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Organizational Agility: A Systematic Literature Review

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Abstract

As a strategy that a firm can enhance its capability to survive managing the ever-changing market conditions and successfully handling the uncertain and emerging entrepreneurial opportunities is called the Organizational Agility. However, there is still little attention given by scholars on organizational agility in strategic management research. Therefore, this study has been conducted to identify the factors influence on organizational agility. Also, the study synthesized the empirical studies on organizational agility to understand the areas that can be addressed further in future research. The systematic literature review approach was applied in this study based on the guidelines given by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). Following several predetermined inclusion criteria, 276 articles from the Scopus database were considered for the study. The study was able to identify four main clusters/areas that determine the robustness on organizational agility literature namely, strategic agility and technology, agile capabilities and performance, technology and competitive advantages, and innovation through Knowledge and Learning which have been investigated in last two decades. Additionally, the study observed that entrepreneurial orientation, employee empowerment, intellectual capital, dynamic capabilities, industry 4.0, business model innovation, outsourcing, IT spending, and resource orchestration needed to be further investigated and researched. This study provides a more robust understanding of organizational agility literature for scholars, policy makers and practitioners in their decision making. Future researchers are urged to conduct studies on the areas where the study identifies new research is needed.

Keywords: Agility, Organizational agility, PRISMA, Systematic literature review

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Introduction

Business organizations take place a prominent role in national economic development. Irrespective of the type of business, both manufacturing and service organizations are striving for maximum contribution to the economy. In the digital economy era, every business faces extreme competition and dynamism in the environment. None of the business organization can ignore the environmental dynamics, emerging threats, and heightened uncertainties (Gyemang, et al., 2020). As such, organizations need to adopt new strategies into their business processes to meet their performance targets and industry survival (Gyemang, et al., 2020; Nafei, 2016). As a strategy that a firm can enhance its capability to survive managing the ever-changing market conditions and successfully handling the uncertain and emerging entrepreneurial opportunities is called the Organizational Agility (Gyemang, et al., 2020; Lu & Ramamurthy, 2011). OA plays a significant role in business organizations by exploiting strategic approaches to utilize skills, knowledge and technological enhancements (Tallon et al., 2017). This phenomenon is described with different determinants grounded by Resource Based view theory (Wernerfelt, 2023), Knowledge Based View theory (Grant, 2023), and Dynamic Capability theory (Teece, 2023). In the Strategic Management, organizational capabilities discuss under the Resource Based View framework and later it was modified to the Knowledge Based view (Schreyögg & KlieschEberl, 2007). Dynamic capability refers to the firm's ability to renew its direction in a changing and uncertain environment by changing its set of resources (Danneels, 2010). These frameworks stand to discuss the role of organizational capabilities as a core source to increase the sustainable competitive advantage of businesses.

Amongst the dynamic capabilities of an organization, organization agility is considered as a vibrant phenomenon which plays a central role dealing with the completely dynamic, uncertain and turbulent environmental conditions (Felipe et al., 2019). OA is highly important for organizations in a challenging environment as it enables organizations to sense and respond to the unexpected environmental changes (Felipe et al., 2019; Teece et al., 2016). Sambamurthy et al., (2003) posited that agile organizations able to detect and seize business opportunities available in the market quickly and convert them to secure better performance. Addressing the growing challenges of changing competitive and dynamic market conditions, there is an enormous need to develop and improve flexible and responsive organizations. Consequently, business philosophers have identified organizational agility as a best and newest approach for the survival of their organizations ensuring flexibility and responsiveness (Yaghoubi & Dahmardeh, 2010; Lin et al., 2006).

Various determinants and approaches to OA have been examined within empirical literature in different contexts. Conversely, scholars in the strategic management discipline have pointed out the lack of robust empirical evidence on OA (Bhattacharjee & Sarkar, 2020). Whereas several scholars have investigated OA as a dynamic capability that improves competitive advantage, it remains an inadequately explored topic regarding thorough discussions and frameworks (Ciampi et al., 2022). As an ongoing approach to recognizing organizational flexibility and responsiveness, OA ensures significant attention from both researchers and practitioners (Hutter et al., 2023). However, it is difficult to find a systematic and updated review of the OA literature that carefully synthesizes empirical studies (Hutter et al., 2023; Ciampi et al., 2022). Therefore, there is a need to evaluate the development of OA, clustering

and synthesizing the available literature rationally. Such synthesis would contribute to theoretical development, instrument creation, and the identification of research gaps and future directions for OA studies, predominantly from a strategic management perspective. Moreover, identifying empirically validated bases of OA would be valuable for policymakers and practitioners when formulating future strategies and actions (Tanushree et al., 2024). Although some meta-analyses on OA exist, they frequently present limitations, specifically in addressing the factors found in empirical studies conducted over the last two decades (2000–2024) [citation needed]. Hence, there is a persistent need for a systematic synthesis of the research on OA. To address this gap, the current study employed a systematic literature review, quantitatively and systematically evaluating selected empirical studies on OA from the last two decades. The primary objectives of this review are (1) to identify prevalent determinants of OA over this period and to (2) highlight areas needed for further research, exceptionally in the context of strategic sense-making within OA.

