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Strategic Agility in Modern Organizations: A Systematic Literature Review of Drivers, Mediators, and Business Outcomes

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ARTICLE INFO	ABSTRACT
Article history: Submitted: May 21, 2025 Final Revised: June 07, 2025 Accepted: June 17, 2025 Published: June 21, 2025 Keywords: Strategic Agility; Organizational Agility; Digital Transformation; Dynamic Capabilities; Innovation Capability.	Purpose This study addresses the fragmented understanding of strategic agility by examining the drivers, mediating mechanisms, and business outcomes that shape organizational adaptability in dynamic environments. The study aims to synthesize existing evidence and develop an integrated conceptual framework that explains how strategic agility is formed and how it contributes to organizational success. Methods This research employed a Systematic Literature Review (SLR) approach following the PRISMA 2020 guidelines. A total of 44 studies published between 2014 and 2026 were systematically identified, screened, and analyzed. Data were extracted using a structured review protocol and synthesized through thematic analysis to identify recurring patterns, antecedent factors, mediating mechanisms, and organizational outcomes associated with strategic agility. Findings The review reveals that strategic agility is primarily driven by digital transformation, digital leadership, information technology capability, knowledge management, organizational learning, innovation capability, and environmental responsiveness. The findings further indicate that organizational innovation, market orientation, absorptive capacity, organizational ambidexterity, creativity, and dynamic capabilities serve as important mediating mechanisms that transform agility-related resources into organizational value. Strategic agility contributes to multiple outcomes, including organizational performance, innovation performance, competitive advantage, sustainable performance, and organizational resilience. Based on these findings, the study proposes an integrated Strategic Agility Conceptual Framework that consolidates the relationships among drivers, mediators, and business outcomes. Research Implications This study contributes to strategic management literature by providing a comprehensive framework that advances theoretical understanding of strategic agility and offers practical guidance for organizations seeking to strengthen adaptability, competitiveness, and long-term sustainability in rapidly changing business environments.

INTRODUCTION

Business environments are experiencing unprecedented levels of uncertainty, complexity, and discontinuous change driven by technological disruption, geopolitical turbulence, shifting customer expectations, and intensified global competition. Traditional organizational capabilities that emphasize stability, efficiency, and long-term planning are increasingly challenged by the need for rapid adaptation and strategic responsiveness. Recent scholarship has identified agility as a critical organizational capability that enables firms to respond effectively to environmental volatility while maintaining competitive advantage (Appelbaum et al., 2017; Motwani & Kataria, 2024). Strategic

agility has consequently emerged as a prominent research domain because it captures an organization's capacity to sense environmental changes, make timely strategic decisions, and rapidly reconfigure resources to exploit emerging opportunities and mitigate threats (Syamsir et al., 2025; Franco et al., 2023).

The growing importance of strategic agility is reflected in a substantial body of literature examining its role across diverse organizational contexts. Studies have associated strategic agility with improved organizational performance, innovation outcomes, competitive positioning, and long-term sustainability (Alkandi & Helmi, 2024; Alketbi et al., 2026; Gnizy, 2026). Research has further suggested that strategic agility enables organizations to navigate digital transformation initiatives more effectively while enhancing their capacity to generate value from technological investments (Gong & Ribiere, 2025; Syarkani, 2025). Similar observations have been reported in small and medium-sized enterprises, where strategic agility facilitates collaborative innovation, knowledge integration, and organizational learning processes that contribute to business growth and resilience (Mata et al., 2024; Panda, 2025).

Despite increasing scholarly attention, the conceptual boundaries of strategic agility remain fragmented. Existing studies frequently employ different terminologies, dimensions, and theoretical perspectives when examining agility-related phenomena. Some investigations emphasize organizational agility as a broad adaptive capability (Franco et al., 2023; Motwani & Kataria, 2023), whereas others focus on leadership agility, workforce agility, employee agility, or business agility as distinct but related constructs (Syamsir et al., 2025; Salmen & Festing, 2022; Muduli, 2016). This diversity has contributed to conceptual ambiguity regarding the specific antecedents, mechanisms, and outcomes associated with strategic agility. Consequently, the cumulative development of knowledge remains constrained by inconsistent theoretical integration and fragmented empirical evidence (Motwani & Kataria, 2024; Appelbaum et al., 2017).

A second challenge concerns the limited understanding of the factors that drive strategic agility. Previous studies have identified numerous potential antecedents, including digital transformation, leadership capabilities, information technology resources, knowledge management practices, business intelligence systems, customer knowledge management, and innovation-oriented cultures (Panda, 2025; Gong & Ribiere, 2025; Aldabbas & Gianni, 2026). Digital leadership and transformational leadership have also been recognized as important enablers of organizational adaptation and strategic responsiveness (Putra et al., 2025; Theryo et al., 2026). However, findings remain dispersed across different disciplines and organizational settings, making it difficult to determine which drivers consistently contribute to the development of strategic agility and how these factors interact within broader organizational systems (Syamsir et al., 2025; Motwani & Kataria, 2023).

The literature also demonstrates increasing interest in mediating mechanisms that explain how strategic agility translates organizational resources and capabilities into superior outcomes. Several studies have identified organizational innovation, market orientation, innovation capability, absorptive capacity, and organizational agility itself as mediating variables that strengthen the relationship between strategic initiatives and organizational performance (Yildiz & Aykanat, 2021; Alkandi & Helmi, 2024; Mata et al., 2024). Research examining digital transformation similarly highlights the intermediary role of agility in converting technological investments into improved firm performance and sustainable competitive advantages (Syarkani, 2025; Putra et al., 2025). Although these findings provide valuable insights, the mediating pathways remain fragmented and have not been systematically synthesized within a unified strategic agility framework.

