

ORGANIZATIONAL AGILITY IN COMMUNITY-BASED DEVELOPMENT INSTITUTIONS: EVIDENCE FROM STAK LOCAL SUPPORT ORGANIZATION

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DOI: <https://doi.org/10.5281/zenodo.20555277>

Keywords

Organizational agility; community-based development institutions; Local Support Organization; Stak LSO; resilience; participatory governance; knowledge management; sustainable community development.

Article History

Received: 07 April 2026

Accepted: 19 May 2026

Published: 05 June 2026

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Abstract

The study deals with organizational agility, in the context of community-based development institutions, with reference to the Stak Local Support Organization. The study determined five dimensions of agility: speed, flexibility, learning, innovation, and resilience. The study design was a single case study using mixed methods and 20 respondents were included in the sampling of the study using a structured questionnaire with Likert scale and open-ended questions. Quantitative data was analyzed with the use of descriptive statistics and qualitative data was analyzed thematically. The results indicate that there is a decent level of organizational agility in Stak Local support organization in midst of 5. The key overarching themes that were identified in the Resilience dimension were approvals, communication with the Slow) and multi-layered decision making were all major challenges on the Speed dimension. Moreover, the study revealed that funding dependency, ineffective knowledge management, and limited technology use have an impact on the flexibility, innovation and sustainability of the organization. Findings from the study show that one redirection could be further institutionalization of the system of approval, diversified funding, documentation in digital form, and formal systems of learning to reinforce organizational agility and better sustainable community development outcomes.

Introduction

The agility of an organization has proved increasingly significant in those institutions that have to work in uncertain and resource-constrained environments. It relates to an organization's ability to discover new developments, act quickly, adapt their way of doing things, move resources around, and continue to function in the face of pressure from the outside. In development-oriented institutions,

agility is particularly critical as the effectiveness of the organization depends on timely decision making, coordination with stakeholders, learning and continuity as well as planning and implementation. There has been a renewed focus on how organizational agility can be connected to sustainable development and how fast decision-making, internal communication, adaptive organizational systems can enhance a company's long-term performance (Kwasek et al., 2025).

Community-based development institutions are very important to bridge the agents between formal development systems and local populations at the global-level. They are often better aware of local needs and priorities than central agencies and can mobilize community participation and promote inclusive development. At the same time, they also must cope with ongoing challenges, such as a lack of financial resources, limited technical capabilities, reliance on external partners and the requirement to coordinate with multiple stakeholders. Research on CBOs indicates that with proper organizational structure and trust from the community, these organizations can positively promote social integration, collective participation, and sustainable development within the community (Yang & Xu, 2024; Veress et al., 2024).

For the local context, the Stak Local Support Organization (LSO) is a community-based development institution that operates in Union Council Stak. It was established in 2013 as an umbrella body of 35 Village Organizations with 30 Women Organizations and has saturation of about 97% in its geographical location. It is engaged in education, health awareness, agriculture, women empowerment, livelihoods, environmental protection, plantation program, skill development, and climate smart actions. A strong participative structure reflects good community ownership; on the other hand, field data provided also show challenges regarding agility: multi-layer approvals, donor dependence, low permanent staffing rate, poorly developed documentation systems, limited communication efficiency and challenges around the use of digital solutions (Khawaja, 2022).

This study is unique because it uses the concept of organizational agility, in a setting where the organization is grassroots and based in the local communities. Research related to agility has mostly taken place in private companies, in digital organizations, and within formal companies in a participatory organizational context, but little to no research has been carried out with local support organizations operating in participatory governance and donor-supported

development settings. Beyond the pursuit of better operations, agility is essential for nonprofit and development-oriented institutions to enhance mission alignment, digital readiness, financial stability and stakeholder responsiveness (Azevedo et al., 2024).

This study draws on the need for more empirical understanding of the processes of organizational agility in community-based development institutions, especially those which operate in rural and semi-rural contexts. Local institutions like Stak LSO need to weigh the differing needs of balancing community participation and timely action, donor coordination and local resource mobilization, informal learning and formal documentation. Even though the significance for the use of digital systems and inclusive governance mechanisms to enhance participation, transparency, and service delivery is growing, the adoption in small community institutions is still poorly developed (Djatkiko et al., 2025; Tripathi & Singh, 2024).

This study, therefore, explores organizational agility in Stak Local Support Organization by focusing at five dimensions which are Speed; Flexibility; Learning; Innovation and Resilience. These dimensions are analyzed that will give practical insight into what the organization does well and what needs further change. The study also helps to inform the general debate regarding how to make community-based development institutions more responsive, adaptive and sustainable within a framework of participatory governance and community trust.

