



Agile Mindset as a Microfoundation of Dynamic Capabilities and Organizational Agility in SMEs: A Decade of Evidence

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Abstract

This study synthesizes a decade of empirical evidence on how Dynamic Capabilities (DC), Organizational Agility (OA), Agile Mindset (AM), and Firm Performance (FP) interact in small and medium enterprises (SMEs). Although dynamic capabilities and organizational agility are widely studied, existing research largely overlooks the cognitive and behavioral conditions that enable these capabilities to function effectively. Using a systematic literature review of 61 peer-reviewed articles (2014–2025) following PRISMA 2020 protocol, with thematic synthesis and VOSviewer bibliometric mapping, this study finds that organizational agility mediates the DC–FP relationship in 55.7% of reviewed studies, but only when an agile mindset is present. Among studies examining agile mindset, 73.7% confirmed its role as a behavioral moderator rather than a standalone variable. This review proposes that sustainable agility in SMEs demands both structural dynamic capabilities and the deliberate cultivation of agile mindset through leadership development and learning-oriented practices.

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1. INTRODUCTION

Small and medium enterprises (SMEs) play a pivotal role in national economies, particularly in emerging countries, by generating employment, fostering innovation, and contributing significantly to GDP. In Indonesia, SMEs represent more than 60–65% of all business entities and contribute over 60% to national economic output (BPS, 2023; Kemenkop UKM, 2024). Despite this, SMEs are highly vulnerable to exogenous shocks (e.g., the COVID-19 pandemic), market volatility, and technological disruption, which often expose limitations in agility, adaptability, and cognitive readiness to change.

To survive and thrive under such conditions, firms need more than structural or operational adjustments: they require higher-order capabilities. Dynamic Capabilities (DC)—the ability to sense opportunities and threats, seize them through resource reconfiguration, and transform organizational routines—provide a robust theoretical foundation for understanding how organizations adapt (Teece, 2007; Eisenhardt & Martin, 2000). Complementing DC is Organizational Agility (OA), defined by speed, flexibility, and responsiveness, which enables firms to act upon the sensing and seizing activities that DCs generate.



However, growing literature indicates that possessing DC and resources may not be sufficient unless supported by a cognitive and cultural orientation that predisposes organizations and individuals toward change. This orientation is operationalized as an Agile Mindset (AM)—characterized by continuous learning, openness to change, collaborative behaviors, customer orientation, and empowered decision-making (Eilers et al., 2022). Empirical studies confirm that dimensions of learning spirit, collaborative exchange, and customer focus are linked to organizational outcomes in dynamic contexts. Yet most studies either treat agile mindset implicitly under broader constructs such as culture or leadership, or analyze subsets of the DC–OA–FP chain, rather than integrating agile mindset explicitly as a moderating microfoundation in a full conceptual framework. Prior systematic reviews similarly examine agility as an outcome of digital transformation or a strategic capability, without positioning agile mindset as the behavioral condition that enables capability deployment. Consequently, a coherent synthesis explaining when and why dynamic capabilities translate into organizational agility and performance in SMEs remains absent from the literature.

This paper conducts a systematic literature review (SLR) using the PRISMA 2020 protocol and searching the Scopus database to synthesize knowledge on DC, OA, AM, and FP in SMEs. Specifically, this review aims to:

RO1: Map the publication trends and major thematic areas across DC, OA, AM, and FP constructs in SME contexts.

RO2: Classify theoretical lenses, operationalizations, and methodological designs used across the 61 reviewed studies.

RO3: Analyze how Agile Mindset interacts with Dynamic Capabilities and Organizational Agility to affect firm performance (including mediating and moderating roles).

RO4: Propose an integrative conceptual framework and future research agenda positioning AM as a moderating microfoundation.

2. METHODS

This study adopts a Systematic Literature Review (SLR) approach to synthesize extant knowledge on the relationship between dynamic capabilities, organizational agility, agile mindset, and firm performance in SMEs. SLR was selected because it allows a transparent, replicable, and comprehensive assessment of prior research, minimizing bias and increasing rigor compared to traditional narrative reviews (Tranfield et al., 2003). The review follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) protocol (Page et al., 2021), which is widely applied in management and organizational studies and ensures structured reporting through four stages: identification, screening, eligibility, and inclusion.

