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ORGANIZATIONAL AGILITY ON EXAMPLE OF UKRAINIAN DELIVERY
COMPANY "NOVA POSHTA"

Bachelor thesis

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I have written this Research paper/Bachelor Thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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Introduction

Growth of technology, innovation, globalization, segmentation and division of markets, changes in customer needs and expectations, force companies to face an uncertain and unpredictable market environment, thus pushing them to invent new ideas, deftly implement them and quickly adapt to new methods (Sherehiy & Karwowski, 2014). Agility is the most common and recently popular concept of dealing with these challenges for companies. Organizational agility is the ability of the organization to maintain competitiveness in an unpredictable, ever-changing and uncertain business or market environment by reacting quickly, providing the right solutions and innovating, thus, making profits. The high level of organizational agility of the enterprise allows to provide high results and promotes an increase of the level of competitiveness of the organization in the market. Besides, organizational agility consists of certain strategic components or elements, which collectively give the organization the necessary competence to respond to changes and challenges.

The main purpose of any organization is the formation of competitive business, ensuring the profitability and income of the company on the basis of rational adjustment of the production process and management process, development of material, technical and technological base, effective use of personnel potential, own and attracted funds (Mehrabi, Siyadat & Allameh, 2013). In a word, all these factors formulate the model of organizational agility of the company and the constant need to maintain and increase the level of agility.

A large Japanese holding company, Fujifilm, which is engaged in business related to photography and operates in three business segments, faced a serious challenge to its core business related to the development of digital photography and, in order to remain viable, the company needed to innovate and instead of completely abandoning film production, they released its own skincare products (*Organisational agility*, 2009). Market requirements changed Fujifilm's business model, but the company was able to maintain its market position, competitiveness and responsiveness. The case of Fujifilm is a good illustration of how and in what circumstances a company should exhibit its organizational agility.

Considering all global changes that affect society, the popularity of the issue of organizational agility is growing rapidly and attracts the attention of many researchers. For example, Mehrabi, Siyadat and Allameh (2013) studied the level of organizational agility in the Agriculture Organization in the city of Iran. Besides, an equally popular topic for research nowadays is the influence of information technologies (Sambamurthy, Bharadwaj & Grover, 2003; Yeganegi & Azar, 2012) and business intelligence (Cheng, Zhongb & Caoc, 2020) on

the firms' agility and performance. Moreover, organizational agility was recently studied by Ekweli (2020), specifically the relationship between a process innovation and agility in the organizations of the banking sector in Nigeria. However, despite the growing popularity of this topic and all these findings, there are still very few studies and, moreover, none of the studies have been conducted in the Ukrainian market. Therefore, the gap in the research can be clearly identified here and the author decided to use this as a backdrop for a study of organizational agility and its levels in the logistics and delivery company in Ukraine - "Nova Poshta".

Even though there was no previous investigation concerning organizational agility in logistics and delivery companies, "Nova Poshta" was selected for the research due to the reasons that this is a constantly developing company that operates in all regions of Ukraine and Moldova, as well as offers digital and online services, international delivery and financial services (Sustainable development report, 2019). "Nova Poshta" has a sophisticated and at the same time well-planned system of network expansion at a significant pace, improving the logistics system and sorting of shipments, renewing the company's fleet, etc., thereby guaranteeing customers the ease, efficiency and reliability of service (Alieksieienko, Dolynskyi & Kramarenko, 2019). In addition to this, in 2019 the company's net profit increased by 73% and net income by 28% (Nova Poshta sees net profit rise, 2020). An equally important fact is that during the Covid-19 pandemic (a time of prosperity for food delivery companies, medicine and other necessities), the company delivered by 32% more parcels and freight in the first 6 months of 2020 than during the same period last year and at the peak of the quarantine period by 35% (Djenkov, Karakuts, & Shchedrin, 2020). Thus, it can be inferred prematurely that the company is able to quickly adapt to changes in the market, customer demands and technology development, in other words, probably has a strong level of agility, but that is exactly what is going to be examined in the empirical part.

The main aim of this bachelor thesis is to evaluate the level of organizational agility on the basis of its components in the Ukrainian delivery and logistics company "Nova Poshta" in the city of Poltava. For achieving this aim following tasks will be milestones of this thesis:

- To analyze definitions of agility as a whole and organizational agility,
- To distinguish the main components of organizational agility,
- To present and analyze the previous studies done on the topic of organizational agility,

- To present the measurement tools for evaluating organizational agility components levels and conduct an empirical study,
- To discover the organizational agility components' levels and then the level of the whole organizational agility in the "Nova Poshta" company.

The thesis consists of two parts: a theoretical and empirical analysis. The theoretical part consists of three sub-parts. The first part describes the terminology and concept of organizational agility and its synonyms. The second part introduces different approaches to distinguishing the components of organizational agility based on previous studies. Moreover, in this section the author highlights one of the approaches that will be used in the empirical study. And, finally, in the third part, the analysis of previous empirical and theoretical research done on the topic is outlined.

The empirical part of the paper consists of two subsections. The first part is related to the description of the measurement tool and the sample, and the second part to the analysis and interpretation of the results, which show at what level of organizational agility "Nova Poshta" currently operates. For this it was decided to use a qualitative approach, namely a semi-structured interview with departmental heads and the "Nova Poshta" HR manager in Poltava to collect data for analysis and interpretation of the results and to find out what level of organizational agility in the company. At the end of the empirical part, the author presents the conclusion, recommendations for further studies and how the level of organizational agility at "Nova Poshta" can be improved based on results of study.

Keywords: agility; organizational agility; flexibility; adaptability

1. Theoretical review insights and framework of organizational agility

1.1. Definitions of organizational agility

For understanding the concept, it is necessary to identify two main definitions. Firstly, what is agility in the context of the company's management and, secondly, what is organizational agility.

Undoubtedly, there are many definitions of agility in the literature, since the popularity of the topic exponentially rises over time. Different authors propose their own ways of defining it. Therefore, this paper presents and discusses the main definitions of agility in the organization, and the author provides her own interpretation based on all previously presented.

Starting with the word "agility", the first meaning that can be easily found is the definition of Cambridge Dictionary (n.d.) that defines the word as "the ability to think

quickly and clearly". However, for a more accurate understanding of the word, the author has decided to refer to various academic papers written by scholars, as they give their professional and more academically proper terminology for the word. Some authors propose that agility inherent in a well-coordinated group that responds quickly and cohesively to all the obstacles they encounter on the way to achieving their goals (Yeganegi & Azar, 2012). The earlier authors' terminology, such as Sharifi and Zhang (2001) explained the term as an opportunity to handle and survive with sudden unexpected changes and risks in turbulent environments. On the other hand, dexterity can also be inferred in terms of physical and intellectual abilities to act (Dove, 2001). In order to have a complete picture of all the offered interpretations of the term "agility", the author has designed Table 1. As it can be seen from Table 1, there are similarities among definitions, two of them highlight the phrase "ability to cope" and "ability to act", while others emphasized the word "changes" which is the driver of agility and the opportunity according to Lin, Chiu and Tseng (2006).

Table 1

Definitions of agility

Author(s), year	Findings/Notion
Dove, 2001, p.5	"the physical ability to act (response ability) and the intellectual ability to find appropriate things to act upon"
Sharifi & Zhang, 2001, p. 773	"the ability to cope with unexpected changes, to survive unprecedented threats from the environment, and to take advantage of changes as opportunities"
Yeganegi & Azar, 2012, p. 2538	"swiftness and quick response of a harmonious group to the changes made by the environment surrounding them in order to reach a goal"

Source: compiled by the author, based on sources in the table

Summing up all the definitions of this word, a general definition can be provided. Agility is the ability to respond rapidly and precisely, physically and intellectually to sudden changes in turbulent environments and to cope with all the obstacles encountered in achieving the goals.

The following more essential term to be considered to understand its meaning is "organizational agility". Conceptually, it is almost the same but only applies to the behavior of the organization. As well as in the case of the denotation of agility there are very different opinions in different years about the meaning of organizational agility definition as well.

Starting from one of the oldest dated sources and the most cited one in different studies, organizational agility is the ability to be competitive in rapidly changing market conditions by integrating configurable resources and best practices to deliver customer-

centric goods and services (Yusuf, Sarhadi & Gunasekaran, 1999). Other researchers explained the term more simply and briefly. For instance, Mehrabi, Siyadat and Allameh (2013) stated that agility of the organization is a new type for competitive organizations that only benefit from always changing, dynamic and volatile environments. Quite briefly, clearly and fairly similarly explained the organizational agility Sambamurthy, Bharadwaj, and Grover (2003) and Wageeh (2016). They believe that to immediately feel the dynamics of the market and react quickly, thus using market potential is the agility of organization (Sambamurthy, Bharadwaj, & Grover, 2003; Wageeh, 2016). On the other hand, Goldman, Nagel, and Preiss (1995) and Volberda (1997) say that "Organizational agility is the capability to cope with rapid, relentless, and uncertain changes and to thrive in a competitive environment full of unpredictable opportunities" (as cited in Cheng, Zhongb & Caoc, 2020, p.96). Therefore, several statements that give definitions from different articles were given in Table 2.

Table 2

Definitions of organizational agility

Author(s), year	Findings/Notion
Yusuf, Sarhadi & Gunasekaran, 1999, p. 37	"the successful exploration of competitive bases (speed, flexibility, innovation proactivity, quality and profitability) through the integration of reconfigurable resources and best practices in a knowledge-rich environment to provide customer-driven products and services in a fast-changing market environment"
Sambamurthy, Bharadwaj, & Grover, 2003, p. 238	"the ability to detect and seize market opportunities with speed and surprise"
Mehrabi, Siyadat & Allameh, 2013, p. 316	"the ability of success in the variable, dynamic, and unpredictable environment"
Wageeh, 2016, April, p. 296	"the ability of organizations to quickly sense and respond to environmental changes"
Cheng, Zhong & Caoc, 2020, p. 96	"the capability to cope with rapid, relentless, and uncertain changes and to thrive in a competitive environment full of unpredictable opportunities"

Source: compiled by the author, based on sources in the table

At first glance, it may seem that all these definitions mean the same thing. They are, but each author focuses on different keywords in their works. In this way, Yusuf, Sarhadi and Gunasekaran (1999) emphasize the company's ability to use its experience, knowledge and resources properly. While Sambamurthy, Bharadwaj, and Grover (2003) and Wageeh (2016),

as was said earlier, on quickness and responsiveness. Mehrabi, Siyadat and Allameh (2013) said that this is the new method of success and competitiveness. Last but not least, Cheng, Zhongb and Caoc (2020) believe that agility reveals the new unpredictable opportunities for the company.