Review Methods

Study Selection process and Methods

The study was carried out as a systematic literature review. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) model was followed to design the systematic review of the present study (Page et al., 2021; Liberati et al., 2009). The PRISMA model specifies a systematic guideline for selecting, conducting and reporting findings of systematic reviews, and it is extensively identified as the current standard in the field (Page et al., 2021; Priyashantha et al., 2023). The PRISMA flow of diagram assists to select suitable articles for the study in three steps; identification of empirical studies, screening relevant studies, and including them for the study. In the identification stage determines search terms/keywords, criterion, and databases. According to the current study, it was considered "Organizational Agility" as the search term and criterion. The Scopus database was used to identify, and search requires previous scholarly works.

Both automatic and manual screening processes were followed to determine the eligibility of research articles for further review. Several inclusion criteria were applied in the process of article screening to determine the articles which can be included in the study. Inclusion criteria applied in the study are given in table 1. Basically, the period ranged between 2000-2024 was considered as the main inclusion criteria to screen research articles. Second, empirical studies published in journals were considered. This criterion was applied as recommended by Xiao and Watson (2019); and Priyashantha et al., (2023). Further, to ensure the internal consistency of the screening process, the study was limited to empirical journal articles (Okoli & Schabram, 2010). Finally, empirical journal papers were considered as a trustworthy source as they undertake a thorough peer-review Process (Priyashantha et al., 2023).

The default limiting features appeared in the Scopus database was considered for automatic screening of the data for the study. Correspondingly, the limiting options applied in the study are included the period range from 2000-2024; document type; research articles, source; journals, and language; English. Afterwards, complete versions of remaining articles were downloaded and manually screened for the purpose of the study. During the manual screening of data, each abstract of the downloaded article was individually reviewed and verified against

the inclusion criteria. Through these rigorous screening steps, it was able to remove redundant articles from the study. Then, the remaining articles were assessed for their methodological eligibility. The articles which have high methodological eligibility were guaranteed by this eligibility assessment (Priyashantha et al., 2023). A detailed explanation of article exclusion criteria and number of articles excluded from the study as explained in following sections.

Article risk of bias assessment

The quality of screening research articles can be reduced due to the researcher's bias in article selection and analysis (Priyashantha et al., 2022; Kitchenham & Charters, 2007). By following a review protocol, objectives and systematic procedures in article selection process, it can be eliminated the selection bias (Priyashantha et al., 2022; Xiao & Watson, 2019). Analysis bias can be avoided by following a preliminary protocol which determines the analysis methodology (Priyashantha et al., 2022). All these steps were considered in the current study to avoid possible bias from the study.

Method of Analysis

The bibliometric analysis technique was applied in this study. To generate results of the study, it was used Biblioshiny and VOSviewer tools (Priyashantha et al., 2022). Bibliometric analysis is used as a quantitative technique to assess the impact, trends, and structures of academic works by analyzing their citation patterns, publications sources, and co-author relationships etc. (Donthu et al., 2021). The bibliometric approach estimates research results in two main aspects: performance and scientific productivity, and scientific mapping (Donthu et al., 2021; Aria & Cuccurullo, 2017; Cobo et al., 2012). Maps are generally referred to as bibliometric networks which are developed based on various information (for instance keywords of the article) extracted from research articles (Donthu et al., 2021). The co-occurrence of keywords in a scientific article may expose numerous links between keywords (Aparicio et al., 2019). Regard of links between keywords is essential to understand essential information of a study. Consequently, VOSviewer, by default, uses relationship depth standardization and establishes a two-dimensional network called "keyword co-occurrence network visualization." Here, nodes denote individual keywords, and those that are strongly connected are placed close to each other in clusters (van Eck & Waltman, 2014). Priyashantha et al., (2023) explained that a cluster is used to represent a shared theme of studies. As such, the study aimed to identify the common areas referred in studies, keyword co-occurrence analysis can be used to achieve the purpose.