We conducted a systematic search in Scopus, chosen for its comprehensive coverage of peer-reviewed, high-impact journals in business, management, and innovation studies. To enhance comprehensiveness, supplementary searches were conducted in Google Scholar for cross-checking purposes. Searches were executed on October 15, 2024. The search string was designed to capture studies addressing all focal constructs:

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("dynamic capabilities" OR "dynamic capability") AND
("organizational agility" OR "enterprise agility" OR "strategic
agility") AND ("agile mindset" OR "agility mindset") AND ("firm
performance" OR "organizational performance" OR "business
performance") AND ("SMEs" OR "small and medium enterprises" OR
"small business")
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Boolean operators and truncations were adapted to the database. Searches were restricted to journal articles published in English between January 2014 and September 2025, to capture both foundational and recent developments in the field.

Inclusion and Exclusion Criteria

To ensure relevance and quality, the following criteria were established:

Inclusion criteria:

- a. Peer-reviewed journal articles indexed in Scopus.
- b. Studies explicitly addressing at least two focal variables (DC, OA, Agile Mindset, FP) in the context of SMEs.
- c. Conceptual, empirical (quantitative, qualitative, or mixed-methods), and review papers.

Exclusion criteria:

- a. Non-peer reviewed documents (conference proceedings, book chapters, dissertations).
- b. Studies not focusing on SMEs or not analyzing DC/OA/Agile Mindset in relation to performance.
- c. Non-English publications.

Study Selection and Screening

The study selection proceeded in four PRISMA stages:

- a. Identification: The initial search retrieved $n = 70$ records from Scopus.
- b. Screening: After removing duplicates ($n = 0$; single-database search), $n = 70$ unique articles remained. Titles and abstracts were screened for relevance, eliminating $n = 8$ articles that did not meet inclusion criteria.
- c. Eligibility: Full texts of $n = 62$ articles were assessed; $n = 1$ was excluded due to insufficient focus on SMEs or absence of core constructs.
- d. Inclusion: A final sample of $n = 61$ articles was retained for analysis.

Data Extraction and Thematic Analysis

A structured data extraction protocol was applied to all 61 included articles. Each article was coded across the following dimensions: author(s) and year, journal, method, key variables examined, role of agile mindset (antecedent, mediator, moderator, or not examined), SME context and country, and key finding. The complete data extraction table is presented in Appendix A.

A thematic synthesis approach was applied to identify patterns across studies, organized around four themes: (1) conceptualization and operationalization of DC, OA, and AM; (2) mechanisms linking DC and OA to FP; (3) the role of AM as antecedent, mediator, or moderator; and (4) methodological trends and geographical distribution.

Coding and Validation Procedure

To ensure analytical rigor and transparency, this review employed a systematic coding and validation procedure combining deductive and inductive approaches. In the first stage, a deductive coding scheme was developed based on established theoretical constructs, including Dynamic Capabilities, Organizational Agility, Agile Mindset, and Firm Performance. Subsequently, an inductive coding process allowed novel themes to emerge from the data. Codes were iteratively refined through constant comparison across studies until thematic saturation was achieved. Emerging themes were continuously cross-checked against existing theories and prior empirical findings to ensure conceptual coherence.

3. RESULTS AND DISCUSSION

PRISMA Flow Diagram

The following PRISMA 2020 flow diagram illustrates the article selection process across the four protocol stages (Page et al., 2021):