Overall, looking at all these definitions from Table 2, it can be concluded that the main essence of organizational agility is the power and opportunity to maintain competitiveness in an unpredictable, constantly changing, and uncertain business environment or market by quickly responding, providing the right solutions and innovations. Nevertheless, the definition of Cheng, Zhongb and Caoc (2020) is the most newly defined and, thus, is preferred for the current research as the more complete and profound.

"Agility" or "organizational agility" can also be briefly and synonymously described as flexibility and adaptability (Wageeh, 2016). Still, the meanings of these words are slightly different. Thus, there appears a necessity to determine the meaning of these terms as well. According to Wageeh (2016), the main difference between these words is that adaptability focuses on aligning the structure, form and actions of the organization with their business environment, while flexibility shows the extent to which the organization's resources are available and ready for use. Another way of understanding this terminology can be found in Joiner and Josephs (2006, p.6): "flexibility and adaptability imply a passive, reactive stance, while agility implies an intentional, proactive stance".

In conclusion, the author has outlined the basic theoretical fundamentals, namely what agility is, organizational agility and what synonyms it has, which are important to clarify for further work and will be frequently referred to in the empirical part.

1.2. Organizational agility approaches and their components

Organizational agility is comprised of components that are mutually related and in combination, they create a structure that helps to identify and manage threats, changes and opportunities, which in turn lead to innovations and the company's success in overcoming market volatility and maintaining a steady revenue stream (Joiner and Josephs, 2006). There are various approaches to identifying the components of agility. Each researcher or manager distinguishes different and most important components as the companies they study or work are also different in terms of type, size, business environment, customer aspects, etc (Deksnys, 2018; Lin, Chiu & Tseng, 2006; Sharifi & Zhang, 2001). Thus, both the perception and description of the components are slightly different. In this part, the author refers to earlier researches to uncover these components and, thereby, to choose one of them for further investigation into the levels of agility components in the company "Nova Poshta".

It is important to underline that due to the rapid development of technology and innovation, competitiveness, globalization of markets, the emergence of new markets and changes in customer preferences, there is much discussion among scholars and researchers, and therefore, there is no generally accepted model of the components of organizational agility or approaches for its evaluation or improving it (Deksnys & Žitkienė, 2018; Deksnys, 2018; Lin, Chiu & Tseng, 2006; Sharifi & Zhang, 2001). In the conceptual study of organizational agility models, Deksnys and Žitkienė (2018) divided research perspectives into three categories: those that study agility as a means for enabling organizations to achieve dynamism, such as Sharifi and Zhang (2001), and Yusuf et al. (1999); those that describe the actions and practices that agile organizations use every day, like Goldman et al. (1995) and Sherehiy et al. (2007); and those that mark agility in terms of "how organizations interact with changing environment through sense-response dimension" such as Dove (2005), Nijssen and Paauwe (2012), and Sambamurthy et al. (2003) (Deksnys & Žitkienė, 2018, p.116).

For the purpose of identification agility components, the author refers to four below described studies that identify and quantify components, elements and competencies which are the drivers of agility in companies. Starting from the three main agile organization components presented by Park (2011), he singled: sensing, decision-making and action, which are presented in Table 3 with an explanation to each component. Moreover, Park (2011) introduced the notion of a „time buffer" for each component in event management. In his view, all components depend on each other and must be completed in a certain amount of time without delay, or otherwise may be neglected, inefficient or costly.

Table 3

Components of agility

Components	Explanation
Sensing agility	"Detect and capture important business events in a timely manner"
Decision-making agility	"Interpret the captured events. Define opportunity and threat. And make action plans in a timely manner"
Acting agility	"Reconfigure dynamically organizational resources, modify business processes and introduce new innovations to the market in a timely manner "

Source: compiled by the author, based on Park (2011), p. 28-29

Yeganegi and Azar (2012) also introduced the most recent perspective on the components of agility. In their study of the impact of IT technologies on the agility of enterprises, they identified four main components in their opinion: speed, responsiveness, competency or suitability, and flexibility (Yeganegi & Azar, 2012). Table 4 shows the components and their designations according to the authors.

Table 4

Components of agility

Components	Explanation
Speed	"the ability to do works in the least possible amount of time; a measure of the time it takes to ship or receive a good"
Responsiveness	"the ability to diagnose changes and quick response to them and profit from them"
Competency/suitability	"the ability to reach goals and objectives of the organizations"
Flexibility	"the ability to put different processes in circulation and reach different goals by the use of similar facilities and in simpler words it is the degree to which the firm is able to adjust the time in which it can ship or receive goods"

Source: compiled by the author, based on Yeganegi and Azar (2012), p. 2539

One more additional research work that describes and distinguishes the elements of organizational agility is Yusuf, Sarhadi and Gunasekaran's (1999) study. He pointed out that the key components of agility are:

— speed and flexibility,

— Response to change and uncertainty

— High quality and highly customized products

— Products and services with high information and value-adding content

— Mobilisation of core competencies

— Responsiveness to social and environmental issues

— Synthesis of diverse technologies

— Intra-enterprise and inter-enterprise integration (as cited in Sherehiy, 2008, p.9).

Examining the three studies described above, it is noticeable that some components have been mentioned in all of the above sources, some are in only two of them, and some are unique components that have not been presented elsewhere. For example, the most common components are speed, flexibility and responsiveness, while the most unique ones are enterprise integration, high-quality products, competency or suitability, mobilization of core competencies, synthesis of diverse technologies and sensing.

Other authors, Nijssen and Paauwe (2012), denoted organizational agility as a "dynamic capability" that included the components such as scalable workforce, fast organizational learning and highly adaptable organizational structure which in turn comprise folding processes including "reconfiguration", "transformation", "learning", "coordination and integration" (Nijssen & Paauwe, 2012, p. 3318).

Nijssen and Paauwe (2012) emphasize the fundamental link between these three components which, in their view, cannot exist in isolation in an agile and highly dynamic organization. The scalability of employees implies that personnel, as an important asset for the enterprise, must be clearly, quickly and easily structured according to the business needs, goals and objectives of the enterprise, which have the capacity to change constantly in a dynamic environment. Therefore, it is very important that all relevant units in the organization, are aware of these dynamic changes, understand what is going on and change their behavior accordingly. And this is where the fast organizational learning component comes into play, which in turn can lead to a reallocation of resources over which it is important to maintain control. Thus, an organisational infrastructure that coordinates and integrates processes and resource usage becomes important. Which brings us back to the scalable workforce. Thus, from Nijssen and Paauwe's (2012) perspective, the components are linked in exactly the following sequence, as shown in Figure 1. (Nijssen & Paauwe, 2012)

Also, it is important to mention that Nijssen and Paauwe (2012) divided the scalable workforce into two organizational practices that aimed at fit and flexibility of employees: workforce fluidity and workforce alignment. In the same manner, authors separated fast organizational learning to knowledge alignment and knowledge creation (Nijssen & Paauwe, 2012). Such separation will be used in empirical part of this study as well for the better structuring of the questions.

This circular system of components and its structure can be seen in Figure 1.
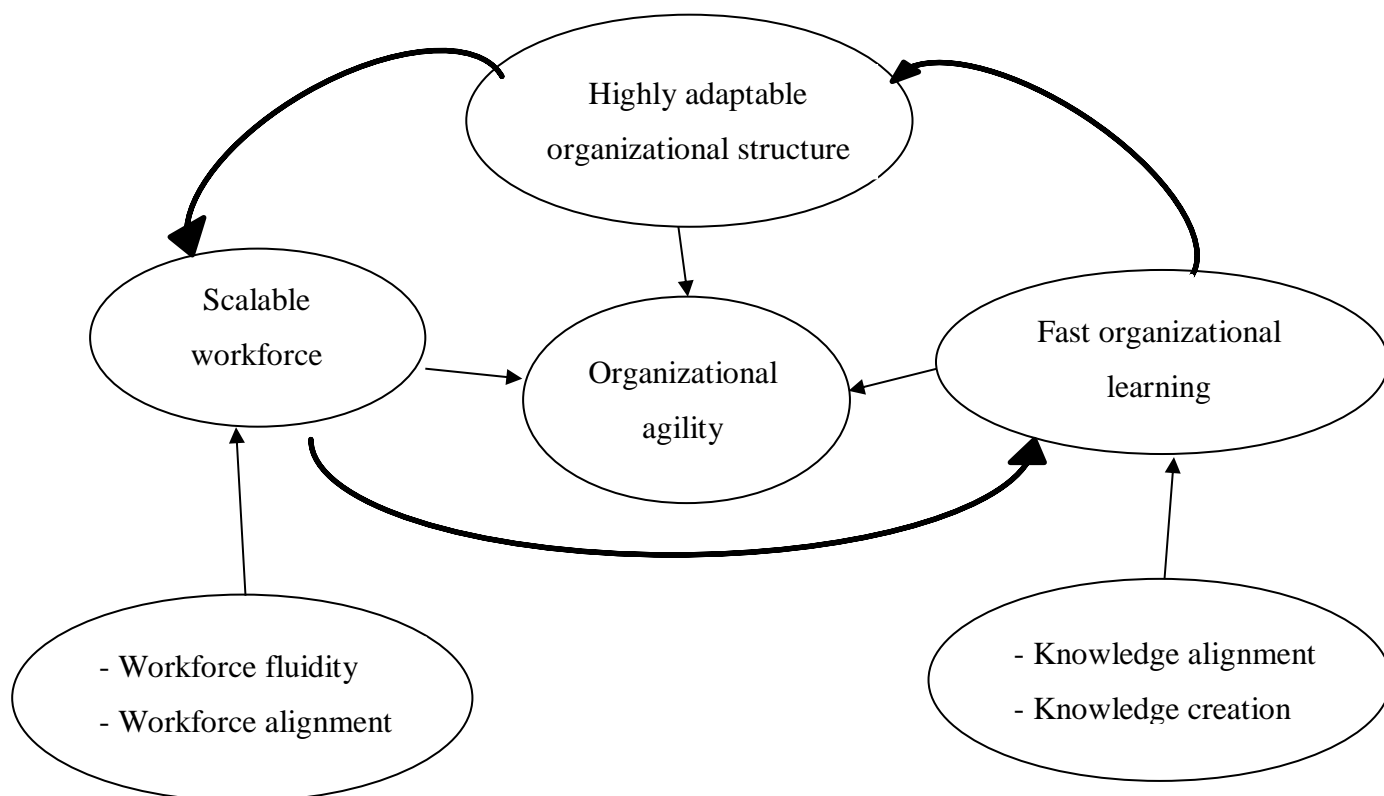
Figure 1. The components of organizational agility

Source: compiled by the author based on Nijssen and Paauwe (2012), p. 3319-3326

Moreover, in the study of Nijssen and Paauwe (2012), all components were described and divided into practices that are essential in order to survive in a dynamic environment. Starting with the scalable workforce that includes fluidity and alignment, human resources in an agile organization are involved in fast decision making, have a common mindset, work in line with the strategic goals of the enterprise, make extensive use of the skills they acquire through training or widely applicable practices such as cross-training and job rotation, resulting in flexibility in terms of resources. While fast organizational learning refers to the ability of an organization to monitor and gather relevant and real-time information from its environment and, on that basis, to create, adapt, distribute to different related units of the enterprise and apply appropriate organizational knowledge. (Nijssen & Paauwe, 2012)

Last but not least, the other important component of an agile company is highly adaptable structure of the organization. Creating such kind of infrastructure means having a flat hierarchical management structure, coordination through informal communication, a minimum level of standardization and functional authority. (Nijssen & Paauwe, 2012)

These components and their subcomponents are systematically portrayed in Table 5.

