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Strategic Agility and Financial Performance Research Landscape: A Scopus-Based Bibliometric and Systematic Literature Review

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Abstract

Purpose: Grounded in the dynamic capability's perspective as its theoretical foundation, this study aims to map the global research landscape on strategic agility and financial performance between 2015 and 2025. It specifically addresses the research gap regarding the lack of empirical evidence on this relationship within developing countries and specific resource-constrained sectors, such as banking.

Research Methodology: This study utilizes a Scopus-based bibliometric approach combined with a Systematic Literature Review (SLR). VOSviewer and Bibliometrix were employed to conduct visual mapping and network analysis to reveal central concepts, integration patterns, and thematic evolution.

Results: The analysis revealed a steady annual publication growth of 18.32%, driven by the urgent need for organizations to adapt to digital disruption and global crises. Visual mapping demonstrated a significant thematic shift: strategic agility is no longer viewed merely as a conceptual capability but is increasingly integrated with digital transformation, Artificial Intelligence (AI), and predictive analytics to enhance organizational decision making and measurable business outcomes.

Conclusions: Strategic agility has evolved into a digitally integrated capability that strengthens decision-making, adaptability, and financial performance.

Limitations: The reliance on the Scopus database may exclude relevant studies from other indices, and the bibliometric nature of the study highlights trends rather than testing causal relationships.

Contributions: Theoretically, this study offers a new perspective on how digital enablers translate strategic agility into superior financial performance. Practically, it recommends AI-supported agile strategic frameworks to strengthen organizational resilience and crisis management.

Keywords: *Digital Transformation, Financial Performance, Strategic Agility, Systematic Literature Review, VOSviewer*

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1. Introduction

Within the realm of contemporary management, strategic agility has emerged as a crucial concept in response to increasingly complex and uncertain business dynamics. As emphasized by Diego & Almodóvar (2021), Roblek et al. (2022), and Prakasa et al. (2025), firms must remain strategically adaptive to sustain competitiveness amid rapid shifts such as digital disruption and global pandemics. Prakasa et al. (2025) and Motwani & Katatria (2024) further argue that strategic agility represents not only an organization's capacity to respond to external changes but also a foundational driver for achieving long-term competitive advantage (Basuki & Khalid, 2021). In addition to strengthening competitive positioning, strategic agility has increasingly been associated with enhanced financial performance, as agile organizations are better able to respond to market volatility, optimize resource allocation, improve operational efficiency, and capitalize on emerging business opportunities, thereby generating superior financial outcomes and long-term organizational value.

A notable rise in scholarly interest in strategic agility has occurred, particularly since 2020 (Atienza-Barba et al., 2024). The acceleration of publications during the COVID-19 pandemic highlighted the urgent need for agility as firms confronted unprecedented global challenges. This trend was especially evident among SMEs, which were compelled to adopt innovative business models integrating agility, ambidexterity, and open innovation. Such developments indicate that strategic agility continues to evolve as a central and influential topic within contemporary management literature, particularly in explaining how organizations maintain resilience while simultaneously improving both competitive advantage and financial performance under conditions of environmental uncertainty.

Bibliometric analysis has become a widely used tool for mapping the intellectual landscape and developmental trajectory of strategic agility research. Using techniques such as co-citation analysis, bibliographic coupling, and keyword mapping, scholars can identify core themes, influential authors, and leading journals and institutions in the field (De Diego & Almodóvar, 2021; Hameed et al., 2024; Prakasa et al., 2025; Roblek et al., 2022). This analytical approach also uncovers the dynamic relationships among research clusters and highlights persistent gaps in the literature that merit further exploration (De Diego & Almodóvar, 2021; Kumar & Singh, 2025; Roblek et al., 2022), including the need for more comprehensive investigations into the mechanisms through which strategic agility translates into superior financial performance across different organizational contexts and industries.

Existing studies reveal several dominant themes in strategic agility research, including digital technology integration, organizational transformation, innovation, and supply chain management. Digitalization and the adoption of artificial intelligence have emerged as key enablers of agility at both the operational and strategic levels (Atienza-Barba et al., 2024; Kumar & Singh, 2025; Prakasa et al., 2025; Shafiabady et al., 2023; Susitha et al., 2024). Scholars such as Prakasa et al. (2025), Kumar and Singh (2025), and Prange & Hennig (2021) emphasize the critical role of dynamic capabilities and cross-functional collaboration in accelerating organizational adaptation and fostering innovation. These capabilities not only strengthen organizational resilience and competitiveness but also contribute to improved financial performance by enhancing operational efficiency, supporting strategic decision-making, increasing revenue-generating opportunities, and enabling firms to respond more effectively to changing market conditions.

Recent studies have highlighted the relevance of strategic agility in the context of business internationalization, particularly for multinational corporations and SMEs in developing economies. Key determinants of agility and international performance include technological capabilities, network relationships and global experience (Adomako et al., 2022; Alassuli et al., 2025; Ferraris et al., 2021; Shams et al., 2020). However, firms operating across borders must also navigate cultural complexity, regulatory environments, and shifting local market conditions, all of which require agile strategies tailored to specific contextual demands (Abdalla et al., 2025; Adomako et al., 2022; Ferraris et al., 2021). Successfully adapting to these international challenges enhances global competitiveness and improves financial performance through increased market expansion, more efficient resource utilization, stronger profitability, and sustainable value creation across international markets.

Despite the substantial progress made, significant research gaps remain. The existing literature is highly fragmented, with persistent conceptual disagreements regarding the boundaries of strategic agility and its overlap with dynamic capabilities (De Diego & Almodóvar, 2021; Mukroni & Sartika, 2025). More importantly, there is a critical lack of integrated empirical studies examining the specific mechanisms through which strategic agility translates into financial performance, particularly in emerging economies and specific resource-constrained sectors. Most prior reviews have either isolated agility from financial outcomes or focused solely on technological adoption without comprehensively linking it to measurable business values.