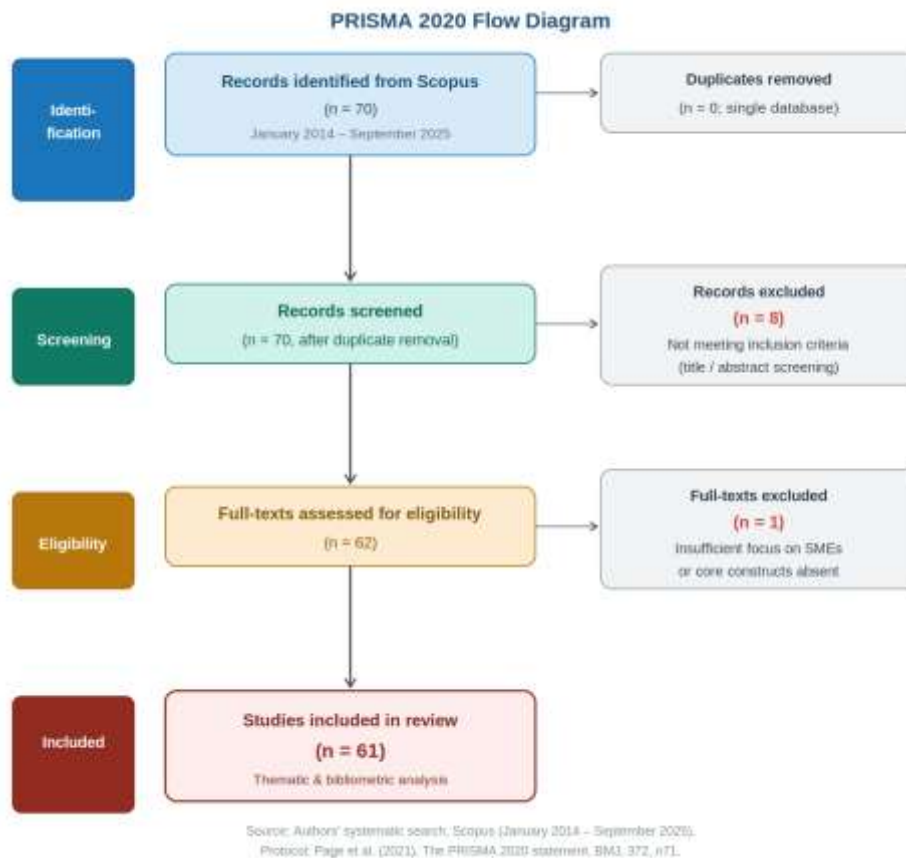


Figure 1. PRISMA 2020 flow diagram of the systematic literature review process.
Source: Authors' compilation. Protocol: Page et al. (2021).

Bibliometric Analysis

The bibliometric visualization generated using VOSviewer reveals five main conceptual clusters emerging from co-occurrence analysis of keywords across the 61 reviewed articles. Each node represents a keyword; colors indicate clusters of related concepts; node size reflects frequency of occurrence; and link thickness illustrates co-occurrence strength.

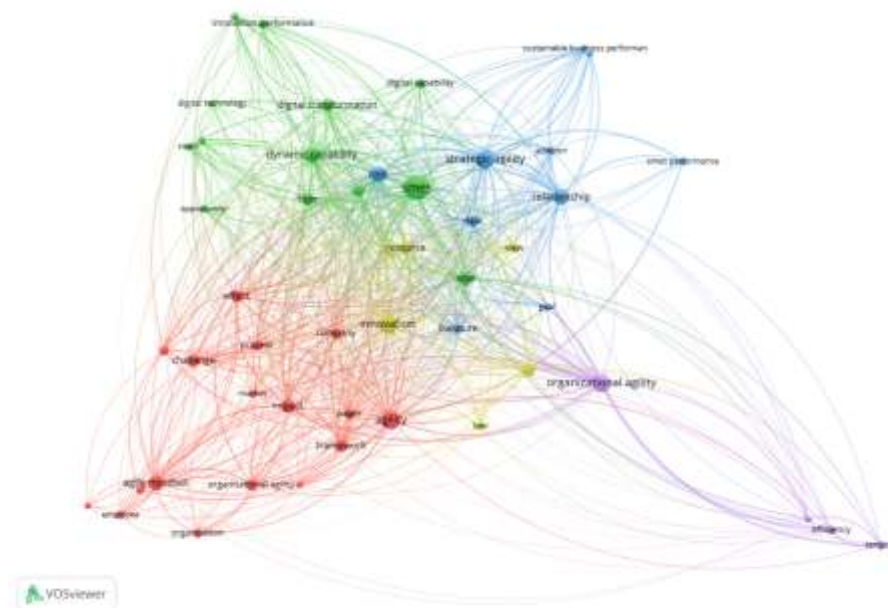


Figure 2. Bibliometric Visualization From 61 Reviewed Articles

Cluster 1 (green): Dynamic Capabilities and Digital Transformation

This cluster focuses on how dynamic capabilities serve as strategic enablers of digital transformation and innovation within SMEs. Key terms such as digital capability, resource, and innovation performance indicate that recent research conceptualizes DC as mechanisms for leveraging digital technologies to achieve competitive advantage. Representative works include Soluk et al. (2023) and Chen et al. (2022).

Cluster 2 (blue): Strategic Agility and Firm Performance

This cluster highlights agility as a bridge between DC and organizational outcomes, with a growing emphasis on sustainability and resilience as long-term strategic orientations. Representative studies include Kohtamäki et al. (2020) and Walter (2021).

Cluster 3 (purple): Organizational Agility as Integrator

This cluster conceptualizes OA as an integrative capability bridging DC and FP, emphasizing the tension between flexibility and stability—an especially critical paradox for resource-constrained SMEs. Representative works include Hagen et al. (2024) and Sherehiy et al. (2021).