Table 5

Components of agility

Component	Subcomponents
Scalable workforce	Workforce alignment: Open (workforce) planning Creating a shared mindset Employee participation Workforce fluidity: Building relations with suppliers of human resources as well as potential employers of the workforce Competence-based training Training aimed at building a broad skill set (e.g., cross-training and job-rotation) Discretionary work design (relying on own initiative) Allowing organizational slack
Fast organizational learning	Knowledge alignment: Collecting real-time information Constantly monitoring the outside world Knowledge creation: Sharing knowledge between individuals Discussing and reflecting on knowledge Documenting knowledge Experimenting and simulating
Highly adaptable organizational structure	Flat hierarchical organization Minimal formal (functional) authority Minimal routinization and standardization Informal coordination

Source: compiled by the author based on Nijssen and Paauwe (2012), p. 3323-3325

Nevertheless, some of these components identified by different studies have a lot in common and some are unique. The author created Figure 2 to illustrate more clearly the connection between the components of the different authors and their similarities. In the figure, we can see different colored lines that connect the components of different authors by the same meaning. Thus, each component that is similar in meaning to the other components has its own color. Those components that are uncolored (black) are unique and not similar to other approaches. But it is important to distinguish the component suggested by Nijssen and Paauwe (2012) - The scalable workforce. This component essentially encompasses all other components, as mentioned earlier, because employees and managers perform all the important functions of the organization and it is up to them how much they fulfill those functions. In the figure it can be clearly seen that analogous components are, for example, fast organisational learning with orange and blue colors that can be associated with speed

(Yeganegi & Azar, 2012), „time buffer" and sensing (Park, 2011), speed and synthesis of diverse technologies (Yusuf, Sarhadi & Gunasekaran, 1999). Highly adaptable organizational structure (red color) is the same as competency/suitability of Yeganegi and Azar (2012), mobilization of core competencies and enterprise integration of Yusuf, Sarhadi and Gunasekaran (1999). Green indicates similar components such as decision-making and acting agility of Park (2011), responsiveness of Yeganegi and Azar (2012) and response to chamge and uncerainty as well as responsiveness to social and environmental issues by Yusuf, Sarhadi and Gunasekaran (1999). In a scalable workforce, on the other hand, all the components highlighted by other researchers can be integrated since in essence personnel are those that execute all the processes, even if with the help of technologies.
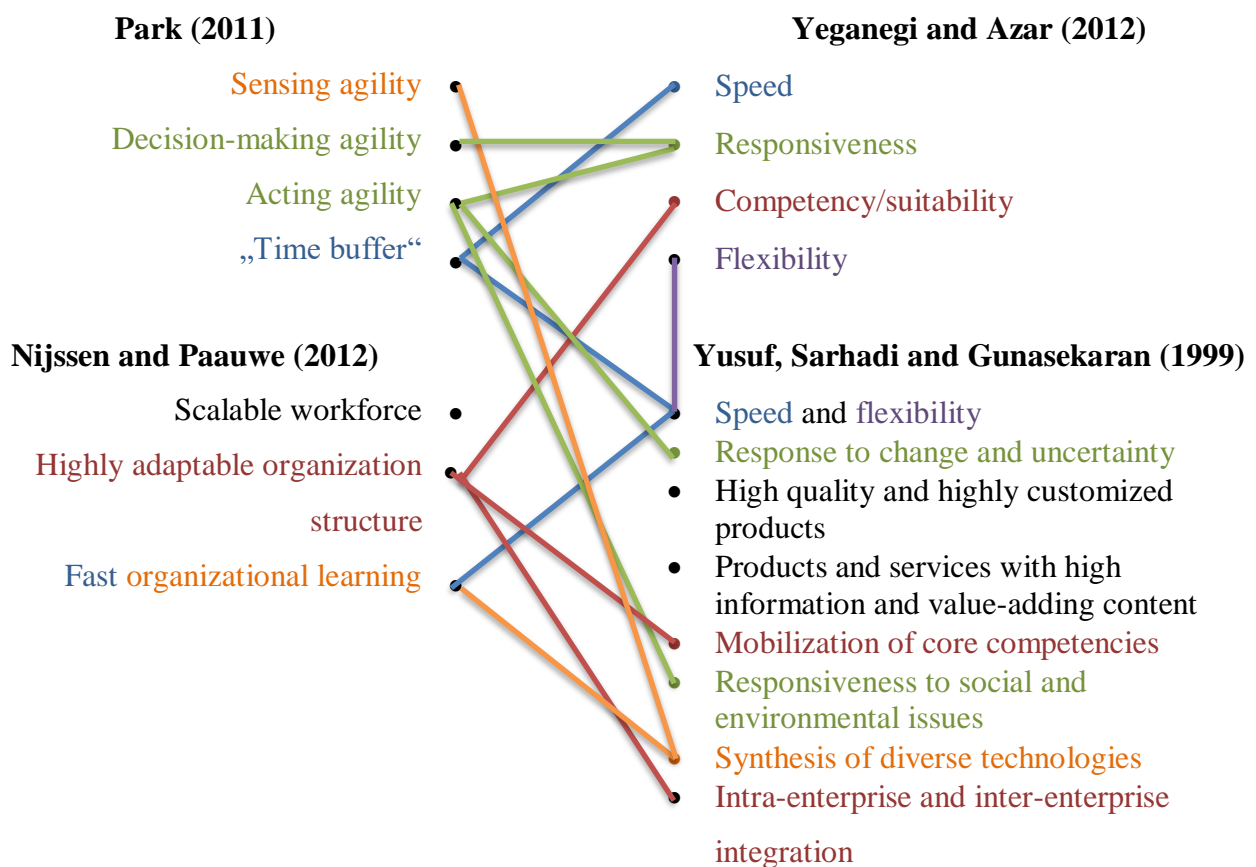

Figure 2. The similarities of components of organizational agility

Source: compiled by the author based on sources mentioned in the figure

Therefore, the author decided to refer to the work of Nijssen and Paauwe (2012) and to focus on their identified components, which collectively and systematically help companies have a strong level of agility and cope with changes in the markets. This particular heuristic framework of components of Nijssen and Paauwe (2012) was chosen because their approach has been used in various further research studies (Golgeci, et al., 2019), conceptual studies (Iqbal et al., 2018), case studies (Koopman & Seymour, 2020), etc., which indicates

that their components are suited for analyzation the organizational agility in this study as well. Besides, their listed components are described with sub-components that will only be an advantage when creating and analyzing questions for measuring the agility in a Ukrainian delivery company in the empirical part.

Organizational agility is a variable inherent to all businesses to some extent. Therefore, it cannot be said whether a company has it or not, rather the question here is to what degree or levels the organization exhibits this agility. (Park, 2011)

In summary, we can conclude that all these capabilities are very important in most of the companies. They show the agility of an organization in its structure and its coherent operation. All the components are closely linked and are unable to function and operate effectively without one of them. These components have been derived and presented for a more accurate assessment of the company's level of agility.

1.3. Previous empirical researches on organizational agility

For a better understanding of organizational agility and its components, in this chapter, the author intends to introduce a comparison of some of the above-mentioned studies, the methods that were used and the results that were obtained.

As previously mentioned, academic research lacks a unified identification of the components of agility as well as a unified approach to the measurement of its level in organizations. There is much variation in methods and approaches to measurement, mainly because different researchers take into account and focus on different specific areas or sectors of the organization, for instance, the manufacturing sector, supply chain, human resources, information technology, etc. These differences complicate the process of measuring agility and finding shortcomings in organizational performance. (Deksnys, 2018)

The comparison table of the empirical studies that the author decided to analyze because of their relevance and similarity to the approach of analyzing organizational agility by dividing it to the components, is presented in Appendix A. The main objectives of the studies are quite different for investigators. However, three of them, namely Yeganegi and Azar (2012), Ekweli (2020), and Wageeh (2016), studied the relationship or effects between agility and other business environmental factors, while others (Deksnys (2018) and Lin, Chiu and Tseng (2006)) the evaluation of organizational agility level. Studies also differ in their methods of achieving the aim and the tools of measurement. Mehrabi, Siyadat and Allameh (2013) and Wageeh (2016) used a Likert scale questionnaire for finding the results. The main goal of Mehrabi, Siyadat and Allameh's (2013) research was to measure the level of organizational agility in the agriculture organization in an Iranian city, Shahrekord. They

found that the level of organizational agility components application is average. In addition to this, Wageeh (2016) created a hypothesis for testing as well as Ekweli (2020). While Yeganegi and Azar (2012) did their investigation only on the theoretical knowledge and previous researches. Equally important is that only in the studies of Ekweli (2020) and Mehrabi, Siyadat and Allameh (2013) the methods of calculating the reliability of information were used, as well as stratified sampling and cross-sectional methods of choosing the sample. The sample sizes were also different. The agility components provided by the authors were different among all except Ekweli (2020) and Wageeh (2016) that examined components based on the studies by Park (2011). In order to find the results one-sample t-test, Amos Graphic, correlation testing, Multiple Regression Analysis, Cronbach's alpha, F-test and T-test were used. Evidently, the results of the researches are different since the main goal, samples and method for measuring the results were dissimilar. More details about the findings, methods and their comparison can be found in Appendix A.