Empirical evidence concerning business outcomes associated with strategic agility has expanded considerably during recent years. Strategic agility has been linked to organizational performance, innovation performance, sustainability performance, operational effectiveness, competitive advantage, and strategic success across both public and private sectors (Alketbi et al., 2026; Gnizy, 2026; Aldabbas & Gianni, 2026). Human resource capabilities, workforce flexibility, and analytical decision-making capabilities have also been found to contribute indirectly to performance outcomes through agility-related mechanisms (Muduli, 2016; Rajput, 2026). Nevertheless, existing studies often focus on isolated outcome variables, limiting understanding of the broader performance implications generated by strategic agility across different organizational contexts.

Several review studies have attempted to synthesize knowledge regarding agility-related concepts. Reviews conducted by Franco et al. (2023), Motwani and Kataria (2023, 2024), Salmen and Festing (2022), Gong and Ribiere (2025), and Syamsir et al. (2025) have significantly advanced understanding of organizational, employee, leadership, and digital agility. However, these reviews primarily focus on specific agility domains rather than providing an integrated examination of strategic agility as a multidimensional organizational capability. Existing reviews have not comprehensively consolidated the relationships among strategic agility drivers, mediating mechanisms, and business outcomes into a coherent conceptual structure. This limitation creates an opportunity for a more focused synthesis capable of clarifying theoretical relationships and identifying future research directions.

The present study addresses this gap through a systematic literature review of strategic agility research. The review aims to identify the principal drivers that facilitate strategic agility, examine the mediating mechanisms through which agility generates organizational value, and synthesize the business outcomes associated with agility adoption.

By integrating findings from diverse empirical and conceptual studies, this research seeks to provide a comprehensive understanding of how strategic agility operates within contemporary organizations. The systematic review approach enables the consolidation of fragmented evidence while revealing dominant research patterns, emerging themes, and underexplored areas that warrant further investigation.

The primary novelty of this study lies in the development of a conceptual framework that systematically integrates strategic agility drivers, mediators, and business outcomes into a unified explanatory model. Unlike previous reviews that focus on isolated dimensions of agility, the proposed framework offers a holistic perspective that explains how organizational resources and capabilities contribute to agility formation, how mediating mechanisms shape value creation processes, and how these processes ultimately influence organizational performance and sustainability. The framework is expected to contribute to theory development by clarifying the nomological structure of strategic agility while providing practical guidance for managers seeking to enhance organizational adaptability and strategic competitiveness in dynamic business environments.

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METHOD

Research Design

This study employed a Systematic Literature Review (SLR) to synthesize the fragmented body of knowledge concerning strategic agility in modern organizations. The SLR approach was selected because research on strategic agility has expanded rapidly across diverse disciplines, resulting in conceptual inconsistencies regarding its antecedents, mediating mechanisms, and organizational outcomes. Previous reviews have primarily focused on organizational agility, employee agility, leadership agility, or digital agility separately, leaving limited understanding of strategic agility as an integrated organizational capability (Franco et al., 2023; Motwani & Kataria, 2024; Syamsir et al., 2025).

The review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) protocol to ensure methodological rigor, transparency, reproducibility, and comprehensive evidence synthesis. The procedures consisted of identification, screening, eligibility assessment, data extraction, thematic coding, synthesis, and conceptual framework development.

The primary objective of the review was threefold: to identify the principal drivers of strategic agility, to examine mediating mechanisms linking strategic agility with organizational performance, and to synthesize the business outcomes associated with strategic agility. The final outcome of the review was the development of an integrated conceptual framework explaining the relationships among strategic agility drivers, mediators, and business outcomes.

Review Protocol

The review protocol was developed before conducting the literature search to minimize selection bias and improve methodological consistency. The protocol included the research objectives, search strategy, inclusion and exclusion criteria, quality assessment procedures, and thematic synthesis approach.

Table 1. Review Protocol

Component	Description
Review Method	Systematic Literature Review (SLR)
Reporting Standard	PRISMA 2020
Review Objective	To synthesize drivers, mediators, and business outcomes of strategic agility
Time Span	2014–2026
Sources	Scopus-indexed and peer-reviewed journal articles
Unit of Analysis	Strategic agility and organizational agility studies
Analysis Method	Thematic synthesis and conceptual mapping
Final Output	Strategic Agility Conceptual Framework

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Research Questions

The review was guided by three research questions.

Table 2. Research Questions

Code	Research Question
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RQ1	What factors drive strategic agility in modern organizations?
RQ2	What mediating mechanisms explain the influence of strategic agility on organizational performance?
RQ3	What business outcomes emerge from strategic agility implementation?

These questions were developed based on recurring theoretical gaps identified in recent agility literature (Motwani & Kataria, 2023; Franco et al., 2023; Gong & Ribiere, 2025).

2 Search Strategy

A systematic search was conducted using predefined keywords derived from the review objectives and major concepts identified in prior studies.

The search strings combined keywords related to strategic agility, organizational agility, mediating mechanisms, drivers, performance outcomes, innovation, digital transformation, and dynamic capabilities.

Table 3. Search String Formulation

Search Cluster	Keywords
Strategic Agility	"strategic agility" OR "organizational agility" OR "business agility"
Drivers	antecedent* OR driver* OR determinant* OR enabler*
Mediators	mediator* OR mechanism* OR intervening variable*
Outcomes	performance OR innovation OR sustainability OR competitiveness OR resilience
Digital Context	digital transformation OR digital leadership OR AI OR analytics

Example search query: ("strategic agility" OR "organizational agility") AND (driver* OR antecedent* OR determinant*) AND (mediator* OR mechanism*) AND (performance OR innovation OR sustainability)

Quality Assessment

To ensure methodological quality, each study was assessed using four criteria adapted from established SLR practices.

