

Understanding organisational agility towards e-businesses initiatives amid Covid-19.

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Abstract

There is no qualm that many organisational structures have been shattered as they cannot cope with unforeseen circumstances. The Covid-19 left an adverse impact on different organisations. These situations bring difficult challenges which force people to transform their business model and layoff people from the organisation. The following research seeks to investigate the ongoing situation specific to organisational structure and provide comprehensive information about these organisations are coping with the global pandemic. It is also important to comprehend these changes requires some time for a smooth transition, which is not provided under these unforeseen circumstances. Adapting according to the situation is inevitable, and it is necessary to adapt as per the surrounding situation. However, any changes cause uncertainty regarding the future of the organisation. The following research tries to emphasise the importance of flexibility in the business. The following research used the primary quantitative method and used the deductive approach to analyse the significance of four independent and four dependent variables. Despite these challenging situations, certain organisations have shown some resilience and successfully adopt a new operational model. The following research shows that under the technical practices, culture and leadership have a significant impact on all the independent variables. The same scenario is also applicable when it comes to a business processes dependent variable where all have a significant impact except for personalisation.

Introduction

There is no qualm about the disruption caused by COVID-19 left a huge impact on people and the prime focus of this report is to shed some light on the agility of organisations. The following report provides a comprehensive discussion on the intensity of the ongoing pandemic, COVID-19, and illustrate its impact on business. It has been observed that the mass layoff and closure of the business had already occurred in the early phase of Covid-19 (Bartik, et al., 2020). The main reason behind the impact of Covid-19 is due to the lack of flexibility to implement in the organisational structure

has immense importance to encounter uncertain circumstances like Covid-19 (Meyer, Prescott, & Sheng, 2021). There is no doubt regarding the importance to respond according to the market environment and surrounding situation, but it requires some time which is not available in the global pandemic; due to that reason, many businesses have collapsed (Roiter, Vedenkina&Akopyan, 2019). It is observed that some of the organisations did not do well. In contrast, some of the organisations performed exceptionally well, which indicates that there are some factors that

either create a positive impact or negative impact on the business operations (Karunathilake, 2020). The mass layoff of the employees is not the solution but it further adds up the existing problem. The rate of unemployment has been increased, which causes organisations to look after other solutions (Blustein, et al., 2020). They are trap in a difficult situation where they need to choose between lay off their experience workers or take care of the financial situation of the organisation.

The primary focus of the report is to illustrate the effect of organisational agility over the e-business initiatives in Covid-19. This study is quantitative in which the data have been gathered from primary sources of information using a survey questionnaire. The comprehensive discussion on how the ongoing global pandemic has exposed the working model of different organisations and illustrate the key factors which play a key role in the destruction of their operational services. The following report also illustrates some important factors on the agility of the business. To signify the importance of the study. It is believed that organisational structures are robust and resilient enough to counter any unfortunate circumstances. The following report also determines the key factor that needs to be adopted by the organisations to mitigate the impact of any unfortunate circumstance. It also emphasises the importance of a flexible and adaptable organisational operation structure instead of having a robust structure (Žitkienė&Deksnyš, 2018). Although the operational process, inside and outside the organisation, is completely different but they are interlinked with the success of the

organisation. If one of the processes failed to operate actively, then the whole business would suffer. There are lots of initiatives taken by different organisations to transform towards e-platform, but some of them are successful while others are failed to accomplish anything. Therefore, the following report seeks to look after the role of significant factors the effect in this transformation.

Literature Review

Organisational agility is the technical word that describes the ability of the organisation to move from one place to another (Harraf, et al., 2015). There are several aspects of e-business initiatives, and the following section provides an overview of those aspects and their relationship with the hypothesis.

The technical practices in the organisation play a key role, especially when it comes to e-business (Kabanda& Brown, 2017). Paying for online advertisement is among the important practices in the organisational sector, and it becomes prevalent during the Covid-19. Most the organisations use social network services to conduct their business operations. Which further emphasise the importance of technical practices. One of the most important technical practices is electronic transactions to conduct business transactions and due to the Covid-19 electronic transactions becomes more prevalent to curb the spread of the virus. It is important to note that the personalisation aspect is another aspect that impacts the adoption of technical practices. Most people adopt those technical practices which are easy to use and adapt.

