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## **ASSESSING ORGANIZATIONAL AGILITY AMONG INFORMATION TECHNOLOGY PROFESSIONALS IN INDIA**

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### **ABSTRACT**

Since the Liberation, globalization and technological advancements, the world experiences the accelerated great changes. The business organizations are continually revising their strategies to survive and sustain their business process. Organizational Agility is the recent way for adapting the changes and have the organizational sustainability and face the stiff competition in the business environment. The main aim of the study was to assess the Organizational Agility among the IT Professionals in Top Indian Information Technology Industry. For this purpose, data was collected from 637 respondents through a well-structured and pre-tested instrument by adopting non-probability purposive sampling technique during the year 2024. The descriptive statistics namely: Mean and Standard Deviation, one-way analysis of variance and independent sample 't'-test are applied to find out the mean difference and variances among the respondents. The study concludes that in particularly organizational agility is found to be higher for the senior Executives / Managers. Policy implication is given in this study.

**KEYWORDS:** Organizational Agility, IT Professionals, Responsive to Customer, Virtual Contribution, Readiness to Face Changes.

### **INTRODUCTION**

Since the Liberation, globalization and technological advancements, the world experiences the accelerated great changes. The business organizations are continually revising their strategies to survive and sustain their business process. Organizational Agility is the recent way for adapting the changes and have the organizational sustainability and face the stiff competition in the business environment. In the ever change business environment, the consistent performance, psychology of employees is limited with respect to the grasping of important changes. At present the globalized business environment for any industry became more complex and highly potential (Zain et al. 2005).



Hence, retaining talents, Human capital improvement in terms of knowledge, skills, and ability (KSA) is much important for organizations. Organizational Agility helps business organizations to serve better and respond quickly and have compatibility in the business environment. It also improves organizational performance and effectiveness (Yeganegi & Azar, 2012).

In contemporary business world changes are occurring continuously and increasingly (Brown & Eisenhardt, 1998). Hence, the many studies and researchers have reported that showing much importance on Organizational Agility in organizations is growing many folds (Tallon & Pinsonneault, 2011). The role of Organizational Agility in organization development is vital as it offers employees with improved knowledge, cognitive thinking, reskilling, upskilling and reengineering the organizational processes, also applying recent technologies (Sherehiy, 2008). The present study is intended to assess the organizational agility and its contributing factors among the Information Technology professionals in the major Information Technology industry in India.

## **REVIEW OF LITERATURE**

A multidimensional concept of organizational agility reported by Asghar et al. (2025) consolidated the recent reviews of Gunasekaran (1999) and Yusuf et al. (1999) on agile manufacturing and explored the differences in various forms of agility on agile manufacturing. Nejatian and Zarei (2013) explained that organizations to adopt the agility which is the different way in making use of competitive advantages in continually changing business environment.

A study undertaken by Khoshlahn and Ardabili (2016) have found that the role of organizational agility is crucial in the improvement of organizational process in leadership style with respect to the organizational competitions. In the same way, Goldsby and Stank (2000) expressed about agility that it helps on an organization's performance in respect to have its customers in their various necessities.

In business organizations employees' potentials is much important on its adaptation and unique customer needs and wants. In addition to the organizational reactions is concern, organizational agility is considered as the growing MDP concept, which placed organizational reactions with respect to potential and growing market opportunities which helps more chances to help customer requirements which is the potential chances or change in a convenient way (Van Hock, Harrison, & Christopher, 2001).

Joiner, Bill. (2019) studied that the Organizational agility has become an imperative for companies around the globe, who want to be competitive and add value in today's business environment of hyper change and complexity. Yet, executives and academics alike agree that the current level of agility in many companies is not nearly what it needs to be. To develop a level of organizational agility suited to turbulent environmental conditions, executives need to place an emphasis on three areas: strategic



agility, operational agility (including culture as well as structures and systems), and leadership agility. This study highlights the central role that leadership agility plays in creating agile organizations, and it presents a framework for understanding and developing leadership agility.