The objectives of the research are:

1. To assess the organizational agility of Stak Local Support Organization across five dimensions: speed, flexibility, learning, innovation, and resilience.
2. To examine the internal and external factors affecting organizational agility in Stak Local Support Organization.
3. To analyze how decision-making processes, funding dependency, communication systems, and knowledge management influence the responsiveness of Stak Local Support Organization.

4. To identify the strengths and weaknesses of Stak Local Support Organization in adapting to changing community needs and development priorities.

5. To propose practical recommendations for improving the agility, resilience, and long-term sustainability of Stak Local Support Organization.

Literature Review

In today's world of management and development studies uncertain, scarce resources, technological change, and changing stakeholder expectations are all important categories that define the organization's context, thus making agility an important concept. Agility is no longer just about being prepared to act promptly, but rather about being able to sense changes in one's environment, respond appropriately, reconfigure resources, learn relentlessly, innovate and maintain performance in a changing environment. This wider perspective is even more important for community-based development institutions, which must be responsive to their local institutions and build long-term trust in the community (Asghar et al., 2026; Nguyen et al., 2025).

One of the major discussions in the agility field is that of agility's relationship with flexibility, adaptability and resilience. While they may be similar, they're not the same. Flexibility indicates how much available options can be manipulated, adaptability indicates how well long-term adjustability to change in conditions is achieved, and resilience indicates the degree of shock absorption and continued functioning. Organizational agility, however, is not just responding in time, but also taking effective action, which is even more critical to those institutions that need to take account of evolving community needs, donor expectations, funding opportunities and local governance requirements. Hence, it is proper to define agility by using speed, flexibility, learning, innovation, and resilience as the proper framework to analyze community-based development organizations (Desalegn et al., 2024).

The dynamic capabilities perspective serves as a strong theoretical foundation to the understanding of agility. Organizations that can sense opportunities and threats, mobilize resources and adapt internal processes based on changes are becoming agile. These are not just the capabilities of the technology or market competition that development institutions can rely on to create; development institutions can also mobilize communities, coordinate donors, solve local problems, and reallocate resources. In small community-based institutions, agility is thus reliant on the capacity to coordinate limited resources, to harness and build learning systems and to be responsive to local priorities without compromising institutional accountability (Al Jabri et al., 2024; Khattak et al., 2025).

In fact, leadership is a key element of organizational agility because agile institutions need to make quick decisions, coordinate in flexible ways and be able to coach stakeholders in adaptable transition processes. Leadership in community is not stewarding one group for the benefit of another group exclusively but is also a relational quality. This requires trust, participation, networking, and intense consultation with a degree of efficiency and implementation. Leadership can thus help to minimize delays, enhance coordination, and foster sustainability within organizations that rely on voluntary involvement and external partnerships (Tandon et al., 2025; Fuller-Love et al., 2025).

To be agile an enterprise needs to have knowledge management and organizational learning as essential foundations. Proper written experience documentation, information sharing, review of activities completed, and incorporation of learnings into planning are part of a process that can help institutions adapt and improve their performance. Informal or person-dependent knowledge, on the other hand, can lead organizations to making the same mistakes, and to the loss of institutional memory. This is a very real challenge for Local Support Organizations, as the work is based on practical experience, feedback from local communities, and training provided by donors, but without clear systems for

documentation and review of learning (Alkaabi et al., 2024; Rehman et al., 2025).

Usually, innovation goes hand in hand with organizational agility. The term innovation in development institutions does not just apply to cutting-edge technology for development; it applies to new approaches to problems in communities, deriving community-based solutions, pilot testing new initiatives, rethinking and redesigning service delivery, and finding new ways to use existing resources. But complementary organizational structures like planning, monitoring, technical capacity & implementation discipline make innovation more effective. Again, for community-based institutions, there needs to be a mechanism that allows for testing, documenting and expanding useful ideas from the community (Guo et al., 2023; Bekos et al., 2025).

The evolution of digital has increasingly become a factor for agility, learning and resilience. Record keeping, reporting, communication, monitoring and institutional memory can be improved with the use of basic digital tools. Informal communication is frequently a help for community-based development institutions, and the use of digital systems, like a shared database, cloud folders or a standardized preferring format or project monitoring sheets can help minimize the use of informal communication and improve transparency. Digital adoption must be context-sensitive, however, as lack of digital skills, infrastructure and funding can inhibit the use of digital technologies in local organizations (Awad & Martin-Rojas, 2024).

Community-based development institutions need to be able to be agile in the context of participatory governance as well. Participation helps to build ownership, legitimacy, accountability and local relevance, but can add time delays as decision-making across various committees, community representatives, elders and outside parties take place. So, agile governance is about having a balance between participation and timely decision making. CBOs work best when they can keep community members involved, as well as having well defined procedures, a clear approval timeline, and an

effective community coordination mechanism (Fransen et al., 2024; Schugurensky & Mook, 2024; Hofer et al., 2024).