To address these gaps, the novelty of this study lies in its integrative methodological approach. By combining a Scopus-based bibliometric analysis with a Systematic Literature Review (SLR), this study explicitly maps the convergence of strategic agility, digital transformation, and financial performance. Unlike previous conceptual reviews, this study utilizes structural network visualization to uncover how emerging digital enablers, such as artificial intelligence, predictive analytics, and information systems, function as vital links between agile strategies and superior decision-making processes.

Consequently, this study makes distinct theoretical and practical contributions to the literature. Theoretically, it resolves conceptual fragmentation by proposing an integrated intellectual structure that bridges internal capabilities and digital transformation, thereby solidifying the literature's foundation. Practically, it provides actionable insights and future research directions for managers, practitioners, and policymakers seeking to replace rigid traditional planning with digitally enabled, agile strategic frameworks capable of sustaining organizational growth and financial performance in the face of extreme environmental uncertainty.

2. Literature Review

2.1 Strategic Agility

According to research on strategic agility, this idea is becoming increasingly significant in the context of managing business environments that are both dynamic and uncertain. Grounded in the Dynamic Capabilities View (DCV), strategic agility transcends mere operational flexibility; it represents a higher-order capability that enables firms to purposefully sense, seize, and transform their resource base in response to market disruptions. Nguyen et al. (2024), Shams et al. (2020), and Walter (2020) describe strategic agility as the ability of an organization to quickly respond to and anticipate changes through resource reconfiguration and rapid decision-making. This ability helps an organization maintain a competitive advantage and improve its overall performance.

Rather than examining agility as a static trait, a critical synthesis of the literature reveals that strategic agility is comprised of a number of important characteristics, including agility drivers, enablers, capabilities, and agility dimensions. These dimensions interact with and are influenced by both internal and external variables (Motwani & Katatria, 2024; Walter, 2020). Additionally, leadership responsibilities, organizational culture, structure, and cross-functional collaboration are important variables in the process of constructing and sustaining agility (Nguyen et al., 2024; Vaszkun & Sziráki, 2023). However, a critical theoretical gap remains: while consensus exists on its antecedents, scholars continue to debate its theoretical boundaries and its overlap with constructs such as ambidexterity and resilience, indicating a need for stronger boundary-spanning research. There are still conceptual challenges regarding definition and measurement, as well as the need for further research on the sustainable development of agility capabilities in a variety of industrial and cultural contexts (Motwani & Katatria, 2024; Shams et al., 2020; Vaszkun & Sziráki, 2023; Walter, 2020). Despite the fact that the literature supports the positive contribution of strategic agility to organizational performance, there are still challenges in the area of definition and measurement.

2.2 Financial Performance

Financial performance has long been recognized as a fundamental indicator of organizational success, reflecting a firm's ability to generate sustainable economic value through efficient resource utilization and effective strategic decision-making (Strakova, 2020). Traditionally, financial performance is

evaluated using accounting-based measures such as Return on Assets (ROA), return on equity (ROE), profit margin, and earnings growth, as well as market-based indicators, including Tobin's Q and stock returns, depending on the organizational context and research objectives (Lee et al., 2020).

Critically, the theoretical mechanism linking strategic agility to financial performance lies in the reduction of transaction costs and acceleration of time-to-market. By continuously realigning resources, agile firms minimize the financial penalties of environmental obsolescence and capitalize on transient competitive advantages. Beyond serving as a measure of operational efficiency and profitability, financial performance represents a critical outcome of firms' strategic capabilities, innovation initiatives, and adaptive management practices. Recent studies increasingly argue that in highly dynamic and uncertain business environments, superior financial performance is not solely determined by tangible resources but also by intangible organizational capabilities, including strategic agility, digital transformation, and dynamic capabilities, which enable firms to respond rapidly to environmental changes while sustaining long-term value creation (Aqilah et al., 2021).

Consequently, the proposition that strategic agility positively influences financial performance is theoretically justified by the premise that adaptive capabilities directly translate into operational cost efficiencies and revenue-generating opportunities. While prior studies have established a descriptive link, this relationship requires a deeper conceptual synthesis to understand how digital transformation and artificial intelligence serve as vital mediating mechanisms in converting strategic agility into measurable financial outcomes. Consequently, financial performance has become one of the most widely investigated outcome variables in strategic management research, reflecting both short-term financial achievements and long-term organizational sustainability.

3. Research Methodology

This study adopts a qualitative approach using a structured and replicable Systematic Literature Review (SLR) combined with bibliometric analysis to examine global research developments on the relationship between strategic agility and financial performance within organizational and strategic management contexts (Khan et al., 2023; Nyoman et al., 2025). The methodological design consists of three integrated stages: (1) planning the review, (2) bibliometric and qualitative synthesis, and (3) reporting the analytical findings. This combination enables both conceptual understanding and quantitative mapping of scientific trends, intellectual structures, and emerging research themes concerning strategic agility and financial performance. A literature search was conducted using the Scopus database with the following search query:

("strategic agility" OR (strategic AND agility)) AND ("financial performance" OR "firm performance" OR "organizational performance" OR profitability OR "financial outcomes")

The search was limited to publications from 2015 to 2025 to capture the rapid evolution of research on strategic agility, digital transformation, and organizational resilience, and their implications for financial performance in the post-digital transformation and post-crisis eras. The inclusion criteria required that the articles be Scopus-indexed, peer-reviewed, published in English, and directly examine strategic agility, financial performance, or the relationship between these constructs, including their conceptual foundations, empirical applications, measurement frameworks, and organizational implications (Rahmanda Putra et al., 2024). To ensure the consistency and relevance of the reviewed studies, the article selection criteria applied in this study are presented in Table 1.

