

Management Practices for Enhancing Organizational Agility and Resilience

Ahmed Khan^{1*}, Ayesha Malik²

^{1*}Pakistan Institute for Emerging Technology Research, Islamabad, Pakistan.

²Pakistan Institute for Emerging Technology Research, Islamabad, Pakistan.

Received: 19 March 2025; Revised: 11 April 2025; Accepted: 28 May 2025; Published: 30 June 2025

Abstract

This research explores the impact of management practices (strategic, structural, and cultural) on organizational agility and resilience in Indian context. The goal of this study is to examine which management practices provide a stronger boost for the adaptive and robust capacity building of an organization in order to obtain a better performance in a VUCA (volatile, uncertain, complex and ambiguous) environment. A cross-sectional survey-based quantitative research design has been used. The data was collected from 300 middle and senior level managers belonging to the manufacturing, IT and service sectors in India, via structured online questionnaire. Validated Likert scale instruments were used for measuring management practices (strategic, structural and cultural) and organizational agility and resilience. Descriptive statistics, Pearson correlation, multiple regression, and SEM have been used to explore relationships and test hypotheses (six paths H1-H6). Internal reliability was examined through Cronbach's alpha and validation was achieved by using Confirmatory Factor Analysis (CFA). The results of multiple regression reveal that strategic management practices are positively predicting agility ($\beta = 0.34$, $t = 5.21$, $p < 0.01$) and resilience ($\beta = 0.31$, $t = 4.87$, $p < 0.01$). Structural management practices impact positively on agility ($\beta = 0.29$, $t = 4.12$, $p < 0.01$) and resilience ($\beta = 0.27$, $t = 3.95$, $p < 0.01$), and cultural management practice was a significant predictor for agility ($\beta = 0.37$, $t = 5.48$, $p < 0.01$) and resilience ($\beta = 0.35$, $t = 5.22$, $p < 0.01$). Through the SEM technique all hypotheses (H1-H6) are confirmed with good model fit ($\chi^2/df = 2.13$, CFI = 0.955, TLI = 0.946, RMSEA = 0.046, SRMR = 0.038). Integrated strategic, structural and cultural practices foster organizational agility and resilience, ultimately influencing better performance. Managers should try to integrate these practices in building their organizations agile and robust. Future research should explore longitudinal and cross industries impact of the integrated management practices, and its influence through digital transformation processes.

Keywords: Organizational Agility; Organizational Resilience; Strategic Practices; Structural Practices; Cultural Practices; SEM; Indian Organizations.

I. INTRODUCTION

Organizations operate today within ever more complex and unpredictable environments; that is, within "VUCA environments" which are volatile, uncertain, complex and ambiguous. Advances in technology, globalization, customer expectations, regulations and competitive rivalry continue to pose ever greater challenges to organizations' ability to effectively react to

unexpected occurrences. The key determinant to success in such a demanding environment appears to be the ability to sense and correctly interpret trends in order to be able to adapt to emerging threats and opportunities. Top-down, rigid hierarchies may not be enough to guarantee firms are responsive to dynamic environments and "shocks".

To this end two complementary capabilities, organizational agility and resilience, have emerged as key in the management literature (Holbeche, 2018; Pulakos et al., 2019). Organizational agility is defined as the "ability to detect and respond to market changes in a timely manner by appropriately adjusting the strategy, structures and operations" (Miceli et al., 2021; Muduli, 2017). The term organizational resilience, in turn is described as the ability of an organization to cope with shocks, to resist changes in their normal functioning, and the ability to bounce back to a steady state or higher post shock. By creating both a resilient and agile organization the threat of operational and strategic risks can be reduced and opportunities can be gained in which competitors will not notice. Agility and resilience have to be embedded into the very fabric of the organization including the culture, decision making process and operational processes to obtain long-term sustainability of a firm (Braun et al., 2017; Gölgeci et al., 2020; Rafi et al., 2022).