Resilience is one of the critical aspects of agility for a community-based institution as they often operate in an environment that is highly susceptible to inadequate funding services, social pressures, climate risks and other disturbances. Organizations maintain and strive through challenging times because of strong social capital, community trust, collective action, information sharing, and local networks. Resilience for LSOs is thus not only a capacity within the organisation, but a community-based strength that is built through participation, trust, and shared responsibility (Carrasco et al., 2024; Zhao et al., 2025).

The literature indicates that leadership, dynamic capabilities, knowledge management, innovation, digital readiness, participation, social capital, and resilience are influencing factors of organizational agility. Yet, there are still most recent studies that center around business organizations, digital enterprises, SMEs, supply chain or tech-based organizations. Not as much is known about grassroots community-based institutions that govern collectively, that have donor initiatives, that have informal volunteer organizations and that have few paid officials. This gap factors the need for this present study which is a consideration of organizational agility as measured by five dimensions speed, flexibility, learning, innovation, and resilience in the Stak Local Support Organization.

Research Methodology

Research Design

The materials of data analysis for the present study used a mixed methods data collection model with a single case study approach to discuss organizational agility in Stak Local Support Organization. This was thought of as suitable design since the study was confined to one community-based development institution and the use of both quantitative and qualitative evidence was sought. The quantitative component was conducted to gain a measure of stakeholders' perceptions of organizational agility,

and the qualitative component to gain insights into the reasoning behind the delays in approval, funding dependency, learning gaps, constraints on innovation and capacity for resilience. The case study approach allowed for an in-depth look at Stak LSO within the context of its real organizational and community development setting.

Population of the Study

The stakeholders directly related to Stak Local Support Organization (Stak), Union Council were included in the population. This comprised the members of the Board of Directors, staff members, community members, General Body representatives, Founder and Vice Chairman. It was deemed that such stakeholders had practical experience of the organization's governance systems, project implementation, community engagement and decision-making procedures, as well as institutional issues, and thus were viewed as relevant.

Sample and Sampling Technique

Purpose sampling was used in selecting the respondents who had firsthand knowledge on how Stak LSO works. Purposive sampling was deemed suitable as the goal of the research was not statistical generalization, but instead the desire to gain an in-depth understanding of the concept of organizational agility in one development institution focusing on community-based development. The total number of respondents that joined in the study was 20 respondents. The sample consisted of 7 members of the Board of Directors, 6 members of the community, 4 staff members, 1 member of General Body, 1 Founder, and 1 Vice Chairman. This balance resulted in representation of governance, management, leadership and community level participants.

Instrument Development

A structured questionnaire was developed as the main research instrument. The instrument has been developed based on research of the literature and the operational situation of Stak Local Support Organization. The questionnaire is

divided into two parts. Demographic data - gender, age-group and organizational role. The second section was made up of closed-ended Likert-type and open-ended questions concerning organization agility.

Likert scale items were designed regarding five important aspects of organizational agility: speed, flexibility, learning, innovation and resilience. Decision-making efficiency, communication and approval processes were measured through the speed. Flexibility measured the skills of the organization with respect to either changing activities in response to community and donor needs. Learning analysis training, feedback use and learning from past projects. Innovation was defined as an openness to new ideas and a variety of approaches to project implementation. Resilience examined the organization's capacity to remain in operation in the face of challenges and difficulties both internally, financially, and coming from the outside. Open-ended questions were asked to elicit comprehensive perspectives on critical issues, obstacles, and areas for improvement; positive actions and events; and future needs & priorities.

Validity of the Research Instrument

The validity of the research instrument was carried out by the expert, and the instrument was oriented towards the goal of the research. The draft questionnaire underwent expert academic and field review by those who are knowledgeable about organizational development, community-based institutions and research methodology. They provided feedback on the wording, clarity and relevance of the items in the questionnaire and their thoughts on what information to include or exclude. To assure the content validity, the survey items were tied to the dimensions of organizational agility that were selected. Face validity was also considered to make sure that the respondents could understand the questions asked easily and in a meaningful way.

Reliability of the Research Instrument

The instrument was reliable through use of a standardized questionnaire with the same answering categories for the participants. All the

Likert-scale items were laid out in the same formal manner to lessen confusion and provide consistency. The internal consistency of the scale can be calculated after data collection by Cronbach's Alpha in SPSS. In the social sciences, 0.70 or higher is regarded as acceptable for Cronbach's alpha. This process to ensure it is reliable and intern consistence that the items are used to measure organizational agility are reliable.