Table 1. Article selection criteria

No.	Criterion
1	Articles published in scientific journals indexed in Scopus
2	Written in English and available in full text
3	Publication period between 2015–2025

No.	Criterion
4	A literature search was conducted using the following search query: ("Strategic Agility" OR (Strategic AND Agility)) AND ("Financial Performance" OR "Firm Performance" OR "Organizational Performance" OR Profitability OR "Financial Outcomes").
5	Screening based on title, abstract, author keywords, and relevance to the relationship between strategic agility and financial performance.
6	The final selection includes studies that discuss strategic agility, financial performance, or the relationship between these constructs, including their theoretical foundations, empirical evidence, measurement approaches, and organizational implications.

A bibliometric analysis was conducted using VOSviewer and Bibliometrix (R Studio). VOSviewer was used to visualize scientific networks, including co-authorship, keyword co-occurrence, citation structures, bibliographic coupling, and conceptual clusters, enabling the identification of dominant themes, influential research streams, and emerging topics related to strategic agility and financial performance. Bibliometrix provided descriptive bibliometric outputs such as annual publication growth, the most influential authors and sources, geographic distribution, collaboration networks, and thematic evolution over time. These tools complement each other by providing both graphical and statistical mapping of the intellectual structure and research trends in the field (Ladista, 2023; Widiyanti & Nandiyanto, 2025).

A Systematic Literature Review (SLR) was performed to synthesize theoretical and empirical insights from the final dataset. The SLR process involved detailed extraction of bibliographic metadata such as, author, publication year, journal quartile, citation count and substantive content, including research objectives, theoretical foundations, methodological approaches, industry or regional contexts, and key findings regarding the relationship between strategic agility and financial performance, including their antecedents, mediating and moderating mechanisms, measurement approaches, and organizational outcomes. This procedure ensured analytical consistency while providing deeper theoretical interpretation beyond bibliometric mapping (Sutomo, 2026; Yulianto et al., 2025).

The final dataset, consisting of articles that satisfied all relevance and methodological quality criteria, was analyzed to identify thematic patterns, intellectual structures, conceptual evolution, and research gaps concerning strategic agility and financial performance. The integrated findings from the bibliometric analysis and SLR provide a comprehensive understanding of how strategic agility contributes to organizational financial performance in different organizational contexts, industries, and environmental conditions. Furthermore, the combined synthesis offers theoretical insights, identifies emerging research directions, and provides practical implications for managers seeking to enhance financial performance through strategic agility, digital transformation, organizational resilience, and adaptive strategic capabilities.

4. Results and Discussions

4.1 Result

4.1.1 Main information

The overall bibliometric profile of the retrieved dataset is illustrated in Table 2, which provides an overview of publication productivity, citation performance, authorship characteristics, and international collaboration.

Table 2. Main information

Metric	Total
Timespan	2001–2026
Sources	225
Documents	272
Annual Growth Rate	18.32%
Authors	748

Metric	Total
Authors of single-authored docs	58
Co-Authors per Doc	2.86
Author Keywords (DE)	984
References	38,156
Document Average Age	3.98 Years
Average citations per doc	13.78

Based on the bibliometric metrics presented, this field of research demonstrates a steady and expanding scientific development over the period 2001–2026, supported by a broad publication base and extensive scholarly collaboration. The annual growth rate of 18.32% indicates that interest in this research area has continued to increase consistently, resulting in 272 published documents across 225 different sources. The average citation rate of 13.78 citations per document, combined with a relatively young document average age of 3.98 years, suggests that the published studies have gained considerable academic recognition and continue to exert meaningful influence within the scientific community. Furthermore, the average of 2.86 co-authors per document reflects a collaborative research culture, highlighting the importance of multidisciplinary cooperation in advancing knowledge within this domain. Although 58 authors produced single-authored publications, the overwhelming majority of the 748 contributing authors participated in collaborative research, indicating that knowledge production in this field is predominantly driven by teamwork and collective scientific expertise. Overall, these bibliometric indicators reveal a mature and increasingly influential research field characterized by sustained publication growth, broad source diversity, and strong collaborative engagement among researchers.

4.1.2 Density Visualization

To identify the dominant concepts and thematic concentrations within the literature, a density visualization was generated using VOSviewer as can be seen in Figure 1.