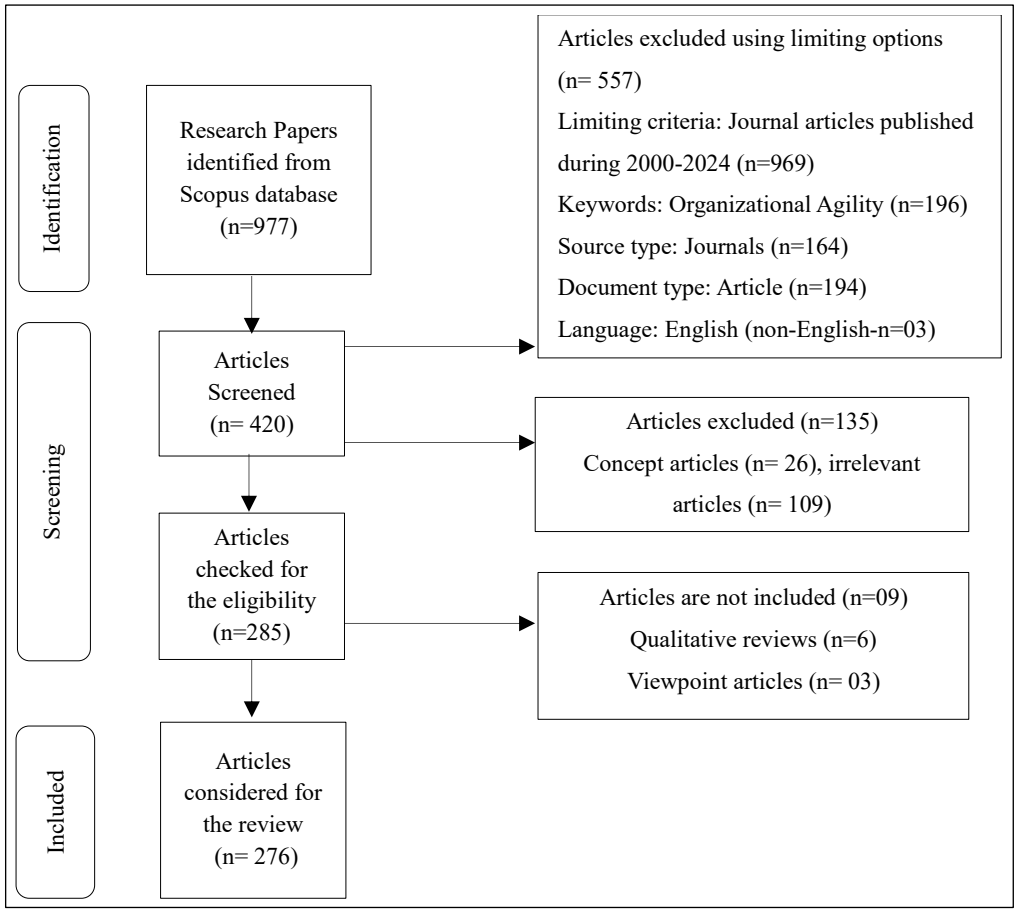
Through the Keyword co-occurrence network visualization can be illustrated the keyword density (Priyashantha et al., 2022). Identifying the keyword density helps to understand future research in organizational agility. Density visualization map generated by VOSviewer indicates keyword locations in different colors; blue, green, yellow and red. These colors are used to indicate different levels of density in keywords. The red color depicts a closer location which more keywords are located nearby and in higher weights. Green illustrates fewer keywords that locate in lower weights. An average level of keyword location is denoted by yellow. The VOSviewer manual says, the areas where colored in blue and green are said to be more focused areas.

Additionally, Biblioshiny powered by R studio also used to generate some important findings of the study. As a result, it was able to identify key information of research articles, yearly publications trends, and average citations received. Also, the VOSviewer generated country-based publication data, and journal-based publication data. This information is given to provide an overview of the profile of articles used for the study.

Findings

The PRISMA flow diagram as recommended by Moher et al. (2009) and Page et al., (2021) was used to identify the research articles for the review purpose of the study. the Scopus database generated number of 977 articles at the identification stage based on several predetermined search criteria. The automatic screening function provided by the Scopus was applied for screening data. The data screening process was followed based on the inclusion criterion given in table 1. 557 of research articles have been rejected as they did not meet the first inclusion criteria. Second stage, 977 of articles identified with the keyword of organizational agility and 196 of articles have been excluded as they did not meet the second inclusion criterion. Publications made in academic journals were the third inclusion criterion. Accordingly, numbers of 21 books, 84 of conference proceedings, 59 book series on organizational agility were eliminated from the reviewing process. Number of 32 reviews, 18 book chapters, 94 conference papers, and 50 notes were excluded based on the fourth inclusion criterion. The fifth inclusion criterion was the written language. As a result, 03 articles published in non-English language were disregarded. Finally, number of 420 articles remained for the manual screening process. The list of selected articles was developed consisting with title, authors, journal, publication year, abstract and received citations. Thereafter, each article was individually assessed against the inclusion criteria, and it was able to find 135 articles that are irrelevant according to the fourth criterion. Again, remaining 285 articles were screened to make sure the sixth inclusion criterion and eligibility for the final assessment. The number of 09 articles has been removed as they did not meet the sixth inclusion criterion. Ultimately, 276 articles preserved for analysis, and datasheet was improved to meet the bibliographic analysis requirements. The PRISMA flow diagram that was used to article selection is illustrated in Figure 1.

Figure 1: PRISMA Diagram



Profile of articles

Profile of the database used for the study is given in table 1 below. It explains the characteristics of the articles used for the systematic literature review. As per the tabled data, the dataset was comprised of 201 articles. All these articles were published between 2000-2024. A total of 276 journal papers were considered for this study that have been authored by 558 of authors from 62 countries around the world. The average citations received per article is identified as 32.9 and 12600 of total number of references were identified. The author's keywords included in this review were 619. Additionally, table 1 explains average years from publication, average citations per article which are most important factors to consider the profile of the dataset used in the study.

