

Mapping Research on The Evolution of Organizational Agility and Strategic Agility: A Bibliometric and Systematic Literature Review

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Keywords:	Abstract
Organizational Agility; Strategic Agility; Bibliometrics; Thematic Mapping; Dynamic Capabilities; Digital Transformation	Organizational agility and strategic agility are increasingly recognized as essential capabilities that enable organizations to adapt quickly and effectively to changes in the business environment. This study aims to map the development of research on organizational agility and strategic agility from 2020 to 2026 through bibliometric analysis. The research data consisted of 334 scientific documents indexed in the Scopus database, which were analyzed using a bibliometric approach that included publication trend analysis, publication source analysis, research theme mapping, keyword analysis, and citation analysis. The results show that the number of publications increased significantly, from 19 articles in 2020 to 86 articles in 2025. Thematic analysis identified five main themes: (1) digital transformation and agility, (2) dynamic capabilities and strategic agility, (3) human resource management, leadership, and organizational agility, (4) agility in MSMEs and developing countries, and (5) artificial intelligence, sustainability, and organizational resilience. The most prolific journals in this field included Industrial Marketing Management, Technological Forecasting and Social Change, and the Journal of Business Research, among others. Digital transformation and dynamic capabilities emerged as the dominant and most frequently discussed themes across the reviewed literature. The study also identifies several research opportunities, particularly regarding organizational agility in developing countries, the application of artificial intelligence to enhance agility, and the long-term impact of agility on organizational sustainability. These findings provide a comprehensive overview of the intellectual structure of this research field and offer directions for future studies seeking to address the identified gaps and emerging themes in organizational and strategic agility research.

INTRODUCTION

In an era of increasing uncertainty and volatility, an organization's ability to adapt quickly and effectively to environmental changes has become a determining factor for long-term success and survival. The growing turbulence of the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era, accelerated by the COVID-19 pandemic and rapid digital transformation, has compelled organizations to develop agility as a vital capability for navigating disruptions and maintaining competitive advantage. As organizations face unprecedented challenges—from geopolitical tensions and supply chain disruptions to the rise of artificial intelligence and changing workforce dynamics—the concepts of organizational

agility and strategic agility have emerged as both academic and practical responses to the demands of an increasingly unpredictable business environment.

Organizational agility is defined as a company's ability to respond to environmental changes proactively, adaptively, and sustainably (Walter, 2021), whereas strategic agility refers to the capacity of senior leadership to flexibly transform business models in response to emerging opportunities and threats (Doz & Kosonen, 2008; Clauss et al., 2021). Although these two concepts are interrelated, they serve distinct functions: organizational agility emphasizes operational and structural flexibility, whereas strategic agility focuses on leadership capacity and strategic orientation. Recent research suggests that both forms of agility function as dynamic capabilities at the individual and organizational levels, serving as prerequisites for organizational adaptability and performance in dynamic environments. Furthermore, dynamic capabilities, institutional theory, and organizational agility have been identified as predominant explanatory frameworks for firm-level adaptation to external shocks (Malik et al. 2025).

The COVID-19 global health crisis marked a significant turning point in organizational agility research, driving a sharp increase in publications on the topic since 2020. This surge has been attributed to the pandemic's role in accelerating digital transformation and strategic reorientation across various industry sectors, compelling organizations to develop and maintain agility as a core capability for survival and adaptation (Troise et al., 2022; AlNuaimi et al., 2022). The crisis highlighted the critical importance of agility not only at the organizational level but also at the employee level as a microfoundation of organizational adaptability. Research demonstrates that agile organizations are ideally supported by agile human resources, shifting attention toward employee agility as a determinant of how organizations respond to social and environmental dynamics.

Several previous studies have employed bibliometric approaches to map agility research. Reyes et al. (2024) conducted a comprehensive bibliometric and content analysis of learning agility; however, this represents only one dimension of employee agility and does not fully capture organizational agility as a broader capability. Atienza-Barba et al. (2024) explored the relationship between Artificial Intelligence and Organizational Agility using Scopus and Web of Science data, finding that this research area remains nascent, with a fragmented theoretical foundation. Popa et al. (2025) analyzed 107 papers on artificial intelligence as a catalyst for management system adaptability, agility, and resilience; however, their focus was primarily limited to artificial intelligence rather than the comprehensive evolution of organizational agility and strategic agility research.

Nugroho et al. (2026) analyzed how strategic and organizational agility contribute to corporate sustainability in the digital age through a bibliometric review of 46 selected articles, revealing that dynamic capabilities and the resource-based view serve as dominant theoretical foundations. However, their analysis was limited to sustainability outcomes and did not provide comprehensive thematic mapping of organizational agility and strategic agility research across broader domains. Flores Quiñónez et al. (2024) conducted a systematic review and scientometric analysis of organizational agility in the digital era using Scopus data from 2020–2024, identifying three main pillars: dynamic capabilities, digital transformation, and agile leadership. However, their study was limited to the 2020–2024 period and lacked in-depth thematic mapping based on comprehensive keyword and citation pattern analyses.