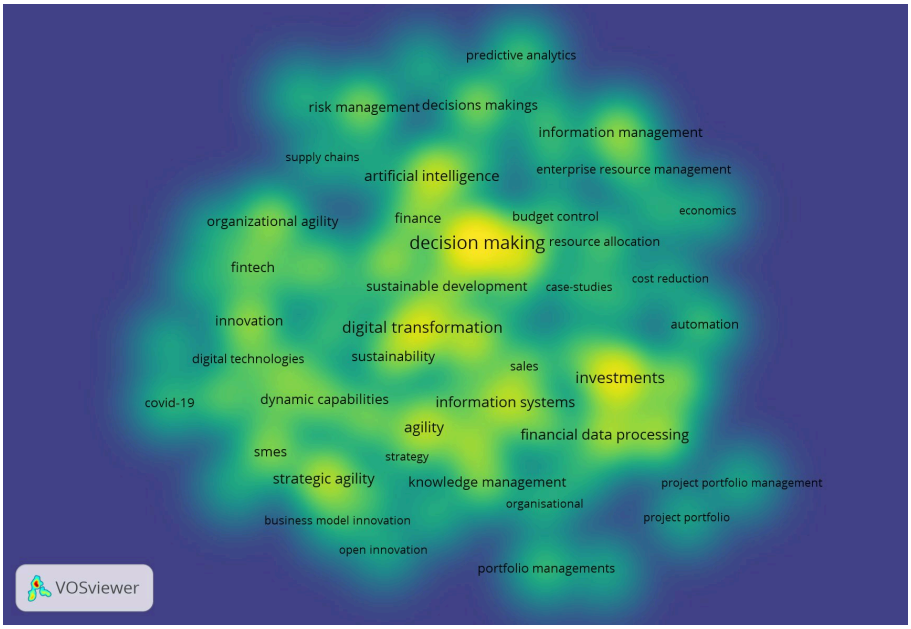


Figure 1. Density visualization

The density visualization reveals the relative prominence and research intensity of keywords within the bibliometric network, where brighter yellow areas indicate topics with higher occurrence frequencies and stronger connections, while green and blue areas represent less frequently studied themes. The keyword "decision making" appears as the most dominant and central research topic, occupying the brightest region of the map and acting as the core of the intellectual structure. Closely

associated with this hotspot are digital transformation, investments, information systems, artificial intelligence, financial data processing, and agility, indicating that recent studies predominantly examine how digital technologies and data-driven capabilities support organizational decision-making processes. Emerging themes such as predictive analytics, information management, enterprise resource management, risk management decision making, and sustainable development also demonstrate relatively high densities, suggesting their growing importance in the literature. In contrast, keywords including open innovation, business model innovation, project portfolio management, COVID-19, SMEs, and supply chains are located in lower-density regions, implying that these topics remain comparatively underexplored or represent more specialized research streams. Overall, the density map indicates that the research field has evolved toward an integrated focus on digital transformation, artificial intelligence, and information systems as strategic enablers of organizational decision making, while several peripheral themes continue to offer promising opportunities for future research and theoretical development.

4.1.3 Overlay Visualization

To examine the temporal evolution of research themes, an overlay visualization was generated using VOSviewer as can be seen in Figure 2.

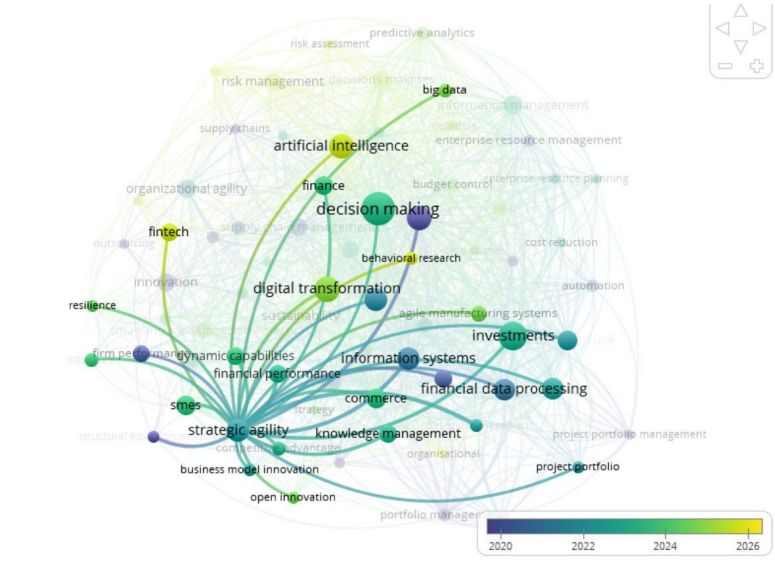


Figure 2. Overlay visualization

The overlay visualization illustrates the temporal evolution of research themes in the field, where the color gradient ranges from dark blue (earlier studies, around 2020) to yellow (more recent studies, around 2026). The map indicates that strategic agility, information systems, financial data processing, project portfolio, and firm performance were among the earlier research topics, serving as foundational themes of the literature. Over time, the research focus gradually shifted toward digital transformation, decision making, and investments, which emerged as central bridging topics connecting traditional organizational capabilities with digital and technological innovations. The most recent and rapidly growing themes are represented by the yellow-colored nodes, including artificial intelligence, big data, predictive analytics, risk management decision making, and fintech, highlighting the increasing integration of advanced digital technologies into organizational decision-making processes. These emerging topics are strongly interconnected with established concepts such as finance, information management, and enterprise resource management, demonstrating the multidisciplinary evolution of the research domain. Overall, the overlay visualization suggests a clear transition from conventional organizational and information system studies toward a data-driven and artificial intelligence-based paradigm, indicating that future research is likely to emphasize AI-powered decision making, predictive analytics, fintech, and intelligent risk management as the primary directions for theoretical advancement and practical application.