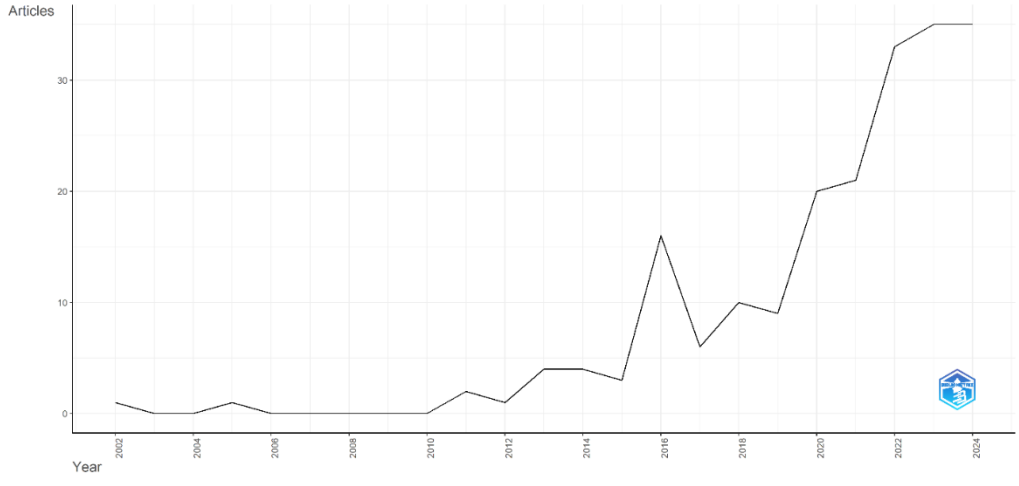
Table 1: Characteristics of articles

Criterion	**Findings**
Time period	2000:2024
Journals	276
Articles	201

Average years from publication	3.53
Average citations per article	32.9
References	12600
Author's keywords	619
Authors	558
Countries	62

Figure 2 illustrates that annual article production has increased gradually. This implies that scholars' concern on organizational agility has been increased. Especially, attention on organizational agility has been drastically improved after 2020. Thus, the keyword is becoming a prominent topic among scholars. Increasing discussions on agility is vital, as each one is facing global crises and unexpected circumstances, such as the COVID-19 pandemic and similar events.

Figure 2. Annual article production



Average article citation per year is given in figure 3. It indicates that there is a gradual shrink in total citations in organizational agility related articles. The popularity of the field of study can be determined based on the total citations received for an article. However, this information indicates that there is a decrease in organizational agility related studies among scholars.

Figure 3. Average citation per year

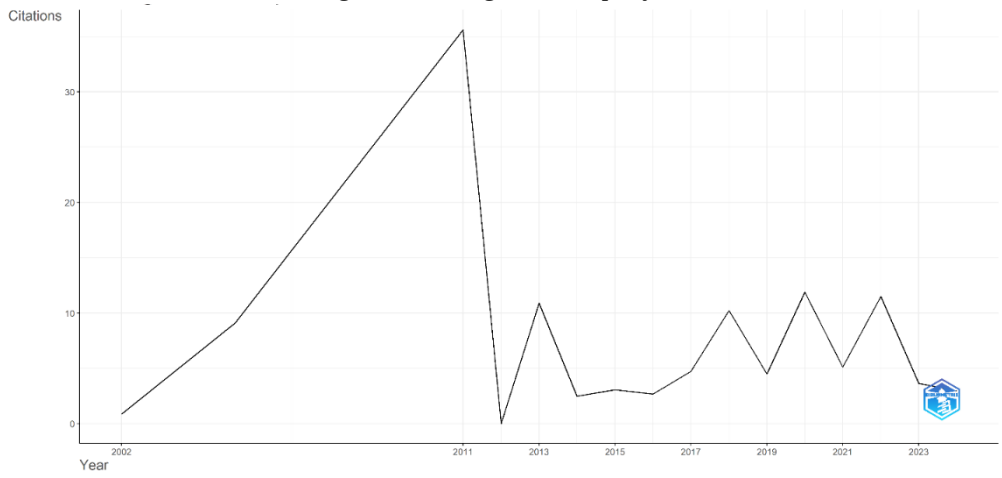


Figure 4 given below shows the most relevant sources of the articles published during the period 2000-2024. A total of 10 sources/journal which has the highest number of articles are given here. As it explains, the Journal of IEE Transactions on Engineering Management is the highest number of articles published (08 articles) source and the Journal of Sustainability has made the second highest publications (07 articles) in organizational agility. The Journal of Administrative Sciences, Journal of Heliyon, International Business Management Journal, Journal of Business Research, Journal of Management Decision, and Journal of Technological Forecasting and Social Change are published four articles per each. As well as the Global Journal of Flexible Systems Management and Journal of Information and Management are also published three articles per each.