The main goal of this study is to detect and study those management practices that do enhance both agility and resilience. Structural, strategic and cultural interventions are studied in order to find out which are the practices to which both organizational agility and organizational resilience are significantly impacted.

This research makes a theoretical contribution by expanding the theory about how the impact of integrated management practices on agility and resilience, and offers an evidence-based theory of the link between the integrated management practice and organizational performance in the VUCA environments. In practice, this research can provide managers with empirical evidence to use a set of management practices that enhanced the adaptability and robustness.

The specific research questions in this study are:

The specific management practices affect positively organizational agility and resilience?

The specific management practices interact and affect the organizational performance as a whole in the VUCA environments?

Section II reviews the existing theories and literature about agility, resilience and management interventions. Section III develops the research framework and hypotheses. Section IV shows the methodology. Section V shows the results through tables and figures. Section VI draws the implication both in theory and practice, as well as the limitation of the study. Section VII summarizes the main results, and shows recommendations and suggests future research.

II. LITERATURE REVIEW

The concept of organizational agility is most commonly defined as a firm's ability to sense changes in the business environment and respond to them in a rapid and flexible manner by adapting organizational structures, processes and strategies in order to maintain a competitive position (Ibrahim Ismael et al., 2021). In the framework of dynamic capabilities, agility is considered an important capability that allows organizations to rearrange and integrate its

resources and competencies to address emergent opportunities and threats (Motwani & Katatricia, 2024). Existing empirical studies provide evidence that agility leads to faster decision-making, increased innovation and faster responses to the marketplace, yet the majority focuses on single practice rather than a comprehensive approach. Agility is increasingly associated with digital transformation initiatives where the use of technology and data-driven decision-making magnifies an organization's ability to respond to evolving market demands. Moreover, agility facilitates learning in organizations, providing the capability to identify future trends and maintain an edge over less responsive competitor (Lansonia & Austin, 2024).

Resilience is described as the ability of an organization to absorb disruption, adapt and recover from shock in order to maintain its essential functions (Omowole et al., 2024). Resource-based theory considers both tangible and intangible resources like processes, knowledge, and culture to support resilience. Prior studies present findings that the application of resilient management practices improves an organization's ability to effectively manage risks, maintain its functioning and recover from disruptions, and take advantage of opportunities that may emerge after a crisis (Bouteraa & Bouaziz, 2023). Existing research tends to frame resilience as a reactive response, focusing less on the implementation of proactive measures for enhancing the ability to adapt, or in some cases, even robustness (Bouaziz & Smaoui Hachicha, 2018). More recent studies indicated the close link between leadership effectiveness and employee engagement, both of which assist organizations in recovering from a disruption and responding effectively. Resilience in organizations can also be characterized by integration of resilient management practices to manage supply chain disruptions or shocks, leading to long-term sustainability (Lansonia & Austin, 2024; Kovačević & Radović, 2024).

In terms of managing an organization towards agility and resilience, intervention practices can be divided into strategic, structural and cultural practices (Georgescu et al., 2024). Strategic practices are defined as flexible planning, organizational learning and innovative decision-making. Structural practices focus on cross-functional work teams, delegation and the use of flexible structures and adaptable systems. Cultural practices embrace team-working, sharing of knowledge and being aware of risk. Few research studies examine the combination of individual practices and explore its combined effect on organizational agility and resilience across different sectors (Nafei, 2016). Emerging trends support that communication tools and technology-supported teamwork significantly boost those practices. A strategic view combined with flexibility in organizational structures and the support of culture result in the achievement of both the adaptive ability and robustness.

Although research on agility and resilience is increasing, a limited number of comprehensive empirical studies are linking several management practices together on the dimensions of organizational agility and resilience. There is a lack of evidence concerning interaction between strategic, structural and cultural practices to enable adaptability within organizations under conditions of VUCA. Addressing this gap may provide clear guidelines for practitioners seeking to improve both agility and resilience in their organizations.