Wageeh (2016) reported that in the present stiff competitive business environment, organizational agility is on the organizational ability to quick sense and to manage environmental changes and it is important to determine the organizational success. The study identified the sub-scales like sensing agility, decision-making agility and acting agility, and their major role on improving organizational success of the employees in at a Hospital in Egypt. To assess the organizational agility, 285 employees have responded and the multiple regression analysis was used to test the hypotheses. The study found that the respondents agreed that organizational agility directly influences the sub-dimensions of organizational success of the study organizations. The study helped to motivate scientific research on a conceptual model as well as analysing study variables and to know the factors affecting organizational success.

Yeganegi and Azar (2012) defined agility as swiftness and quick response in a homogeneous team, when the environmental changes occurring in the internal and external organization situation while achieving the common goals. It is also found from many definitions that the word agility is a speed and immediate response and further the concepts of teamwork and achieving the organization's common goal.

## **OBJECTIVES**

- To assess and compare the Organizational Agility and its Dimensions among the Respondents with respect to their Demographic Variables.

## **HYPOTHESES**

1. There is no significant difference on Organizational Agility and its Dimensions among the different groups of Respondents according to their Age.
2. There is no significant difference on Organizational Agility and its Dimensions between Male and Female Respondents.
3. There is no significant difference on Organizational Agility and its Dimensions among the different groups of Respondents according to their Educational Qualification.
4. There is no significant difference on Organizational Agility and its Dimensions among the different groups of Respondents according to their Years of Experience.
5. There is no significant difference on Organizational Agility and its Dimensions among the different groups of Respondents according to their Type of Service.



## **RESERCH METHODOLOGY**

The current study is descriptive in its study design proposed to assess the organizational agility factors namely, Responsive to Customer, Readiness to Face Changes and, Establish Virtual contribution. The study is undertaken in India's top IT companies with the Information Technology project managers and executives as respondents. Further the study compares the significant difference among the respondents on their demographic variables. To collect primary data from the respondents the eleven demographic variables are considered and the organizational agility dimensions namely, Responsiveness to Customer, Readiness to Face Changes, Valuing Skills and Human Resource Knowledge and, Establish Virtual Contribution designed by Goldman et al. (1995) is used. By adopting Likert's five-point scale (Strongly -5, Agree - 4, Neutral -3, Disagree - 2 and Strongly Disagree - 1) is used to measure the responses. The questionnaire is also pre-tested and validated after a pilot study. Since, the population of the study is infinite, by assuming the highest variability at the 99% confidence level a sample size of 637 has arrived. Non-probability purposive sampling technique is adopted for sampling. The respondents from top IT companies namely, Accenture, TCS, Cognizant, Capgemini and Infosys are requested to give responses for the study with the help of a Google Form during the year 2024. The statistical tools namely, descriptive statistics (Mean and Standard Deviation), One-way Analysis of Variance and Independent Sample Test are applied.

## **ANALYSIS AND INTERPRETATION**

This section presents the distribution of Respondents according to their demographic variables namely, Age, Gender, Educational qualification, Years of Experience, and Type of Service IT Service (Table - 1). The distribution of respondents with respect to their demographic variables shows that Age-wise, the majority are at the 36 to 45 years (51.49 per cent) group; majority (74.10 per cent) of them are Male respondents; Educational Qualification-wise: B.E./B.Tech. and M.E./ M.Tech. group respondents are 34.69 per cent and 37.05 per cent, respectively; Designation-wise: merely a-half (47.88 per cent) of them are Information Technology Project Delivery Heads and the rest are other designation groups such as Information Technology Engineer, Project Manager and Technical Head; Years of Experience-wise, the majority (64.99 per cent) of the respondents are experienced with 16 to 25 years, and the other groups are upto 15 years and above 25 years; and Type of IT service-wise the distribution of respondents shows that more than a half (59.65 per cent) of the are the IT and Other Service professionals.