Figure 4. Most relevant sources

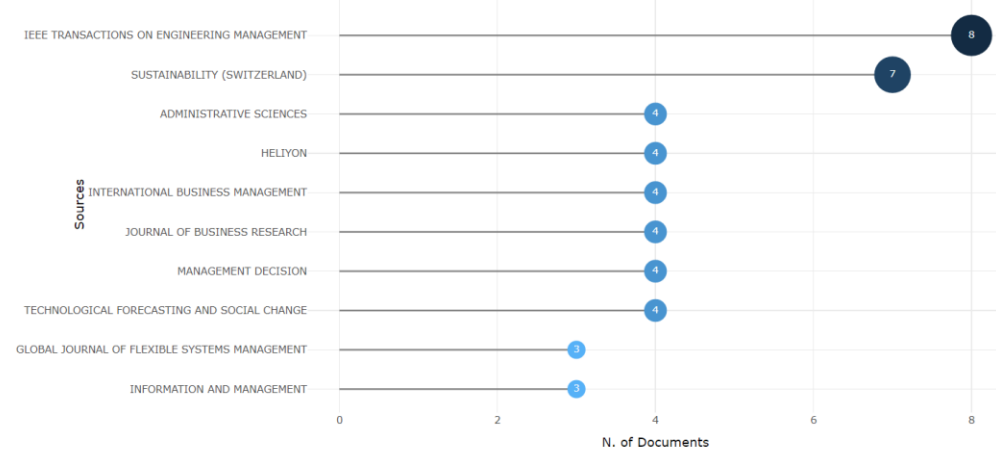
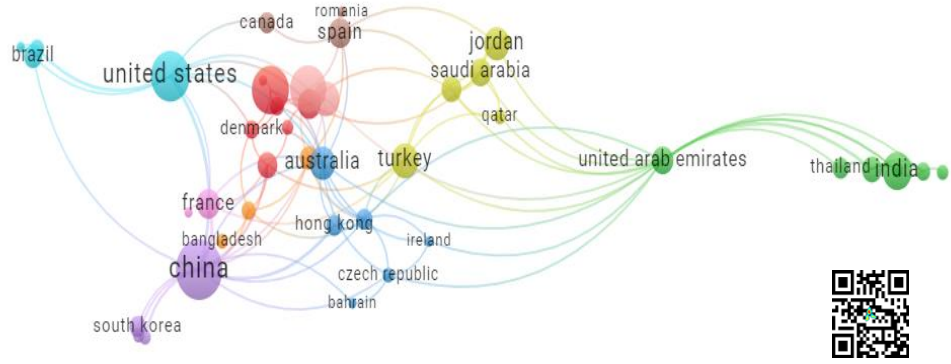


Figure 5 indicates the country's wise number of articles published in journals in Scopus database in relation to organizational agility. The size of the colored nodes indicates the strength of each country's publications. Accordingly, China has published the highest number of articles in the field of organizational agility (33 articles). United States reports 23 articles as the second highest publications made country. Indonesia has published 21 articles, and 20 articles published by Iran. India has reported 13 articles in organizational agility. Malysia and Turkey published 11 articles per each.

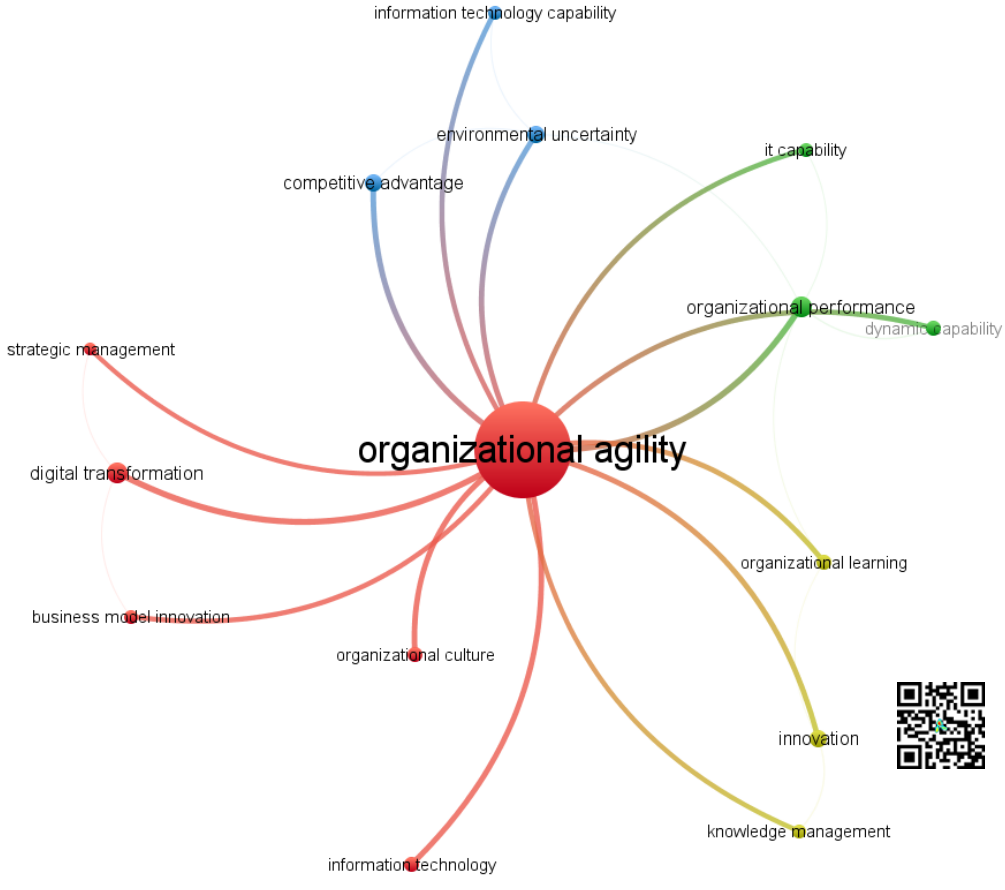
Figure 5: Country-wise article publications