Table 5. Quality Assessment Framework

Criterion	Description
QA1	Clear research objectives
QA2	Explicit methodology
QA3	Relevant findings related to agility
QA4	Contribution to theory or practice

Scoring system:

Score	Interpretation
1	Criterion fulfilled
0	Criterion not fulfilled

Only studies meeting at least three criteria were retained for analysis.

15 Data Extraction

A structured extraction form was developed to ensure consistency during evidence collection.

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Table 6. Data Extraction Framework

Analytical Element	Description
Author(s)	Study identification
Year	Publication year
Country/Context	Research setting
Research Objective	Purpose of study
Driver Variables	Agility antecedents
Mediator Variables	Mechanisms identified
Outcome Variables	Organizational outcomes
Theory Used	Underlying theoretical lens
Methodology	Research method
Key Findings	Principal findings

Thematic Synthesis Procedure

The thematic synthesis was conducted through three sequential stages to systematically integrate the findings from the selected studies into a coherent conceptual understanding of strategic agility. The first stage involved open coding, in which all extracted findings were examined line by line to identify recurring concepts, patterns, and key ideas related to strategic agility. This inductive coding process enabled the identification of meaningful concepts without imposing predetermined categories.

The second stage consisted of axial coding, where the initial codes were compared, refined, and organized into higher-order categories based on their conceptual relationships. Through this iterative analytical process, three dominant thematic categories emerged: Strategic Agility Drivers, Strategic Agility Mediators, and Business Outcomes. These categories represented the principal dimensions consistently reported across the reviewed studies.

The final stage involved selective coding, during which the relationships among the three thematic categories were synthesized into a unified explanatory structure. This integrative process facilitated the development of the Strategic Agility Conceptual Framework, which illustrates how organizational drivers influence strategic agility mechanisms and subsequently contribute to improved business outcomes. The resulting framework provides a comprehensive interpretation of the evidence synthesized from the systematic literature review and serves as the foundation for the discussion of strategic agility in contemporary organizational contexts.

Analytical Framework

Based on the systematic synthesis process, the review developed an analytical framework that guided interpretation of the findings.

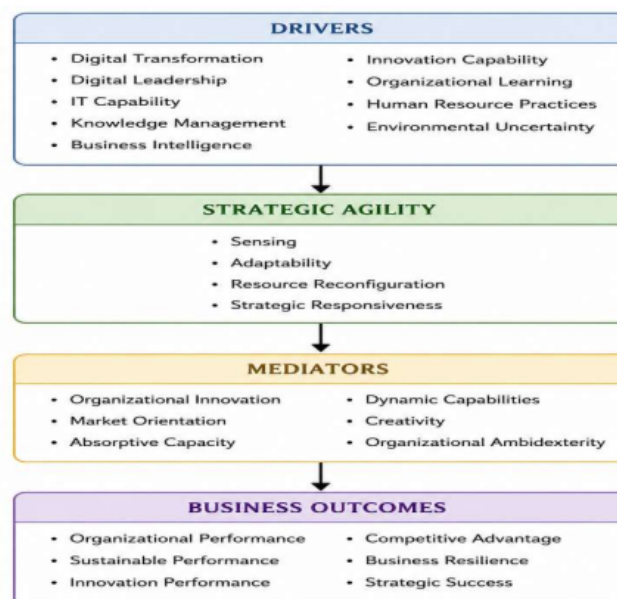


Figure 2. Analytical Framework of the Review

Reliability and Validity

To ensure the reliability and validity of this systematic literature review, several procedures were implemented throughout the research process. First, the review adhered to the PRISMA 2020 guidelines, which provide a standardized framework for conducting and reporting systematic reviews, thereby enhancing methodological transparency and consistency. Second, predefined inclusion and exclusion criteria were established prior to the screening process to minimize selection bias and ensure that only relevant and high-quality studies were included in the analysis. Third, a systematic data extraction protocol was employed to maintain consistency in collecting and organizing information from the selected articles. Additionally, thematic coding was conducted independently and followed by iterative verification to enhance the accuracy and credibility of theme identification and interpretation. Finally, all screening, selection, and synthesis procedures were reported transparently, allowing the review process to be clearly traced and replicated by other researchers. Collectively, these measures strengthen the trustworthiness, transparency, and methodological rigor of the study while reducing the potential influence of researcher bias in the interpretation of evidence.

RESULTS

Characteristics of Included Studies

The systematic literature review identified and synthesized studies published between 2014 and 2026 that examined strategic agility, organizational agility, business agility, workforce agility, leadership agility, and related organizational capabilities. The selected publications represented a diverse range of organizational settings, including manufacturing industries, small and medium-sized enterprises, hospitality organizations, higher education institutions, banking sectors, public organizations, information technology firms, and service industries. Across the reviewed literature, agility was consistently conceptualized as a dynamic organizational capability that enables firms to respond rapidly to environmental changes, technological disruptions, market uncertainties, and emerging competitive pressures. The reviewed studies further demonstrate that agility functions not only as an operational capability but also as a strategic mechanism connecting leadership, digital transformation, innovation, knowledge management, and organizational performance. Evidence from recent studies revealed increasing scholarly attention toward agility as organizations attempt to achieve resilience, sustainability, competitiveness, and long-term business success in volatile environments.