A comprehensive bibliometric review of employee agility research over the past 25 years conducted by Ramzuni et al. (2026) analyzed 319 publications from Scopus and Web of Science, identifying three main clusters: (1) organizational responses to change and disruption, (2) HRM practices and individual-level mechanisms, and (3) collaboration, knowledge sharing, and digital platforms. Despite these developments, significant gaps remain, including limited integration of leadership perspectives, weak linkages between agility and innovation, the divide between HR-driven and digital-driven agility, and the underrepresentation of studies from developing countries and Southeast Asia. Hameed, Singla, and Goel (2024) conducted a bibliometric analysis of 578 articles on management information systems and organizational agility, identifying leading countries such as the United States, China, and the United Kingdom as prominent contributors, with research focusing on IT alignment, strategic agility, and big data analytics. However, none of these studies have comprehensively mapped the evolution of both organizational agility and strategic agility research, particularly focusing on the 2020–2026 period and identifying five thematic groups encompassing digital transformation, dynamic capabilities, human resources, SMEs in developing countries, and emerging frontiers, including artificial intelligence, sustainability, and resilience.

Despite the proliferation of research, no comprehensive bibliometric study has specifically mapped the evolution and intellectual landscape of organizational agility and strategic agility research during the 2020–2026 period using a large dataset (334 documents) and structured thematic analysis. Existing studies remain fragmented, focusing on specific aspects such as AI, learning agility, or leadership without providing a complete picture of the integrated development of organizational and strategic agility concepts. Furthermore, a notable gap exists in integrating organizational agility and strategic agility within a single analytical framework, as these two concepts are often examined separately. Research has yet to systematically map the relationship between agility and contemporary issues such as sustainability, artificial intelligence, and organizational resilience.

The urgency of this research is underscored by the increasing dynamism of the post-pandemic business environment, characterized by geopolitical conflicts, rapid technological disruption, and fast-changing regulatory frameworks. Organizations are now expected to be not only operationally agile but also strategically responsive, making a comprehensive understanding of the evolution of agility research critically important. Recent studies indicate that organizational agility, dynamic capabilities, and institutional theory represent key explanatory frameworks for firm-level adaptation; however, integration among these perspectives remains limited. The rapid advancement of artificial intelligence and digital transformation requires new insights into how organizations can develop and sustain agility as a core capability. Given that research on AI and organizational agility remains at an early stage, with limited theoretical grounding, comprehensive bibliometric mapping is urgently needed to guide future research directions.

The novelty of this research lies in several key aspects. First, this study provides one of the most comprehensive bibliometric analyses that systematically maps the evolution of both organizational agility and strategic agility research from 2020 to 2026 using an extensive dataset of 334 Scopus-indexed documents and a structured thematic analysis approach. Second, it integrates publication trend analysis, source mapping, thematic evolution analysis, keyword analysis, and citation analysis within a unified framework, providing a more complete

intellectual landscape than previous studies that focused on isolated aspects. Third, this research specifically identifies five thematic groups—Digital Transformation and Agility, Dynamic Capabilities and Strategic Agility, Human Resources and Leadership, Agility in MSMEs and Developing Countries, and Artificial Intelligence, Sustainability, and Organizational Resilience—offering a novel classification that captures both established and emerging research domains.

Fourth, unlike prior research that focused on specific dimensions such as learning agility, AI, or employee agility, this study provides a holistic overview that encompasses the broader organizational and strategic agility spectrum. Fifth, the research systematically identifies research gaps and formulates future research agendas based on thematic analysis and citation patterns, addressing the limited integration between agility and contemporary challenges identified in the literature. Sixth, the study offers an integrated bibliometric framework for organizational agility research, contributing methodological guidance for future bibliometric studies in strategic management. Seventh, while previous studies have often been limited to specific databases or time periods, this study provides comprehensive coverage from the Scopus database within a specifically designed period encompassing the pandemic and post-pandemic eras, enabling the identification of research trends and developments that have not been captured in previous bibliometric studies.

This research aims to: (1) map the temporal trends of organizational agility and strategic agility publications during the 2020–2026 period; (2) identify the most influential journal sources, authors, and institutions; (3) analyze thematic evolution and research cluster mapping; (4) identify research gaps and formulate future research agendas; and (5) provide methodological contributions in the form of an integrated bibliometric framework for organizational agility research. By analyzing 334 Scopus-indexed scientific documents, this study presents a comprehensive and up-to-date overview of the intellectual landscape of this research field at the global level.

The significance of this research lies in its ability to systematically map the development of organizational agility and strategic agility research, identify key emerging themes, and highlight gaps requiring further investigation. The findings are expected to serve as a reference for researchers in developing future research agendas and for practitioners in understanding the critical role of organizational agility in enhancing adaptability and competitiveness within an increasingly dynamic business environment. Furthermore, this research contributes to theoretical development by synthesizing fragmented insights across multiple research domains and providing a structured knowledge map that can guide both academic inquiry and the practical implementation of agility strategies across diverse organizational contexts.