In continuation of previous information, the smooth business process is also an inevitable aspect for prosperity in the organisation, and due to the advent of Covid-19, the whole business process disrupts (Yu, et al., 2016). To spread the business activity and promote the specific product or service, it is necessary to advertise. Due to the global pandemic, the online medium is among the best options. The social networking service helps the organisations to advertise through social media platforms, and with the help of that, it can easily reach a large pool of audiences. As it has been discussed that the electronic transaction becomes more prevalent during the Covid-19, which helps to curb the virus by maintaining the social distancing. The different organisations have to be fond of a different business process according to the market environment and surrounding situation; hence the personalisation aspect plays a key role in it.

The culture of the organisation has completely changed during the Covid-19. Individuals used traditional methods of advertisement to promote their business activities, but after the advent of Covid-19, the medium of communication change completely (Mohtaramzadeh, Ramayah & Jun-Hwa, 2018). Because of the change in medium, the sudden boom in online advertising has been observed, and the most suitable means of doing online promotion is through social network services. The social network services almost eradicate the traditional methods of advertisement. Apart from that, electronic services also change the organisational structure as it saves time and it is more secure in comparison with

other modes of transactions. It also becomes useful when it comes to the facilitation of huge financial transactions. The adoption of these aspects highly depends on the personalisation factor. It depends on the organisation to strategically adopt which type of aspects are suitable for the culture of the organisation.

The most prominent factor is the role of leadership. Since they are the ones who take the initiative in E-Business and decide whether these aspects are crucial for the organisation, their main objective is not only to look after the organisation also to take care of the people who work for the organisation (Zhao, et al., 2018). There are aftermaths of the decision made by leadership. For instance, the prevalence of online advertisement becomes common and social networking services are best suitable to transfer the information, but it depends on the leadership decision. Electronic transactions are important for any organisation, but it creates an impact. It forces the whole organisation to adapt according to the changes as per the personalisation aspect of the leadership.

Methods

To investigate the role of organisational agility over the e-business initiatives in Covid-19, the following methods are implemented to analyse the impact. There are three types of research methods; the first is qualitative, the second is quantitative, and the third is the mixture of both methods, qualitative and quantitative. The following article implements a quantitative research method. The primary objective of the quantitative research method is to focus on analysing and collecting numeric data; in

other words, it inclines towards quantifying the information gathered during the research (Park & Park, 2016). The main reason for using the quantitative research method is to analyse the relationship between organisational agility and e-business initiative in Covid-19. The following research used the statistical package for the social sciences to conduct the statistical analysis to determine the relationship between the variables.

In addition to previous information, there are two different types of approaches used to conduct the research. The two approaches are deductive and inductive, and the following research used the deductive approach to investigate the relation between the organisation agility and e-business initiative in Covid-19. The deductive approach is applicable in those cases where there is a need to check the hypothesis (Mishra & Mishra, 2020). The hypothesis of the following research is given under the literature review part. The following research inspects whether the given hypothesis confirms the research topic or not. Since it has been mentioned that the following research using the quantitative approach, then it is necessary to identify the data collection method. There are two types of data collection methods, one is primary, and the other one is secondary. The following research using the primary method, which means it emphasis on the primary quantitative research method. The primary data collection method is suitable when there is a need to have full control over the data collection method and when

the researcher does not want to rely on those sources of data that are collected by other individuals (Kabir, 2016).

In continuation of previous information, there are two different types of sampling techniques, from a broader perspective. One technique is called probability, and the other one is known as the non-probability technique. The following research uses the convenience sampling technique, which comes under the non-probability technique (Thomas & David, 2017). Under the following technique, a sample is taken of the respondents who are easy to contact with the researcher and relevant to the research topic. Hence the following research using the convenience sampling technique so that it helps to make direct contact with the respondents.

Results and Discussion

This chapter is based on presenting an in-depth analysis and findings of this research. The overall purpose of this research was to understand organisational agility towards e-businesses initiatives amid Covid-19. Therefore, the chapter delivers data in a descriptive form and interprets results based on participants' responses gathered through the survey. The responses gathered from the survey were analysed using the SPSS tool to ensure that data was offered clearly with the assistance of tables, percentages, and charts. Further, the discussion section debates in light of available literature applicable to recognise differences and similarities between previous studies and this study.