4.1.4 Network Visualization

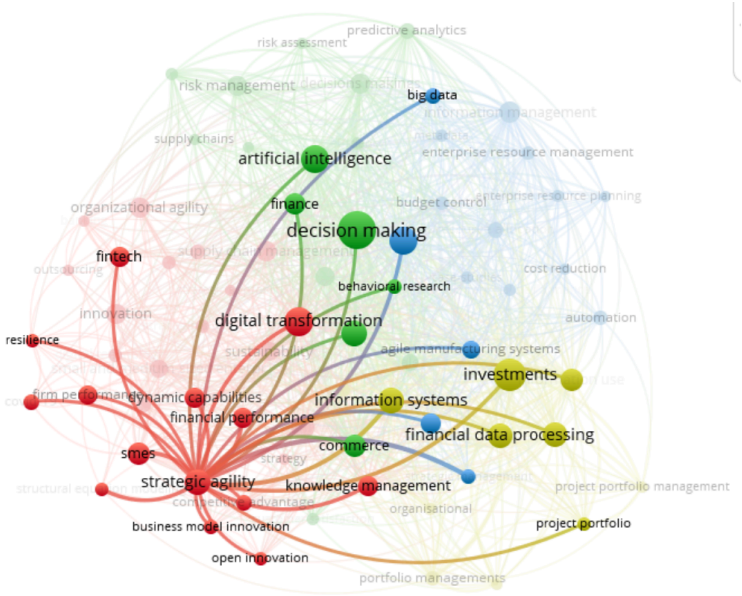


Figure 3. Network visualization

Figure 3 shows the network visualization illustrates in Figure 3 the intellectual structure of the research field by revealing the relationships among keywords, where node size represents keyword frequency, link thickness indicates the strength of co-occurrence, and colors represent different thematic clusters. The map identifies decision making as the central and most influential keyword, acting as the primary hub that connects several major research clusters. The green cluster focuses on emerging digital technologies and managerial decision support, including artificial intelligence, digital transformation, finance, and behavioral research, highlighting the growing integration of intelligent technologies into organizational decision-making. The red cluster emphasizes organizational capabilities and strategic management, represented by keywords such as strategic agility, dynamic capabilities, SMEs, financial performance, innovation, and business model innovation, indicating a strong focus on enhancing organizational competitiveness through strategic adaptation.

The yellow cluster centers on financial and operational management, linking investments, information systems, financial data processing, and project portfolio, reflecting research on optimizing organizational resources and investment decisions through digital information. Meanwhile, the blue cluster includes themes related to enterprise resource management, automation, cost reduction, and information management, representing operational efficiency and enterprise system integration. The numerous inter-cluster connections demonstrate that the research field is highly interdisciplinary, with digital transformation serving as a key bridging concept between organizational strategy, artificial intelligence, financial management, and information systems. Overall, the network visualization indicates that contemporary research has evolved toward an integrated framework in which decision making is supported by strategic agility, digital transformation, artificial intelligence, and information systems, reflecting the convergence of management, finance, and digital technologies in addressing increasingly complex organizational challenges.

4.1.4.1 List of Articles

The literature presented in Table 3 indicates that strategic agility has become a prominent research topic across a wide range of disciplines, including general management, Information Technology (IT), Human Resource Management (HRM), operations management, and strategic management. The reviewed studies were published in reputable international journals and conference proceedings,

demonstrating broad academic interest in understanding how organizations develop adaptive capabilities in increasingly dynamic business environments. While much of the literature emphasizes digital transformation, organizational resilience, innovation, and adaptability, a growing body of research has also examined the role of strategic agility in improving financial performance. These studies suggest that organizations with higher levels of strategic agility are better positioned to respond to environmental changes, optimize resource utilization, strengthen operational efficiency, and achieve superior financial outcomes, alongside a sustained competitive advantage.

Furthermore, the frequent appearance of keywords such as VUCA, sustainability, knowledge transfer, workforce flexibility, digital transformation, and organizational resilience reflects the multidimensional nature of strategic agility. Rather than viewing agility solely as a strategic management capability, recent studies have increasingly associated it with broader organizational outcomes, including financial performance, profitability, productivity, and long-term value creation. The literature also connects strategic agility with practical organizational activities, such as mergers and acquisitions, crisis management, and post-pandemic recovery, highlighting its role in maintaining business continuity in uncertain conditions. This evolution of research indicates a gradual shift from traditional strategic planning toward more adaptive management approaches that enable organizations to respond effectively to external disruptions and sustain financial performance in rapidly changing competitive environments.

To provide an overview of the literature analyzed in this study, the characteristics of the selected articles are presented in Table 3 .

Table 3. List of tables

No	Article Title	Journal Name	Keywords
1	Strategic Agility in Dynamic Business Environments: Unveiling Foundations, Current Perspectives, and Future Directions (Balzano, 2023)	Strategic Agility in Dynamic Business Environments	Strategic agility, strategy-making, dynamic environments, agile organizations
2	The Role of Strategic Agility in the IT Sector (Lungu, 2022)	Proceedings of the International Conference on Business Excellence	IT industry, digital transformation, strategic agility, innovation, growth
3	From Strategic Planning to Strategic Agility Patterns (Prange & Hennig, 2021)	Journal of Creating Value	Strategic planning, agility patterns, resilience, transformation, adaptability
4	From Strategic Planning to Agility: Strategic Management Approaches (Aponte-López & Torrealba, 2021)	THAT'S	Strategic management, agility, adaptability, sustainability, dynamic markets
5	The Role of Strategic Agility in Acquisitions (Junni & Sarala, 2020)	Global Business Issues eJournal	Acquisitions, knowledge transfer, performance, strategic agility
6	The Influence of Strategic Agility on Organisational Performance (Muthuveloo & Koay, 2023)	International Journal of Business and Technology Management	Organizational performance, VUCA, strategic agility, business sustainability
7	Strategic Agility and Human Resource Management (Apascaritei & Elvira, 2022)	Human Resource Management Review	HRM, agility, workforce flexibility, strategic management

No	Article Title	Journal Name	Keywords
8	The Influence of Strategic Agility on Firm Performance (Lungu, 2020)	Proceedings of the International Conference on Business Excellence	Firm performance, IT sector, transformation, agility
9	Leveraging Strategic Agility in the Pandemic Environment (Reed, 2022)	Global Journal of Entrepreneurship	Pandemic, environmental turbulence, flexibility, organizational change
10	Strategic Agility and Its Impact on the Competitive Capabilities in Iranian Private Banks (Khoshnood & Nematizadeh, 2019)	International Journal of Biometrics	Competitive advantage, private banks, Iran, agility determinants

Table 4 highlights several important research gaps in the strategic agility literature, particularly the limited empirical evidence concerning its implementation in developing countries and sector-specific contexts, such as banking, information technology, and small and medium-sized enterprises. Existing studies remain largely concentrated on conceptual discussions and theoretical frameworks, offering limited practical guidance on how strategic agility can complement or replace conventional strategic planning in highly dynamic business environments. Furthermore, although strategic agility is frequently associated with improved organizational performance, relatively few studies have examined its direct contribution to financial performance, including profitability, operational efficiency, firm value, and long-term financial sustainability. This gap is particularly evident in periods of extreme uncertainty, such as the COVID-19 pandemic, when organizations were required to make rapid strategic adjustments while simultaneously maintaining financial stability.

