logo and the email address 'tofgadikici@gmail.com'. Below the header, there is a sidebar on the left with 'Unlimited' status and options for 'Shortcuts', 'Recent Files', and 'Folders'. The main area is titled 'Recent Files' and contains a table of transcription records. A 'TRANSCRIBE FILES' button is visible in the top right of the main area.

Name	Duration	Mode	Status
Interview for Thesis-20240518 Tim-Meeting Recording	37m 24s	🦊	✅
Interview for Thesis-20240517 Cahit-Meeting Recording	1h 11m	🦊	✅
Interview for Thesis-20240511 Joanne-Meeting Recor...	34m 19s	🦊	✅
Interview for Thesis-20240509 Jonathan-Meeting Rec...	23m 56s	🦊	✅
Interview for Thesis-20240508 Özgür-Meeting Recordi...	43m 13s	🦊	✅
Röportaj- Tez Sorulari-20240507 Pamir-Meeting Recor...	40m 15s	🦊	✅
Interview for Thesis- Organizational Agility-20240506 ...	1h 33m	🦊	✅
Meeting-20240504 Koen-Meeting Recording	38m 55s	🦊	✅
Interview for Thesis-20240504 Kemal-Meeting Recordi...	44m 4s	🦊	✅
Interview- Thesis-20240504 Yakup-Meeting Recording	55m 58s	🦊	✅
Interview for Thesis-20240503 090000-Meeting Recor...	30m 51s	🦊	✅
Interview for Thesis-20240503 090000-Meeting Recor...	30m 51s	🦊	✅

## 11.7 Interview Questions



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### Interview Questions

#### **The research question of the thesis:**

“What factors are indispensable in organizational agility across different sectors, and to what extent are these factors transferable across different organizational contexts? “

#### Workforce Agility

- How important do you think it is for organizations to equip their employees with agile traits to handle and respond to change effectively?”
- Do you believe that continuous education and training programs enhance employee performance and readiness for market or organizational changes, and why?

#### Team Agility

- How important are agile teams in responding to changes, innovative approaches, and delivering value to customers? Can you share examples of how agile practices have benefited team performance?
- How do you view the role of team agility in enhancing collaboration, problem-solving, and innovation within organizational frameworks?

#### Employee Agility

- How do you perceive the role of social networks in enhancing employees' adaptability and resilience in changing work environments?
- Can you share examples of how your organization fosters employees' welfare and development to enhance their agility in responding to new challenges, and opportunities, and to maintain a stable performance among them?

#### Emotional Agility

- How does regular anonymous feedback on project outlook and progress influence your engagement and assertiveness at work?
- How does emotional stability, particularly maintaining the right mindset during project management or team collaboration, impact project progress and outcomes?



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*Dynamic Capabilities and Organizational Agility*

- How do knowledge management practices contribute to organizational agility, especially in terms of fostering knowledge-sharing and open dialogue?
- How do digital technologies, such as Analytics, Artificial Intelligence, Cloud, and Agile Software, contribute to the development of dynamic capabilities and organizational agility?

*Portfolio Management Practices and Organizational Agility*

- How important is it to evaluate project outcomes and specifications for enhancing organizational agility? Can you explain how this evaluation process aids in adapting to change and making informed decisions?
- How essential is a centralized portfolio management system for promoting organizational agility, particularly in terms of efficient resource allocation and alignment with organizational goals?

*Leadership's Role in Organizational Agility*

- To what extent do you believe an entrepreneurial mindset influences an organization's ability to seize market opportunities and adapt swiftly to changing conditions?
- How significant is adaptive leadership in fostering organizational agility and enhancing overall firm performance, particularly in leading employees?

*Strategic Insights: Information Systems and Innovation*

- How do you think information systems (digital platforms, software tools, or data management systems) help organizational agility to quickly detect and adapt to technical changes and emerging business opportunities?
- How vital is fostering innovation within organizations for enhancing their agility and adaptability to changing market dynamics and customer needs?

*Reflecting on Our Discussion*

- What factors do you consider essential from a strategic perspective for organizational agility, and what factors are crucial operationally?
- Additionally, do you have any additional insights or comments on factors contributing to organizational agility that we haven't discussed?

## 11.8 Six-Likert Scale Scoring Chart/Sheet



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### Scoring Sheet

I believe these factors [X] are essential to be organization-wide agile:	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
Big Data Analytics						
IT Competencies						
Business Analytics (BA) Capability						
Knowledge Management Capability (KMC)						
Team Agility						
Workforce agility						
Emotional Agility						
Information Systems (IS) Capability						
Entrepreneurial Agility (Leadership)						
Innovation						
Portfolio Agility						

It aims to capture the most important factor of organizational agility from the overall interviewee perspective. You may mark (X) with the “Add Text” segment and send a screenshot of the sheet.

**In case of unfamiliarity with the used terms, you may find the clarifications in the below:**

**Emotional Agility:** Employees exhibit emotional agility by effectively handling stress, reducing errors, and promoting innovation. For instance, they may practice mindfulness techniques or seek assistance from colleagues during difficult times. For example, enterprise social media (ESM) platforms for instant messaging, facilitate communication, confidence, and stress.