The author would like to single out two found articles thirteen years apart, which are remarkably similar since the earlier one (Deksnys, 2018) refers to the older one (Lin, Chiu & Tseng, 2006), and which describe a method for measuring organizational agility using fuzzy numbers logic index, which is designed to measure agility based on its components.

Starting with Lin, Chiu and Tseng's (2006) study, they have developed a unique agility measurement method using fuzzy logic to assess agility more clearly - a "fuzzy-agility-index" and a "fuzzy performance-importance index" of each agility capability. They also presented drivers, pillars and capabilities of agility. As an example, they evaluated agility based on a fuzzy agility framework in the production company Xi Dian Casting Limited. For that, were created linguistic variables such as Excellent [E], Very Good [VG], Good [G], Fair [F], Poor [P], Very Poor [VP], Worst [W] to measure the rate of each variable and Very High [VH], High [H], Fairly High [FH], Medium [M], Fairly Low [FL], Low [L], Very Low [VL] to measure importance for capability and, therefore, made a table of three classes of the three general capabilities of agility. Finally, they took the linguistic variables and converted them into fuzzy numbers by using the Euclidean distance method. (Lin, Chiu & Tseng, 2006)

Deksnys (2018) did exactly the same thing using the same steps and method for evaluating the agility level because he mainly relied on the method of Lin, Chiu and Tseng (2006). However, the difference between these two studies is that the scholars identified quite different capabilities, enablers, drivers and practices. Also, Lin, Chiu and Tseng (2006) identified the principal obstacles for improving agility level using a fuzzy performance

importance index of agility element capability, while Deksnys (2018) tested the hypothesis regarding the 'very agile' level of majority high-growth companies and confirmed it.

The studies of Lin, Chiu and Tseng (2006) and Deksnys (2018) are also depicted in the comparison table of methods and results for examining organizational agility (Appendix A).

By the example of this comparison of previous studies and the method of evaluating the organizational agility level, it can be concluded that different components and levels of organizational agility were examined in given studies, and for various aims, different research methods and sample sizes should be used for more reliable results because everything depends on the type of market and location the business operates, its sizes, time, external factors and the type of business itself. However, in the author's opinion, the study made by Deksnys (2018) and the method for evaluating the organizational agility level through telephone interviews appears to be the easiest to use, most complete, credible and correspondent for current study. Thus, this work's method for evaluation of organizational agility will be taken as a sample for this research in the empirical part.

The author has analyzed some of the necessary theoretical and empirical research done previously and can now proceed with her empirical research and measurement of the level of agility components in "Nova Poshta".

2.   Empirical research of levels of organizational agility components in Nova Poshta
2.1. Description of the measurement tool and the sample

In pursuit of the main purpose of the study, the author decided to choose a qualitative approach to measure organizational agility in the selected company. In order to do this, the appropriate sample and data collection method must also be reliable. In this part, the author presents the method of data collection, the sample involved in the study, the evaluation method and the reasons for the selection. In addition, a brief overview of the questions that will be asked from the respondents will be given.

In order to conduct a proper, concise and compliant qualitative empirical study, the author proceed with the following steps in this chapter:

1. Identify a sample and method of collecting data for a sufficient analysis of the level of agility components

2. Select the evaluation criteria for responses, and define an appropriate linguistic scale

3. Compose and allocate semi-structured interview questions of each component to interviewees

4. Conduct a telephone interview

5. Collect the answers and analyse them

6. Measure the level of each component on the Likert scale and then the overall level of agility for the whole company

To measure the level of agility components at "Nova Poshta", it was decided to use a semi-structured interview method with representatives of the firm in the Poltava city. A semi-structured interview is a research method often used in qualitative research approaches that combines a pre-structured set of open-ended questions, allowing the researcher to ask follow-up questions if an interesting or new line of enquiry develops during the interview, thereby allowing to explore a bit more specific topics or examine responses in depth (Denis and Nys, 2018; Mannan, 2020). Since organizational agility of the company will be evaluated using components selected from the approach of Nijssen and Paauwe (2012), it was decided to structure all interview questions. But for better analysis, flexibility and the opportunity to spontaneously explore topics relevant to the subject it was decided to use a combination, i.e. a semi-structured interview.

The author analysed the agility of the company based on Poltava city of Ukraine for many reasons. Firstly, due to the crisis associated with the coronavirus pandemic, it was difficult to reach company employees and ask to participate in interviews for this research. Therefore, by choosing one city in Ukraine, which is also the author's home town, it was easier to contact employees, collect data and understand the structure of the company, the services they provide and how they operate. Therefore, in the future, when the organization recovers from the crisis, it is worth and recommended to conduct a more detailed study on the level of agility in other cities where „Nova Poshta" works. Secondly, Poltava was the original location of the main offices of „Nova Poshta" and also the location of the inventory warehouse from where the necessary amount of inventory is delivered to other branches throughout Ukraine (Alieksieienko, Dolynskyi & Kramarenko, 2019). The one of main offices of the Board of Directors located in Poltava and, incidentally, the second office is in the capital Kiev.

As this is a qualitative study, non-probability sampling method was used, namely snowball sampling. Snowball sampling is used to analyse a particular group or individuals that are identified and selected with the help of one or two persons the researcher may know with the targeted characteristics, and who, at the request of the researcher, provide contacts of other persons who match the characteristics of the study (Naderifar, Goli and Ghaljaei, 2017). Therefore, respondents for the inteview have been selected using snowball sampling method. In order to conduct the study, one Nova Poshta's human resources (HR) manager from

Poltava, who also took part in interview, were asked to provide the managers who could participate in the research as well. In this way, four heads of different departments of Nova Poshta in Poltava were selected for the interviews. So, 5 main representatives of „Nova Poshta" in Poltava formed the sample size for the research.

The structure of the interview for heads of departments was the same and similar to that for HR manager. However, the difference was that the HR manager had questions concerning more the workforce management related topics in general, while the heads of departments had questions about management issues about their subordinates and the departments they supervise. All respondents were provided with the structure of the interview questions and have been interviewed by phone call each. The telephone interview method was chosen because it was the easiest and most convenient way for interviewing respondents and ask open and additional questions in distance. As Drabble et al. (2016) mentioned, the advantages of telephone interviews include conveniences such as the ability to conduct interviews at a distance in different geographical locations, lower costs, free choice of appropriate time (schedule), increased security and privacy for interviewers due to anonymity. Respondents were not asked about their personal information, age, name, etc. However, necessary details like the number department they lead, how long they have been working in that position, and how many employees work in their department were required to understand how accurately they understand all aspects of the working environment in the company and whether they can objectively assess those and how many subordinate employees are involved in executing the agility, and whether it is important to take this into account for evaluation. The anonymous interview was made so that the respondents would have the courage to answer what they actually think and as truthfully as possible. The average time of the phone interviews were about 20 minutes.

The preliminary questions for the interview were composed by the author and have been created and divided into parts in such a way that it is possible to assess each agility component that was selected earlier from the Nijssen and Paauwe's (2012) heuristic framework.

The interviews were conducted in Ukrainian language for the convenience of the respondents. There were no difficulties to translate and interpret the questions and answers from English to Ukrainian and vice versa. The interview questions for the HR manager are represented in Appendix B and for heads of different departments is shown in Appendix C in English.

The interview questions include open-ended and multiple-choice answers. For the easiness to examine and estimate the actual level of the component of agility during the interview and the analyzation of anwers the author will use Likert Scale with linguistic meaning of every point to measure the rate of each component, as it was done by Lin, Chiu and Tseng's (2006) study in the range from one to five with the linguistic variables such as "Very High", "High", "Medium", "Low", and "Very Low". Moreover, the interviewees had an idea of the expected response and were asked to use this scale to answer the questions.

In this way, every linguistic variable has its own points:

Very high - 5

High - 4

Medium - 3

Low - 2

Very low – 1

At the beginning of the interview, all interviewees were explained with the term of agility and its synonyms (flexibility and adaptability) for the better understanding of the research topic, and were asked how they assess organizational agility at their company in order to compare their personal beliefs and actual level of agility. At the end of the interview and the survey, they were asked to add any additional comments that might relate to the assessment of agility in the "Nova Poshta" company.

Hence, in this qualitative study, by means of a snowball sampling method, semi-structured telephone interviews, and a linguistic scale for each question, interviews were conducted in one of the Ukrainian cities and corresponding constructive responses were obtained from the company's senior representatives. In the next chapter, the author interprets these results and presents a final conclusion regarding the level of agility at "Nova Poshta".

2.2. Analysis and interpretation of the results

Having conducted five semi-structured interviews with the HR manager and heads of departments at "Nova Poshta" in Poltava and having used the additional article provided by HR manager and the information on the company's website, the author gathered all the information and data on their organizational structure, workforce and knowledge creation and now can move on to analyzing the responses and estimating the level of agility components, and then the overall level of agility of the company based in Poltava.