Table 1. General Characteristics of Included Studies

Characteristic	Observation
Publication Period	2014–2026
Research Domain	Strategic Agility, Organizational Agility, Business Agility, Workforce Agility
Organizational Contexts	Manufacturing, SMEs, Banking, Hospitality, Education, Public Sector, Technology Firms
Dominant Research Methods	Survey, SEM, PLS-SEM, Systematic Literature Review
Dominant Theories	Dynamic Capabilities Theory, Resource-Based View, Knowledge-Based View, Stakeholder Theory
Main Variables Examined	Digital Transformation, Leadership, Innovation, Knowledge Management, IT Capability, Organizational Learning
Main Outcomes	Organizational Performance, Sustainable Performance, Innovation Performance, Strategic Resilience, Competitive Advantage
Common Research Design	Quantitative Cross-sectional Studies

The characteristics of the included studies indicate that strategic agility research has become increasingly multidisciplinary. Earlier studies focused primarily on agility as an organizational adaptation mechanism, whereas more recent investigations have integrated digital transformation, artificial intelligence, sustainability, innovation management, and strategic resilience into agility frameworks. The dominance of quantitative methodologies reflects the growing interest in examining complex causal relationships among organizational resources, agility capabilities, mediating mechanisms, and performance outcomes. Furthermore, the broad industrial coverage suggests that strategic

agility is no longer viewed as a capability limited to technology-intensive firms but rather as a strategic requirement across multiple sectors facing environmental turbulence and competitive disruption.

Publication Trend Analysis

The temporal distribution of publications provides insights into the evolution of strategic agility research over the past decade. Although agility-related studies appeared sporadically during the early years of the review period, scholarly interest accelerated considerably after 2020. This increase coincided with the widespread adoption of digital technologies, artificial intelligence, Industry 4.0 initiatives, platform-based business models, and sustainability-oriented organizational strategies. The literature published between 2024 and 2026 demonstrated particularly strong emphasis on digital leadership, AI governance, innovation capability, organizational resilience, and sustainable performance, indicating a shift toward more integrated and strategic perspectives on agility.

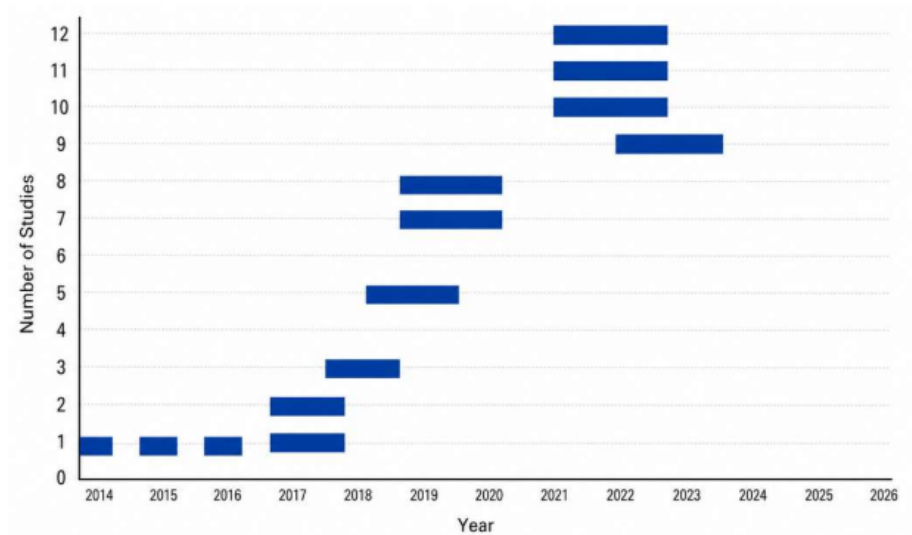


Figure 2. Publication Distribution by Year

The publication trend reveals three major developmental phases. The first phase, spanning 2014–2019, focused primarily on foundational discussions regarding organizational adaptability and business process agility. Studies during this period investigated how information technology capabilities, environmental factors, and organizational resources contributed to agile organizational behavior. The second phase, covering 2020–2023, introduced stronger emphasis on innovation, workforce agility, knowledge management, and digital transformation. During this period, researchers increasingly examined agility as a mechanism linking organizational capabilities with performance outcomes. The third phase, observed between 2024 and 2026, reflects substantial theoretical expansion. Recent studies increasingly integrate digital leadership, artificial intelligence, business intelligence, sustainability, organizational resilience, and dynamic capabilities into strategic agility frameworks. This progression highlights the maturation of the field and underscores the necessity of an integrated conceptual framework capable of synthesizing diverse drivers, mediators, and outcomes associated with strategic agility.

Distribution of Research Contexts

The reviewed studies were conducted across a wide range of organizational contexts. Such diversity reflects the universal relevance of agility as an organizational capability in contemporary business environments. While manufacturing organizations remain an important setting for agility research, recent investigations demonstrate growing interest in hospitality, banking, education, public administration, technology sectors, and small and medium-sized enterprises. This expansion indicates that strategic agility has evolved from a sector-specific concept into a broadly applicable organizational capability.

Table 3. Distribution of Research Contexts

Organizational Context	Main Focus
Manufacturing	Innovation, Digital Transformation, Sustainability
SMEs	Competitive Advantage, Business Model Innovation

Banking	Fintech Adoption, Digital Transformation
Hospitality	Organizational Performance, Employee Agility
Higher Education	Organizational Adaptation and Change
Public Sector	Sustainable Organizational Performance
Technology Firms	Digital Leadership and Innovation
Multi-sector Studies	Strategic Agility Framework Development

The contextual diversity suggests that organizations across industries encounter similar challenges related to uncertainty, disruption, and rapid environmental change. Manufacturing studies frequently examine agility in relation to innovation and sustainability initiatives, whereas banking research focuses on digital transformation and technological adaptation. Hospitality studies commonly investigate agility as a determinant of service quality and organizational performance, while public sector research increasingly explores agility as a mechanism supporting innovation and sustainable governance. These findings collectively indicate that agility functions as a universal strategic capability rather than an industry-specific phenomenon.