In response to these gaps, the reviewed studies consistently indicate that strategic agility contributes positively to organizational resilience, competitiveness, and long-term performance. Several studies have demonstrated that agility facilitates post-acquisition knowledge transfer, enhances organizational learning, and strengthens adaptive capabilities through effective Human Resource Management (HRM). In the banking sector, strategic vision and leadership commitment are identified as essential factors in sustaining competitiveness and supporting organizational adaptation. Beyond these organizational benefits, an increasing number of studies have also reported that strategic agility contributes to stronger financial performance by enabling firms to respond more effectively to market changes, improve resource allocation, enhance operational efficiency, strengthen profitability, and create sustainable value. Overall, the literature suggests that adopting strategic agility enables organizations not only to survive under conditions of uncertainty but also to achieve superior financial and competitive outcomes in rapidly changing business environments. To identify the current state of knowledge and existing research opportunities, the research gaps and key findings of the selected studies are summarized in Table 4.

Table 4. List of tables

No	Article Title	Research Gap	Findings
1	Strategic Agility in Dynamic Business Environments: Unveiling Foundations, Current Perspectives, and Future Directions	To date, no thorough review has traced the theoretical roots, evolution, and future direction of the concept of strategic agility.	Identify theoretical foundations, recent developments, and new research opportunities to strengthen the role of strategic agility in business strategy
2	The Role of Strategic Agility in the IT Sector	There is a lack of empirical studies on how strategic agility is applied in the real world in the highly dynamic IT industry.	This shows that strategic agility encourages growth and innovation in the IT sector and strengthens the company's competitive position.

No	Article Title	Research Gap	Findings
3	From Strategic Planning to Strategic Agility Patterns	The weaknesses of traditional strategic planning approaches in the face of uncertainty and rapid change.	We propose agility patterns (resilient, versatile, transformational) as a new model to manage strategic changes across industries.
4	From Strategic Planning to Agility: Strategic Management Approaches	However, it remains unclear how agility can replace or complement traditional strategic planning in an unstable business environment.	Strategic agility improves business adaptability and sustainability through dynamic collaboration and problem-solving.
5	The Role of Strategic Agility in Acquisitions	Previous research has not explored how strategic agility affects the process of knowledge acquisition and transfer.	Strategic agility strengthens knowledge transfer and improves post-acquisition performance in Finnish companies.
6	The Influence of Strategic Agility on Organisational Performance	There is a lack of empirical evidence in developing countries regarding the direct relationship between strategic agility and organizational performance.	Shows that strategic agility (awareness, decision-making, and implementation) significantly improves organizational performance in the VUCA environment.
7	Strategic Agility and Human Resource Management	There are few studies that link strategic agility to HRM practices and their implications for workforce management.	This shows that HRM plays an important role in supporting strategic agility by creating a flexible and adaptive workforce.
8	The Influence of Strategic Agility on Firm Performance	There is no specific empirical analysis of the influence of strategic agility on the performance of IT companies in emerging markets.	Studies have shown a positive relationship between strategic agility and improved company performance, especially in the IT sector in Romania.
9	Leveraging Strategic Agility in the Pandemic Environment	There has been little research on how strategic agility can help companies deal with extreme uncertainties, such as the pandemic.	Showing that strategic agility is essential for young companies to survive and grow during crises, such as the COVID-19 pandemic.
10	Strategic Agility and Its Impact on the Competitive Capabilities in Iranian Private Banks	There are few empirical studies on the effects of strategic agility on competitiveness in the banking sector.	It was found that vision clarity is the most influential factor of strategic agility in improving banks' competitive capabilities.

4.2 Discussion

4.2.1 Thematic Evolution and Growth Trends of the Strategic Agility Literature (2020-2025)

The bibliometric analysis of the literature on strategic agility and decision-making conducted between 2001 and 2026 demonstrates a steadily expanding research landscape, supported by an Annual Growth Rate of 18.32%. A total of 272 publications from 225 different sources were identified, reflecting the increasing academic interest in understanding how organizations enhance their decision-making capabilities through strategic agility and digital transformation. Despite the relatively young average document age of 3.98 years, the literature has already achieved an average of 13.78 citations per document, indicating that recent studies have gained substantial recognition and continue to shape the field. Furthermore, the collaboration pattern is evident from the participation of 748 authors with an average of 2.86 co-authors per publication, while only 58 authors produced single-authored publications. This collaborative structure suggests that research in this field is increasingly

interdisciplinary, integrating expertise from management, information systems, finance, and digital technologies to address the growing complexity of organizational decision making. This interdisciplinary convergence supports the premise of the Dynamic Capabilities View (DCV), which posits that sustaining competitive advantage requires the continuous orchestration of multidisciplinary knowledge and technological assets.