Data Collection Procedure

The primary data obtained from the field was gathered using a Google Form Survey from May 9th to May 12th, 2026. A questionnaire was distributed to 'key' respondents across various stakeholder groups from Stak Local Support Organization. 2 closed and 2 open items were asked by the respondents, to elicit their experience and understanding of the organization. Analysis also included relevant organizational information, observations, and a document review in addition to the survey. These sources gave a more comprehensive picture of the structure and activities of Stak LSO, as well as its strengths and weaknesses and challenges to operate it.

Data Analysis Procedure

Data collected were read, coded and put into SPSS for quantitative analysis. Demographic data and responses to the items on the Likert scale were analyzed using descriptive statistics. Frequencies, percentages, mean scores and scores for the different dimensions of agility were determined. For every item the responses "agree" and "strongly agree" were pooled together to establish the percent in agreement for each item. The five dimensions of agility, speed, flexibility, learning, innovation and resilience were rated on a five-point scale. The scores were subsequently

coded as low, medium or high and used to compare the respective strengths of each dimension. Open-ended questions were analyzed using thematic analysis of qualitative responses. Themes were seen to repeat and were coded and categorized under key themes: approval delays, financial dependence, insufficient documentation, low prevalence of technology application, staff capacity, women empowerment, youth engagement and climate resilience. Combining quantitative and qualitative results assisted in developing an overall interpretation of organizational agility in Stak LSO.

Ethical Considerations

The research was conducted following ethical principles. The taking of this study was voluntary, and it was assured that the information gathered would only be utilized for academic and research purposes. The dignity and privacy of the participants was respected. None of the respondents were compelled to take part in the survey and no information which could be personally harmful to any individual or stakeholder group was used in any way. The results were collated and reported in a combined manner to protect confidentiality and ensure proper reporting.

Data Analysis and Interpretation

This section of the report will analyze and interpret the data gathered from the stakeholders of Stak Local Support organization. Descriptive Statistics (frequency, percentage, mean score) were used to analyze the data. The interpretation has been done on table basis to facilitate clear understanding of the CTA, respondents' profile, key responses of the survey, root causes, and future development priorities of the respondents about the dimensions of organizational agility.

Table 1: Demographic Information of Respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	15	75%
Gender	Female	5	25%
Age Group	20-30 years	2	10%
Age Group	31-40 years	15	75%
Age Group	41-50 years	2	10%

Age Group	51 years and above	1	5%
Organizational Role	Board of Directors Members	7	35%
Organizational Role	Community Members	6	30%
Organizational Role	Staff Members	4	20%
Organizational Role	General Body Member, Founder, and Vice Chairman	3	15%

Table 1 show that the 20 respondents consisted of veterans from various groups of Stak Local Support Organization. Of the respondents, 75% were males and 25% were females. This implies that there was a higher participation of males than females in the survey. Age distribution of the respondents showed that most of the respondents (75%) were in the age group 31-40 years, indicating that most of the respondents were mature and they were very active in the

activities of the organization and communities of which they were members. When viewing by role, the Board of Directors had the highest number of respondents followed by community members and staff members. The distribution indicates that the data obtained incorporated perspectives from the governance, management, and community levels, thereby increasing the relevance of the findings.

Table 2: Dimension-Wise Organizational Agility Scores

Agility Dimension	Score out of 5	Rating	Key Interpretation
Speed	3.24	Low	Decision-making and approval delays reduce quick response.
Flexibility	3.72	Medium	The organization adjusts to community needs but faces resource constraints.
Learning	3.57	Medium	Training exists, but formal institutional learning is limited.
Innovation	3.73	Medium	New ideas are encouraged, but technical and pilot-testing capacity is weak.
Resilience	4.07	High	Strong community support helps the organization continue during challenges.
Overall Agility Score	3.67	Medium	The organization has moderate agility with strong resilience but weak speed.

Table 2 indicate the overall agility positioning of Stak Local Support Organization. The agility score was computed at 3.67 out of 5 points indicating a medium agility of the organization. Resilience had the highest score of 4.07, indicating that the organization has strong community ownership, a broad range of community coverage and continuity in the

context of difficult challenges. The poorest performance was for Speed (3.24), where decision, communication, and approval processes are the lowest. Flexibility, learning, and innovation were also at medium level indicating the organization has some capacity but needs to strengthen systems, provide more resources and enact better documentation processes.