**Workforce Agility:** Encompasses employees' ability to swiftly respond to changes, capitalize on opportunities, and innovate. It involves being adaptable, resilient, and open to learning new skills. Effective leadership plays a crucial role in fostering workforce agility by creating an environment that encourages innovation and continuous improvement among employees.

**Team Agility:** Refers to the ability of teams within an organization to work together efficiently, adapt quickly to changes, and deliver results effectively. An example could be a cross-functional team effectively collaborating, problem-solving, and innovating.

**Entrepreneurial Agility:** Swiftly seizing market opportunities and adapting strategies to gain early advantages in changing conditions. It encompasses leadership that plays a crucial role in fostering workforce agility, innovation, and organizational learning.

**Knowledge Management:** Organizations may implement a centralized knowledge-sharing platform, allowing employees to access and contribute documents, best practices, and lessons learned. This fosters collaboration, and continuous improvement, and ultimately enhances organizational performance.

**Portfolio Agility:** Portfolio agility is the ability to quickly adjust resources from less promising to more favorable ventures, ensuring alignment with strategic goals and enhancing competitiveness. Effective management practices, like centralized management and strategic alignment, facilitate this agility by optimizing resource allocation.

**Information Sharing (IS):** Digital tools and technologies that organizations use to manage and process data, such as databases, software applications, and communication networks. These systems enable organizations to collect, store, analyse, and disseminate information, facilitating decision-making and operational efficiency.

## 11.9 GDPR Consent Form



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### GDPR Thesis Study Consent Form

This is a *template* to assist thesis students in the design of their GDPR consent form. You may adapt this template to the requirements of your particular project, using the notes and suggestions provided. The below information should always be included in any GDPR consent form on paper and as text in a web survey **when personal data is processed** within the framework of thesis work at JIBS. When using a web survey, add a box to the survey and a hyperlink to the survey, followed by this text: *I choose to take part in the thesis study and consent to JIBS processing my personal data in accordance with current data protection legislation and the data delivered.*

Required by European Union General Data Protection Regulation 2016/679

**The GDPR consent form should always be accompanied by a Participant Information Sheet [see JIBS' guidelines at the end of this template]**

GDPR Consent for [thesis title]

Please tick the appropriate boxes

Yes No

#### Taking part in the study

I consent to JIBS processing my personal data in accordance with current data protection legislation and the data delivered.  Yes  No

I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.  Yes  No

My signature below indicates that I choose to take part in the thesis study and consent to JIBS treating my personal data in accordance with current data protection legislation and the data delivered.

\_\_\_\_\_  
Name of participant [IN CAPITALS]

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Thesis supervisor** \_\_\_\_\_ *E-mail* always @ju.se

+46 36-10 1189/ Ryan Rumble

**Thesis student** \_\_\_\_\_ *E-mail* always @ju.se

+46 72-372 5138/ Tolga Dikici

## 11.10 Participant Information Form



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### Participant Information Sheet

**This is for guidance only, You MUST, however, include contact details and the Data Protection Privacy Notice.**

#### Invitation paragraph

For example: *'You are being invited to take part in a thesis study. Before you decide whether or not to take part, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully.'*

#### What is the purpose of the study collecting personal data?

The background, aims and duration of the study should be described briefly and that it contributes to student learning, particularly methodology. You should say how the [interview/questionnaire] will contribute; and indicate if it is a Bachelor, Masters or Civilekonom thesis study.

*Please **always** add the following parts:*

*'It is entirely up to you to decide whether or not to take part. If you decide to do so, you will be given this information sheet to keep and will be asked to give your consent.' All the information that we collect about you during the course of the research will be kept strictly confidential. You will not be able to be identified in any ensuing reports or publications.'*

*Under GDPR you have the following rights over your personal data:*

- **The right to be informed.** You must be informed if your personal data is being used.
- **The right of access.** You can ask for a copy of your data by making a 'subject access request'.
- **The right to rectification.** You can ask for your data held to be corrected.
- **The right to erasure.** You can ask for your data to be deleted.
- **The right to restrict processing.** You can limit the way an organisation uses your personal data if you are concerned about the accuracy of the data or how it is being used.
- **The right to data portability.** You have the right to get your personal data from an organisation in a way that is accessible and machine-readable. You also have the right to ask an organisation to transfer your data to another organisation.
- **The right to object.** You have the right to object to the use of your personal data in some circumstances. You have an absolute right to object to an organisation using your data for direct marketing.
- **How your data is processed using automated decision making and profiling.** You have the right not to be subject to a decision that is based solely on automated



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*processing if the decision affects your legal rights or other equally important matters; to understand the reasons behind decisions made about you by automated processing and the possible consequences of the decisions, and to object to profiling in certain situations, including for direct marketing purposes.*

**You should also know that you may contact the data protection officer if you are unhappy about the way your data or your participation in this study are being treated at [dpo@ju.se](mailto:dpo@ju.se)**

*Thank you for reading this information sheet and for considering whether to take part in this research study.'*

**Contact details for further information**

**Thesis supervisor** ryanmichael.rumble@ju.se **E-mail** always@ju.se

**Thesis student** dito22ji@student.ju.se **E-mail.** always@ju.se