The thematic structure of the literature also reveals a clear evolution toward digitally enabled organizational decision-making. Network visualization identifies decision making as the central intellectual hub, strongly connected with digital transformation, artificial intelligence, information systems, strategic agility, financial data processing, and investments, indicating that these concepts collectively form the core knowledge base of the field. The overlay visualization further demonstrates a temporal shift from earlier studies emphasizing strategic agility, information systems, financial data processing, and firm performance toward more recent themes such as artificial intelligence, big data, predictive analytics, risk management decision making, and fintech, reflecting the growing adoption of intelligent and data-driven technologies in organizational management.

This evolution corroborates the findings of Atienza-Barba, Río-Rama, Meseguer-Martínez, and Barba-Sánchez (2024) and Prakasa, Saenchaiyathon, and Rungruang (2025), who argued that digital agility has superseded traditional operational flexibility. Unlike earlier literature that viewed agility primarily as a reactive structural trait Walter (2020), the current landscape redefines it as a proactive, AI-enabled capability. This trend is reinforced by density visualization, where decision making emerges as the highest-density keyword, surrounded by closely related topics including digital transformation, artificial intelligence, information management, investments, and agility. Collectively, these findings indicate that the literature has progressed beyond traditional organizational capability perspectives toward an integrated research paradigm in which artificial intelligence, digital transformation, and advanced information systems are recognized as critical strategic enablers for improving organizational decision-making, resource allocation, and long-term competitive performance.

4.2.2 Thematic Cluster: A Bridge Between Internal Capabilities and Digital Transformation

Density and network visualizations revealed that decision-making represents the principal intellectual core of the research field, functioning as the central node that connects multiple thematic clusters across the literature. The highest density area and largest node in the co-occurrence network show that decision-making is strongly associated with digital transformation, artificial intelligence, information systems, strategic agility, financial data processing, and investments, indicating that these concepts collectively define the dominant research agenda. The network structure further demonstrates that strategic agility serves as a key organizational capability linking digital innovation to business performance, dynamic capabilities, knowledge management, SMEs, and financial performance. From a theoretical standpoint, this positioning bridges the Resource-Based View (RBV) with the DCV, indicating that tangible digital investments (such as AI and information systems) must be actively mobilized through agile decision-making to yield superior financial performance. These strong interconnections suggest that the literature has evolved beyond viewing agility as merely an organizational characteristic to recognizing it as a strategic capability that enables organizations to respond effectively to increasingly complex, uncertain, and technology-driven business environments.

The overlay visualization further highlights the significant thematic evolution in this field. Earlier studies primarily focused on strategic agility, information systems, financial data processing, project portfolios, and firm performance, providing conceptual and operational foundations for organizational adaptability. More recent research has progressively shifted toward emerging themes such as artificial intelligence, big data, predictive analytics, risk management decision-making, and fintech, reflecting the growing influence of intelligent and data-driven technologies on managerial decision processes. This represents a profound paradigm shift in the literature on strategic management. While previous studies Aponte-López and Torrealba (2021) conceptualized agility simply as a substitute for rigid strategic planning, the current thematic clusters suggest that predictive analytics and AI now function as the *new form* of dynamic strategic planning, significantly expanding upon earlier theoretical frameworks.

The high-density concentration of these keywords indicates that digital transformation is the primary mechanism through which organizations integrate advanced analytics, information management, and financial technologies to improve decision quality, resource allocation, and organizational resilience. Collectively, these findings demonstrate that contemporary literature increasingly positions strategic agility and digital transformation as complementary capabilities, with artificial intelligence and advanced information systems serving as critical enablers of intelligent decision-making and sustainable organizational competitiveness in the digital era.

4.2.3 Empirical Gap Analysis and the Contribution of Strategic Agility to Organizational Performance

The bibliometric findings reveal several important research gaps that remain insufficiently explored despite the rapid expansion of the literature. Although decision-making emerges as the dominant and most interconnected research theme, much of the existing literature primarily examines its relationship with digital transformation, artificial intelligence, and information systems from conceptual or technological perspectives. Few empirical studies have investigated how these technologies influence strategic decision-making across different organizational contexts, particularly in emerging economies, SMEs, and industries operating under resource constraints. Moreover, while strategic agility has been consistently identified as a critical organizational capability, limited research has examined its integrative role in supporting intelligent decision-making through the combined application of digital technologies, financial data processing, and Organizational Knowledge Management (OKM).

The bibliometric findings reveal several important research gaps that remain insufficiently explored despite the rapid expansion of the literature. Although decision making emerges as the dominant and most interconnected research theme, much of the existing literature primarily examines its relationship with digital transformation, artificial intelligence, and information systems from a conceptual or technological perspective. Comparatively fewer empirical studies investigate how these technologies influence strategic decision-making across different organizational contexts, particularly in emerging economies, SMEs, and industries operating under resource constraints. Moreover, while strategic agility has been consistently identified as a critical organizational capability, limited research has examined its integrative role in supporting intelligent decision-making through the combined application of digital technologies, financial data processing, and organizational knowledge management. This fragmentation highlights a critical theoretical gap: the specific mechanisms through which digital agility translates into financial performance are still largely treated as a "black box" in the current literature.

The overlay visualization further indicates a significant evolution in research priorities over time. Earlier studies predominantly focused on organizational capabilities, including strategic agility, firm performance, information systems, and financial data processing, whereas recent publications increasingly emphasized artificial intelligence, big data, predictive analytics, risk management decision making, and fintech. Although this transition demonstrates the growing importance of intelligent technologies in organizational management, empirical evidence explaining how these emerging technologies interact to improve decision quality, organizational resilience, and long-term competitiveness remains limited. Furthermore, peripheral themes identified in the density visualization, such as project portfolio management, open innovation, business model innovation, and SMEs, exhibit lower research intensity, suggesting substantial opportunities for future investigations into their integration with AI-enabled decision-making frameworks.