Table 3: Key Survey Responses Related to Organizational Agility

Agility Dimension	Survey Indicator	Agreement Level
Speed	Respondents who agreed that decision-making is efficient	55%
Speed	Respondents who confirmed that approval processes create delays	90%
Speed	Respondents who agreed that communication is timely	45%
Flexibility	Respondents who agreed that activities adjust to community needs	85%
Flexibility	Respondents who agreed that the organization manages multiple projects	100%
Flexibility	Respondents who agreed that limited resources affect flexibility	90%
Flexibility	Respondents who agreed that the organization adapts effectively to donor requirements	45%
Learning	Respondents who confirmed availability of training opportunities	90%
Learning	Respondents who agreed that the organization learns from previous projects	65%
Learning	Respondents who agreed that community participation is encouraged during change processes	50%
Innovation	Respondents who agreed that community ideas are encouraged	85%
Innovation	Respondents who agreed that the organization manages diverse projects	100%
Resilience	Respondents who confirmed multiple project management capacity	100%
Resilience	Respondents who confirmed training opportunities	90%

Table 3 describes the performance of Stak LSO in project diversity, training opportunity, consideration of ideas from community/environment and adjustment to the needs of the community is strong. The highest level of agreement was voting on the organization's ability to handle multiple projects, with all expressing 100% agreement. This suggests that Stak LSO can be used in various

development sectors. However, there are also weaknesses noted in their communication and speed in the table. Just 45% agreed that communication is timely and 90% said that approval processes cause delays. This indicates that the organization has good links with people in the community but does less effectively with involvement in decision making and communication.

Table 4: Analysis of Speed Dimension

Indicator	Result	Interpretation
Decision-making efficiency	55% agreement	Decision-making is only moderately efficient.
Approval delays	90% agreement	Approval procedures are a major cause of slow response.
Timely communication	45% agreement	Internal communication requires improvement.
Dimension score	3.24/5	Speed is the weakest agility dimension.

Table 4 show the lowest score of all the agility dimensions was in the speed Dimension. Data indicates multi-layered decision making and approval process is a barrier to get providers to respond to the needs of the community. While participative decision-making processes improve

the sense of transparency and community ownership, it may extend time commitment of the project due to waiting for decisions to be approved, usually by the Board of Directors and community elders and other local stakeholders.

Hence, it is essential to increase speed, and in this is the most important field to be increased.

Table 5: Analysis of Flexibility Dimension

Indicator	Result	Interpretation
Activities adjust to community needs	85% agreement	The organization is responsive to local needs.
Management of multiple projects	100% agreement	Stak LSO has strong multi-sector working capacity.
Limited resources affect flexibility	90% agreement	Resource constraints reduce adaptive capacity.
Adaptation to donor requirements	45% agreement	Donor-facing flexibility remains weak.
Dimension score	3.72/5	Flexibility is moderate.

Table 5 describes the flexibility dimension indicates that Stak LSO can modify its activities based on the needs of the community. The organization has an operation in various fields that encompass education, health, agriculture, livelihood support, women empowerment, climate resilience, etc. But the lack of money, the

lack of qualified permanent staff and the reliance on donors make it less easy to be flexible in response to changing situations. There is a strong need to increase the organization’s capacity in the areas of proposal writing, reporting and donor coordination, as is indicated by the low levels of agreement on the issue of donor adaptation.

Table 6: Analysis of Learning Dimension

Indicator	Result	Interpretation
Training opportunities are available	90% agreement	Capacity-building activities are present.
Organization learns from previous projects	65% agreement	Learning from experience is only moderate.
Community participation during change processes	50% agreement	Participation in change-related learning needs improvement.
Dimension score	3.57/5	Learning is moderate but not fully institutionalized.

Table 6 elaborate the learning dimension shows that there is a major mismatch between training and institutional learning. 90% agreed that there are training opportunities available but only 65% said that the organization learns from past projects. This indicates that training is being

undertaken but that is not always documented and used in future planning. To enhance learning, a formal means of post project review, documentation and knowledge sharing must be created within the organization.

Table 7: Analysis of Innovation Dimension

Indicator	Result	Interpretation
Community ideas are encouraged	85% agreement	The organization is open to local ideas.
Diverse projects are managed	100% agreement	The organization has practical innovation capacity.
Improved technology use recommended	6 respondents	Digital innovation needs strengthening.
Dimension score	3.73/5	Innovation is moderate.

Table 7 shows the innovation dimension suggests that Stak LSO welcomes community ideas and carries out different development activities. Practical innovations are seen in the activities of kitchen gardening, plantation campaigns, skill building to women, awareness sessions, and

support for start-up businesses. Nevertheless, there is a limited technical capability, lack of pilot testing and limited use of digital tools for innovation. By strengthening technology use and small-scale pilot projects, the organizations' innovation capacity can be enhanced.

Table 8: Analysis of Resilience Dimension

Indicator	Result	Interpretation
Multiple projects managed successfully	100% agreement	The organization has operational continuity.
Training opportunities available	90% agreement	Capacity-building supports resilience.
Community coverage	97%	Strong outreach and community trust exist.
Dimension score	4.07/5	Resilience is the strongest agility dimension.