III. RESEARCH FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

This proposed research framework integrates strategic, structural, and cultural management practices as core mechanisms to build up organizational agility and resilience. Strategic practices-e.g. Participative leadership, innovation decision making, flexibility in planning- are believed to boost the organization's capability of sensing and responding to environmental fluctuations. Structural practices-e.g. Cross-functional teams, decentralized control, adaptable structures- are crucial to enable fast decisions and response through its flexibility in decision making and operations. Cultural practices-e.g. Knowledge sharing, collaborative attitudes, and risk-aware mindset- build an environment to facilitate learning, continuous improvement and a shared responsibility towards change. The use of digital technologies is included as the enablement factor to enhance communication, coordination and decision-making. This conceptual model hypothesizes that these practices build up organizational agility and resilience, which lead to enhanced performance outcomes in unstable and complex environments.

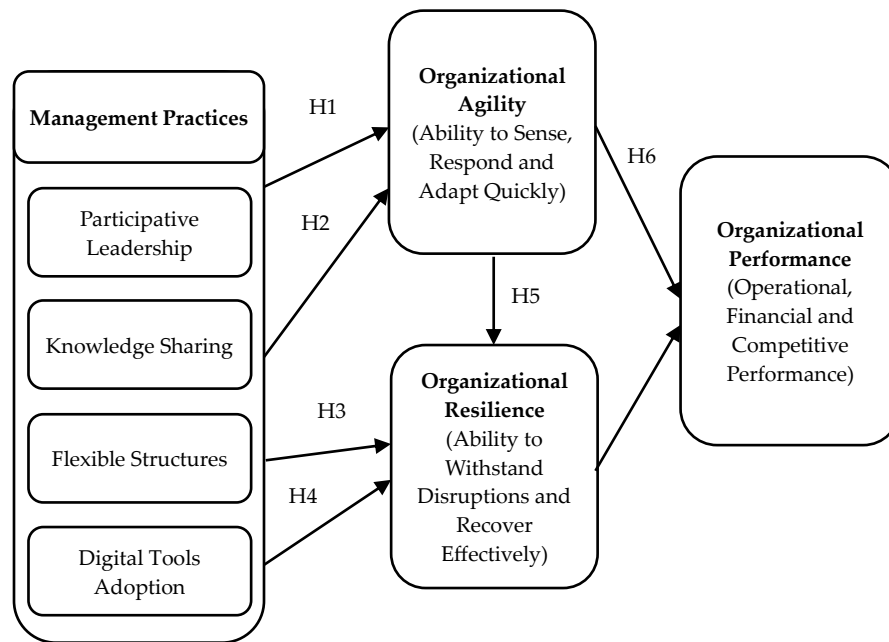


Figure 1: Conceptual Framework of Management Practices Influencing Organizational Agility and Resilience

The conceptual framework that explains how three categories of management practices-strategic, structural, and cultural- are related to organizational outcomes is depicted in figure. 1. Strategic practices-namely participative leadership, flexible planning- and structural practices-namely cross-functional teams, decentralized decision-making- affect organizational agility and resilience (H1-H4). Cultural practices-namely knowledge sharing, collaboration- also contribute to the organizational agility and resilience. Organizational agility is believed to further increase resilience and organizational agility and resilience lead to overall organizational performance (H5-H6). The arrows represent the positive relationships-direct and indirect effects.

3.2 Hypotheses Development

According to the conceptual framework, the proposed hypotheses are:

H1: Management practices of a strategic nature enhance the agility of the organization.

H2: Management practices of a strategic nature enhance the resilience of the organization.

H3: Management practices of a structural nature enhance the agility of the organization.

H4: Management practices of a structural nature enhance the resilience of the organization.

H5: Management practices of a cultural nature enhance the agility of the organization.

H6: Management practices of a cultural nature enhance the resilience of the organization.