All in all, the author interviewed one general HR manager who works for all departments in Poltava and has the experience on this position for seven and a half years, and four heads of departments who manage the departments number 22, 5, 31 and 6 respectively,
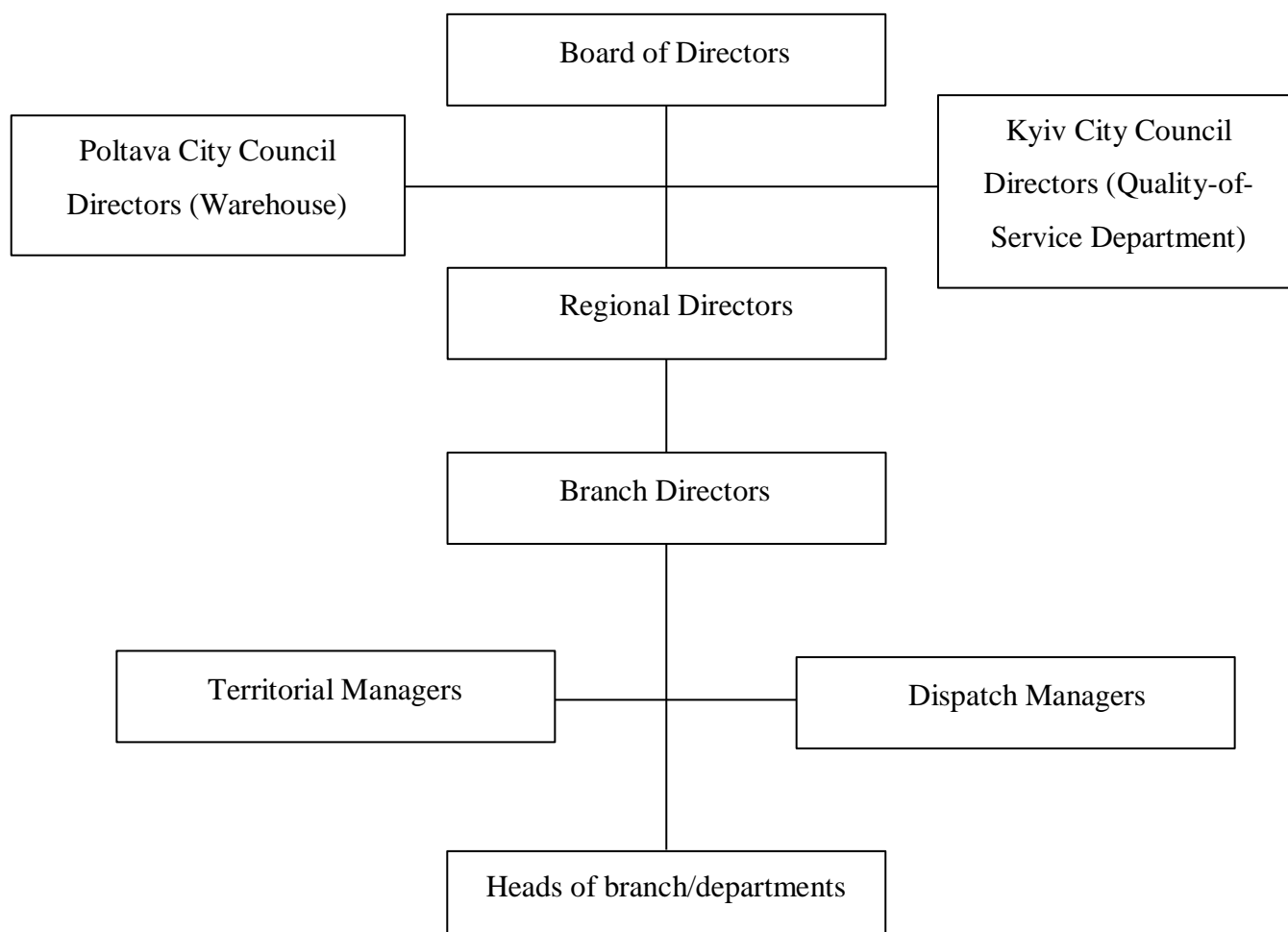
who are responsible for up to 10 workers each, but they have different work experience in the given position:

- Head of department number 22 - for almost a year
- Head of department number 5 - for eight years
- Head of department number 31 - for four and half years
- Head of department number 6 - for three years and three months

However, analyzing the interviews, it turned out that their answers were quite similar, from which we can conclude that experience on the position as a head of a department has no bearing on understanding the structure and operation of a company.

Starting with an analysis of a component such as Highly adaptable organizational structure. According to Nijssen and Paauwe (2012), the more distinct vertical links in the organizational structure, the longer the management decision-making procedure and, thus, the less organizational agility in the company is. So, one of the most important factors which shows that the organization is really agile is a flat organizational structure. All interviewed heads of department claim that the type of organizational structure of "Nova Poshta" is divisional and it has become even more hierarchical in recent years: "Inevitably there have been a lot of changes in the company lately, which are mainly caused by the pandemic, and since the main decisions are taken at head office, and then checked and approved by others, we always wait a long time for further instructions from the management and then it takes time to pass them on to our employees ... Therefore, it feels for me that the structure is becoming more hierarchical with the time" (Head of department №31). However, the HR manager says that it is functional. The HR manager also provided the author with the additional study that confirm her claim. This is a study done by the Ukrainian researches Alieksieienko, Dolynskyi and Kramarenko (2019) on the topic of managerial decisions in the Nova Poshta. She recommended to rely on that study and the information concerning the organizational structure of the company since the research was made recently and describes the current organizational structure of Nova Poshta extremely clearly and in depth. Therefore, after analyzing the proposed study, the author found a lot relevant information that needs to be mentioned.

As it is indicated in Alieksieienko, Dolynskyi and Kramarenko (2019) work, the organizational structure of "Nova Poshta" management company is functional (Fig. 3).

```
                          ┌─────────────────────┐
                          │  Board of Directors │
                          └─────────────────────┘
┌─────────────────────┐            │            ┌─────────────────────┐
│ Poltava City Council│            │            │  Kyiv City Council  │
│ Directors (Warehouse)├───────────┼────────────┤ Directors (Quality-of-
│                     │            │            │  Service Department) │
└─────────────────────┘            │            └─────────────────────┘
                          ┌─────────────────────┐
                          │  Regional Directors │
                          └─────────────────────┘
                                   │
                          ┌─────────────────────┐
                          │   Branch Directors  │
                          └─────────────────────┘
                                   │
┌─────────────────────┐            │            ┌─────────────────────┐
│ Territorial Managers├────────────┼────────────┤  Dispatch Managers  │
└─────────────────────┘            │            └─────────────────────┘
                          ┌─────────────────────┐
                          │Heads of branch/departments│
                          └─────────────────────┘
```

Figure 3. The organizational structure of Nova Poshta

Source: compiled by the author based on Alieksieienko, Dolynskyi & Kramarenko (2019)

The highest rank in the structure is occupied by the Board of Directors, which is divided into Poltava and Kyiv Boards. They develop strategies to ensure the company's financial and economic stability, as well as overseeing the company's governing bodies, the overall management of the production process and make decisions on all matters relating to its support, manage customer relations and conduct negotiations. The primary location of Nova Poshta's head offices are in Poltava, where the logistics warehouse is located and where the necessary number of commodities and materials are delivered to the offices throughout Ukraine. The Quality-of-Service Department is located in Kiev, where they analyze the work of each division of the company, in particular the work of numerous branches. The Board of Directors provides all necessary information to the Regional Directors, who define, formulate, plan, execute and coordinate all activities of the regional organizational unit. The branch director is accountable to the Regional Director and reports on the work performed in the branch subordinate to him/her, ensures the planned indicators of the subsidiary's activity

on the consolidated territory are achieved. The branch director is supervised by territorial managers who supervise a certain number of branches, report on measures taken to improve the service or adherence to the company's rules in individual branches. Territorial managers are assisted by dispatch managers, who ensure that vans are delivered from the terminal to the branches within the required timeframe. The last line of Nova Poshta's management structure is the heads of the branches or departments, who directly manages the branch, his team and the quality of services. (Alieksieienko, Dolynskyi & Kramarenko, 2019)

Referring to the study of Alieksieienko, Dolynskyi & Kramarenko (2019) recommended by the Nova Poshta's HR manager of Poltava region, we can see that the organizational structure of Nova Poshta is functional. And the present chain has a very difficult and lengthy process of informing the company's governing bodies which is not a sign of an agile enterprise. However, as respondents said, to increase the speed at which information reaches top management, employees use the long-established Service Desk portal, where they can suggest ideas or write comments on any issues. In this way, they have a much shorter way of implementing new ideas. As a result, the level and quality of service provided by the company and the profitability are increased.

The level of decenralization is rather "High", the departments are quite independent on deciding different managerial issues but since "it is difficult times and we have many changes coming to us from the head office" (Head of department №31) the department still dependent on cenral office and therefore the level can not be considered as at "Very high" level. From the managers point of view, the relationship between supervisors and subordinates is rather open and transparent. Heads always listen to the ideas, problems, concerns or suggestions of their subordinates, and the dialogue is always respectful and motivational between employees and heads of departments. Also, employees are always motivated to show initiative and offer their ideas. However, as Head of department №6 remarked: "sometimes there may be situations where some employees simply ignore or do not perform the assigned work properly and it really does affect the service, we offer...but we are still trying to motivate them, to encourage them and so on... we are trying to solve these problems uniquely with our staff." Such trivialities indicate that there is a minimal formal authoruty and routinization and stanardization in the company which means that these sub-components are at "High" level. Moreover, the communication between supervisors and subordinates takes place both formally and informally, depending on the situation which means that the Informal coordination sub-component at "High" level as well.

Final level was calculated by using Likert scale and arithmetic average method. Every linguistic variable has its own points. Hence:

> Very high - 5
>
> High - 4
>
> Medium - 3
>
> Low - 2
>
> Very low – 1

Same logic used for organizational structure types:

> Flat (horizontal) - 5
>
> Functional - 4
>
> Divisional - 3
>
> Matrix - 2
>
> Hierarchical – 1

Now, the levels that have all sub-components as also shown in Table 6 and corresponding points can be paired:

Flat hierarchical organization - 4

Minimal formal (functional) authority - 4

Minimal routinization and standardization - 4

Informal coordination - 4

To find out what is the average of all the sub-components and thereby the level of the component, the following equation is used:

$$\frac{4+4+4+4}{4} = \frac{16}{8} = 4$$

The point 4 states for "High" level, so the final level for highly adaptable otganization structure at Nova Poshta is „High".

Table 6 shows the estimated level of all sub-components of the highly adaptable organizational structure component and the final level of the whole component based on the sub-components' levels.

Table 6

Highly adabtable organization structure

Sub-component	Finding	Level
Flat hierarchical organization	Functional	
Minimal formal (functional) authority	High	
Minimal routinization and standardization	High	High
Informal coordination	High	

Source: compiled by the author

The next component level that is needed to be estimated is Fast organizational learning. The main idea of this component, according to Nijssen and Paauwe (2012), is that organizations with high agility prefer approaches focused on generating new knowledge over those aimed on processing it. In other words, they are quick to gather data, quickly reflect on it and process and fleetly generate solutions, new information is rapidly disseminated to all departments, and appropriate actions are taken. Only heads of the departments had the questions concerning this component in the interview and they answered in sufficient details. The main notations to be emphasized here are that they monitor up-to-date information on market, business and world developments in real time and take swift corrective actions. They often follow media reports, the internet, etc. and take quick decisions depending on the need, importance and instructions from the main office. They have a separate team of analysts who constantly study the business environment and the needs of organizations and customers, predict processes and develop forward-looking development programs. Moreover, they optimized the activities of the Service Desk and authorized the collection and monitoring of information on IT assets of the company, which are located at different sites. Thereby, collecting real-time information and constant monitoring of the outside world can be evaluated at the "High level". Communication between co-workers about strategic plans, new initiatives, new methods of work execution or anything else that can increase the efficiency of work at a "High level" as well. The information is rapidly disseminated to all departments of the organization. "We are always open to new knowledge and train our employees if there are any changes through new training or skills development." (HR manager). "We teach each employee to correctly identify the sources of information that can be trusted and to recognise the common ways in which personal data can be made available through social media and messengers. This training course consists of theoretical and practical parts. A similar course is planned to be launched for clients as well." (Head of department №31). The company is not afraid to experiment, take risks and learn from

failures. The example can be that they have launched a service for making secure online transactions between sellers and buyers directly - SafeService, which was risky for them as it required frequent revisions and controls by the employees and developers from IT department, but still the service is successfully working. Therefore, it can be inferred that the Nova Poshta's discussing and reflecting on knowledge, documenting knowledge, experimenting and simulating are at very "High level" too (see Table 7).