Dominant Theoretical Foundations

Understanding the theoretical foundations of strategic agility research is essential for identifying how scholars explain the emergence and consequences of agility capabilities. The reviewed literature reveals substantial reliance on capability-oriented and resource-oriented perspectives. Dynamic Capabilities Theory emerged as the most influential theoretical framework, followed by Resource-Based View, Knowledge-Based View, Stakeholder Theory, and Upper Echelons Theory. These theories collectively explain how organizations develop, deploy, and leverage resources to achieve adaptability and superior performance.

Table 4. Dominant Theoretical Foundations

Theory	Contribution to Strategic Agility Research
Dynamic Capabilities Theory	Explains sensing, seizing, and reconfiguring capabilities
Resource-Based View	Explains strategic resource utilization
Knowledge-Based View	Explains knowledge acquisition and learning
Stakeholder Theory	Explains sustainable performance outcomes
Upper Echelons Theory	Explains leadership influence on agility
Organizational Learning Theory	Explains adaptation and capability development

The prominence of Dynamic Capabilities Theory indicates that agility is primarily conceptualized as an organizational capability enabling firms to sense environmental changes, seize emerging opportunities, and reconfigure resources accordingly. Resource-Based View complements this perspective by emphasizing the importance of valuable, rare, inimitable, and non-substitutable resources in fostering agility. Knowledge-Based View contributes by highlighting the role of organizational learning, knowledge sharing, and information processing in supporting agile decision-making. More recent studies have expanded these theoretical foundations by incorporating digital leadership, artificial intelligence governance, innovation capability, and sustainability-oriented frameworks, reflecting the increasingly complex nature of strategic agility research.

Geographical Distribution of Studies

The geographical distribution of the reviewed studies demonstrates the global relevance of strategic agility. Research has been conducted across developed and developing economies, reflecting widespread recognition of agility as a critical organizational capability. Studies originating from Asia dominate the literature, particularly from China, Pakistan, Malaysia, Indonesia, the United Arab Emirates, and India. Additional contributions originate from Europe, the Middle East, and Africa.

Table 5. Geographical Distribution of Studies

Region	Representative Countries
Asia	China, India, Pakistan, Malaysia, Indonesia
Middle East	UAE, Saudi Arabia

Europe	Portugal, United Kingdom
Africa	Egypt
Cross-national Studies	Multiple Countries

The strong representation of Asian economies reflects the rapid pace of digital transformation and economic development occurring throughout the region. Organizations operating in emerging economies frequently face intense competitive pressures, technological disruption, and institutional change, making agility particularly relevant. The growing number of studies from diverse geographical contexts further suggests that strategic agility constitutes a globally significant organizational capability with broad applicability across institutional and cultural environments.

DISCUSSION

Strategic Agility Drivers

The findings indicate that strategic agility is primarily driven by an organization's ability to develop adaptive capabilities that support rapid responses to environmental turbulence. According to Motwani and Kataria (2024), organizational agility emerges from the interaction of structural flexibility, managerial responsiveness, and resource reconfiguration capabilities. Similar conclusions were reported by Franco et al. (2023), who identified organizational learning and adaptive decision-making as central elements supporting agile behavior. Appelbaum et al. (2017) further argued that organizations unable to continuously adjust their structures and processes encounter substantial difficulties in maintaining competitiveness under conditions of uncertainty.

Syamsir et al. (2025) emphasized that leadership agility has become a critical antecedent of strategic agility in volatile, uncertain, complex, and ambiguous environments. Their review demonstrated that agile leaders facilitate organizational responsiveness by encouraging experimentation, strategic flexibility, and rapid decision-making processes. This observation is supported by Santoso et al. (2025), who found that digital leadership strengthens organizational innovation capabilities through technology-oriented strategic direction. Similarly, Theryo et al. (2026) concluded that digital leadership significantly contributes to business success and sustainability by enhancing organizational adaptability and strategic responsiveness.

Digital transformation emerged as another dominant driver consistently identified across the reviewed studies. Gong and Ribiere (2025) argued that digital transformation creates organizational conditions that facilitate sensing, learning, and resource reconfiguration activities. Syarkani (2025) demonstrated that digital transformation indirectly improves firm performance through organizational agility, indicating that agility serves as a strategic mechanism through which digital initiatives generate value. Comparable findings were reported by Bhattarai et al. (2026), who showed that digital transformation enhances business agility by strengthening organizational competitiveness and business performance. The importance of digitalization is further reinforced by Yerizal and Septaria (2025), who highlighted digital business model innovation as a strategic pathway toward organizational adaptability.

Knowledge-based resources also represent fundamental drivers of strategic agility. Panda (2025) found that information technology capability and knowledge management capability contribute significantly to organizational agility by enhancing organizational innovation processes. Earlier evidence provided by Chen et al. (2014) similarly demonstrated that IT capability improves organizational performance through business process agility under varying environmental conditions. Cegarra-Navarro and Martelo-Landroguez (2020) further emphasized that organizational memory facilitates agility by supporting effective knowledge application and organizational learning processes. Consistent with these findings, Shahzad et al. (2020) argued that knowledge management processes contribute to sustainable organizational performance through innovation-oriented capabilities.

The reviewed evidence suggests that strategic agility develops through the interaction of leadership, digital transformation, technological capability, and knowledge-based resources rather than through isolated organizational initiatives. Menon and Suresh (2021) showed that organizational agility in higher education institutions depends upon multiple organizational, technological, and managerial factors operating simultaneously. Similar multidimensional perspectives were proposed by Motwani and Kataria (2023), who conceptualized agility as an integrated capability emerging from organizational structures, human resources, technological systems, and strategic management processes. Abrokwhah-Larbi (2024) further argued that emerging technologies such as metaverse-based marketing capabilities contribute to strategic agility when supported by complementary organizational mechanisms. Collectively, these findings indicate that strategic agility should be understood as a systemic organizational capability generated through the integration of leadership, technology, knowledge, and innovation resources.