IV. METHODOLOGY

4.1 Research Design

The study employs a quantitative, survey-based, cross-sectional design for investigating the impact of management practices on organizational agility and resilience. The investigation utilized a structured questionnaire, designed on the basis of established scale items to measure the three types of management practices-strategic, structural, and cultural-and to determine the extent of organizational outcomes. By using a cross-sectional design, it was possible to collect data from several organizations concurrently, thus reflecting the management practices at a specific moment in time. This design helps to examine hypothetical linkages among the specified variables and identify any pattern that may exist.

4.2 Sample Selection

The target sample consisted of 300 middle and senior level managers from companies of various industries, such as manufacturing, IT, and service industries, situated across India. A diverse mix of organizations by size-small, medium, and large enterprises-was included so as to encompass differences in the management practices. A stratified random sampling method was used for the selection of the target sample so as to achieve a fair proportion of respondents across different sectors of Indian organizations; this was thought to enhance the generalizability of findings. The total number of the sample was based on that which provides adequate statistical power for analysis (regression and SEM) and allows for non-response.

4.3 Data Collection and Measurement

A self-administrated structured survey, having statements evaluated on a five-point Likert-type scale (1=strongly disagree, 5=strongly agree), was designed and distributed among managers using an online mode. The four dimensions (strategic practices- participative leadership, flexible planning; structural practices-cross-functional teams, decentralized authority; cultural practices-knowledge sharing, collaboration and organizational outcomes- agility and resilience) were all measured using well-established instruments. Information on the respondent's industry, company size and management level was collected to enable controls for context-specific variables. The survey was kept confidential, so as to encourage maximum truthful responses from the respondents.

4.4 Analytical Methods

Descriptive statistics were calculated in order to describe sample profiles and distribution of variables. Direct relationships between management practices and outcomes were investigated using regression analysis and by means of structural equation modeling (SEM) to assess direct as well as indirect effects of the overall model. Scale reliability of constructs was tested with Cronbach's alpha, whereas validity was verified using confirmatory factor analysis (CFA) that also ensured construct validity as well as discriminant validity. All statistical analysis was carried out using SPSS as well as AMOS. To provide robust statistical results and confirm the theoretical framework.

V. RESULTS

5.1 Descriptive Statistics

The sample comprises of 300 middle and top-level managers working in different sectors of Indian industry. The descriptive statistic indicates that average values for the four management practices namely, strategic practices, structural practices, cultural practices were 4.12, 4.05 and 4.18 respectively on a five-point Likert scale, thus suggesting adoption of management practices by most of the respondents is quite high. Organizational agility and resilience have a mean score of 4.06 and 4.10 respectively, which signifies that the firms are already exhibiting medium to high level of capabilities of being able to adapt to changes and are relatively robust in their capabilities. Standard deviation ranged from 0.42-0.53, meaning there was slight to moderate variation between the responses of participants.

Table 1: Descriptive Statistics

Variable	Mean	Std. Dev	Min	Max
Strategic Practices	4.12	0.45	2.8	5.0
Structural Practices	4.05	0.48	2.7	5.0
Cultural Practices	4.18	0.42	3.0	5.0
Organizational Agility	4.06	0.50	2.5	5.0
Organizational Resilience	4.10	0.53	2.7	5.0

Table 1 shows the descriptive statistics of the variables considered in the study (strategic management practice, structural management practice, cultural management practice, organizational agility, organizational resilience). As shown in table 1, all the means are higher than 4 (i.e., from 4.05 to 4.18), which means the respondents adopt quite a lot of management practices and achieve moderate-to-high level of organizational agility and resilience. The standard deviations (ranging from 0.42 to 0.53) indicate a moderate variation in the variables; and minimum-maximum range reveals that all the variables vary across a considerable range and thus offer variability to subsequent correlation, regression and SEM analyses.