Cluster 4 (red): Agile Mindset and Cultural Foundations

This cluster emphasizes the psychological and behavioral dimensions underpinning agility, with AM occupying a central role. Despite its importance, this theme remains relatively underexplored in SME contexts. Representative works include Eilers et al. (2022) and Joiner (2021).

Cluster 5 (pink): Efficiency–Tension Paradox

This smaller cluster addresses the paradox between efficiency and agility, closely aligned with organizational ambidexterity. A representative study is Clauss et al. (2023).

Thematic Insights and Emerging Gaps

Table 1. Thematic insights and emerging gaps from bibliometric analysis.

Theme	Main Insight	Research Gap / Future Direction
Digital Transformation & DC	Digitalization enhances innovation and resource reconfiguration.	Limited exploration of SMEs with low digital maturity and resource scarcity.
Strategic Agility	Agility mediates DC's impact on performance.	Few longitudinal or comparative studies tracking agility development over time.
Agile Mindset	Cognitive flexibility and learning orientation drive adaptive capacity.	Lack of validated measures and empirical models integrating AM in SMEs.
Organizational Agility	OA integrates strategic and operational adaptability.	Need for integrated models combining cognitive (mindset) and structural agility.
Efficiency–Flexibility Paradox	SMEs struggle to balance stability and responsiveness.	Further research needed on ambidexterity and trade-off mechanisms.

Source: Authors' compilation from 61 reviewed studies.

Research Framework

Based on the synthesis of the 61 reviewed articles, this review advances an integrative conceptual framework positioning Agile Mindset as a moderating microfoundation in the DC–OA–FP relationship. In this model, Agile Mindset does not directly mediate the DC–OA path; rather, it modifies the strength of that relationship. When an organization possesses a

high level of Agile Mindset, the positive influence of Dynamic Capabilities on Organizational Agility is amplified; when such a mindset is absent or underdeveloped, even well-developed capabilities may fail to generate responsive organizational behavior.



Figure 3. Theoretical Framework.

Hypothesized Relationships

H1: Dynamic Capabilities positively influence Organizational Agility.

H2: Organizational Agility positively influences Firm Performance.

H3: Agile Mindset positively moderates the DC–OA relationship, such that the effect of DC on OA is stronger when AM is high.

H4: The indirect effect of Dynamic Capabilities on Firm Performance through Organizational Agility is stronger at higher levels of Agile Mindset (moderated mediation).

Dynamic Capabilities and Organizational Agility: A Conditional Relationship

The synthesis of the 61 reviewed studies reveals that Dynamic Capabilities represent necessary but not sufficient conditions for achieving Organizational Agility in SMEs. Of the studies examining the DC–OA link, the overwhelming majority (39 of 47; 83%) confirmed a positive relationship, consistent with Teece (2007) and Eisenhardt and Martin (2000). However, their translation into agile organizational behavior is contingent upon supportive cognitive and cultural conditions. This finding extends Dynamic Capabilities Theory by identifying Agile Mindset as a critical boundary condition shaping the DC–OA relationship.

Agile Mindset—characterized by openness to change, continuous learning, collaboration, and psychological safety (Eilers et al., 2022)—emerges as a key enabler that facilitates the enactment of dynamic capabilities into operational agility. In contrast, organizations lacking cognitive agility are prone to capability inertia, whereby sensing and seizing activities remain decoupled from actual organizational transformation. From this perspective, Agile Mindset functions as a behavioral catalyst that converts strategic potential into adaptive action.

Agile Mindset as a Behavioral Contingency

Conceptualizing Agile Mindset as a moderating variable—rather than merely an antecedent—shifts the analytical focus from what organizations possess to how they think and behave when deploying capabilities. This interpretation aligns with the microfoundational view of Dynamic Capabilities (Teece, 2018), which emphasizes that higher-order organizational routines are rooted in individual cognition, motivation, and learning processes. Of the 19 studies explicitly examining AM, 14 (73.7%) found AM to positively amplify agility and performance outcomes, while 2 studies (10.5%) identified it as a mediator between DC and OA-related outcomes.

This perspective is reinforced by insights from leadership and organizational psychology literature. Soomro and Khan (2025) demonstrate that leadership agility enhances crisis response by enabling rapid decision-making and distributed accountability, while AlKoliby et al. (2025) show that employees with agile mindsets are more proactive in implementing green innovation initiatives. Collectively, these findings suggest that

organizational agility does not emerge automatically from structural capabilities but from the interaction between strategic resources and shared cognitive orientations.