METHOD

Research Design

The methodological framework of this study was grounded in a quantitative bibliometric approach adapted from the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) procedure for bibliometric analysis (Moher et al., 2009; Page et al., 2021). This approach was selected because it enabled a systematic and comprehensive review of a large body of scientific publications, allowing the identification of research themes, publication trends, and future research directions. The bibliometric approach was appropriate

for mapping the intellectual structure of a research field, as it enabled objective and reproducible analysis of publication patterns, citation networks, and thematic clusters (Donthu et al., 2021; Zupic & Čater, 2015). This study employed a quantitative research design that systematically collected, processed, and analyzed bibliographic data from scientific documents to identify patterns and trends in organizational agility and strategic agility research during the 2020–2026 period.

The study population comprised scientific documents indexed in the Scopus database related to organizational agility and strategic agility. Scopus was selected as the primary data source because of its extensive coverage of peer-reviewed journals, recognition as a leading citation database in management and social sciences, and availability of comprehensive bibliographic information, including citation counts, author affiliations, and keywords (Donthu et al., 2021). The research sample consisted of 334 scientific documents that met the predefined selection criteria. Purposive sampling was applied using explicit inclusion and exclusion criteria to ensure the relevance and quality of the analyzed documents. The search strategy used a Boolean combination of keywords: ("organizational agility" OR "organisational agility" OR "strategic agility" OR "business agility"), with restrictions on the publication period (2020–2026) and document types limited to research articles and review articles.

The inclusion criteria were: (1) documents indexed in Scopus and published during the 2020–2026 period; (2) documents written in English; (3) studies focusing on organizational agility or strategic agility as the primary research topic; and (4) publications categorized as research articles or review articles. Conference proceedings, documents without abstracts, and duplicate records were excluded. The research instrument consisted of a structured bibliometric data extraction protocol that recorded relevant bibliographic information, including authors, titles, publication years, journal sources, keywords, citation counts, and abstracts. The validity and reliability of the data were maintained through a transparent search strategy, consistent application of selection criteria, and systematic data extraction procedures. Data collection was conducted using the Scopus database, and the retrieved dataset was exported in CSV and BibTeX formats for further analysis.

The analytical procedures followed a systematic workflow. First, descriptive analysis was conducted to examine publication and citation trends during the research period, including annual publication growth, citation patterns, and author collaboration. Second, frequency analysis was applied to identify the most productive journals, authors, and affiliations. Third, author keyword analysis was conducted to identify research themes and emerging topics. Fourth, thematic groups were identified based on keyword co-occurrence analysis to determine dominant research areas. Fifth, thematic mapping was performed to visualize and interpret the development of major research themes. The analysis was conducted using the Bibliometrix package in R Studio, with data visualization performed through the Biblioshiny web interface (Aria & Cuccurullo, 2017). The analytical techniques included descriptive statistics, citation analysis, co-occurrence analysis, and thematic mapping, which collectively provided insights into the intellectual landscape and development of organizational agility and strategic agility research.

RESULTS AND DISCUSSION

Publication Trends

The analysis of 334 documents published in the 2020--2026 period demonstrates a consistent and significant increase in the number of publications regarding organizational agility and strategic agility from year to year. These findings show that researchers' interest in the topic continues to grow. Table 1 presents an overview of the analyzed research data, including the number of publications, number of authors, publication period, number of citations, and average citations. The information provides an overview of the development and characteristics of organizational agility and strategic agility research during the period studied.

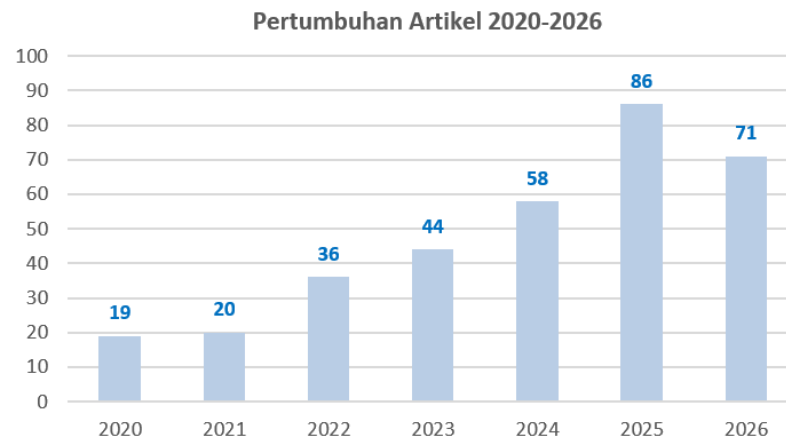
Figure 1 shows the trend of scientific publication developments related to organizational agility and strategic agility during the 2020--2026 period. The results of the analysis show a relatively consistent increase in the number of publications. The year 2025 marks the period with the highest number of publications, followed by 2026 and 2024. This trajectory suggests a robust and sustained interest in the field, likely fueled by post-pandemic organizational challenges and the ongoing digital transformation. The growth in publications from 2020 onwards is consistent with findings from other bibliometric reviews on organizational agility, which noted a sharp increase in research output following the COVID-19 pandemic.