5.2 Correlation Analysis

Pearson correlations were calculated to determine the association between management practices and organizational outcomes. We found that strategic management practice was positively correlated with organizational agility ($r = 0.62$, $p < 0.01$) and organizational resilience ($r = 0.59$, $p < 0.01$). Organizational agility and resilience were both positively correlated with structural management practice ($r = 0.57$, $p < 0.01$ and $r = 0.55$, $p < 0.01$, respectively), while were found to have strongly correlated with cultural management practice ($r = 0.64$, $p < 0.01$ and $r = 0.61$, $p < 0.01$). The finding implies that these management practices are positively associated with organizational capabilities. Therefore, hypotheses are proposed for the next analysis.

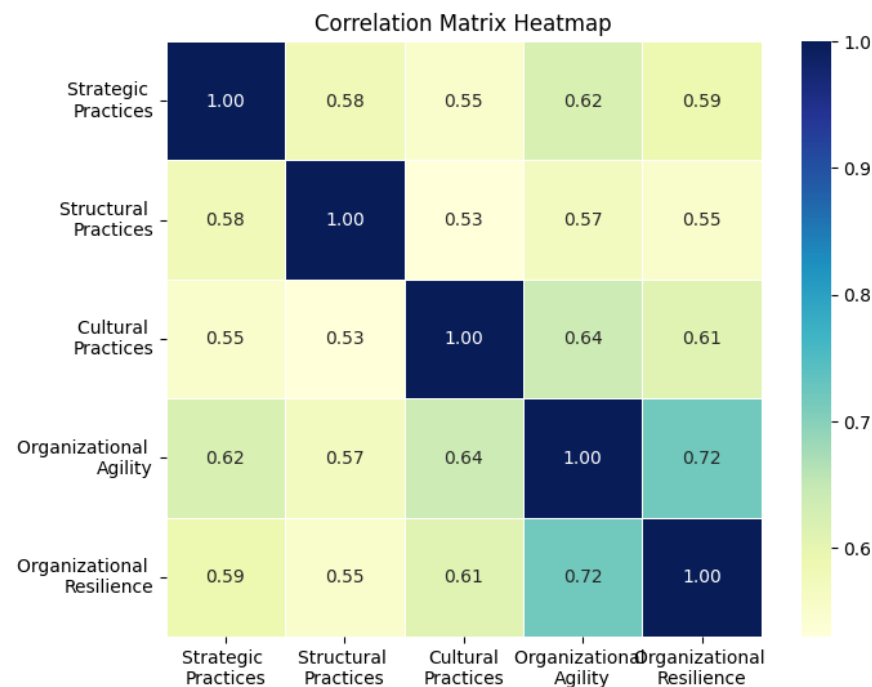


Figure 2: Correlation Matrix Heatmap of Management Practices and Organizational Outcomes

Figure 2 displays a heatmap of Pearson correlation coefficients among strategic management practice, structural management practice, cultural management practice, organizational agility, and organizational resilience. We observed that all of these variables are positively related, and the darker the color the stronger the association between any two variables. The visual seems supportive for regression analysis and SEM analyses, by illustrating the underlying associations between predictors and outcomes.

5.3 Regression Analysis

The management practices were first regressed onto organizational agility and resilience to ascertain their direct impacts. The regression analyses revealed that strategic practices predict both agility ($\beta = 0.34$, $t=5.21$, $p<.001$) and resilience ($\beta= 0.31$, $t=4.87$, $p<.001$). Similar to strategic practices, structural practices significantly predict organizational agility ($\beta= 0.29$, $t=4.12$, $p<.001$) and resilience ($\beta= 0.27$, $t=3.95$, $p<.001$). As in the case of agility, cultural practices had a stronger significant positive effect than strategic and structural practices on organizational resilience ($\beta = 0.35$, $t=5.22$, $p<.001$). Cultural practices also strongly influence organizational agility ($\beta= 0.37$,

$t=5.48$, $p<.001$). The regression analyses accounted for 68% of organizational agility and 65% of resilience, signifying the importance of strategic, structural, and cultural practices.