Quantitative Analysis
Demographics

Table 1 Demographics

Demographics		
Age	20-27 years	28.0%
	28-35 years	47.3%
	Above 35	24.7%
Experience	2-4 years	31.3%
	4-6 years	38.7%
	Above 6 years	30.0%

It has been seen from the above table that in this research, as for the demographic purpose, two main aspects were used is Age and Experience. The participant that was targeted in this study were from the age group of 20-27 years were 28%, 28-35 years were 47.3 % and the people of above 35 years were 24.7%. Another factor used for the demographic purpose was the experience of those people and participants who belong to the experience of 2-4 years were 31.3%, 4-6 years were 38.7% and above six years were 30.0%.

Descriptive Analysis

Table 2 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
A technical problem arises during time of Covid-19 in organisations.	150	0	4	1.82	1.01
Technical adoption increases in the time of Covid-19.	150	0	4	1.75	1.003

Impact on the small business eco system	150	0	4	1.41	1.011
Covid-19 broken the business processes	150	0	4	1.61	0.995
Regional differences in the share of employment in Covid-19 time	150	0	4	1.61	0.969
Different disruption in the corporate culture	150	0	4	1.75	1.023
Strong and decisive leadership is crucial for time-critical decision-making.	150	0	4	1.46	1.127
Leadership has to undertake a coordinating role for crisis management	150	0	4	1.48	0.981
Organisations investing more in the paid marketing advertisements	150	0	4	1.46	0.967
Decreasing the efficiency of organic power or not	150	0	4	1.39	1.067
People started shifting more towards the social sites	150	0	4	1.47	0.974
Increase in the digitalisation with extreme use of SNS	150	0	4	1.35	0.99
Paying online has become easy for everyone.	150	0	4	0.99	0.919
Governments taking initiative towards electronic transactions	150	0	4	1.03	0.941
E-Commerce makes 10 years' worth of growth in a Covid period.	150	0	3	0.99	0.897
Personalization is now being deployed more for retention, rather than acquisition or conversion, purposes	150	0	3	0.98	0.893

Valid N (listwise)

150

The total number of participants in this study were 150, who provided their views on different statements. For this response, research conducted descriptive analysis and found that the average responses that have been collected for the statement "technical problem arise during the time of Covid-19 in organisations" was with the average of 1.82 means, which can be deviated by the value of 1.010. Another statement that has been used for the variable technical practises was technical adoption increases in the time of Covid-19 and for this average response was 1.75 mean and deviated by the 1.003.

The second dependent variable is a business process with the two statements that impact the small business ecosystem and Covid-19 broken the business processes; for these statements, average responses collected are 1.41 and 1.61 on average, which can be deviated 1.011 and .995, respectively.

With the third variable, which has the statements "Regional differences in the share of employment in Covid-19 time and Different disruption in the corporate culture", and the average responses get for this is 1.61 and 1.75 with the deviation of .969 and 1.023, respectively.

The last independent variable is Leadership with the two strong statements that are strong and decisive leadership is crucial for time-critical decision-making,

along with another that is leadership has to undertake a coordinating role for crisis management. These both have different average responses that are 1.46 and 1.48 with the difference of 0.2, and these both average could deviate with the 1.127 and .981.

Meanwhile, for the independent variables, each of the variables contains two different statements, which can be seen in the table, the first variable that is paying for online advertisements has the average responses on its statements are 1.46 and 1.39 that are relatively closer to each other and with the deviated value of .967 and 1.067 respectively. Another variable using SNS with the average responses is 1.47 and 1.35 with the deviated value of .974 and .990, respectively. The third variable is electronic transactions, which is followed by the average of .99 and 1.03, and this is followed by the deviated value of .919 and .941. The last variable is personalisation, with two statements managed to gather .99 and .98, which is very close and with the substantial deviated value that are .897 and .893, respectively.

Correlation Analysis

In this study, the dependent variable is Technical practices, Business Process, Culture and Leadership. At the same time, the independent variables include Paying for Online Advertisements, using SNS, Electronic Transactions and Personalisation.

Table 3 Correlation Analysis

		Correlations							
		Technic al practices	Busines s Process	Cultur e	Leadershi p	Paying for Online Advertisem ents	Usin g SNS	Electronic Transactio ns	Personalisati on
Technical practices	Pearson Correla tion Sig. (2- tailed) N	1							
Business Process	Pearson Correla tion Sig. (2- tailed) N	.254**	1						
Culture	Pearson Correla tion Sig. (2- tailed) N	.226**	.965**	1					
Leadership	Pearson Correla tion Sig. (2- tailed) N	.196*	.967**	.964**	1				
Paying for Online Advertisem ents	Pearson Correla tion Sig. (2- tailed) N	.228**	.968**	.960**	.979**	1			
Using SNS	Pearson Correla tion	.217**	.977**	.961**	.982**	.986**	1		

