

DIGITAL TRANSFORMATION FOR COMPANY ORGANIZATIONAL AGILITY



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WHAT IS DIGITAL TRANSFORMATION AND ORGANIZATIONAL AGILITY?

Digital transformation can be described as an organizational shift to big data, analytics, the cloud, mobile communication technologies, and social media platforms to provide goods and services.

(Bresciani et al., 2021, Nwankpa and Roumani, 2016).

Organizational agility is “a perpetual search for balance between an active dimension (doing and proving that one can do things), a reactive dimension (being opportunistic in the face of the changes observed in order to build loyalty) and a proactive dimension (seeking innovation)”.

(Barrand, 2010).

THE GAP OF THE RESEARCH

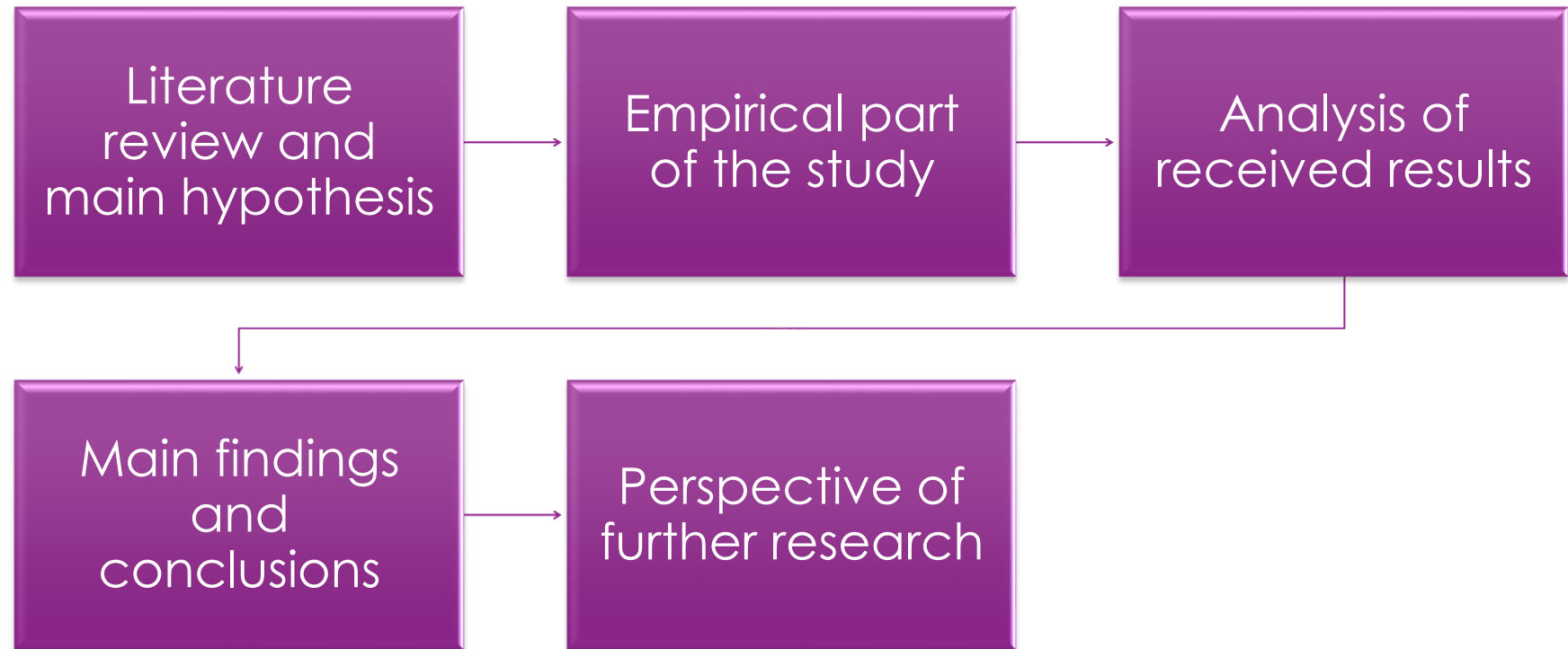


THE AIM OF THE RESEARCH

to identify the conditions for the success of the digital transformation process toward organizational agility.



RESEARCH STEPS





HYPOTHESIS OF THE STUDY

H1: Collective intelligence has a positive impact on digital transformation

H2: Digital transformation has a positive impact on organizational agility

H3: Digital transformation mediates the relationship between collective intelligence and organizational agility

H4: Organizational culture moderates the relationship between collective intelligence, organizational agility and digital transformation.

Participants' profile (N = 315)

Gender	N	%	Age group	N	%	Education	N	%
1) Male	153	48.5	1) 18–24 years	22	7.0	1) High school	40	12.8
2) Female	162	51.5	2) 25–30 years	84	26.8	2) Four-year college	70	22.1
			3) 31–37 years	60	19.0	3) Higher education	205	65.1
			4) 37–44 years	68	21.6			
			5) 45 + years	81	25.6			
Experience			N	%	Years implementing DT	N	%	
1) Up to 2 years			15	4.7	1) 1–2 years	44	14.0	
2) 3–5 years			148	47.2	2) 3–5 years	116	36.9	
3) 6–10 years			115	36.3	3) 6–10 years	115	36.6	
4) 11–15 years			15	4.8	4) >10 years	40	12.5	
5) 16–19 years			7	2.1				
6) >20 years			15	4.9				

RESULTS

We tested the proposed hypotheses using SmartPLS.

The results showed a positive effect of CI on DT (H1) and DT on OA (H2). Also, the H3 is also positive.

But we did not find a significant relationship between organizational culture and collective intelligence, organizational agility, and digital transformation.

We also used an MGA test which confirmed obtained results.



FINDINGS OF THE STUDY

We indicate digital transformation as a mediator at the relationship between collective intelligence and organizational agility.

We offer an advanced understanding of the impact of digital transformation and collective intelligence on organizational agility and the role of organizational culture.