Table 1. Summary of article datasets

Description	Results
Timespan	2020–2026
Sources (Journals, Books, etc.)	185
Documents	334
Annual Growth Rate %	24.57
Document Average Age	2.07
Average Citations per Document	23.95
References	23,883
DOCUMENT CONTENTS	
Keywords Plus (ID)	556
Author's Keywords (DE)	1,113
AUTHORS	
Authors	1,027
Authors of Single-Authored Documents	35
AUTHORS COLLABORATION	
Single-Authored Documents	35
Co-Authors per Document	3.37
International Co-Authorships (%)	38.62
DOCUMENT TYPES	
Article	325
Review	9

Source: Prepared by the authors based on bibliometric analysis of Scopus-indexed publications using Bibliometrix/Biblioshiny (R Package) (2026).

Figure 1. Article production growth for the period 2020-2026



Source: Prepared by the authors based on Scopus database analysis using Bibliometrix/Biblioshiny (R Package) (2026).

Table 2 shows the growth in the number of publications each year during the study period. The largest increase occurred in 2022, with a growth of around 80% compared to the previous year. This condition is likely related to the increasing attention to digital transformation and the need for organizations to adapt to the changing business environment after the COVID-19 pandemic. The highest number of publications will be recorded in 2025, which is 86 articles. These findings show that the topics of organizational agility and strategic agility are getting more and more attention from academics. Overall, there were 334 publications analyzed in this study, with a growth trend that shows a fairly rapid development of research fields in strategic management studies.

Table 2. Publication Distribution by Year (2020–2026)

Year	Number of Publications	Cumulative	Growth (%)	Total Citations
2020	19	19	—	1.731
2021	20	39	+5,3%	992
2022	36	75	+80,0%	2.664
2023	44	119	+22,2%	1.054
2024	58	177	+31,8%	989
2025	86	263	+48,3%	496
2026*	71	334	—	73
Total	334	334	—	7.999

Source: Prepared by the authors based on Scopus database analysis using Bibliometrix/Biblioshiny (R Package) (2026)

Primary Sources

Analysis of the distribution of publications by journal shows that some journals have a greater contribution than others in publishing research on organizational agility and strategic agility. Table 3 presents the 10 journals with the highest number of publications that are the main sources of this research.

Table 3. Top 10 Publication Source Journals

No	Journal Name	Number of Articles	Kuartil Scopus
1	Industrial Marketing Management	13	Q1
2	Administrative Sciences	12	Q2
3	Technological Forecasting and Social Change	11	Q1
4	International Review of Management and Marketing	10	Q2
5	Journal of Business Research	8	Q1
6	Uncertain Supply Chain Management	8	Q2
7	Journal of Innovation and Knowledge	7	Q1
8	Management Decision	6	Q1
9	Human Resource Management Review	6	Q1
10	Cogent Business and Management	6	Q2

Source: Prepared by the authors based on bibliometric analysis of Scopus-indexed publications using Bibliometrix/Biblioshiny (R Package) (2026)

Industrial Marketing Management (Q1, Elsevier) led the way with 13 articles, followed by Administrative Sciences (12 articles) and Technological Forecasting and Social Change (11 articles, Q1). The dominance of Q1 journals such as TFSC, Journal of Business Research, Journal of Innovation and Knowledge, and Management Decision in this list reflects the high quality and relevance of the literature produced. This distribution also indicates that agility research is cross-disciplinary, reaching marketing, strategy, innovation, and general management.

Thematic Evolution

The analysis of the development of the research theme shows a change in the focus of the study during the 2020–2026 period, as seen in Figure 2. In the initial phase, which is 2020–2021, most of the research focused on the impact of the COVID-19 pandemic on organizations. Themes that were widely discussed in this period included organizational resilience, operational flexibility, and supply chain resilience. Liu et al.'s (2020) research on the managerial implications of the COVID-19 pandemic from an Asian perspective and Al-Omouh et al.'s (2020) research on the role of social capital and organizational agility in dealing with crises are examples of studies that illustrate the focus of research in this period.

In the second phase of 2022–2023, the focus of research began to shift to the topic of digitalization and digital transformation. Themes such as digital platforms, artificial intelligence, and digital capabilities are increasingly discussed in various studies. This condition shows that organizational agility is increasingly associated with the use of digital

technology to increase the company's adaptability and competitiveness. The research of AlNuaimi et al. (2022), Troise et al. (2022), and Ahmed et al. (2022) are some of the most cited works in this theme, with a total of 1,362 citations.

In the 2024–2026 period, the focus of research is increasingly developing by connecting organizational agility with various other topics, such as sustainability, entrepreneurship, and stakeholder engagement. In addition, research conducted on small and medium enterprises (SMEs) and developing countries is also increasingly found. This condition shows that the study of agility is no longer limited to large companies or developed countries, but is beginning to be applied to various organizational contexts and a more diverse business environment.