Network visualization also highlights that the current literature is increasingly multidisciplinary, integrating concepts from strategic management, finance, information systems, and digital technologies into a unified decision-making framework. The strong connections among decision-making, digital transformation, artificial intelligence, information systems, investments, and financial data processing indicate that organizations are progressively relying on data-driven technologies to

enhance strategic planning, optimize resource allocation, and improve operational efficiency. However, existing studies tend to examine these relationships independently rather than developing comprehensive models that simultaneously capture organizational capabilities, technological innovation, and financial decision-making processes. This limits the theoretical understanding of how digital transformation and strategic agility jointly contribute to superior organizational performance under conditions of uncertainty, a gap that contrasts with the multidimensional capabilities advocated by Shams et al. (2020) and Adomako et al. (2022).

Overall, the bibliometric evidence suggests that future research should move beyond investigating isolated technological or managerial factors toward developing integrated frameworks that combine strategic agility, digital transformation, artificial intelligence, information systems, and predictive analytics as complementary strategic capabilities supporting organizational decision-making. Integrating these elements will provide much-needed empirical validation for theoretical propositions that currently lack robust quantitative backing, especially in emerging economies. Such an approach would better explain how organizations create competitive advantage through intelligent resource allocation, adaptive strategic responses, and technology-enabled knowledge management. In addition, expanding empirical studies across different industrial sectors, organizational sizes, and national contexts would provide more robust evidence regarding the effectiveness of AI-driven decision-making and digitally enabled strategic agility in improving organizational resilience, sustainable performance, and long-term competitiveness.

5. Conclusions

5.1 Conclusion

This study demonstrates that research on organizational decision-making has experienced sustained growth, as evidenced by an annual publication growth rate of 18.32% and an increasingly collaborative and interdisciplinary landscape. The bibliometric analysis identifies decision-making as the central intellectual theme, strongly interconnected with digital transformation, artificial intelligence, information systems, strategic agility, financial data processing, and investments, highlighting the convergence of management, finance, and digital technologies in contemporary organizational research. The overlay visualization further reveals a clear evolution from earlier studies emphasizing strategic agility, organizational performance, and information systems toward more recent themes such as artificial intelligence, big data, predictive analytics, risk management decision making, and FinTech, reflecting the growing adoption of intelligent and data-driven technologies in organizational decision processes. Meanwhile, density visualization confirms that decision-making remains the dominant research hotspot, with digital transformation and artificial intelligence emerging as the principal strategic enablers of intelligent resource allocation, organizational adaptability, and competitive advantage. Ultimately, the primary theoretical contribution of this study lies in systematically mapping the conceptual shift from traditional resource-based agility to a digitally integrated strategic agility framework, establishing a rigorous intellectual baseline for understanding how organizations sustain financial performance amid severe environmental uncertainty.

5.2 Research Limitations

Despite providing comprehensive bibliometric insights into the evolution of research on organizational decision-making, this study has several limitations. First, the analysis was limited to publications indexed in the Scopus database, potentially excluding relevant studies from other major databases such as Web of Science, Dimensions, and Google Scholar, thereby restricting the comprehensiveness of the mapped intellectual landscape. Second, the findings are based primarily on bibliometric techniques, including co-occurrence, density, network, and overlay visualizations, which effectively identify publication trends, thematic structures, and knowledge evolution but do not provide empirical evidence to validate the causal relationships among key constructs such as decision making, digital transformation, artificial intelligence, strategic agility, information systems, and organizational performance. Third, although the analysis reveals the increasing prominence of emerging themes such as predictive analytics, fintech, big data, and risk management decision making, it does not evaluate how these technologies are implemented across different organizational contexts,

industries, or countries, nor does it examine their practical effectiveness in improving organizational outcomes.

5.3 Suggestions and Directions for Future Research

Future research should broaden bibliometric investigations by integrating multiple scientific databases, such as the Web of Science, Dimensions, and Google Scholar, to provide a more comprehensive representation of the intellectual landscape of organizational decision-making research. Beyond bibliometric mapping, empirical studies should be conducted to validate the relationships among decision making, digital transformation, artificial intelligence, strategic agility, information systems, and organizational performance across diverse industrial sectors and institutional contexts, particularly in emerging economies where digital transformation is progressing rapidly. Given the increasing prominence of predictive analytics, big data, risk management decision-making, and fintech identified in the overlay visualization, future studies should develop integrated theoretical and empirical models that examine the mediating and moderating roles of digital capabilities, organizational agility, knowledge management, and intelligent information systems in enhancing the quality of strategic decisions and organizational resilience. Furthermore, future research should pay greater attention to underexplored themes identified in the density visualization, including SMEs, open innovation, business model innovation, project portfolio management, and sustainable development, to better understand how these emerging research streams can be integrated with artificial intelligence and digital transformation to strengthen organizational competitiveness, innovation capability, and long-term sustainable performance in increasingly dynamic business environments. Specifically, future researchers should employ longitudinal and cross-country quantitative designs to establish definitive causal evidence of how strategic agility directly impacts financial performance metrics.

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Author Contributions

DS conceived the research idea, developed the study design, conducted the literature search and bibliometric analysis, interpreted the findings, and prepared the manuscript draft. NN contributed to the conceptualization, research design, critical analysis of the results, manuscript revision, and provision of methodological guidance throughout the study. DPJ supervised the research process, reviewed and edited the manuscript for intellectual content, validated the interpretation of the findings, and approved the final version for publication. All authors have read and approved the final manuscript and agree to be held accountable for all aspects of the work.

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