Mediating Mechanisms Linking Strategic Agility and Organizational Outcomes

The synthesis revealed that mediating mechanisms constitute the most critical explanatory component in the strategic agility literature because they clarify how organizational resources are transformed into measurable business outcomes. Yildiz and Aykanat (2021) demonstrated that organizational innovation significantly mediates the

relationship between strategic agility and firm performance, suggesting that agility alone does not automatically generate superior results. This finding indicates that organizations must convert agile capabilities into innovation-oriented actions before performance improvements can be realized. Similar observations were reported by Alkandi and Helmi (2024), who identified innovation capabilities and market orientation as essential pathways connecting strategic agility with organizational performance.

Organizational innovation emerged as the most frequently reported mediator across the reviewed studies. According to Putra et al. (2025), digital transformational leadership contributes to sustainable performance through the sequential influence of organizational agility and innovation capability. The importance of innovation mediation is further supported by Adyana et al. (2025), who found that innovation acts as a central mechanism linking technology orientation and market orientation with marketing performance. Comparable conclusions were reached by Foguesatto et al. (2024), who demonstrated that dynamic capabilities strengthen innovation performance through interconnected organizational processes. These findings collectively indicate that innovation functions as the primary vehicle through which agility creates organizational value.

Market-oriented mechanisms also play an important mediating role in translating agility into performance outcomes. Alkandi and Helmi (2024) found that organizations possessing stronger market orientation capabilities are better able to convert strategic agility into superior organizational performance. Similarly, Rahman and Khan (2023) showed that AI-enabled customer relationship management systems improve customer retention and business performance by strengthening organizational responsiveness to market demands. These findings suggest that strategic agility enhances organizational effectiveness when firms continuously align internal capabilities with evolving customer expectations. Consequently, market orientation serves as an important bridge connecting agility-related capabilities with competitive performance outcomes.

Absorptive capacity and organizational learning emerged as additional mediating mechanisms frequently associated with strategic agility. Mata et al. (2024) demonstrated that absorptive capacity strengthens the relationship between collaborative innovation and strategic agility in small and medium-sized enterprises. Related evidence from Panda (2025) indicated that organizational agility mediates the influence of information technology and knowledge management capabilities on organizational innovation. Earlier work by Cegarra-Navarro and Martelo-Landroguez (2020) similarly highlighted the importance of organizational memory and knowledge application in facilitating agile responses to environmental change. Together, these findings suggest that learning-oriented capabilities enable organizations to transform information resources into adaptive strategic actions.

Recent studies have expanded the range of mediating mechanisms by incorporating organizational ambidexterity, creativity, digital leadership, employee involvement, and analytical capabilities. Tjahjadi et al. (2026) found that organizational ambidexterity and open innovation mediate the relationship between performance management systems and business performance. Aldabbas and Gianni (2026) demonstrated that creativity functions alongside agility as an important mechanism connecting business intelligence with organizational performance. Mahmood et al. (2026) reported that organizational agility mediates the influence of digital voice on innovative work behavior through employee ambidexterity and involvement. Rajput (2026) further revealed that analytical capabilities improve firm performance through complex mediation pathways involving organizational processes and decision-making mechanisms. These findings illustrate the increasing complexity of strategic agility ecosystems and reinforce the need for integrated conceptual explanations.

Business Outcomes of Strategic Agility

The reviewed literature consistently demonstrates that strategic agility contributes to a broad range of organizational outcomes extending beyond traditional financial performance indicators. Alkandi and Helmi (2024) reported that strategic agility positively influences organizational performance through enhanced responsiveness to market changes and innovation opportunities. Similar conclusions were presented by Gnizy (2026), who found that business agility significantly improves strategic performance under dynamic environmental conditions. These findings suggest that agility enables organizations to sustain competitiveness by continuously adapting to emerging opportunities and threats. The evidence further indicates that performance improvements are most substantial when agility is supported by complementary organizational capabilities.

Innovation performance represents one of the most widely reported outcomes associated with strategic agility. Alketbi et al. (2026) demonstrated that strategic agility enhances innovation processes and contributes to sustainable organizational performance within public-sector organizations. Comparable findings were reported by Koomson (2026), who showed that strategic agility strengthens innovation performance in the telecommunications industry under conditions of industry pressure and quality management implementation. Alkoliby et al. (2025) similarly found that organizational agility strengthens the relationship between total quality management and green innovation outcomes. Collectively, these studies indicate that agility functions as a catalyst enabling organizations to transform knowledge, technology, and managerial capabilities into innovative outputs.

Strategic agility also contributes substantially to organizational sustainability and resilience. Putra et al. (2025) demonstrated that organizational agility mediates the relationship between digital transformational leadership and sustainable performance. Shatila (2025) similarly found that agility plays a critical role in strengthening organizational resilience through interactions with artificial intelligence, innovation, and digital leadership capabilities. Further evidence from Shatila (2026) revealed that organizational agility serves as a central mechanism linking AI governance and digital leadership with strategic resilience. These findings suggest that agility enhances organizational capacity to withstand disruptions while maintaining long-term strategic viability.

Several studies highlighted the role of agility in generating competitive advantage and business success. Medeiros and Maçada (2022) demonstrated that data-driven analytical capabilities contribute to competitive advantage through organizational agility. Bhattarai et al. (2026) further showed that competitive advantage partially mediates the relationship between digital transformation and business agility within service organizations. Satar et al. (2025) reported that strategic agility strengthens the influence of digital capabilities on green entrepreneurship performance among SMEs. The collective evidence indicates that strategic agility enables organizations to leverage technological and informational resources more effectively than competitors.