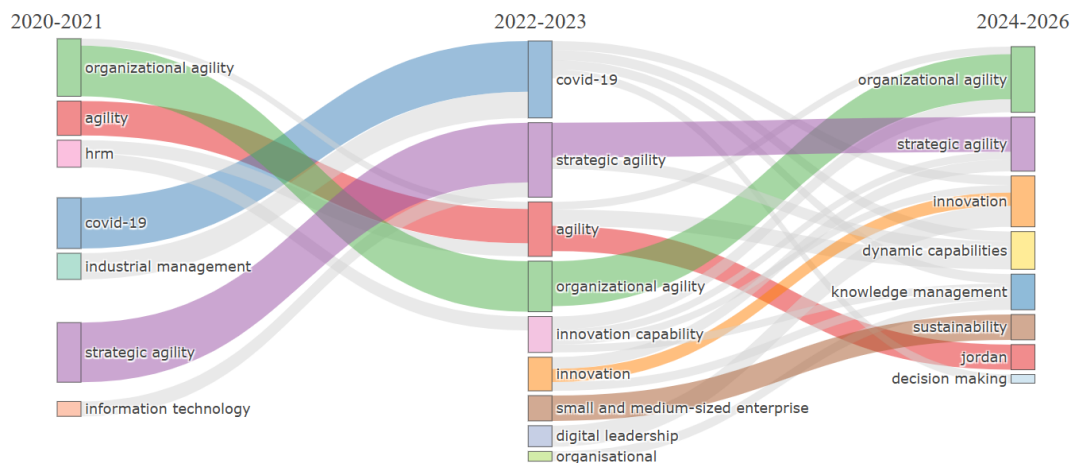


Figure 2. Thematic Evolution of Organizational Agility Research from 2020 to 2026

Source: Prepared by the authors based on thematic evolution analysis using Bibliometrix/Biblioshiny (R Package) and Scopus-indexed publications (2026)

Keyword Analysis (*Word Cloud*)

The analysis of the occurrence of keywords provides an overview of the themes that are most discussed in the analyzed research. The results of the analysis presented in Table 5 show that the most frequently appearing keywords are *organizational agility* (100 times), *strategic agility* (90 times), *digital transformation* (32 times), *dynamic capabilities* (27 times), *agility* (23 times), *organisational agility* (22 times), *innovation* (20 times), *Covid-19* (14 times), *firm performance* (13 times), and *knowledge management* (13 times). These findings show that research on organizational agility is still dominated by the themes of digital transformation, dynamic capabilities, innovation, and corporate performance.

No	Keywords	Rudeness	No	Keywords	Rudeness
1	Organizational agility	100	11	Performance	12
2	Strategic agility	90	12	Artificial intelligence	11
3	Digital transformation	32	13	Competitive advantage	11
4	Dynamic capabilities	27	14	Emerging markets	11
5	Agility	23	15	Organizational performance	11
6	Organisational agility	22	16	Innovation capability	10
7	Innovation	20	17	Strategic management	10
8	Covid-19	14	18	Digitalization	9
9	Firm performance	13	19	Human resource management	9
10	Knowledge management	13	20	Decision making	8

The high frequency of occurrence of *the keywords organizational agility* (100) and *strategic agility* (90) indicates that these two concepts are the main themes in the published analysis, as seen in Figure 4. In addition, the keywords *digital transformation* (32) and *dynamic capabilities* (27) also appear with high frequency. These findings show that research on organizational agility is increasingly associated with digital transformation and the ability of organizations to adapt to changing business environments.



Source: Prepared by the authors based on keyword co-occurrence analysis using VOSviewer and Scopus-indexed publications (2026).



Figure 4. Map of Relationships Between Research Themes by Keywords

Source: Prepared by the authors based on author keyword frequency analysis using Bibliometrix/Biblioshiny (R Package) and Scopus-indexed publications (2026).

Discussion: Five Thematic Groups of Agility Research

The results of bibliometric analysis of 334 scientific documents indexed by Scopus for the period 2020–2026 show that there are five main themes that dominate research on organizational agility and strategic agility. These themes were identified based on keyword relatedness, frequency of theme occurrence, and citation patterns between publications. This mapping provides an overview of the development and direction of research in the field of organizational agility and can be a reference for researchers in determining future research focus.

Table 5. Summary of 5 Thematic Groups of Agility Research (2020–2026)

No	Groups	Core Keywords	Highest Citation	Future Research Focus
1	Digital Transformation and Agility	digital transformation, digitalization, VUCA, platform	AlNuaimi et al. (2022) – 647	AI integration, data-driven agility, digital governance
2	Dynamic Capabilities and Strategic Agility	dynamic capabilities, strategic agility, ambidexterity, competitive advantage	Clauss et al. (2021) – 285; Walter (2021) – 253	Microfoundations, longitudinal models, multi-level analysis
3	HR, Leadership, and Organizational Agility	leadership, HRM, knowledge management, organizational learning	AlNuaimi et al. (2022) – 647; Ahammad et al. (2020) – 122	Agile HRM, wellbeing, cross-cultural leadership agility

No	Groups	Core Keywords	Highest Citation	Future Research Focus
4	Agility in SMEs and Emerging Markets	SMEs, emerging markets, strategic agility, Jordan, Indonesia	Ahmed et al. (2022) – 225; Zahoor et al. (2022) – 110	Frugal agility, institutional context, ASEAN-specific models
5	New Frontiers: AI, Sustainability, and Resilience	AI, sustainability, resilience, green, environmental	Akter et al. (2023) – 238; Bouguerra et al. (2024) – 52	Green agility, circular economy agility, AI ethics

Source: Prepared by the authors based on citation analysis of Scopus-indexed publications using Bibliometrix/Biblioshiny (R Package) (2026).