	Sig. (2-tailed)	0.008	0.000	0.000	0.000	0.000	0.000		
	N	150	150	150	150	150	150		
Electronic Transactions	Pearson Correlation	.257**	.895**	.934**	.906**	.893**	.889*	1	
	Sig. (2-tailed)	0.001	0.000	0.000	0.000	0.000	0.000		
	N	150	150	150	150	150	150	150	
Personalisation	Pearson Correlation	.239**	.889**	.933**	.905**	.890**	.884*	.992**	1
	Sig. (2-tailed)	0.003	0.000	0.000	0.000	0.000	0.000	0.000	
	N	150	150	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The sig value, which represents the amount of significance between the associations of two of the research variables, is another significant metric to evaluate. The significant level must be smaller than the value of alpha at 0.05 to indicate that the association between the variables is significant. From the above table, it can be seen that the significance for the correlation between technical practises with the paying for online advertisement is 0.05, technical practises with the usage of SNS is around 0.08, which is not significant with the SNS. Moreover, technical practises with electronic transactions and personalisation is 0.01 and 0.03, which is smaller than 0.05 and found to be significant.

In addition, this can be seen that the significance for the correlation between

business processes with the paying for online advertisement is 0.000, business processes with the usage of SNS are around 0.000, which is significant also. Further, business processes with electronic transactions and personalisation are 0.000 and 0.000, respectively, smaller than 0.05 and called significantly.

Moreover, the correlation between cultures with the paying for online advertisement is 0.000, cultures with the usage of SNS is around 0.000, which is significant also. Meanwhile, cultures with electronic transactions and personalisation are 0.000 and 0.000, respectively, and this variable is entirely significant with all independent variables.

Lastly, the variable that is leadership and the correlation with the paying for

online 0.000 and this variable has the same significant value with all independent

variable and showed that this variable is significant.

Regression Analysis

Technical Practices

Table 4 Regression for Technical Practices

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.556	0.144		10.793	0
	Paying for Online Advertisements	0.426	0.487	0.43	0.874	0.384
	Using SNS	-0.45	0.496	-0.439	-0.908	0.365
	Electronic Transactions	1.421	0.686	1.323	2.073	0.04
	Personalisation	-1.192	0.7	-1.069	-1.702	0.091
		R VALUE	0.297		F VALUE	3.496
	R2 VALUE	0.088		SIG VALUE	0.009	

As a result, the R-value with .297 indicates and suggested regression model captures a low amount of the overall variance of the dependant variable. As can be seen from the table above, the value of our R2 is 0.088, which means that 8.8% percent of the total variance in paying for online advertisements, using SNS, electronic transactions and personalisation variables.

Meanwhile, the F value for this variable is 3.496, and the significance value is 0.09, which is not lower than 0.05, which show it is not significant in this model. From the coefficients table, this is clear that there is no variable is below 0.05, which indicate that technical practices have little influence on paying for online advertisements, using SNS, electronic transactions and personalisation.

Business Process

Table 5 Regression of Business Process

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.14	0.031		4.568	0
	Paying for Online Advertisements	0.119	0.104	0.122	1.146	0.254
	Using SNS	0.765	0.106	0.753	7.23	0
	Electronic Transactions	0.135	0.146	0.128	0.927	0.356
	Personalisation	-0.012	0.149	-0.011	-0.079	0.937
	R VALUE	0.979			F VALUE	818.942
R2 VALUE	0.958			SIG VALUE	0.000	

From the above results, the R-value with .979 indicates and suggested regression model captures a high amount of the overall variance of the dependant variable. As can be seen from the table above, the value of our R2 is .958, which means that 95.8% per cent of the total variance in paying for online advertisements, using SNS, electronic transactions and personalisation variables. In addition, the F value for this variable is

818.942, and the significance value is 0.000, which is lower than 0.05, which show it is significant in this model. From the coefficients table, this is clear that there is only one variable is below 0.05, which indicate that technical practices have inconsequential influence on the paying for online advertisements, electronic transactions and personalisation and significant influence on Using SNS.