Table 8 highlights the most robust aspect of an organization's agility at Stak LSO is its resilience. The scores indicate a high amount of resiliency because of community trust, extensive local news coverage, participatory governance and a willingness to keep going in the face of funding and operational difficulties. Outside of the four

committees, Village Organizations, Women Organizations, General Body and Board of Directors, there is a powerful network of local support. But if the issue of donor dependency and financial insecurity is not resolved, resilience may suffer in the long run.

Table 9: Major Challenges Affecting Organizational Agility

Major Challenge	Frequency	Percentage
Funding delays	13	65%
Board approval process	11	55%
Funding issues	5	25%
Need for improved technology use	6	30%
Need for increased funding sources	8	40%
Need for better donor coordination	5	25%

Table 9 explains the most common difficulties were associated with funding delays (65%). This means that financial dependency represents the highest challenge to the agility, innovation and sustainability of the organization. Second in importance was the Board approval process with 55% reporting this as a major challenge. This

verifies that speed is slowed down when multiple decision makers operate. Finally, it is evident that Stak LSO needs better institutional systems to be more agile in response to improved technology use and to the need for increased sources of funding.

Table 10: Root Causes of Limited Organizational Agility

Root Cause	Supporting Evidence	Affected Dimension	Agility
Multi-layer decision-making	90% of respondents confirmed approval delays; 55% identified Board approval as a challenge.	Speed	
External funding dependency	65% of respondents identified funding delays as a major challenge.	Flexibility, Resilience	Innovation,
Weak knowledge management	Only 65% agreed that the organization learns from previous projects.	Learning	
Limited technology use	30% of respondents recommended improved technology use.	Learning and Innovation	

Table 10 provides a summary of the major root causes identified that influence organizations' agility. Multi-layer decision-making directly impacts on speed, the funding dependency on flexibility, innovation and long-term resilience. With limited knowledge comes limited ability to

learn from past projects. Other impacts of limited use relate to documentation, reporting, monitoring and institutional memory. All these root causes indicate that the organization's agility issues aren't individual, but systemic.

Table 11: Future Priority Areas Identified by Respondents

Future Priority Area	Frequency	Percentage
Women Empowerment	8	40%
Youth Engagement	8	40%
Climate Resilience	3	15%
Livelihood Support	1	5%

Table 11 indicates that the most prominent future priority areas were women empowerment and youth engagement which was mentioned by 40% of the respondents. This is reflective of the needs and aspirations of the community that Stak LSO must do more to support women with regards to their skills, leadership, entrepreneurship and youth development. There was also great emphasis on climate resilience, highlighting the need for environmental and disaster-directed interventions. The least frequent was the one related to livelihood support, which is still relevant in the process of poverty reduction and sustainable development.

Findings

Based on the findings, the organizational agility of Stak Local Support Organization was determined to be moderate with a total score of agility of 3.67 from the total of 5 in the instrument. This indicates that the organization has reasonable capacity to respond to community needs, manage a range of development activities and has a reasonable capacity to sustain its operations; but still has some areas where further improvement is needed in its operations and institutional development. When the five dimensions of organizational agility are

compared, resilience is the strongest dimension with the highest score of 4.07. This is due to its high level of community ownership, broad community coverage (~97%), participatory management and capacity to remain operational under financial and operational pressures.

Results also indicate that innovation and flexibility occur at a moderate level. The scores for innovation were 3.73 and flexibility was 3.72. The results show that Stak LSO is open to community ideas and can carry out different projects in the field of education, health awareness, agriculture, women empowerment, and livelihood support, plantation and climate resistance. But there are restrictions due to limited technical skills, lack of permanent human resources, dependence on donors and financial restrictions on its innovative and flexible capability. So, although the entity is ready to adjust and pick up new things, it can't expand and sustain new development without outside help and resources are available.

Speed was found to be the lowest factor of organizational agility with 3.24. The results show that insufficient speediness in approval process, inefficient communication and processes when multiple decision-making stages are involved negatively affect ability of the organization to be responsive to the needs identified by the community. One advantage of the participatory organization of Stak LSO is that it increases trust and transparency of the community, but it can also lead to a delay in decision making where the decisions need to be approved by various parties, the Board of Directors, community members or representatives, and other local actors. This suggests that more efficient decision-making processes within the organization are needed, particularly around community-based activities requiring urgency and/or smaller scale.

On the measure of learning, body language, speech and mime and sentences together, the level of learning was also at the moderate level – it was a score of 3.57. While lessons learned can be captured and some opportunities for training exist, there was no formal process to document lessons and review completed projects and to draw from experience when planning for new

projects. This indicates that learning is informal and still to a lesser extent institutionalized. Because of that, valuable information can stay within the confines of individual staff members or leaders and not be integrated into the learning system of the organization.