Results

The systematic literature review on organizational agility was conducted based on 276 articles published during the period of 2000-2024 based on Scopus Database. This section discusses the results of the study and synthesis of findings. Mainly, this section addresses two major sections to address the study objectives. The study focused on addressing two objectives (1) to identify prevalent determinants of OA over this period and to (2) highlight areas needed for further research, exceptionally in the context of strategic sense-making within OA. The following sections are organized to address the above objectives based on the study findings.

Figure 6: Key word co-occurrence network visualization



The key word co-occurrence network visualization which was developed based on the VOSviewer is presented in figure 6. This network visualization network diagram mainly focuses on addressing the first objectives of the study. The keywords with minimum of five occurrences were considered to generate figure 6. Accordingly, it was identified 15 keywords and related keywords that are mostly discussed in OA literature. The relationship between keywords is denoted by the thickness of lines in the figure (Priyashantha et al., 2022). Additionally, the size of the node in the figure explains the frequency of occurrence of each keyword. High frequency keywords denoted by large size noted and vice versa. As such, organizational agility is recognized as the most frequently discussed keyword while environmental uncertainty, competitive advantage, digital transformation, and organizational performance are also performing comparatively high frequency among OA related studies. This implies that these five areas are widely examined by scholars.

As per the results generated by VOSviewer, it can be identified four color nodes (red, green, blue, and yellow) in figure 6. These colored nodes represent four clusters of keywords. Different clusters demonstrate how studies have differed within different research areas. The distinct clusters of keywords, along with their basic bibliometric information, are given in table 2. The table 2 information explains the most common areas investigated in organizational agility studies. Each cluster found in the study is discussed below to provide more robust understanding about the interrelationships between OA and other keywords.

Table 2: Clusters of keywords

Cluster	Keywords
Cluster 1	Business model innovation, Digital transformation, Information technology, Organizational agility, Organizational culture, Strategic management
Cluster 2	Dynamic capability, IT capability, Organizational performance
Cluster 3	Competitive advantage, Environmental uncertainty, Information technology
Cluster 4	Innovation, Knowledge management, Organizational learning

Cluster 01 (Red): Strategic agility and technology

The cluster one is represented by six keywords namely Business Model Innovation, digital transformation, information technology, organizational agility, organizational culture, and strategic management. The following sections discuss the relationship between each keyword with organizational agility. Further, the study confirms that these are the most common areas that have been addressed in existing organizational agility literature.

Organizations need to focus on Business Model Innovations (BMI) to be competitive in volatile and rapidly changing environments. This emphasis on organizations can rethink and transform their business models effectively and efficiently to pursue emerging challenges and opportunities (Loonam et al., 2023). Organizational agility, the ability to rapidly adapt to changes, is closely linked to BMI, as agile organizations can more easily implement and benefit from innovative business models. Recent research highlights the synergy between agility and BMI, particularly in the context of digital transformation and global disruptions like the COVID-19 pandemic, which forced companies to innovate and adapt quickly to survive and thrive (Loonam et al., 2023; Iivari et al., 2022).

Digital transformation supports to reshape operations in organizations and striving to compete in the marketplace. Organizational agility plays a crucial role in digital transformation (Gong & Ribjere, 2023). Agility provides a platform to respond rapidly changing digital technologies to improve the abilities of organizations to gain benefits from market shifts, innovations, and operational streamlining (Zhang et al., 2023). In the digital transformation process, agility act as an essential driver for reconfiguring the resources and decision-making process in a volatile, uncertain, complex, and ambiguous (VUCA) environment.

Information technology plays a critical role in stimulating organizational agility through enhancing the ability to respond in dynamic environment. IT infrastructure facilities permit companies to incorporate and reconfigure their resources efficiently and effectively, allowing

agile operations in response to outside instability. Improving organizations' IT capabilities, organizations can recognize flexible organizational structures which improves responsiveness and competitiveness (Mao et al., 2023). In addition, IT enables organizations to boost resource allocation and adapt to market shifts while pushing for long-term sustainability (Tallon et al., 2019).

Organizational culture stresses collaboration, learning, and experimentation supports firms to be more agile, improving employees' ability to be proactive, knowledge sharing, and adapt to volatility. Agility crate avenues for companies to incorporate their learning and knowledge into day-to-day operations and expect to have innovations and creative problem-solving behaviors of employees (Felipe et al., 2017; Holbeche, 2019).