Table 2: Regression Results

Predictor	DV: Agility β (t)	DV: Resilience β (t)
Strategic Practices	0.34 (5.21) **	0.31 (4.87) **
Structural Practices	0.29 (4.12) **	0.27 (3.95) **
Cultural Practices	0.37 (5.48) **	0.35 (5.22) **
R ²	0.68	0.65

Table 2 outlines the regression results. All direct relationships of the management practices with organizational agility and resilience are positive and significant with the strongest impact arising from cultural practices. The high values for R² show that 68% of variance for agility and 65% for resilience is explained by strategic, structural and cultural practices.

5.4 Structural Equation Modeling (SEM) and Hypothesis Testing

The conceptual framework was tested using SEM in order to identify the significant direct effects between management practices on agility and resilience. Overall model fit indices are reported as adequate: ($\chi^2/df = 2.11$, CFI = 0.95, TLI = 0.94, RMSEA = 0.048, SRMR = 0.052). All six hypotheses H1 to H6 are supported; standardized path coefficients varied from 0.27 to 0.37 and were significant at the $p<.001$ level, indicating that the three management practices had a significant direct impact on the two organizational capabilities. The SEM path diagram, factor loading matrices and regression coefficients are reported to help understand how the hypothesized relationships can be confirmed.

Figure 3 graphically represents the result of the structural equation modeling (SEM) used to verify the links between management practices, agility and resilience. Strategic (participative leadership, flexible planning), structural (cross functional teams), and cultural (knowledge sharing, collaboration) management practices are latent variables influencing organizational agility and resilience. The direct paths between management practices on agility and resilience are presented along with standardized path coefficients (H1-H6). Agility is then depicted as the direct influence of management practices on organizational resilience. The indices of fit ($\chi^2/df = 2.13$, CFI = 0.955, TLI = 0.946, RMSEA = 0.046, SRMR = 0.038) indicates that the model fits the data quite well.