Following the same logic as used to estimate the final level for the component by calculating the arithmetical average of sub-components, the points are as follows:

Collecting real-time information - 5

Constantly monitoring the outside world - 5

Sharing knowledge between individuals - 5

Discussing and reflecting on knowledge - 5

Documenting knowledge - 5

Experimenting and simulating - 5

$$\frac{5+5+5+5+5+5}{6} = \frac{30}{6} = 5$$

The point 5 stands for "Very high" level. Table 7 summarizes all levels.

Table 7

Fast organizational learning

	Sub-component	Finding	Level
Knowledge alignment	Collecting real-time information	Very high	
	Constantly monitoring the outside world	Very high	
Knowledge creation	Sharing knowledge between individuals	Very high	Very high
	Discussing and reflecting on knowledge	Very high	
	Documenting knowledge	Very high	
	Experimenting and simulating	Very high	

Source: compiled by the author

Last but not least, is the scalable workforce of the company. Nijssen and Paauwe (2012) stated that the organizations need to constantly adjust their human resources, have the right number of people with the necessary knowledge and skills in the field doing the right thing at the right place at the right time. More importantly, organizations need to use a participatory approach to continually communicate with their employees about their business plans. Engage employees in the fast-decision-making process with comments and suggestions

to increase organizational efficiency and to ensure the quality of decision-making by solving business-related issues. (Nijssen & Paauwe, 2012)

Hence, what is the situation at "Nova Poshta" regarding scalability of workforce. The main information concerning this component were provided by HR manager in Poltava. Starting with the workforce alignment, it was found that the open workforce planning, the creation of a collaborative mindset and the participation of co-workers in the company are at a "High level". This is confirmed by such facts as a very open relationship between colleagues and supervisors with employees; understanding and fulfilment of the main objectives, plans and mission of the company as well as the duties of each employee of the organization which are introduced at the stages of recruitment and onbording process; ongoing dialogue with employees on business planning and decision-making, suggestions for improvement of work-related issues through a Service Desk portal, as well as during joint meetings, online meetings, etc; discussing new innovations, technologies, developments, and methods of work execution; encouraging initiative for additional work and ideas to improve work and service delivery.

Regarding the workforce fluidity, it was tougher to evaluate the answers since various questions gave quite diverse answers. From the interviews with the HR manager, it was found out that the company does not have a partner relationship with a workforce supplier. They look for employees usually through media, social networks, job search sites like Job.ua, advertisements on the Nova Poshta's website and in universities. While, highly agile organizations, according to Nijssen and Paauwe (2012), have high quality relationships with workforce suppliers such as universities, training institutions or agencies, to make sure that potential workforce has the required skills. In "Nova Poshta", they do not have partnerships with workforce suppliers, but they do offer ongoing internships for students. Employees are often provided with competence development training at seminars and workshops, on average, 1-2 times a month, depending on the dynamics. The company uses a variety of training methods to improve the qualification of all employees. Mainly seminars, but they also use rotation method to train workers depending on the work they do and sometimes switch between divisions and locations to develop an understanding of the work in different departments. The cross-training method is hardly ever used. Regarding discretionary work design, employees generally perform only the tasks specified in the instructions for the assignment. Workers are not allowed to form their own teams and fully control the execution of their work on their own, nor are they allowed to make decisions on their own because everything is necessarily controlled and final decisions are made by the supervisors. And yet

they have equal feedback culture for subordinates and supervisors. The organizational slack is fully allowable and often usable in the "Nova Poshta" at least in Poltava. There are always employees who can easily and quickly replace someone when and where they are needed.

Thus, each component has its own rating according to the survey (see Table 8). But these estimates are very different. Therefore, in order to find out what the overall level of the Scalable workforce component is, it was decided to use the arithmetic average method as well. As mentioned earlier, the author has used the Likert scale to calculate the levels more easily. Every linguistic variable has its own points:

Very high - 5

High - 4

Medium - 3

Low - 2

Very low – 1

As it is shown in Table 8, the sub-components have the following ratings:

Open (workforce) planning - 4

Creating shared mindset - 5

Employee participation - 4

Building relations with suppliers of human resources as well as potential employers of the workforce - 3

Competence-based training – 5

Training aimed at building a broad skill set – 4

Discretionary work design – 2

Allowing organizational slack – 4

To find out what is the average of all the sub-components and thereby the level of the component, the following equation is used:

$$\frac{4+5+4+3+5+4+2+4}{8} = \frac{31}{8} = 3,875 \approx 4$$

The point 4 means that the final level for the component scalable workforce is "High". Table 8 shows the levels for all sub-components and the final level for the scalable workforce.

Table 8

Scalable workforce

	Sub-component	Finding	Level
Workforce alignment	Open (workforce) planning	High	
	Creating a shared mindset	Very high	
	Employee participation	High	
Workforce fluidity	Building relations with suppliers of human resources as well as potential employers of the workforce	Medium	High
	Competence-based training	Very high	
	Training aimed at building a broad skill set (e.g., cross-training and job-rotation)	High	
	Discretionary work design (relying on own initiative)	Low	
	Allowing organizational slack	High	

Source: compiled by the author

In addition to this, the respondents also added additional comments that influence on the agility of the company. They pointed out that the company is developing rapidly in the segment of e-commerce and has also created a mobile extension for smartphones where you can get information about the company's offices and their work schedule, find the division on the map, get news, information about services, self-cost, check the terms of delivery, register the status of delivery and so on. They are also immensely proud and satisfied with very helpful and efficient Service Desk portal. "Nova Poshta" is also active in charities and various projects on education, sport, innovation and, most recently, the prevention of coronavirus. These claims shows that the company constantly developing, progressing, growing and improving in the spheres of technologies and society, meaning that it is permanently aware of all developments and changes in the world and market, which affects overall organizational agility in a positive way.

The overall result for the summarized level of organizational agility at the Ukrainian delivery and logistics company "Nova Poshta" in Poltava, is quite predictable and now visible. According to analyzed interviews the company is adaptable and flexible in the sufficient way. The final results of the analysis of each of the components of organizational agility in sum show that the overall level of organizational agility is rated as "High" (see Figure 4).
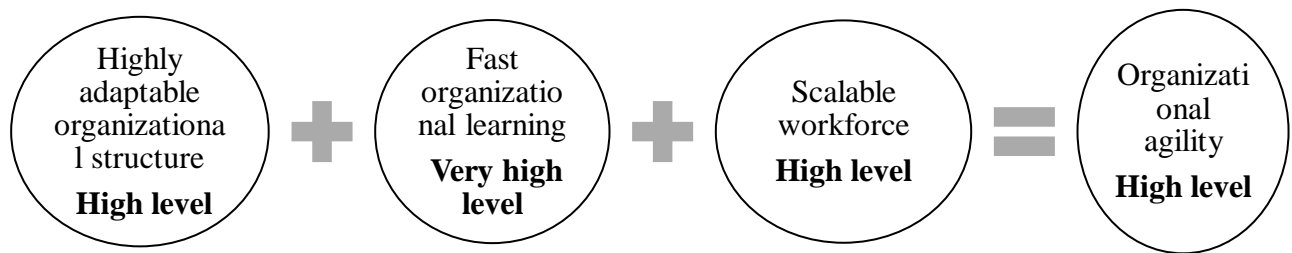
Figure 4. The levels of agility components and organizational agility as a whole

Source: compiled by the author

Furthermore, 3 of respondents estimated the current level of the company's agility as "High" while another 2 as "Very high". It confirms our findings and demonstrates how accurately managers perceive the level of agility in the organization they work for.

After analysis it is possible to see how tightly all the sub-components and components are linked. A poor performance of one component immediately decreases the performance of the other.

Viewing the results, we can see that two of the three components are not at the highest level, namely a highly adaptable organizational structure and a scalable workforce. The main factors that lower the level for a highly adaptable organizational structure are the structure itself, which is functional and its gradual transformation into a more hierarchical structure, as well as the presence of formal authorities and the direct dependence and coordination of all departments from the head office. While the scalable workforce has a weak performance on discretionary work design and building relationships with suppliers of highly skilled workforce. Other factors, which are also not at the highest level and which could be improved, are active participation of employees in decision-making, open and independent workforce planning, ability of employees to make their own decisions, rare use of varied trainings for employees and sometimes lack of competence of employees, ignoring or delaying the completion of tasks on time.

Based on that shortcomings, the following recommendations can be given for the "Nova Poshta" to improve the level of organizational agility:

- Change the organizational structure by making it flatter
- Increase the independency of departments and decrease the presence of formal authorities
- Empower employees and teams to make some organizational decisions on their own
- Increase the engagement of employees in the commitment to do their best and go extra mile for the development of the company (discretionary effort)

- Build a relationship with the agency or institution (university, vocational school, etc.) who would provide the company with highly skilled potential employees
- Introduce more diverse methods of training employees like cross-training method

The overall level of organizational agility at "Nova Poshta" in Poltava is slightly lower than the results of previous studies by Deksnys (2018) and Lin, Chiu and Tseng (2006) in their researched companies and slightly higher than the level of organizational agility in the Agriculture Jihad Organization in Shahrekord founded in the study by Mehrabi, Siyadat and Allameh (2013). Obviously, the results are different because all studies have different components taken into account, investigated companies, evaluation methods and sample sizes. In any way, this is still a good result for "Nova Poshta", given the current conditions caused by the coronavirus pandemic. Respondents' preconceptions and estimates of agility do not differ that much from the actual results which means that company employees are able to fully comprehend and evaluate the agility of their company.