Group 1: Digital Transformation and Agility

The first group was the most dominant research theme based on the number of citations and the occurrence of keywords. The results of the analysis show that research on organizational agility is increasingly associated with digital transformation and the use of technology. While agility was previously more understood as an organization's ability to respond to changes through work structures and processes, recent research shows that digital technology has an important role to play in supporting these capabilities. With 64 keyword occurrences and supported by some of the articles with the highest number of citations, the theme of digital transformation and organizational agility is one of the main focuses in the development of research in this field.

AlNuaimi et al. (2022) is one of the most cited studies in this group with 647 citations. The research shows that transformational leadership, organizational agility, and digital strategy have an important role in supporting the success of a company's digital transformation. Furthermore, Troise et al. (2022) found that the ability to utilize digital technology and adapt to changes in the business environment is an important factor for the sustainability of small and medium enterprises (SMEs) in the face of uncertain conditions. Meanwhile, Ahmed et al. (2022) show that intellectual capital plays a role in strengthening the relationship between digital platform capabilities and organizational agility, especially in manufacturing companies in developing countries.

Ghezzi and Cavallo (2020) show that the principles of lean startups can be used in conjunction with the concept of agility to help companies adapt faster in a digital business environment. These findings show that the concept of agility is not only relevant in the field of information technology, but also important in business development and digital entrepreneurship. Furthermore, Hadjielias et al. (2022) found that digitalization and organizational agility can increase the value received by customers, especially in the tourism sector. Meanwhile, Zia et al. (2023) show that an organization's ability to utilize digital technology and adapt to change helps B2B distribution companies face various business challenges and reduce the risk of business failure during times of crisis.

Based on the results of the analysis, there are several research opportunities that can be developed in the future. First, research needs to further examine how generative AI technologies and large language models (LLMs) affect an organization's ability to detect changes and respond to them quickly. This topic is still relatively new and has not been widely discussed in the studies analyzed. Second, research is needed on digital agility management,

especially related to organizational efforts in balancing the need for digital flexibility with aspects of cybersecurity, data protection, and regulatory compliance. Third, comparative research between sectors also needs to be conducted to understand how digital agility is applied to various types of industries, such as the manufacturing industry, knowledge-based service sectors, and digital platform-based businesses.

Group: Dynamic Capabilities and Strategic Agility

The second group focuses on the relationship between dynamic capabilities (Teece et al., 1997, 2016) and strategic agility (Doz & Kosonen, 2008) as two important concepts in the strategic management literature. The results of the analysis show that this theme is one of the main themes in the research on organizational agility and strategic agility. This can be seen from the high frequency of keyword occurrences, which is 152 times, as well as the number of articles that receive high citations. These findings suggest that the organization's ability to adapt and adapt strategies is a major concern in research in this area.

Clauss et al. (2021), who obtained 285 citations, found that strategic agility has an important role in helping companies transform their ability to utilize existing resources while developing new opportunities (organizational ambidexterity) into competitive advantage. These findings show that strategic agility is not only related to adaptability, but also plays a role in supporting a balance between the development of new opportunities and the utilization of capabilities that organizations already have. In addition, Walter (2021), with 253 citations, explained that the concept of organizational agility still has various definitions in various studies. Therefore, Walter proposes a clearer and more structured definition so that it can be the basis for the development of organizational agility research in the future.

Ferraris et al. (2022) found that strategic agility is influenced not only by organizational factors, but also by the abilities and experience of company leaders. The results show that the cognitive abilities of CEOs and executive managerial experience play an important role in supporting the creation of strategic agility, especially in companies in developing countries. Meanwhile, Zahoor et al. (2022) show that dynamic capabilities and strategic agility help technology-based small and medium-sized businesses in dealing with changes in the business environment during the COVID-19 pandemic. These findings underscore the importance of strategic agility in improving the organization's ability to survive and adapt in times of crisis.

Based on the results of the analysis, there are four research directions that can be developed in the future. First, it is necessary to develop a more accurate strategic agility measurement instrument that can be used in various types of industries and countries. Second, long-term (longitudinal) research is needed to understand how strategic agility develops and changes as the organization grows. Third, research needs to examine the most effective level of agility for the organization. This is important because too high a level of agility has the potential to create unclear strategic direction and increase the burden on the organization. Therefore, it is necessary to understand what kind of conditions the benefits of agility begin to diminish. Fourth, further research can examine the impact of strategic agility on various stakeholder groups, such as employees, customers, investors, and business partners, so that the benefits of agility can be understood more comprehensively.