Beyond organizational performance and innovation outcomes, strategic agility also influences employee-level and stakeholder-related outcomes. Salmen and Festing (2022) argued that employee agility contributes to organizational adaptability through enhanced workforce responsiveness and learning capabilities. Muduli (2016) similarly found that workforce agility strengthens organizational effectiveness by facilitating flexible employee behavior and adaptive decision-making. Touni et al. (2025) reported that organizational agility improves hotel performance through interactions with psychological empowerment and corporate social responsibility. Furthermore, Alkhadra et al. (2023) demonstrated that leadership, organizational culture, and socially responsible practices contribute indirectly to performance outcomes through organizational mechanisms associated with agility and adaptation. These findings suggest that the benefits of strategic agility extend across multiple organizational levels and stakeholder groups.

Integration of Drivers, Mediators, and Business Outcomes

The synthesis of findings indicates that strategic agility operates as an integrative organizational capability connecting drivers, mediating mechanisms, and business outcomes within a unified value-creation process. The reviewed studies consistently show that digital transformation, leadership capability, information technology resources, knowledge management, and innovation-oriented cultures function as foundational drivers of agility. These drivers enhance organizational sensing, learning, and adaptation capabilities, which subsequently influence mediating mechanisms such as innovation capability, absorptive capacity, organizational ambidexterity, and market orientation. The resulting interactions ultimately generate outcomes including organizational performance, competitive advantage, innovation performance, sustainability, and resilience.

The integrated evidence suggests that strategic agility should not be interpreted as an isolated organizational characteristic. Rather, it emerges from the interaction of multiple organizational resources operating simultaneously across technological, managerial, and human dimensions. Studies examining digital leadership, organizational learning, artificial intelligence, and knowledge management consistently demonstrate that agility develops through capability integration rather than through singular organizational initiatives. This observation supports capability-based perspectives emphasizing the importance of resource orchestration and strategic alignment in dynamic business environments.

A notable finding of this review concerns the central role of mediation mechanisms in explaining agility-related value creation. Earlier studies often assumed direct relationships between organizational resources and performance outcomes. The reviewed evidence demonstrates that organizational innovation, market orientation, absorptive capacity, ambidexterity, creativity, and learning processes frequently intervene between strategic agility and organizational success. This pattern suggests that strategic agility contributes to performance indirectly by enabling organizations to activate complementary organizational capabilities.

Another important observation concerns the increasing influence of digital technologies on agility formation. Recent studies place considerable emphasis on digital leadership, artificial intelligence, analytics, business intelligence, digital transformation, and platform-based innovation. These technologies do not independently generate organizational benefits but instead enhance the effectiveness of agility-related processes. Consequently, organizations that successfully integrate technological resources with adaptive organizational capabilities appear more capable of achieving sustainable competitive advantage.

The findings ultimately support the development of a comprehensive Strategic Agility Conceptual Framework. The framework positions organizational drivers as antecedent conditions, strategic agility as a central capability, mediating mechanisms as value-creation pathways, and business outcomes as final organizational consequences. This integrated perspective extends prior literature by consolidating fragmented evidence into a coherent explanatory

structure. The framework therefore contributes to theoretical advancement by clarifying the relationships among strategic agility drivers, mediators, and business outcomes while providing practical guidance for organizational decision-makers operating in increasingly turbulent environments.

Development of the Strategic Agility Conceptual Framework

The most significant contribution emerging from this systematic literature review is the development of an integrated Strategic Agility Conceptual Framework that consolidates previously fragmented knowledge regarding agility antecedents, mediating mechanisms, and organizational outcomes. Previous reviews have examined organizational agility, leadership agility, employee agility, and digital agility as separate domains, often emphasizing individual dimensions rather than their interrelationships (Franco et al., 2023; Motwani & Kataria, 2023; Syamsir et al., 2025). The present synthesis demonstrates that these dimensions are not independent phenomena but interconnected elements within a broader strategic capability system. Consequently, the proposed framework addresses a notable theoretical gap by integrating diverse agility-related constructs into a unified explanatory structure.

The framework identifies organizational drivers as the foundational layer supporting the emergence of strategic agility. The reviewed studies consistently highlight digital transformation, digital leadership, information technology capability, business intelligence, knowledge management capability, organizational learning, innovation-oriented culture, and human resource capability as major antecedents influencing agility development (Gong & Ribiere, 2025; Panda, 2025; Aldabbas & Gianni, 2026). Additional evidence suggests that environmental uncertainty, market turbulence, sustainability pressures, and technological disruption strengthen the importance of these antecedent conditions (Inman & Green, 2022; Appelbaum et al., 2017). Rather than acting independently, these drivers interact to create organizational conditions that facilitate sensing, adaptation, responsiveness, and resource reconfiguration. This finding extends existing agility literature by demonstrating that agility emerges through the integration of multiple organizational capabilities rather than through isolated managerial initiatives.

The second component of the framework positions strategic agility as the central organizational capability connecting antecedent resources with organizational outcomes. Consistent with Dynamic Capabilities Theory, strategic agility encompasses an organization's capacity to sense environmental changes, seize emerging opportunities, and reconfigure resources in response to evolving market conditions (Motwani & Kataria, 2024; Franco et al., 2023). The reviewed studies further indicate that strategic agility functions as an adaptive mechanism enabling organizations to translate digital transformation, leadership effectiveness, technological capabilities, and knowledge resources into actionable strategic responses (Syarkani, 2025; Putra et al., 2025). This perspective highlights the importance of agility as a higher-order capability responsible for coordinating and mobilizing organizational resources under conditions of uncertainty.