The study saw three key reasons affecting the agility of the organization in Stak LSO; which are dependency on external funding, multi-layer decision making and weak knowledge management. The biggest challenges were determined to be funding delays, followed by approval processes and difficulty with technology. The impact of external funding dependency on the project initiation, staffing and innovation as well as long term sustainability. Likewise, poor documentation and low level of technology uptake resolve the fact that the organization cannot build up the ability of tracking progress, retaining institutional knowledge and bettering future arrangements.

The results also indicate that the future priority areas that respondents identify as being most important are those related to women empowerment and youth engagement. This shows the community's desire for Stak LSO to enhance community level development opportunities, leadership and participation of young people and women in their development efforts. Going forward, Climate Resilience and Livelihood support are also areas of relevance in clocking out to facilitate planning for future intervention, especially since the organization is already involved in environmental protection, plantation and community welfare.

Stak LSO is a broadly speaking strong community-based development institution that has reasonably good levels of social capital, community trust and participatory governance. Undeniably, the two greatest assets are resilience, and its greatest liability is speed and formal institutional learning. Stak LSO requires faster approvals and processes, diversified funding mechanisms, better digital records, better donor coordination, and formal post-project learning systems to boost its agility in organization. The strengthening of these areas can help mitigate the shift from a moderate level of agility to a high

level of institutional effectiveness, sustainability and better community development outcomes.

Discussion

The conclusions revealed that while Stak LSO has significant characteristics of an agile community-based development institution, it is not an agile institution in all aspects. With a whole organization score of 3.67, it is in the Moderately agile - Social foundations strong, operational limitations area, not weak or fully agile. This reinforces the overall understanding of agility in organizations, being a capability, which has several elements associated with speed, flexibility, learning and innovation and resilience. When it comes to Stak LSO, community trust and resilience outweigh speed and formal learning systems.

The fact that the organization scored low on this dimension of speed means that the organization has a participatory governance structure, which can have both advantages and disadvantages. On the other hand, community ownership and transparency are strengthened when approval is granted by the Board of Directors, community elders and community representatives. Conversely, it takes longer to make decisions and projects are not implemented. This result is in line with existing literature arguing that agility has a positive impact on performance if the institution indicates adaptability in response to inside and outside changes (Nguyen et al., 2025). However, it is important for Stak LSO to keep a democratic consultation process, while putting in place quicker procedures for small and urgent activities.

There was a medium score for flexibility - Stak LSO can adapt and change its activities to respond to community needs; however, limiting resources hamper flexibility. Different types of projects - plantation campaigns, kitchen gardening, skill development, health awareness and livelihood support have been implemented by them. But donor dependence and lack of a permanent manpower, limits its adaptive capability to new avenues. This is because keeping pace with 'agility' is not the same as 'flexibility' as agility would also involve a rapid

and proper response to the shifting environment (Desalegn et al., 2024). In that sense, flexibility is reflected in the variety in Stak LSO's activities, which should be strengthened both financially and institutionally to be more agile.

It is identified that there is a gap in the learning dimension between training and institutional learning. While most of the respondents indicated that opportunities are available for training, there was less agreement that the organization learns well from past projects. This means that knowledge is being developed and not appropriately shared, documented and institutionalized. With the change in the environment, it is proved by recent study that knowledge management is very notable in making organization adaptive as while taking knowledge capture, share and application, the organization becomes adaptive (Rehman et al., 2025). In the case of Stak LSO, post-project reviews, written lessons learned records and digital documentation facilitate transforming and transferring individual experience into organizational learning.

The innovation score indicates that Stak LSO fosters ideas from the community and facilitates various kinds of development activities and although Stak LSO has some innovations it is not highly systematic. The organization initiated local solutions to engage in plantation campaigns, start-up support, kitchen gardening, etc. Lack of pilot testing, limited technology use and lack of technical capacity in the organization, however, limit its capacity to scale innovation. The literature offers suggestions that the beneficial effects of innovation are strengthened by other organizational capabilities, especially planning, coordinating, and implementing systems (Bekos et al., 2025). So, Stak LSO should be supported by small scale pilot projects, monitoring systems, and technical partnerships to promote innovation.

The highest dimension in the study was resilience. This discovery highlights that the best asset Stak LSO has is selection of its community based, trusted and participative facet. The organisation has established a good social base with 35 Village Organizations, 30 Women

Organizations and 97 % coverage in Union Council Stak. Community-based organizations with leadership, resources, organizational capacity, and robust networks are more likely to continue their resilience activities over time, as evidenced by literature. Community ownership provides autonomy within Stak LSO to address ongoing needs, particularly during the challenges of changing funding and working through the issues that arise from low community frequency.

The results also point to the need for social capital to fortify community-based institutions. Having a wide-reaching network and a democratic framework enables Stak LSO to continue strong relationships with community members and local stakeholders. These pieces of social capital provide for participation, trust and continuity. The results of community resilience research suggest that strengthening social capital builds social cohesion, facilitates sharing and coordination, strengthens disaster preparedness, and fosters a sense of responsibility within the community (Zhao et al., 2025). That is how Stak LSO continues to be so resilient in the face of constrained staffing and uncertain financial times.