Implications for Firm Performance

The conditional role of Agile Mindset extends beyond agility formation to firm-level outcomes. Across the reviewed corpus, Organizational Agility consistently mediated the DC–FP relationship in 34 of the 61 studies (55.7%). However, this mediating effect is significantly stronger when Agile Mindset is present. SMEs characterized by agile cultures—marked by empowerment, experimentation, and continuous learning—exhibit greater performance elasticity, whereby incremental improvements in dynamic capabilities translate into disproportionately higher performance gains (Pelletier et al., 2025; Zahoor et al., 2023).

This insight helps explain persistent performance heterogeneity among SMEs operating under similar resource constraints. Rather than stemming solely from differences in tangible or intangible assets, performance variation appears closely linked to differences in cognitive orientation and learning culture. Agile Mindset shapes not only whether dynamic capabilities lead to performance improvements, but also how effectively those improvements are realized over time.

Theoretical Implications

This review advances the Dynamic Capabilities literature in three key ways that distinguish it from prior contributions by Teece (2007, 2018) and Eilers et al. (2022). First, whereas Teece (2007, 2018) conceptualizes microfoundations primarily at the managerial and organizational routine level, this review extends the microfoundational perspective to the cognitive and mindset level, demonstrating that Agile Mindset represents a sub-individual-level condition that moderates whether DC translate into OA. Second, while Eilers et al. (2022) position AM as an antecedent of strategic agility and performance, the present synthesis reframes AM as a moderating microfoundation—a distinction that changes the theoretical architecture from a linear to a conditional model. Third, the review integrates both behavioral and structural perspectives into a single contingency-based framework, responding to calls for multi-level explanations of agility in SMEs that simultaneously account for structural capabilities and human cognitive factors.

Managerial Implications

From a managerial perspective, the findings underscore that investments in Dynamic Capabilities will yield limited returns unless accompanied by deliberate efforts to cultivate an Agile Mindset. SME leaders should focus on: (1) fostering learning-oriented leadership that encourages experimentation and reframes failure as a source of learning; (2) developing cross-functional collaboration mechanisms that accelerate decision-making; and (3) institutionalizing agile cultural values such as openness, empowerment, and customer centricity. Organizations that align strategic capability development with cognitive adaptability are better positioned to transform agility from a reactive response into a sustained strategic capability.

4. CONCLUSIONS

This systematic literature review of 61 peer-reviewed articles (2014–2025) advances understanding of how Dynamic Capabilities, Organizational Agility, and Agile Mindset interact to shape firm performance in SMEs. The following conclusions are drawn in explicit correspondence with the four research objectives:

RO1 — Publication trends and thematic areas: Bibliometric analysis reveals five distinct thematic clusters spanning 2014–2025: (1) DC and Digital Transformation; (2) Strategic Agility and Firm Performance; (3) OA as Integrator; (4) Agile Mindset and Cultural Foundations; and (5) the Efficiency–Tension Paradox. Publication output has increased markedly since 2020, reflecting growing scholarly attention to cognitive and behavioral enablers of SME agility.

R02 — Theoretical lenses and methodological designs: The corpus is dominated by quantitative designs using PLS-SEM (41.0%), followed by conceptual papers (18.0%), SLR/bibliometric studies (13.1%), and case studies (11.5%). Dynamic Capabilities Theory is the most commonly applied lens, followed by Resource-Based View and contingency theory. Geographically, studies span Asia (particularly Indonesia, Malaysia, China, and South Korea), Europe (Germany, Slovenia, Spain, Finland), Africa (Ghana, South Africa), and North America.

R03 — Role of Agile Mindset: Of the 19 studies explicitly examining AM, 14 positioned it as an antecedent or moderator, 2 as a mediator, and 1 as both moderator and mediator. The remaining 42 studies examined related constructs (agility, learning orientation, culture) without explicit AM operationalization. The weight of evidence confirms AM as a behavioral boundary condition that amplifies the DC–OA–FP chain rather than operating independently.

R04 — Integrative framework: The proposed contingency-based model positions AM as a moderating microfoundation in the DC → OA → FP chain. This framework extends Teece (2007, 2018) and Eilers et al. (2022) by integrating cognitive behavioral conditions into a moderated mediation architecture, offering testable hypotheses (H1–H4) for future empirical validation.