**Table 1. Distribution of Respondents with respect to their Demographic Variables**

<b>Demographic Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Per cent</b>
Age	Upto 35 years	75	11.77
	36 to 45 years	328	51.49
	Above 45 years	234	36.73
	Total	637	100
Gender	Male	472	74.10
	Female	165	25.90
	Total	637	100
Educational Qualification	B.E. / B.Tech.	221	34.69
	M.E. / M. Tech.	236	37.05
	MCA / M. Sc.	180	28.26
	Total	637	100
Years of Experience	Upto 15 years	123	19.31
	16 to 25 years	414	64.99
	Above 25 years	100	15.70
	Total	637	100
Type of Service	IT & Other Services	380	59.65
	Information Technology Service Provider	166	26.06
	Information Technology Products / Engineering	91	14.29
	Total	637	100

**Source:** Primary Data

**Table 2. Results of Mean, Standard Deviation and One-way Analysis of Variance among the Respondents with respect to their age on Organizational Agility and its dimensions.**

Organizational Agility Dimensions	Age									Total			F-value	p-value
	Upto 35 years			36 to 45 years			Above 45 years			N	M	S.D.		
	N	M	S.D.	N	M	S.D.	N	M	S.D.					
Responsiveness to Customer	75	4.30	0.41	328	4.13	0.58	234	4.44	0.69	637	4.26	0.63	18.42	0.00*
Readiness to Face Changes	75	3.67	0.67	328	4.00	0.51	234	4.04	0.50	637	3.98	0.54	14.28	0.00*
Valuing Skills and HR Knowledge	75	3.91	0.68	328	4.16	0.49	234	4.23	0.53	637	4.16	0.54	10.13	0.00*
Establish Virtual Contribution	75	3.56	0.77	328	3.93	0.56	234	3.77	0.61	637	3.83	0.62	13.20	0.00*
Organizational Agility	75	3.86	0.57	328	4.06	0.44	234	4.12	0.46	637	4.06	0.47	8.70	0.00*

**Source:** Primary Data; N – Number of Respondents, M – Mean, S.D. – Standard Deviation; \*\*-Significant difference at the 0.01 level. Post-Hoc: Responsiveness to Customer: Upto 35 years, 36 to 45 years vs Above 45 years; Readiness to Face Changes: 36 to 45 years, above 45 years vs Upto 35 years; Valuing Skills and HR Knowledge: Upto 35 years vs 36 to 45 years, and Above 45 years; Establish Virtual Contribution: Upto 35 years vs 36 to 45 years, and Above 45 years.

The Table – 2 shows the results of mean, standard deviation and one-way analysis of variance on Organizational Agility and its dimensions with respect to the different age group of Respondents. From the result it is very clear that age-wise the respondents are differed in their organizational agility and its dimensions. However, Organizational Agility and its dimension Responsiveness to customer, Readiness to Face Changes, Valuing Skills and HR Knowledge, Establish Virtual Contribution and

overall organizational agility mean scores are found to be higher for the ‘Above 45 years’ age group, in the meanwhile, the standard deviation values show that ‘upto 35 years’ age group is found to be much deviated among themselves on their organizational agility and its dimensions. Further to confirm the result statistically the one-way analysis of variance test was applied and the results show that the respondents are differed at the 0.01 level on Organizational Agility and its dimensions. Hence, the hypothesis -1 is rejected.

**Table 3. Results of Mean, Standard Deviation and Independent Sample ‘t’-test among the Respondents with respect to their gender on Organizational Agility and its dimensions.**

Organizational Agility Dimensions	Gender						Total			t-value	p-value
	Male			Female			N	M	S.D.		
	N	M	S.D.	N	M	S.D.					
Responsiveness to Customer	472	4.30	0.65	165	4.17	0.54	637	4.26	0.63	5.343	0.021 *
Readiness to Face Changes	472	4.00	0.53	165	3.91	0.57	637	3.98	0.54	3.499	0.062
Valuing Skills and HR Knowledge	472	4.20	0.51	165	4.03	0.58	637	4.16	0.54	11.971	0.001 **
Establish Virtual Contribution	472	3.85	0.60	165	3.76	0.68	637	3.83	0.62	2.358	0.125
Organizational Agility	472	4.09	0.46	165	3.97	0.50	637	4.06	0.47	7.825	0.005 **

**Source:** Primary Data; N – Number of Respondents, M – Mean, S.D. – Standard Deviation

\*\* -Significant difference at the 0.01 level. \* -Significant difference at the 0.05 level.