Strategic management and organizational agility are interrelated beliefs that support companies to maintain competitiveness in turbulent environments. Strategic management ensures organizational ability to align their resources and capabilities with challenging market needs, while agility supports to adjust strategies as environments change. Agility increases firm's ability to change its strategic goals, supporting flexibility in decision-making and resource allocation (Ferrigno et al., 2023). This dynamic capability allows companies for continuous innovation and maintains competitive advantages amidst environmental volatility (Teece et al., 2023).

Cluster 02 (Green): Agile Capabilities and Performance

Dynamic capability (DC) and organizational agility are closely interconnected phenomenon that enable organizations to respond to environmental changes. As Teece (2016) postulates, dynamic capability enhances the organizational capacity to develop, integrate, and reconfigure resource and competencies to address ever changing market volatility. DC of firms not only supports to identify opportunities but also to capture them and make sure the sustainable competitive advantage (Teece et al., 2018). Literature posits dynamic capabilities play as a basis for fostering OA, especially in volatile environments (Liu et al., 2021). Information Technology (IT) capacity drastically increases organizational agility by allowing firms to react promptly and efficiently to market variations (Sambamurthy et al., 2003). IT capability enables continuous combination of resources, supporting companies to adapt their processes in dynamic environments (Chen et al., 2014). Moreover, IT capability nurtures innovation, strengthening organizations to address troubles and identify new opportunities (Overby et al., 2006). Organizational agility (OA) is playing a vital role in improving organizational performance by letting them to swiftly adapt to changing environments, thus guaranteeing higher responsiveness and customer satisfaction (Tallon & Pinsonneault, 2011). Agile corporations exhibit better financial and operational performance by sufficiently responding to market volatilities (Sherehiy & Karwowski, 2014). Additionally, previous research indicates that organizations have higher levels of agility outperform well in the long run and short run.

Cluster 03 (Blue): Technology and competitive advantages

In dynamic environments, organizational agility (OA) is recognized as one of the key determinants of competitive advantage, as it enables firms to quickly respond to external changes, through Information Technology (IT) to ensure flexibility and speed. IT plays a crucial role by allowing companies to collect, process, and deliver information efficiently,

which is essential for decision-making in dynamic markets (Tallon & Pinsonneault, 2011). Environmental uncertainty increases the need for agility, as organizations must regularly understand their processes and resources to be more competitive (Lu & Ramamurthy, 2011). By improving real-time flexibility through IT-aided processes, companies can moderate risks and exploit emerging opportunities (Chen et al., 2014).

Cluster 04 (Yellow): Innovation through Knowledge and Learning

Innovation, knowledge management, and organizational learning are recognized as vital factors of organizational agility. These drivers facilitate companies to immediately adapt and respond to changing environments. Innovation nurtures agility by promoting new products, processes, and solutions which organizations can stay competitive in unpredictable markets (Teece, 2016). Knowledge management assists the sharing and application of knowledge within the organization, confirming that important insights are used to react to market changes successfully (Gold et al., 2001). Further, organizational learning establishes constant improvement, enabling firms to expect and adapt for future changes, and improving agility (Schilke, 2014). Altogether, these components build a foundation for agility by facilitating alteration, innovation, and decision-making.

Future Research Areas

More studies have been conducted and it is possible to find in the field colored in red background on the density visualization map (Chen et al., 2016). This confirms that there is enough knowledge in that area under the designated keywords (Priyashantha et al., 2022). Keywords in the green background indicate that there is an average amount of research on designated keywords (Chen et al., 2016). Additionally, the keywords in blue and yellow backgrounds indicate that there are no enough studies carried out under the designated keywords. Thus, further investigations are needed for the areas of entrepreneurial orientation, employee empowerment, intellectual capital, dynamic capabilities, industry 4.0, business model innovation, outsourcing, IT spending, and resource orchestration, to assess their real connections with organizational agility. Additionally, organizational culture (Martines & Terblanche, 2023), leadership styles (Dyer & Nobeoka, 2023), sector-specific studies (Dyer & Singh, 2023), and integration of technology advances (Bhal & Saini, 2023) should be investigated further. Moreover, Emotional intelligence, leadership, stakeholder engagement, organizational memory, workforce diversity, knowledge sharing, and learning orientation can be further studied as the determinants of OA (Bahl & Saini, 2023; Teece, 2016; Ghasabeh & Provitera, 2023).