The third component of the framework emphasizes the importance of mediating mechanisms in the organizational value-creation process. The synthesis revealed that organizational innovation, market orientation, absorptive capacity, organizational ambidexterity, creativity, employee involvement, open innovation, and dynamic capabilities repeatedly appear as intermediary constructs linking agility with performance outcomes (Yildiz & Aykanat, 2021; Mata et al., 2024; Tjahjadi et al., 2026). These mediators explain how strategic agility transforms organizational resources into tangible business benefits. The evidence suggests that organizations rarely achieve superior performance directly through agility alone; instead, agility enables the activation of complementary organizational processes that subsequently generate value. This finding represents an important theoretical advancement because it clarifies the mechanisms through which agility contributes to organizational success.

The final component of the framework concerns business outcomes generated through strategic agility and its associated mediating mechanisms. Across the reviewed literature, strategic agility was consistently associated with organizational performance, innovation performance, competitive advantage, sustainable performance, organizational resilience, customer retention, strategic success, and business growth (Alkandi & Helmi, 2024; Alketbi et al., 2026; Gnizy, 2026). Recent studies further indicate that agility contributes to green innovation, sustainability-oriented entrepreneurship, digital competitiveness, and resilience against environmental disruption (Alkoliby et al., 2025; Satar et al., 2025; Shatila, 2026). These outcomes collectively demonstrate that strategic agility generates multidimensional benefits extending beyond financial performance. Consequently, organizations possessing strong agility capabilities appear better positioned to maintain competitiveness, achieve sustainable growth, and adapt successfully to continuously evolving business environments.

The proposed framework contributes to theoretical development by extending prior conceptualizations that focused primarily on isolated dimensions of agility. Existing studies frequently investigate leadership agility, organizational agility, workforce agility, or business agility independently, resulting in fragmented theoretical understanding (Salmen & Festing, 2022; Muduli, 2016; Syamsir et al., 2025). The present framework consolidates these perspectives into a comprehensive model explaining how organizational resources contribute to agility formation, how agility activates mediating mechanisms, and how these mechanisms ultimately influence organizational outcomes.

This integrative perspective advances the nomological structure of strategic agility research while providing a more coherent explanation of organizational adaptation processes.

From a managerial perspective, the framework suggests that organizations should avoid viewing agility as a stand-alone objective. Investments in digital technologies, leadership development, knowledge management systems, innovation capability, and employee development are likely to generate stronger outcomes when aligned within a broader agility-oriented strategy. The reviewed evidence indicates that organizational success depends not only on acquiring resources but also on developing the capability to integrate, coordinate, and reconfigure those resources effectively. Managers should therefore focus on creating organizational ecosystems that simultaneously support agility drivers, mediating mechanisms, and performance-enhancing outcomes.

The framework also identifies several opportunities for future research. Existing studies remain heavily concentrated on quantitative cross-sectional designs, limiting understanding of how agility evolves over time. Longitudinal studies could provide deeper insights into the dynamic relationships among drivers, mediators, and organizational outcomes. Future investigations may also examine the influence of artificial intelligence governance, generative AI adoption, platform ecosystems, data-driven decision-making, and sustainability-oriented innovation on agility development. These emerging areas represent promising directions for extending strategic agility theory within increasingly digital and complex organizational environments.

CONCLUSION

This study advances the strategic agility literature by providing an integrated synthesis of the conceptual foundations, enabling factors, intervening mechanisms, and organizational implications associated with strategic agility. The review demonstrates that strategic agility should be understood as a multidimensional organizational capability rather than a standalone managerial practice. Contemporary organizations increasingly rely on the integration of leadership capabilities, digital transformation initiatives, knowledge-based resources, and innovation-oriented strategies to maintain adaptability in rapidly changing environments. The proposed conceptual framework contributes to a more comprehensive understanding of how strategic agility operates within complex organizational systems and extends existing discussions that have often examined agility-related constructs in isolation.

The theoretical implications of this study lie in its effort to consolidate fragmented streams of research into a coherent explanatory structure. By integrating antecedent factors, mediating mechanisms, and organizational consequences within a single framework, the study enriches the conceptual development of strategic agility and strengthens its position within capability-based and organizational adaptation perspectives. The framework also provides a foundation for future theory-building by clarifying the interrelationships among multiple organizational dimensions that influence agility development and strategic responsiveness.

From a practical perspective, the study highlights the importance of viewing agility as an organizational ecosystem rather than a short-term operational initiative. Managers and decision-makers may benefit from adopting integrated approaches that simultaneously develop leadership effectiveness, technological capabilities, innovation capacity, knowledge management practices, and adaptive organizational cultures. Such an approach may strengthen organizational preparedness for environmental uncertainty while supporting sustainable growth and long-term competitiveness. The framework may also serve as a strategic reference for organizations seeking to improve their responsiveness to technological disruption and evolving stakeholder expectations.

Several limitations should be acknowledged. The review was restricted to studies identified within the selected publication sources and time period, which may exclude relevant evidence published outside the review scope. Differences in research contexts, industries, methodological approaches, and theoretical perspectives across the reviewed studies may also influence the generalizability of the synthesized conclusions. Furthermore, the review primarily reflects findings from published academic literature and does not incorporate unpublished studies, practitioner reports, or industry-specific evidence that may provide additional insights into strategic agility implementation.

Future research should examine the dynamic evolution of strategic agility through longitudinal and multi-level research designs. Greater attention may also be directed toward emerging topics such as artificial intelligence governance, generative AI adoption, digital ecosystems, platform-based business models, organizational resilience, and sustainability-oriented innovation. Comparative studies across industries and geographical regions would further strengthen understanding of contextual influences on agility development. For the broader public, this study contributes by enhancing awareness of how adaptive organizational capabilities support business sustainability, innovation, employment stability, and organizational resilience in increasingly uncertain economic and technological environments. Consequently, the proposed framework offers both academic and societal value by providing a structured understanding of how organizations can remain responsive, competitive, and sustainable amid continuous change.

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