Culture

Table 6 Regression of Culture

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.418	0.03		13.83	0

Paying for Online Advertisements	0.198	0.102	0.209	1.939	0.054
Using SNS	0.421	0.104	0.429	4.048	0
Electronic Transactions	0.048	0.144	0.047	0.333	0.74
Personalisation	0.343	0.147	0.322	2.339	0.021
R VALUE	0.978			F VALUE	791.287
R2 VALUE	0.956			SIG VALUE	0.000

From the results, the R-value with .978 indicated that and suggested regression model captures a high amount of the overall variance of the dependant variable. As seen from the table above, the value of our R2 is .956, which means that 95.6% per cent of the total variance in paying for online advertisements, using SNS, electronic transactions and personalisation variables. In

addition, the F value for this variable is 791.287 and the significance value is 0.000, which is lower than 0.05, which show it is significant in this model. From the coefficients table, this is clear that there is only one variable is below 0.05, which indicate that cultures have a little influence on the paying for online advertisements, electronic transactions and personalisation and significant influence on Using SNS.

Leadership

Table 7 Regression of Leadership

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.019	0.025		0.74	0.461
1	Paying for Online Advertisements	0.306	0.086	0.297	3.553	0.001
	Using SNS	0.607	0.088	0.568	6.921	0
	Electronic Transactions	-0.156	0.121	-0.14	-1.29	0.199
	Personalisation	0.322	0.124	0.278	2.602	0.01

R VALUE	0.987	F VALUE	1339.734
R2 VALUE	0.974	SIG VALUE	0.000

From the Leadership variable results, the R-value with .987 indicates and suggested regression model captures a high amount of the overall variance of the dependant variable. As seen from the table above, the value of our R square is .974, which means that 97.4% per cent of the total variance in paying for online advertisements, using SNS, electronic transactions and personalisation variables. In addition, the F value for this variable is 1339.734, and the significance value is 0.000, which is lower than 0.05, which show it is significant in this model. From the coefficients table, this is clear that there are two variables are below 0.05, which indicate that leadership has little influence on electronic transactions and personalisation and significant influence on paying for online advertisements and Using SNS.

Discussion

It has been reviewed from the literature that this is very important for organisations to adopt different methods according to the market and also make changes rapidly before losing shares. This is also discussed in the literature review by the researcher that one thing that found to be very beneficial for the organisations that is there agility factor, which means that organisation have to respond according to their situation to make transformations. This has been analysed from the study and the collected results. In the past two years, most organisations had not gone through well, especially amid the

crisis, and most of the organisations closed their operations. It has also been analysed from the descriptive statistics with a mean of 1.75, which shows the most of the respondents agree that in the Covid-19, organisations have adopted much usage of the technical things. This can be understood through discussion made in the literature that two primary services used in the quick form were electronic transactions and online advertisements, which shows that there is a huge of technical things in the time of Covid-19.

With the digital transformation initiative, this has been thoroughly investigated in the recent period (Bond et al. 2018). Further, technology development tends to be exponentially growing, and this tends to set the complete stage for the digital environment in which some of the e-commerce business operates. Furthermore, this has been researched that most of the SMEs have been shifted their complete focus on the technology-driven transformation and also more towards the social related driven transformation initiatives (Gregurec et al. 2021). Meanwhile, suddenly adopting the new culture was found to be very difficult, unless if there is no flexibility inside the organisational structure. Then the only organisation could be made changes in a very smooth manner. This has been confirmed by the correlation between the culture variable with the other independent variable that cultures have a negligible

influence on paying for online advertisements, electronic transactions and personalisation and significant influence on Using SNS. This is why use, along with the concept of the work from home, become prevalent in the time global pandemic, and this is why the world have seen a huge increase in e-commerce platforms and people started using Social networking sites (Pandey & Pal, 2020).

Conclusion

The following report provides a broad spectrum of information regarding the effect of organisational agility over the e-business initiatives in Covid-19. The following start with a brief introduction of the topic and provide the aims of the following report. There are some agility elements of the organisation which have been discussed in the report. The following report also discussed the importance of the implementation of flexibility in the organisational structure. It is important to comprehend that every business transformation requires some certain period, and it is necessary to bring changes with time. It has been discussed the importance of agility in the organisation along with examples to illustrate the consequences if the required changes have not been made. Although the Covid-19 bring changes in the organisations, but these changes are forceful, and any change may cause further consequences. The following research shows that under the technical practices, there is a significant impact of all the independent variables on the dependent variable. The same scenario is also applicable when it comes to a business processes. All the independent variables

have a significant impact on the dependent variable except for personalisation. Another dependent variable is culture; there is a significant impact of all the independent variables on the dependent variable. Apart from that, under the leadership, there is a significant impact of all the independent variables on the dependent variable

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