Bias Assessment

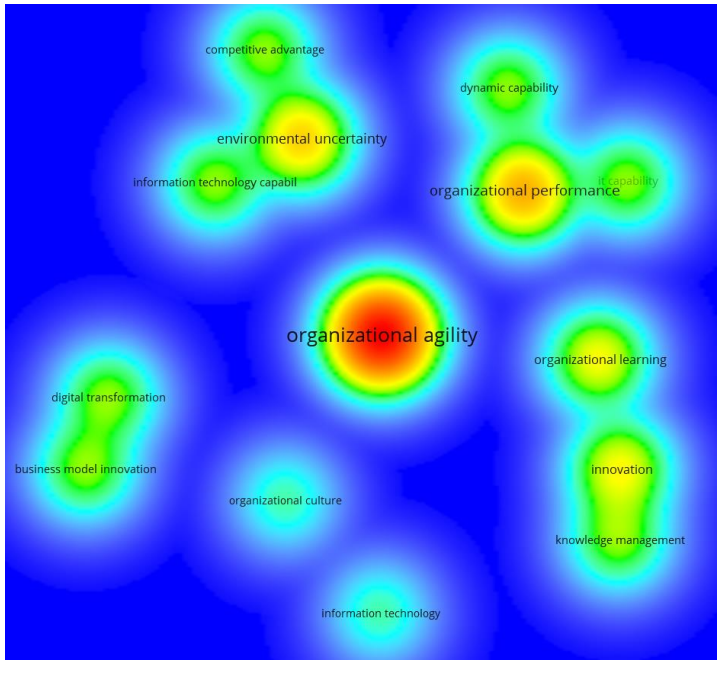
The PRISMA standards suggest a structured reporting framework that guarantees clarity and shrinks partiality by avoiding incomplete or missing data from the study. By using PRISMA, the existing study adopted to a thorough reporting format, preventing probable inconsistencies that occur from unstandardized approaches (Page et al., 2021). This encourages transparency, clarity and replicability in systematic literature reviews. Additionally, the study employes systematic and objective based software like VOSveiwer, and Biblioshiny to generate study results, and reported them based on the PRISMA guidelines.

Discussion

The study was able to synthesize two major areas which are identified as main objectives of the study. The study basically aimed to achieve (1) common areas researched in organizational agility and (2) the study areas that need more focus on gradually developing disciplines and unresolved challenges.

To address the first objective of the study, a rigorous study was conducted using different software and tools based on Scopus database. Mainly, through the VOSveiwer application, it was able to identify four main clusters of common areas that have been conducted research in organizational agility. These clusters are denoted by unique colors, with each color showing the depth of research performed in that cluster in relation to organizational agility. The four-cluster identified through the study can be categorized as strategic agility and technology, agile capabilities and performance, technology and competitive advantages, and innovation through Knowledge and Learning.

Figure 7: Density visualization of keywords



Most of the studies have been investigated in agility, environmental uncertainty and organizational performance with organizational agility (figure 6 and 7). Innovation and organizational learning are also commonly discussed in the spectrum of OA. Further, digital transformation and business model development are also considered in organizational agility studies by scholars. Contrary, organization culture, information technology, IT capability, information technology capability, business model innovation, knowledge management dynamic capability, and competitive advantage are identified as the areas where infrequently investigated.

The study carried out based on research articles appeared in the Scopus database on organizational agility. Especially, the study focused on the determinants of organizational agility only. Thus, the study observed that entrepreneurial orientation, employee empowerment, intellectual capital, dynamic capabilities, industry 4.0, business model innovation, outsourcing, IT spending, and resource orchestration needed to be further investigated and researched. Literature pointed out that organizational culture (Martines & Terblanche, 2023), leadership styles (Dyer & Nobeoka, 2023), sector-specific studies (Dyer & Singh, 2023), and integration of technology advances (Bhal & Saini, 2023) should be investigated further. Moreover, Emotional intelligence, leadership, stakeholder engagement, organizational memory, workforce diversity, knowledge sharing, and learning orientation can be further studied as the determinants of OA (Bahl & Saini, 2023; Teece, 2016; Ghasabeh & Provitera, 2023).

There are substantial gaps in the literature about the use of organizational agility in ambiguous and volatile environments (Vogus & Sutcliffe, 2017; Teece, 2016; Bertels & D, 2016). In today's turbulent era, it is vital for organizations to concentrate on increasing their organizational agility considerably. Moreover, this study is limited to research papers found in only one database. By integrating other databases, a wider range of articles and understandings into the areas of organizational agility could have been discovered.

Conclusion

Even though organizational agility has attracted substantial attention among scholars by today, significant gaps remain in the literature that permit further research. This study endeavored to synthesize empirical studies in organizational agility to identify the most addressed areas in OA during the last two decades and identify the areas that have not been significantly addressed in OA literature which can be considered in future research. For the study, a systematic literature review methodology was applied to meet the study objectives. 276 empirical studies published during the 2000-2024 period in journals listed in the Scopus database. Were considered for the study. Also, PRISMA guidelines were adopted to report the study findings, and several inclusion criteria were regulated.

The first objective of the study was achieved by identifying four areas of determinants which have been most widely researched in the organizational agility spectrum. Those four areas were recognized as strategic agility and technology, agile capabilities and performance, technology and competitive advantages, and innovation through Knowledge and Learning. The second objective of the study was achieved identifying several areas that can be followed in future research. Accordingly, Emotional intelligence, leadership, stakeholder engagement, organizational memory, workforce diversity, knowledge sharing, and learning orientation can be further studied as the determinants of organizational agility. Referring to these gaps, not only develop the theoretical frameworks but also provide some practical insights for various organizations to sustain in today’s volatile environment.

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