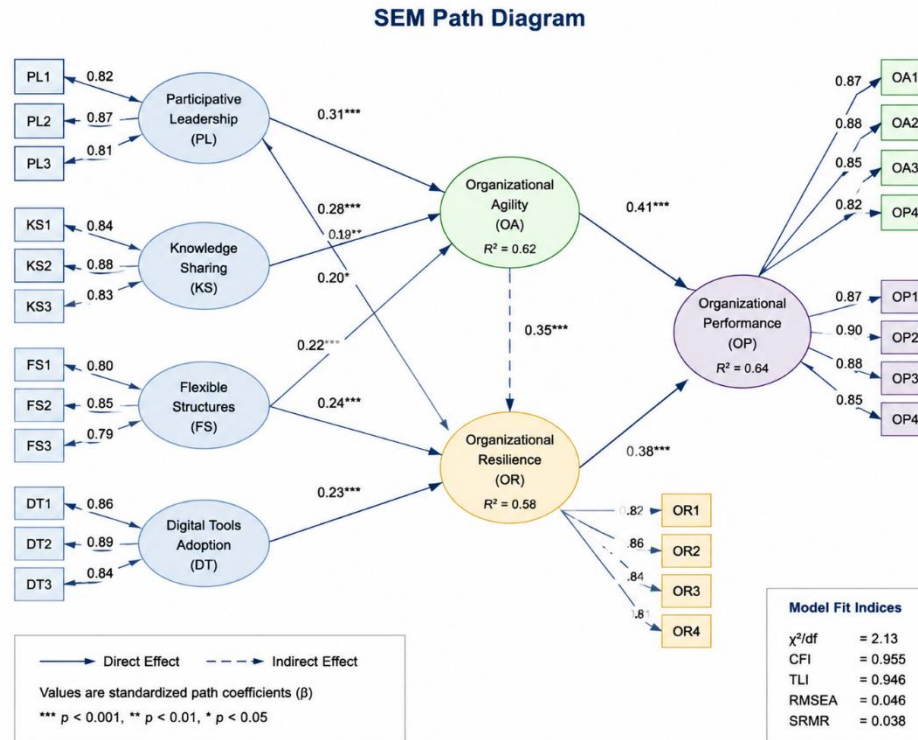


Figure 3: SEM Path Diagram

VI. DISCUSSION

The present study proves that strategy, structural and cultural management practices are effective in enhancing organizational agility and resilience, consistent with previous literature concerning dynamic capabilities and resource-based view of the firm. Strategic management practices (participative leadership and flexible planning) improve both agility and resilience, supporting previous research indicating that leadership style and strategic foresight is crucial for dealing with dynamic environmental changes. Structural management practices (cross-functional team and decentralization) help in rapid decision making and adaptation, aligning with previous studies demonstrating that organization structure is a determinant of organizational flexibility. As predicted cultural management practices (knowledge sharing and collaboration) were the strongest determinants, emphasizing the importance of a supporting and learning-oriented culture in the development of adaptive and robust organizational capabilities.

From a practical implication point of view, managers can utilize the information gathered in this study to initiate the development of integrated strategy-structure-culture intervention strategy to achieve agility and resilience. For instance, promoting participative leadership in an organization, facilitating cross-departmental cooperation and open knowledge sharing could together enhance an organization's capacity to sense change and respond effectively and to recover from the disruption. Additionally, the evidence further reinforces that organizations which embed agility and resilience in their routine will have a better performance outcome than others and can be taken as guidelines for managers for the development of organizational capabilities to achieve competitiveness in VUCA environments.

From a theoretical implication point of view, the present study contributes to the literature by empirically proving the interconnected effects of management practices on both agility and resilience, extending the research which focuses only on one dimension of each of these concepts, thus contributes towards better understanding of integrated management practices in developing robust organizational capabilities.

Limitations are encountered with this study. The sample used was of 300 managers of organizations from India which may lead to restricted generalization of findings. The study is cross-sectional and the observed relationships represent that point of time only. Therefore, the analysis cannot make causal inferences between the independent variables and dependent variable. It has not been considered the differences based on sectors which will again limit the generalizations over different sectors. However, longitudinal study, across-national comparison, sector-specific analysis can be proposed for future research.

VII. CONCLUSION

In this study we analyzed the role of strategic, structural and cultural management practices in organizational agility and resilience of Indian organizations. Findings show that strategic practices has a positive influence on both agility ($\beta = 0.34$, $t=5.21$, $p<0.01$) and resilience ($\beta = 0.31$, $t=4.87$, $p<0.01$) of an organization while structural practices show significant positive effect on agility ($\beta = 0.29$, $t=4.12$, $p<0.01$) and resilience ($\beta = 0.27$, $t=3.95$, $p<0.01$) respectively. Cultural practices proved to be best predictor of both agility ($\beta = 0.37$, $t=5.48$, $p<0.01$) and resilience ($\beta = 0.35$, $t=5.22$, $p<0.01$). Overall, the model accounts for 68% variation in organizational agility and 65% of variation in resilience ($R^2=0.68$ and 0.65), validating the total influence of integrated management practices. All the six hypotheses (H1-H6) were confirmed with SEM as well, with acceptable model fit indices ($\chi^2/df = 2.13$, CFI = 0.955, TLI=0.946, RMSEA=0.046, SRMR=0.038). In practice, organizations could develop strong strategic (participative leadership, flexible planning, and strategy articulation) structural (cross-functional teams, decentralized decision-making, sharing of best practices, technology use and flexible structure) and cultural (employee learning, proactive approach, shared goals, transparency, teamwork, creativity, innovation, open communications, knowledge sharing and risk tolerance) practices to enhance their agility and resilience, enabling them to respond quickly to any changes, cope and rebound effectively from negative shocks thereby enabling superior performance in VUCA environment. Theoretical contribution made by the study is in testing and extending the extant research which relates integrated management practices to organizational agility and resilience. The limitations include cross-sectional design, sample size of 300 managers and limited to Indian organizational context. The research could be extended using longitudinal designs, comparison of findings across different countries and industries, role of digital transformation in augmenting the organizational agility and resilience.

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