Group 3: Human Resource Management, Leadership, and Organizational Agility

The third group highlights the role of human resources in supporting organizational agility. In contrast to many studies that focus more on technology and organizational structure,

this group emphasizes the importance of human factors, such as leadership, human resource management, organizational learning, and knowledge management. With 23 key keyword occurrences, the group shows that an organization's ability to adapt is not only determined by technology and work processes, but also by the quality of human resources it has.

AlNuaimi et al. (2022) show that transformational leadership has an important role in supporting the digital agility of organizations. These findings show that the successful use of digital technology is not only determined by the technology itself, but also by the quality of leadership in the organization. Furthermore, Ahammad et al. (2020) found that flexible and responsive human resource management practices can help organizations build the ability to adapt to change. Meanwhile, Cunha et al. (2020) show that the ability to make decisions quickly and adjust actions according to the situation at hand is an important factor in supporting strategic agility. These abilities can develop better if supported by effective human resource management.

Apascaritei and Elvira (2022) show that human resource management has an important role in improving the organization's ability to adapt to change. Their findings make it clear that the right human resource management system can help organizations develop the capabilities needed to support agility. Furthermore, Chen et al. (2022) found that adaptive and responsive leadership plays a role in increasing the effectiveness of company innovation. Meanwhile, Xing et al. (2020) show that entrepreneurial teams can help build strategic agility through cooperation, interaction, and learning processes that take place within the team.

Ambituuni et al. (2021), through research on project-based organizations, show that human resource management has an important role in supporting strategic agility. Their research results show that agility cannot be achieved through flexible organizational structures alone. Organizations also need a human resource management system that is able to maintain a balance between employees' freedom to work and the organization's need to remain in control. In addition, organizations need to balance the need for specialized expertise with the demands of flexibility in carrying out various tasks.

The next research direction in this group can be focused on developing a human resource management model that supports organizational agility. The model can include practices such as recruitment that considers adaptability, reward systems that encourage learning and innovation, and more flexible job designs. In addition, research on employee well-being and mental health in agile organizations also needs attention, considering that the high demands for change can increase the risk of burnout. Cross-cultural research is also important to understand the differences in leadership styles that favor agility in collective cultures, such as in Asia, compared to more individualistic cultures in Western countries.

Group 4: Agility in SMEs and Emerging Markets

The fourth group shows that research on organizational agility in small and medium enterprises (SMEs) and developing countries is still relatively limited compared to other themes. Although the number of publications is not large, the research in this group obtained a fairly high number of citations. This shows that the topic is receiving great attention from researchers and still has a lot of room for development.

Ahmed et al. (2022), which obtained 225 citations, is one of the most influential studies in this group. The research shows that companies' ability to utilize digital platforms can increase organizational agility in SMEs in the manufacturing sector in developing countries. In

addition, intellectual capital plays an important role in strengthening these relationships. The results of the study also show that the influence of digital capabilities on organizational agility becomes stronger in a rapidly changing business environment. These findings show that digital technology, intellectual capital, and business environment conditions are interrelated factors in supporting organizational agility in SMEs.

Zahoor et al. (2022) found that technology-based small and medium enterprises (SMEs) that are able to take advantage of the organization's dynamic capabilities have better resilience in dealing with the impact of the COVID-19 pandemic. The results of this study show that the ability to adapt to changes in the business environment is an important factor for the sustainability of SMEs. Furthermore, Ferraris et al. (2022) show that the strategic thinking skills and experience of company leaders have an important role in building strategic agility, especially in companies in developing countries.

Adomako et al. (2022) examined the factors that affect the strategic agility of SMEs in Ghana and found that the ability to build cooperation networks and be tech-oriented plays an important role in improving the adaptability of companies. Meanwhile, Soundararajan et al. (2021) show that multinational companies can leverage strategic agility to support the implementation of sustainability practices in global supply chains, particularly in developing countries.

This group has high relevance for Indonesia. With the very large number of MSMEs and their significant contribution to the national economy, the development of an agility model that matches the characteristics of Indonesian MSMEs is important. These characteristics include limited resources, differences in technology adoption rates, and diverse business environmental conditions. Therefore, future research can be directed to the development of appropriate agility measurement tools for MSMEs, comparative studies between ASEAN countries, studies on the role of business incubators and innovation ecosystems in improving the adaptability of MSMEs, as well as research on how MSMEs can build organizational agility effectively despite having limited resources.

Group 5: Evolving research directions – Artificial Intelligence, Sustainability, and Resilience

The fifth group shows the most recent and rapidly developing direction of research development. This group focuses on three main themes, namely Artificial Intelligence (AI), sustainability, and organizational resilience. Although the number of keyword occurrences in this group is still lower than in other groups, the increase in publications since 2023 shows that these themes are getting more attention in research on organizational agility and are expected to be an important focus in the future.

Akter et al. (2023), who obtained 238 citations, showed that the use of artificial intelligence can improve an organization's ability to generate service innovations. The research emphasizes the importance of AI infrastructure, the organization's ability to manage AI, and the application of ethical principles in the use of AI. These findings suggest that AI technology has the potential to strengthen an organization's ability to recognize environmental changes and respond to them more quickly.