Policy Implications

The findings carry significant implications for Indonesian government agencies and SME development institutions. For the Kementerian Koperasi dan UKM (Kemenkop UKM), the Badan Layanan Umum Pengembangan SDM Koperasi dan UMKM (LPDB-KUMKM), and the Pembiayaan Usaha Mikro (BPUM) program, the evidence suggests that capability-building interventions targeting operational and structural dimensions alone are insufficient. Agile mindset development—through facilitated learning programs, agile leadership training, and cross-sector collaboration platforms—should be integrated into national UMKM competency frameworks. Policy instruments should incentivize SMEs to invest in organizational culture alongside digital infrastructure, recognizing that mindset readiness is a prerequisite for translating capability investments into performance outcomes. At the regulatory level, OJK and sector-specific agencies overseeing SME financing ecosystems should embed agility assessment criteria into business development support programs to identify enterprises that are cognitively ready to leverage capability investments.

Limitations and Future Research

Several limitations warrant acknowledgment. First, the review draws exclusively on Scopus-indexed articles, which may exclude relevant regional publications. Second, the dominance of cross-sectional designs constrains insights into temporal dynamics. Third, the single-coder coding procedure, while validated through theoretical cross-checking, introduces a risk of interpretation bias that future reviews should address through inter-rater reliability protocols.

Future research should employ longitudinal and multi-level designs to capture the co-evolution of mindset, capabilities, and agility over time. Operationalizing AM as a multi-dimensional construct across individual, team, and organizational levels—following Nuhn (2023)—would enable more fine-grained examination of its moderating role. Extending the framework to digital transformation, sustainability transitions, and cross-country comparative settings will deepen context-sensitive understanding of agility formation in SMEs.

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APPENDIX A: Data Extraction Table

Table A1 summarizes key attributes of all 61 articles included in the systematic literature review, coded across seven dimensions: author and year, title (abbreviated), year, method, key variables, role of Agile Mindset (AM Role), SME context and country, and key finding. AM Role categories are: Antecedent (AM as independent driver of OA/FP), Mediator (AM as intervening mechanism), Moderator (AM as conditional variable), Moderator/Mediator (dual role), and — (AM not explicitly examined).

Table 1. Data extraction table of 61 reviewed studies (2014–2025).

No.	Author (Year)	Year	Method	Key Variables	AM Role	Context / Country	Key Finding
1	AlKoliby et al. (2025)	2025	PLS-SEM	OA, TQM, Green Innovation	—	Manufacturing – Malaysia	OA moderates TQM–green innovation; agility strengthens innovation adoption at lower OA levels
2	Arno (2025)	2025	SLR	Business Agility, OA, DC	—	Multi-country – SMEs	Synthesises agility capabilities, dimensions and enablers; DC underpins business agility
3	Arsawan et al. (2025)	2025	Quantitative	OA, Environmental Dynamism, Circular Economy	—	Manufacturing – Indonesia	OA and environmental dynamism enable circular economy transition in Indonesian SMEs
4	Swaramarinda et al. (2025)	2025	PLS-SEM	Entrepreneurial Agility, Digital Literacy, Performance	Antecedent	Education – Indonesia	Entrepreneurial agility mediates digital literacy–readiness link in vocational schools
5	Eilers et al. (2025)	2025	SLR	AM, OA, Digital Transformation, Leadership	Antecedent	Multi-country – IT/IS	AM drives OA and digital transformation; leadership context shapes mindset activation
6	Hameed et al. (2025)	2025	Bibliometric	OA, MIS	—	Multi-country	MIS enhances OA; knowledge management and IT governance are key facilitators
7	Jie et al. (2025)	2025	Quantitative	DC, Digital Maturity, Innovation Performance	—	High-tech SMEs	Digital maturity amplifies DC for innovation; high-maturity SMEs outperform peers
8	Jingwen et al. (2025)	2025	SEM	DC, Business Model Innovation, Performance	—	SMEs – China	DC drives BMI which enhances SME performance; environmental uncertainty moderates effect
9	Kucharska & Kucharski (2025)	2025	Quantitative (OLS)	AM, OA, Gender, Technological Mindset	Antecedent	IT/Non-tech – Multi-country	AM positively affects OA; gender and tech focus moderate the AM–OA relationship
10	Müller et al. (2025)	2025	Mixed (Scale Dev.)	Agile Control, Portfolio	—	Multi-sector	Agile control enables sustainable innovation portfolio