Conclusion

The main goal of this study was to evaluate the level of organizational agility on the basis of its components in the Ukrainian delivery and logistics company "Nova Poshta" in the city of Poltava. To achieve this, the author conducted theoretical and empirical research.

To begin with, the concept of agility and organizational agility in general was examined on the basis of earlier studies. In the process, a proprietary definition of organizational agility was formulated as the power and opportunity to maintain competitiveness in an unpredictable, constantly changing, and uncertain business environment or market by quickly responding, providing the right solutions and innovations. In addition, terms such as flexibility and adaptability are generally regarded as synonymous to agility, although they have slightly different meanings in terms of functions of organization.

In the following step, the author reviewed the approaches to classifying agility into components. It appeared that all the approaches were quite similar by comparison. For instance, frequently mentioned components were responsiveness, flexibility, speed, acting, decision-making, suitability, etc. On the other hand, some unique components were also discovered in different approaches. Nevertheless, for further empirical analysis, the author chose the components proposed by Nijssen and Paauwe (2012) which in addition have their subcomponents which was the reason for choosing this particular range of components since it allowed easily construct the interview questions for further empirical research and measure

the level of organizational agility. These components are highly adaptable organizational structure, fast organizational learning and scalable workforce.

Additionally, the author conducted an overview of previous empirical studies on the measurement of organizational agility level in companies, the influence of it on organizational success, the relationship to process innovation, an effect of IT on it and reviewed the research methods used in these studies. It was found that there is no universally accepted method for measuring organizational agility in companies, because it depends on the size of the company, the company's field of activity and the main components taken into account by the researchers. Nevertheless, the author has singled out two studies by Lin, Chiu and Tseng (2006) and Deksnys (2018) which have used the fuzzy logic index and the Likert scale to measure agility in the specific companies and decided to use these studies specifically the Likert scale approach as a template for her own study.

In the empirical part, the methodology and sample for assessing organizational agility in "Nova Poshta" are presented. The method of non-probability snowball sampling was used to find the respondents for the interview who have sufficient competence and knowledge and have held senior positions in the organization with the help of HR manager in Poltava. While, the most profound and suitable method for gathering data was chosen semi-structured interview. It was decided to conduct a semi-structured interview with the HR manager and four heads of departments from "Nova Poshta" company in Poltava. During the interview, questions were asked by each component in accordance with structure and revealed that the level of scalable workforce and highly adaptable organizational structure are "High", while fast organizational learning is at "Very high" level. The results indicated that the overall level of organizational agility at "Nova Posta" is at a "High" level.

Such a high level of organizational agility in "Nova Poshta" is also confirmed by the facts that the company is constantly improving the efficiency of its internal corporate and logistical processes, use innovative solutions, not afraid to take risks in the improvement of existing and launch of new products and services like targeted delivery, launch and development of their own mailboxes, etc. Moreover, the company wants to become a favorite express-delivery service for the Ukrainians in the coming years. They are constantly working on improving the service to ensure that every contact with the company is only positive.

However, there are also some internal shortcomings in the company that decelerate the development of agility in the company and do not allow the organizational agility to be at a "Very high" level. These shortcomings that were identified during the interviews include an organizational structure that is not flat enough, formal authority, discretionary work planning,

inability of employees to make their own decisions, infrequent use of various training for employees, neglect and incompetence of employees, and direct dependence on chief executives and the central office. It is therefore recommended that these gaps be changed, corrected or improved with the help of efficient management performance in order to increase agility in the company and be prepared for any changes in the dynamic market and business environment in the future.

After all, the author believes that there is certainly room for more in-depth research on organizational agility, both in "Nova Poshta" and in other companies. First of all, this study focused only on the city of Poltava and the small sample size was used. But in order to holistically assess the level of agility of the entire "Nova Poshta" company, it is necessary to collect data from all branches in different cities of Ukraine. Secondly, the author chose certain components as highly adaptable organizational structure, fast organizational learning and scalable workforce. Adding more components, using a different set of components, or combining all into a common structure can lead to dissimilar results. Last but not least is the fact that nowadays business environment is developing extremely fast and rapidly bringing us more and more drastical changes in the world. Thus, the new factors that may influence on the agility should be studied as well. In the future, more case studies could be undertaken for different organizations of different sizes in multiple sectors and in various countries.

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Appendix A

Lanscape orientation of the methods and results of different empirical studies on

organisational agility

Author(s), year	Yeganegi & Azar, 2012	Ekweli, 2020	Wageeh, 2016	Mehrabi, Siyadat & Allameh, 2013	Deksnys, 2018	Lin, Chiu and Tseng, 2006
Essence, aim	The effect of IT on agility and its different aspects	The relationship between process innovation and organizational agility	Identify the types of Organizational Aglity and its role in promoting Organizational Success	Examine the level of organizational agility in the Agriculture Jihad Organization in Shahrekord	Explore organizational agility level measurement methods and present possible evaluation model	Development of the absolute agility index for the agility evaluation (Xi Dian Casting Limited)
The method of reaching the goal	Analyzation of previous findings	Hypothesis testing	Likert scale questionnaire, Hypothesis testing	Likert scale questionnaire	Likert scale, telephone interviews Hypothesis testing	Likert scale
Sample	Not valid	Cross sectional survey: 36 respondents in the banking sector in Nigerian economy	285 completed surveys of the employees at Menoufia University Hospitals	Stratified sampling method. 258 members (150 members as a preventative sample for Morgan table)	High-growth companies in Lithuania	Xi Dian Casting Limited company
Components of agility	Speed responsiveness competency flexibility	Sensing agility Decision-making agility Acting agility	Sensing agility Decision-making agility Acting agility	Shared leadership and identity; Robust strategy; Adaptive organizational design	Enablers (structure and process, HR, network, technology), Capabilities (awareness and competence, reconfiguration, learning, coordination, cooperation) Practices (organizational, employee empowerment,custoner enrichment, cooperation)	Drivers (technology, social factors, customer requirement, competition criteria, market), Capabilities (responsiveness, competency, flexibility, quickness), Enablers (leverage people and IT, change nd uncertainty, collaborative relationships)

Method of calculating	Not valid	Correlation testing	Multiple Regression Analysis, Cronbach's alpha and F-test and T-test	One-sample t-test, Amos Graphic for calculating the dominance of each component	Fuzzy Agility Index, Chi-square test, Euclidean distance method	Fuzzy-agility-index and a fuzzy performance-importance index, Euclidean distance method
Results	The information technology increases the organization agility and causes its components to become more coordinated	There is moderate relationship between process innovation and sensing agility and acting agility; a weak relationship between process innovation and decision agility;	Organisational agility directly affects the dimensions of Organisational success; Sensing agility, decision-making agility and acting agility significantly and positively influences organisational success	The degree of organizational agility components application is average	Majority of high-growth companies are at the level of „very agile"	The agility level of MC product manufacturing XDCL company is ''very agile''

Source: compiled by the author, based on sources in the table

Appendix B

The structure of interview questions for Human resource manager with answer

options

General information:

How many employees work in your department:

 ☐ up to 50

 ☐ 50-100

 ☐ over 100

Your experience in this position:

 ☐ up to 1 year

 ☐ 1-5

 ☐ 6-10

 ☐ more than 10

How do you access the agility at your company - the ability of the company to maintain competitiveness in an unpredictable, constantly changing, and uncertain business environment or market by quickly responding, providing the right solutions and innovations?

 ☐ Very high

 ☐ High

 ☐ Medium

 ☐ Low

 ☐ Very low

Highly adaptable organizational structure

What is the level of decentralization of different departments at Nova Poshta? Explain.

 ☐ Very high

 ☐ High

 ☐ Medium

 ☐ Low

 ☐ Very low

What is the organizational structure in Nova Poshta? Explain.

 ☐ Flat(horizontal)

 ☐ Functional

 ☐ Divisional

☐ Matrix

☐ Hierarchical

Which of the main functions of HR management are in your competence (the competence of your department) and which are centralized (the competence of the main office)?

Question/Answer	Decide ourselves	It is handled centrally in the head office
Acquisition:		
- Human Resource Planning	☐	☐
- Recruitment and selection	☐	☐
Training and Development	☐	☐
Performance Appraisal	☐	☐
Rewards / Compensation	☐	☐
Personnel administration	☐	☐

Scalable workforce. Workforce alignment:

How open are the relationships between managers and employees? Explain.

☐ Very open

☐ Quite open

☐ Neutral

☐ Poor

☐ Very Poor

To what extent are employees agreed / aligned / familiar with the goals and objectives of the organization? Explain.

☐ Very familiar

☐ Quite familiar

☐ Neutral

☐ Poorly familiar

☐ Not familiar

How often the organization and its managers in constant dialogue with their employees on the business planning and decision-making? Explain.

☐ On a regular basis in a significant way

☐ On a regular basis

☐ Sometimes

☐ Rarely

☐ Never

Do employees participate at suggesting improvements to work-related problems or suggesting systems aimed at mobilizing employee ideas on improving work or the work environment? If no, why not? If yes, how? Explain.

☐ Always

☐ Often

☐ Sometimes

☐ Rarely

☐ Never

☐ Open answer ......

Do employees show the initiative to do additional work, do they ready to do extra work if they see that it is necessary for the good of the organization? Explain.

☐ Always

☐ Often

☐ Sometimes

☐ Rarely

☐ Never

Is showing the initiative allowed and encouraged? Why? Explain.

☐ Yes

☐ No

☐ Open answer....

Scalable workforce. Workforce fluidity:

Do you have any partnership with the human resource supplier like university, training institution or agency? Explain.

☐ Yes

☐ No

If you have a partnership, how many? What areas these institutions are?

☐ Open answer...

Do you offer internships for students (who maybe a potential employee) to try their skills and find new ideas and talented workforce? If no, why?

☐ Yes

☐ No

☐ Open answer ….

What methods you use to acquire talented and skilful employees? How do you search for them?

☐ Open answer…

How often you train your employees for development of their competencies and skills? (If possible, indicate in actual days on average)

☐ Always

☐ Often

☐ Sometimes

☐ Rarely

☐ Never

☐ Open answer …..

How often you train your managers/head of departments for development of their competencies and skills? (If possible, indicate in actual days on average)

☐ Always

☐ Often

☐ Sometimes

☐ Rarely

☐ Never

☐ Open answer…

Do you use training methods such as: craft-oriented training, job rotation, cross-training method? If no, why not?

☐ Yes, to a very great extent

☐ Often

☐ Sometimes

☐ Rarely

☐ Not at all

☐ Open answer ....