Furthermore, Atienza-Barba et al. (2024) show that the use of AI in managerial processes can help organizations monitor environmental changes more quickly and accurately. Meanwhile, Bouguerra et al. (2024) link organizational agility to sustainability issues. The

research shows that the ability of organizations to respond quickly and innovatively to environmental challenges is an important aspect that needs more attention in the development of organizational agility research.

Soundararajan et al. (2021) show that strategic agility has an important role in supporting sustainable supply chain management in globally operating companies. Furthermore, Satar et al. (2025) found that organizational agility can help companies build a sustainable competitive advantage through strengthening organizational capabilities and implementing effective strategic management. Meanwhile, Christofi et al. (2024) identified various practices that organizations can apply to build and maintain strategic agility in the long term.

In this group, organizational resilience is understood as the ability of the organization to face, adapt, and bounce back from various disruptions or crises. In contrast to agility which emphasizes the speed of responding to change, organizational resilience emphasizes the ability to survive and adapt when faced with uncertain conditions. The relationship between organizational resilience and agility is still a topic that is widely discussed in research because the two are closely related, but not entirely synonymous.

Based on the results of the analysis, there are several research opportunities that can be developed in the future. First, research on the use of artificial intelligence (AI) to improve the organization's ability to detect changes and respond to them quickly. Second, the development of the concept of agility that supports sustainability, especially in the face of changes in environmental regulations, increasing consumer awareness of environmental issues, and the development of the green economy. Third, research on the balance between the need for organizations to move quickly and the demands to maintain sustainability in the long term. Fourth, research that examines the relationship between organizational resilience and agility to understand conditions that require a focus on resilience and adaptability. Fifth, the development of a measurement tool that can be used to assess the level of organizational agility that still supports the company's long-term sustainability.

Gaps and subsequent research

Based on the results of bibliometric analysis, this study identifies four research opportunities that still need attention in the future for the academic community. First, there is still limited research that focuses on the context of developing countries. Although Indonesia is one of the countries with a fairly high contribution of publications, most theories and models of organizational agility are still developed based on the experience of developed countries, such as the United Kingdom, the United States, Australia, and Western European countries. This condition shows the need to develop an agility model that is more in line with the characteristics of developing countries, including Indonesia, by taking into account factors such as government support, the development of the digital ecosystem, and the characteristics of MSMEs.

Second, there is still limited research that observes the development of organizational agility in the long term. Most of the existing research only describes conditions at a specific time period so it has not been able to explain how organizational agility is formed, developed, or changed over time. Therefore, research conducted over a longer period of time is needed to understand the process of developing organizational agility in more depth.

Third, there are still few studies that examine organizational agility at various levels of analysis simultaneously. Most research focuses only on individuals or organizations. Future

research will need to integrate analytics at the individual, team, organization, and business ecosystem levels to gain a more complete understanding of the factors that affect organizational agility.

Fourth, the relationship between artificial intelligence (AI) and organizational agility has not been widely researched. Although AI is starting to become an increasingly important topic in the literature, research describing how AI capabilities can help organizations detect change, make decisions, and respond to the business environment more quickly is still relatively limited. Given the increasing use of AI technology in various business processes, this topic is one of the promising research directions to be developed in the future.

CONCLUSION

This bibliometric research successfully mapped the development of research on organizational agility and strategic agility during the 2020–2026 period based on the analysis of 334 scientific documents indexed in Scopus. The number of publications increased substantially, from 19 articles in 2020 to 86 articles in 2025. This growth reflected increasing academic attention toward agility, particularly following the COVID-19 pandemic and the growing need for organizations to pursue digital transformation. Digital transformation and dynamic capabilities emerged as the most frequently discussed themes. The studies in this field were grouped into five main themes: Digital Transformation and Agility, Dynamic Capabilities and Strategic Agility, Human Resources and Leadership, Agility in MSMEs and Developing Countries, and Artificial Intelligence, Sustainability, and Organizational Resilience. Citation analysis showed that the majority of citations were concentrated among articles published between 2020 and 2022, with the three most-cited articles accounting for approximately 21% of the total citations. Indonesia also made a notable contribution to this research area; however, further studies addressing local characteristics and contextual challenges remain necessary.

Several research opportunities remain open, particularly regarding agility in developing countries, longitudinal studies, multilevel organizational analysis, and the application of artificial intelligence to support organizational agility. Theoretically, this study provides a comprehensive overview of the development of organizational agility and strategic agility research during the 2020–2026 period. Practically, the findings assist researchers in identifying well-established themes and emerging topics requiring further investigation. The results also serve as a reference for practitioners seeking to understand the evolution of organizational agility concepts and practices. However, this study has several limitations. First, it relied exclusively on data from the Scopus database; therefore, relevant publications indexed in other databases may not have been captured. Second, the thematic analysis was based on author keywords, which may have been influenced by variations and inconsistencies in terminology across publications.

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