The Table – 3 shows the results of mean, standard deviation and independent sample ‘t’ test on Organizational Agility and its dimensions between Male and Female respondents. From the result it is very clear that Male respondents are differed in their organizational agility and its dimensions. Further to confirm the result statistically the independent sample ‘t’-test was applied and the results show that the respondents are differed at the 0.01 level on Valuing Skills and HR Knowledge and the Organizational Agility, at the same time, for the dimension Responsiveness to Customer, the respondents are different at the 0.05 level. Hence, the hypothesis -2 is partially rejected.

**Table 4. Results of Mean, Standard Deviation and One-way Analysis of Variance among the Respondents with respect to their Educational Qualification on Organizational Agility and its dimensions.**

Organizational Agility Dimensions	Educational Qualification									Total			F-value	p-value
	B.E. / B.Tech.			M.E. / M. Tech.			MCA / M. Sc.							
	N	M	S.D.	N	M	S.D.	N	M	S.D.	N	M	S.D.		
Responsiveness to Customer	221	4.27	0.44	236	4.21	0.73	180	4.33	0.67	637	4.26	0.63	1.814	0.164
Readiness to Face Changes	221	3.85	0.61	236	4.10	0.50	180	3.97	0.47	637	3.98	0.54	12.869	0.000
Valuing Skills and HR Knowledge	221	4.06	0.54	236	4.14	0.58	180	4.30	0.43	637	4.16	0.54	10.710	0.000
Establish Virtual Contribution	221	3.83	0.65	236	3.87	0.54	180	3.77	0.67	637	3.83	0.62	1.486	0.227
Organizational Agility	221	4.00	0.46	236	4.08	0.48	180	4.09	0.47	637	4.06	0.47	2.273	0.104

**Source:** Primary Data; N – Number of Respondents, M – Mean, S.D. – Standard Deviation; \*\* - Significant difference at the 0.01 level; Post-Hoc: Readiness to Face Changes: B.E./B.Tech. and MCA/M.Sc. vs M.E./M. Tech.; Valuing Skills and HR Knowledge: B.E./B.Tech. vs M.E./ M. Tech. and MCA/ M.Sc.

The Table – 4 shows the results of mean, standard deviation and one-way analysis of variance on Organizational Agility and its dimensions with respect to the Educational Qualification of the Respondents. Organizational Agility and its dimension Responsiveness to customer, Responsiveness to Customer, and Valuing Skills and HR Knowledge mean scores are higher for MCA/ M.Sc. group; Mean scores of M.E./M. Tech. group for the dimensions Readiness to Face Changes and Establish Virtual Contribution are found to be higher. From the result it is very clear that Educational Qualification-wise the respondents are differed significantly at the 0.01 level on their organizational agility dimensions namely, Readiness to Face Changes and Valuing Skills and HR Knowledge. Hence, the hypothesis -3 is partially rejected.

**Table 5. Results of Mean, Standard Deviation and One-way Analysis of Variance among the Respondents with respect to their Years of Experience on Organizational Agility and**

its dimensions.

Organizational Agility Dimensions	Years of Experience									Total			F-value	p-value
	Upto 15 years			16 to 25 years			Above 25 years							
	N	M	S.D.	N	M	S.D.	N	M	S.D.	N	M	S.D.		
Responsiveness to Customer	123	4.20	0.53	414	4.21	0.67	100	4.56	0.43	637	4.26	0.63	14.126	0.00*
Readiness to Face Changes	123	3.89	0.64	414	3.97	0.51	100	4.13	0.49	637	3.98	0.54	5.475	0.004**
Valuing Skills and HR Knowledge	123	4.07	0.61	414	4.14	0.50	100	4.35	0.53	637	4.16	0.54	8.452	0.000**
Establish Virtual Contribution	123	3.80	0.73	414	3.86	0.56	100	3.70	0.68	637	3.83	0.62	2.995	0.051*
Organizational Agility	123	3.99	0.54	414	4.04	0.45	100	4.18	0.45	637	4.06	0.47	5.093	0.006**

**Source:** Primary Data; N – Number of Respondents, M – Mean, S.D. – Standard Deviation; \*\*-Significant difference at the 0.01 level. Post-Hoc: Responsiveness to Customer: Upto 15 years, 16 to 25 years vs Above 45 years; Readiness to Face Changes: Upto 15 years, 16 to 25 years vs Above 25 years; Valuing Skills and HR Knowledge: Upto 15 years, and 16 to 25 years vs Above 25 years; Establish Virtual Contribution: Upto 15 years, 16 to 25 years vs Above 25 years.