To what extent do you agree with the following statements?

Question/Answer	Strongly agree	Agree	Not always	Do not agree	Totally disagree
Employees can set up own teams	☐	☐	☐	☐	☐
Teams autonomously control the accomplishment of their work	☐	☐	☐	☐	☐
Everybody is a decision maker - responsibility is shared	☐	☐	☐	☐	☐
There is an equal feedback culture for team members and supervisors	☐	☐	☐	☐	☐

Do you have extra workers who can easily and quickly replace someone whenever and wherever it needed? Explain.

☐ Yes

☐ No

If yes, how would you access it, to what extend it usable?

☐ Always

☐ Often

☐ Sometimes

☐ Rarely

☐ Never

Any other comments you can add to better understand the agility at Nova Poshta and how the company cope with different radical and moderate changes in the dynamic environment …..

Appendix C

The structure of interview questions for Heads of the departments

with answer options

General information:

How many employees work in your department:

- ☐ up to 50

- ☐ 50-100

- ☐ over 100

Your experience in this position:

- ☐ up to 1 year

- ☐ 1-5

- ☐ 6-10

- ☐ more than 10

Which department do you head?

- ☐ Open answer

How do you access the agility at your company - the ability of the company to maintain competitiveness in an unpredictable, constantly changing, and uncertain business environment or market by quickly responding, providing the right solutions and innovations?

- ☐ Very high

- ☐ High

- ☐ Medium

- ☐ Low

- ☐ Very low

Highly adaptable organizational structure

What is the organizational structure in Nova Poshta? Explain.

- ☐ Flat(horizontal)

- ☐ Functional

- ☐ Divisional

- ☐ Matrix

- ☐ Hierarchical

How it's changes in last 10 years if there were any changes? Explain.

- ☐ Yes, it has changed, it has become more flat

☐ Yes, changed, more hierarchical

☐ No, not much has changed

Is existing level of flatness sufficient or are there plans to make it even flatter? Explain.

☐ Yes, it is sufficient.

☐ No, there are plans to make it flatter

What is the level of decentralization of different departments at Nova Poshta? Explain.

☐ Very high

☐ High

☐ Medium

☐ Low

☐ Very low

To what extent do you agree with the following statements?

Question/Answer	Strongly agree	Agree	Not always	Do not agree	Totally disagree
Managers have the primary interest of their subordinates rather than their own personal interests	☐	☐	☐	☐	☐
Internal communication is motivating and transparent	☐	☐	☐	☐	☐
All the team members respect each other as capable, independent people	☐	☐	☐	☐	☐
Workers are not afraid of being punished for their mistakes, they learn from their mistakes	☐	☐	☐	☐	☐
New ideas are always welcome in our company	☐	☐	☐	☐	☐

Scalable workforce. Workforce alignment:

How open are the relationships between managers and employees? Explain.

- ☐ Very open
- ☐ Quite open
- ☐ Neutral
- ☐ Poor
- ☐ Very Poor

To what extent are employees agreed / aligned / familiar with the goals and objectives of the organization? Explain.

- ☐ Very familiar
- ☐ Quite familiar
- ☐ Neutral
- ☐ Poorly familiar
- ☐ Not familiar

How often the organization and its managers in constant dialogue with their employees on the business planning and decision-making? Explain.

- ☐ On a regular basis in a significant way
- ☐ On a regular basis
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

To what extent do you agree with the following statements?

Question/Answer	Strongly agree	Agree	Not always	Do not agree	Totally disagree
We established an effective, open and communicative meeting culture	☐	☐	☐	☐	☐
We attentively solve problems and conflicts in teamwork	☐	☐	☐	☐	☐
Developments and decisions are openly communicated within the company	☐	☐	☐	☐	☐
New technologies support interconnection,	☐	☐	☐	☐	☐

communication and transparency					
Plans, goals and responsibilities are understood by everybody	☐	☐	☐	☐	☐
Team members can identify with tasks and decisions	☐	☐	☐	☐	☐

Do employees show the initiative to do additional work, do they ready to do extra work if they see that it is necessary for the good of the organization? Explain.

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

Is showing the initiative allowed and encouraged? Why? Explain.

- ☐ Yes
- ☐ No

Fast organizational learning. Knowledge alignment:

In what way you acquire up-to-date information considering changes in the market, business, and world that can influence your company? Explain.

- ☐ Monitoring in The Present and Fleeting Decision-Making
- ☐ Monitoring, Data Processing Time, Decision-Making
- ☐ Monitoring, Long Data Processing with Verification, Decision-Making.

How often do you monitor information? Explain.

- ☐ Real-Time
- ☐ Once A Day
- ☐ Once A Week
- ☐ Once A Fortnight
- ☐ Once A Month

Fast organizational learning. Knowledge creation:

How do you assess the communication of strategic plans, new ideas, new ways of carrying out work (the ability of workers and managers to share up-to-date knowledge and skills. For example, a new approach of delivering the parcels or invention of new technology to track parcels, or any other one that can increase the efficiency of work.)? Explain.

- ☐ Very high
- ☐ High
- ☐ Medium
- ☐ Low
- ☐ Very low

We use the mindset: Improvise, recognize pattern, learn from failure

- ☐ Strongly agree
- ☐ Agree
- ☐ Not always
- ☐ Do not agree
- ☐ Totally disagree

Any other comments you can add to better understand the agility at Nova Poshta and how the company cope with different radical and moderate changes in the dynamic environment …..

Resümee

ORGANISATSIOONI AGIILSUS UKRAINA TARNEETTEVÕTTE "NOVA POŠTA" NÄITEL

Ellu jäämiseks konkurentsi tingimustes ning pidevalt muutuvas ärikeskkonnas peavad kaasaegsed äriorganisatsioonid olema võimelised kiiresti kohastuma. Seetõttu organisatsiooni agiilsuse kõrge tase on väga oluline aspekt iga ettevõtte jaoks, mis avaldub kõigi töötajate võimes kiiresti reageerida, pakkuda õigeid lahendusi ja juurutada innovatsioone.

Arvestades kõiki ühiskonda mõjutavaid globaalseid muutusi, majanduskriise, muutusi tarbija vajadustes ja ootustes, organisatsioonilise paindlikkuse küsimuse populaarsus kasvab kiiresti ja pakun huvi paljudele teadlastele. Vaatamata selle teema kasvavale populaarsusele on siiski veel väga vähe uuringuid agiilsuse mõõtmise kohta, pealegi ei ole autor leidnud ühtegi uuringut sellel teemal Ukraina turul.

Antud töö eesmärgiks on hinnata Poltava linnas asuva Ukraina tarne- ja logistikaettevõtte "NOVA POŠTA" näitel organisatsiooni agiilsuse tase. Agiilsuse tase mõõdetakse selle komponentide põhjal.

Uuringu põhieesmärgi saavutamaks püstitati ja täideti uurimisülesanded. Esmalt viidi läbi selleteemaliste teadustööde analüüs ning defineeriti termin agiilsus ja organisatsiooni agiilsuse mõiste tervikuna. Samuti vaadati erinevate teadlaste poolt tuvastatud erinevad agiilsuse komponentide komplektid. Leiti, et enamus komponentide komplekte on oma komponentide poolest sarnased. Kuid empiirilise uuringu jaoks otsustati välja tuua üks komplekt, mis sisaldab järgmisi komponente: kohanemisvõimeline organisatsiooniline struktuur, kiire organisatsiooniline õppimine ja skaleeritav tööjõud.

Analüüsiti mitmeid selle teema kohta tehtud empiirilisi uuringuid, et määrata ettevõtte organisatsiooni agiilsuse hindamise meetod. Selgus, et organisatsiooni agiilsuse hindamiseks pole ühtset üldtunnustatud meetodit, kuna kõik sõltub ettevõtte suurusest, tegevusalast ja asukohast; ajast, väliteguritest ja uuringuks valitud komponentide komplektist. Seetõttu otsustas autor kasutada telefoniintervjuude meetodit, kuna see on kõige lihtsamini kasutatav, kõige täielikum, usaldusväärsem ja käesoleva uuringu jaoks asjakohasem. Sedasi viidi läbi poolstruktureeritud telefoni-intervjuud nelja osakonnajuhataja ja Poltavas asuva "NOVA POŠTA" personalijuhiga. Valimi määramiseks kasutati ebaproportsionaalse valimi moodustamise meetodit, nimelt lumepallivalimit. Intervjuu küsimused koostati agiilsuse komponentide alamkomponentide põhjal. Kõigil vastajatel paluti vastata küsimustele kasutades Likerti skaalat ja anda ulatuslikke vastuseid. Igal skaala muutujal on oma keeleline

definitsioon ja skoor (ühest viieni). "NOVA POŠTA" organisatsioonilise agiilsuse taseme täpseks arvutamiseks leiti kõigi komponentide keskmine väärtus.

Kõigi intervjuude analüüsi tulemusena leiti, et skaleeritava tööjõu ja ettevõtte kohanemisvõimelise organisatsioonilise struktuuri komponentide tase on "kõrgel" tasemel, samas kui organisatsiooni kiire õppimine on "väga kõrgel" tasemel. See osutab sellele, et "NOVA POŠTA" üldine organisatsiooniline paindlikkus on "kõrgel" tasemel. Hinnang näitas, et antud ettevõte on üsna agiilne, kuid siiski on võimalusi agiilsuse taseme tõstmiseks. Seega toodi välja ettepanekud ettevõtte agiilsuse taseme parandamiseks ja säilitamiseks, võttes arvesse nõrkusi, mis olid tuvastatud ettevõtte esindajatega tehtud intervjuude käigus.

Antud uuringus on ka piirangud, kuna järeldused põhinevad ainult ühel ettevõttel, ühel konkreetsel linnal ja kolmel valitud komponendil. Edasiseks uurimiseks on soovitatav küsitleda võimalikult paljusid "NOVA POŠTA" töötajaid kõigis Ukraina linnades ja võib-olla valida mõni muu komponentide komplekt, mis sobiks paremini ettevõtte tegevusalale.

Tänu sellele uurimistööle saavad ettevõtted ja vahetult "NOVA POŠTA" kindlaks teha oma praegust organisatsioonilise agiilsusetaset ja välja uurida oma puudusi või valdkondi, mida saab parandada, ning seeläbi tugevdada oma turupositsiooni dünaamilises ärikeskkonnas.

Märksõnad: agiilsus; organisatsiooniline agiilsus; paindlikkus; kohanemisvõime

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