No.	Author (Year)	Year	Method	Key Variables	AM Role	Context / Country	Key Finding
				Management, Sustainability			management through adaptive levers
11	Pöhlmann et al. (2025)	2025	Mixed	AM, DC, Agile Branding, Start-up Survival	Mediator	Start-ups – Europe	AM mediates DC–agile branding; agile branding supports start-up survival
12	Pelletier et al. (2025)	2025	fsQCA	DC, OA, IT Capabilities, Digital Transformation	—	Manufacturing SMEs – Canada	Configurational IT capabilities drive OA; no single path sufficient for high agility
13	Pergelova & Yordanova (2025)	2025	Quantitative	Talent Management, Digital Strategy, Performance	—	SMEs – Multi-country	Talent management is critical mediator in digitalization–performance relationship for SMEs
14	Guo et al. (2025)	2025	PLS-SEM	Strategic Agility, Customer Orientation, Strategic Learning	—	Digital Ventures – China	Strategic learning mediates customer orientation–strategic agility; market turbulence moderates
15	Dahmani et al. (2025)	2025	Case Study	OA, Organisational Maturity, NIT	—	Multi-sector – France/Europe	Institutional theory explains agility diffusion; maturity level shapes transformation path
16	Hossain et al. (2025)	2025	Conceptual	Dynamic Managerial Capabilities, AI, Leadership	—	Multi-sector	AI-driven DMC extend traditional DC; cognitive flexibility is central to digital leadership
17	Soomro & Khan (2025)	2025	PLS-SEM	DC, OA, Transformational Leadership, Crisis Management	—	Construction – Pakistan	OA mediates transformational leadership–crisis management; digital transformation moderates
18	Tandon et al. (2025)	2025	SLR	Leadership Agility, OA, AM	Antecedent	Multi-country	Leadership agility is both antecedent and enabler of OA; mindset competency is pivotal
19	Utomo et al. (2025)	2025	Content Analysis	Digital Technology, Strategic Adaptation, Entrepreneurship	—	SMEs – Indonesia	Digital technology transforms entrepreneurial decision-making and strategic adaptation in SMEs
20	Wang et al. (2025)	2025	Case Study/Quant	DC, Digital Transformation, Readiness, SMEs	—	Construction SMEs – China	Dynamic managerial capabilities and readiness are co-determinants of DX success in SMEs
21	Wang & D. (2025)	2025	PLS-SEM + fsQCA	DC, OA, Coopetition, Core Competency	—	Start-up SMEs – China	Coopetition drives competency via DC mechanisms; OA acts as contingent enhancer
22	Ahmad & Oon (2025)	2025	PLS-SEM	AM, Digital Innovation,	Moderator / Mediator	Family SMEs – Malaysia	AM promotes digital innovation; financial

No.	Author (Year)	Year	Method	Key Variables	AM Role	Context / Country	Key Finding
				Financial Literacy, Fintech			literacy moderates AM–fintech link
23	Abdul Wahab & Radmehr (2024)	2024	PLS-SEM	AI Capabilities, Customer Agility, Firm Performance	—	SMEs – Lebanon	AI assimilation improves FP via absorptive capacity and customer agility
24	Abid & Loufrani-Fedida (2024)	2024	Qualitative	Talent Management, DC, SMEs	—	SMEs – France	DC theory explains multilevel TM in French SMEs; strategic agility underpins TM processes
25	Luu (2024)	2024	PLS-SEM	DC (Agile Slack), Strategic Agility, International Performance	—	Export SMEs – Vietnam	Agile slack + DX jointly enhance strategic agility, boosting international performance
26	Pöhlmann et al. (2024)	2024	Bibliometric	Agile Branding, Brand Agility, Agile Marketing	—	Multi-sector	Bibliometric reveals agile branding as growing field; DC and AM are theoretical anchors
27	Misra et al. (2024)	2024	Conceptual	Agile PM, Agile Mindset, Organisational Agility	Antecedent	IT Projects	AM is prerequisite for agile PM success; mindset precedes method adoption
28	Owusu-Yirenkyi et al. (2024)	2024	Quantitative	Strategic Agility, Open Innovation, OFDI	—	SMEs – Ghana/Africa	Strategic agility enables Africa–Africa OFDI; institutional context moderates the relationship
29	Satar et al. (2024)	2024	PLS-SEM	DC, Strategic Agility, Green Entrepreneurship	—	SMEs – Saudi Arabia	Strategic agility mediates digital capabilities–green entrepreneurship link in SMEs
30	Syed et al. (2024)	2024	PLS-SEM	OA, Intellectual Capital, Innovation Performance	—	Manufacturing SMEs – Pakistan	OA mediates intellectual capital–innovation performance; inertia moderates
31	Zahoor et al. (2024)	2024	Conceptual/Quantitative	Strategic Agility, Gender Diversity, Value Creation	—	Emerging market SMEs	Strategic agility + gender diversity enable value creation for grand challenges
32	Zhang et al. (2024)	2024	PLS-SEM	OA, Digital Capability, Top Management Support, DX	—	SMEs – China	OA and digital capability jointly drive DX; top management support is critical boundary
33	Alfarajat (2023)	2023	PLS-SEM	Strategic Agility, Supply Chain Agility, Innovation Capability	—	SMEs – Jordan	Strategic + supply chain agility drive SME performance; innovation capability moderates
34	Tagscherer & Carbon (2023)	2023	Literature Review	Leadership, DC, Digital Transformation	—	Multi-sector	Leadership traits and DC jointly determine