The Table – 5 shows the results of mean, standard deviation and one-way analysis of variance on Organizational Agility and its dimensions with respect to the years of experience of Respondents. From the result it is very clear that years of experience-wise the respondents are differed in their organizational agility and its dimensions. However, Organizational Agility and its dimension Responsiveness to customer, Readiness to Face Changes, Valuing Skills and HR Knowledge, and overall organizational agility mean scores are found to be higher for the ‘Above 45 years’ age group, at the same time, Establish Virtual Contribution is more for the ‘up to 15 years’ experienced group. The standard deviation values show that ‘up to 35 years’ experienced group is found to be much deviated among themselves on their organizational agility and its dimensions. Further to confirm the

result statistically the one-way analysis of variance test was applied, and the results show that the respondents are differed at the 0.01 level on Organizational Agility and its dimensions, Establish Virtual Contribution dimension is different at the 0.05 level. Hence, the hypothesis -4 is rejected.

**Table 6. Results of Mean, Standard Deviation and One-way Analysis of Variance among the Respondents with respect to their Type of Service on Organizational Agility and its dimensions.**

Organizational Agility Dimensions	Type of Service									Total			F-value	p-value
	IT & Other Services			Information Technology Service Provider			Information Technology Products / Engineering							
	N	M	S.D.	N	M	S.D.	N	M	S.D.	N	M	S.D.		
Responsiveness to Customer	380	4.25	0.71	166	4.32	0.51	91	4.22	0.42	637	4.26	0.63	1.057	0.348
Readiness to Face Changes	380	3.95	0.55	166	4.06	0.50	91	3.97	0.54	637	3.98	0.54	2.433	0.089
Valuing Skills and HR Knowledge	380	4.20	0.52	166	4.08	0.53	91	4.14	0.59	637	4.16	0.54	2.717	0.067
Establish Virtual Contribution	380	3.82	0.59	166	3.86	0.67	91	3.81	0.64	637	3.83	0.62	0.347	0.707
Organizational Agility	380	4.05	0.48	166	4.08	0.47	91	4.04	0.42	637	4.06	0.47	0.320	0.726

**Source:** Primary Data; N – Number of Respondents, M – Mean, S.D. – Standard Deviation

The Table – 6 shows the results of mean, standard deviation and one-way analysis of variance on Organizational Agility and its dimensions with respect to the different type of IT services group of Respondents. From the result it is very clear that type of IT services-wise the respondents are not differed in their organizational agility and its dimensions. Further to confirm the result statistically the one-way analysis of variance test was applied, and the results show that the respondents are not differed on Organizational Agility and its dimensions. Hence, the hypothesis -5 is accepted.



## POLICY IMPLICATIONS

Based on the findings the study suggests some policy implications are: adaptability and growth mindset with continuous improvement. The study encourages better leadership skills to empower employees; to use agility frames for the better workflow. Better communication system and customer focussed needs are important. Customer centric at the same time better leadership and finally work life balance are important to motivate students for their leadership roles.

## SUMMARY AND CONCLUSION

The present study is undertaken to assess and compare the Organizational Agility and its dimensions among the Information Technology Project Managers and Executives in India's top IT companies. The distribution of respondents with respect to their demographic variables shows that Age-wise, the majority are at the 36 to 45 years (51.49 per cent) group; majority (74.10 per cent) of them are Male respondents; Educational Qualification-wise: B.E./B.Tech. and M.E./ M. Tech. group respondents are 34.69 per cent and 37.05 per cent, respectively; Designation-wise: the majority (64.99 per cent) of the respondents are experienced with 16 to 25 years, and the other groups are up to 15 years and above 25 years; and Type of IT service-wise the distribution of respondents shows that more than a half (59.65 per cent) of the are the IT and Other Service professionals. It is very clear from the study that the organizational agility is found to be more for the 'Above 45 years' age group, Male respondents, MCA/ M.Sc. qualified Executives / Managers and 'Above 25 years' experienced group respondents, also the Information Technology Service providers.

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