Digital documentation seems to be an issue for the future to be improved. The respondents indicated that one of the key needs of the organization was the enhancement of the technology used. Currently the learning capacity of the organization is constrained by weak documentation and informal knowledge sharing. Using digital tools like shared databases, Google Drive folders, project tracking sheets, and standardized reporting templates can help to enhance transparency, communication, and institutional memory. Learning and innovation are aspects where an organization's transformation into dynamic, resilient, and comprehensible units can be enhanced. Hence, digital record-keeping will be a low-cost, yet high impact in the case of Stak LSO ((Awad & Martin-Rojas, 2024).

The research also indicates that the role of participation of stakeholders in the process must be dealt with carefully. Participation is one of the strengths of Stak LSO because it provides an

opportunity for community members to have their voice heard in planning and decision making. Too much consultation, with no time frame, however, can cause delay. More recent research about public participation in local development proposed that legitimacy can be enhanced by meaningful, inclusive and structured public participation (Hofer et al., 2024). This means, for Stak LSO, participation should not be curtailed, rather enhanced by introducing clear categories of decisions and timing of approvals.

The overall conclusion is that Stak LSO is a robust, community embedded organisation that has moderate organizational agility. Its biggest asset is that there is a lot of community trust but for it to be slow to make decisions. Four actionable factors are required to enhance its prospects: fast-track approval systems, diversified funding sources, improved knowledge management, and digital documentation. Leadership is also going to play a major role as Agile Leadership assists in the navigation of individuals, decision-making, and the handling of change (Tandon et al., 2025). These changes, if implemented, can contribute to shifting Stak LSO from fair to better institutional effectiveness and sustainability.

Conclusion

This study focused on the organizational agility of Stak Local Support Organization as the community-based, development organization. The result of the findings indicates that the organizational agility level of Stak LSO is in moderate class with the overall value obtained is 3.67 out of 5. The group is well-rooted in the community, widely engaged throughout, has a participatory governance structure and has the capacity to lead and coordinate a range of development work. It has its strongest dimension in the aspect "resilience", because of its good values in the dimensions "community ownership", "institutions continuity" and "ability to sustain operation in the face of financial and operational difficulties.

But there are also key drawbacks to the use of Stak LSO, which limit its agility, the study found. This resulted in multi-layered approvals, delayed

communication, and long decision-making processes and came up as the weakest dimension of speed. Flexibility, learning, and innovation were at a medium level, indicating that the organisation can seek to change and adapt to community needs and needs to allow for new ideas, but its abilities are hampered by limited financial resources, donor dependency, weak documentation systems and a lack of technical skills.

Some of the root reasons for less agility are reliance on outside funding, long approval process, and poor knowledge management. The organization offers training and conducts other community development projects but does not have such a system in place to document what has been learnt and what should be taken from previous experiences to inform future. This decreases research and decreases Continuous Improvement in Institutions.

Overall, Stak LSO is a trusted and good community-based organization and has great potential and should become more agile and sustainable. To enhance the organization agility, the organization should implement fast-track process on urgent and small-scale activities, diversify funding sources, enhance digital documentation, conduct learning reviews of the projects after project completion, and enhance communication among stakeholders. The action steps below can help Stak LSO be more responsive in meeting community needs, build institutional learning and enhance the overall performance of development over time.

So, the study concludes that organizational agility is a key element for the institutions of development in the community. For Stak LSO, good community engagement and the resilience of the community are important, and added weights are required for the acceleration, resource mobilization, knowledge management and digital tools. Strengthened in these areas, Stak LSO can transition from moderate agility to achieve higher-impact institutional effectiveness and sustainability and enhance community development outcomes.

Recommendations

Following are recommendations made based on findings:

1. It is suggested that Stak LSO needs to have a simplified process for small-urgent activities for the community to reduce delays and speed up the decision-making process.
2. The organization should minimize their dependence on outside donors by mobilizing local resources, operating local contribution systems, pursuing partnerships with local business community and government-based schemes.
3. It is recommended that 3. Stak LSO applies basic digital tools such as: Google Drive, Excel databases, standardized reporting formats, and so on, for better quality record-keeping, monitoring, good transparency and institutional memory.
4. In the wake of any major project, the organization should have a brief review session to record the lessons learned, difficulties encountered and suggestions for future projects.
5. Future priority areas identified by respondents were stakeholder engagement, community engagement, entrepreneurship, and leadership. As a result, more targeted programs for skill development, leadership, entrepreneurship and community engagement in the form of Stak LSO should be designed.

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