No.	Author (Year)	Year	Method	Key Variables	AM Role	Context / Country	Key Finding
							digitalization success in firms
35	Kiranantawat & Ahmad (2023)	2023	Conceptual	Green DC, OA, Green Innovation, Sustainability	—	Trade/Service SMEs – Thailand	Green DC → green innovation → OA → sustainability performance; agility is integrator
36	Nuhn (2023)	2023	Quantitative (FA/SEM)	AM, Organisational Agility	Antecedent	Multi-sector – Germany	Validated AM scale at individual, team, org levels; AM structure is hierarchical
37	Pelletier et al. (2023)	2023	fsQCA	DC, OA, IT Capabilities, DX	—	Manufacturing SMEs – Canada	IT capability configurations drive OA; strategic IT alignment is necessary condition
38	Alavi & Aghakhani (2023)	2023	Quantitative (SEM)	Green HRM, Lean-Agile Mindset (AM)	Antecedent	Steel industry – Iran	Green HRM practices significantly develop lean-agile mindset in industrial SMEs
39	Yamin & Murwaningsari (2023)	2023	PLS-SEM	OA, Digital Technology, Leadership, Performance	—	SMEs – Indonesia	OA mediates leadership and digital technology effects on organisational performance
40	Tufan & Mert (2023)	2023	PLS-SEM	Strategic Agility, Absorptive Capacity, Sustainable Performance	—	SMEs – Turkey	Absorptive capacity → strategic agility → sustainable competitive advantage → performance
41	Yi et al. (2023)	2023	PLS-SEM	DC, OA, Innovation, Marketing Performance	—	SMEs – South Korea	DC positively affects operational capabilities and OA; uncertainty moderates the chain
42	Eilers et al. (2022)	2022	Quantitative (SEM)	AM, Strategic Agility, Organisational Performance	Antecedent	Multi-sector – Germany	AM (4 dimensions) drives strategic agility → organisational performance; key mediator found
43	Crnogaj et al. (2022)	2022	Conceptual	Agile Work Environment, OA, Company Performance	Antecedent	SMEs – Slovenia	Agile work environment fosters OA and company performance; leadership is enabler
44	Eilers et al. (2022, alt.)	2022	Quantitative (SEM)	AM, Strategic Agility, Digitalisation, Performance	Antecedent	Multi-sector	Replicated AM→strategic agility→performance model; digitalization context strengthens effect
45	Rai (2022)	2022	Conceptual/Practice	AM, Lean-Agile, Digital Transformation	Antecedent	IT/Multi-sector	AM is foundational to lean-agile digital transformation; culture change precedes method adoption
46	Rane & Narvel (2022)	2022	Mixed	Agile Organisation, OA,	—	Industry 4.0 – India	Agility risks in project management

No.	Author (Year)	Year	Method	Key Variables	AM Role	Context / Country	Key Finding
				Project Management Risks			can be mitigated through structured capability building
47	Asseraf & Gnizy (2022)	2022	Quantitative (SEM)	AM, Agile Slack, International Performance, Marketing Strategy	Mediator	International SMEs – Israel	AM and agile slack jointly amplify marketing strategy effectiveness; AM mediates DC–performance
48	Zahoor et al. (2022)	2022	Case Study	DC, Strategic Agility, COVID-19 Resilience	—	High-tech SMEs – Finland	DC and strategic agility enabled COVID resilience; sensing and learning capabilities were pivotal
49	Artelt (2021)	2021	Case Study + Survey	Agile PM, OA, Competence Profiles	—	Multi-sector	Agile PM positively impacts enterprise agility dimensions; interface complexity affects impact
50	Mordi & Schoop (2021)	2021	Conceptual	AM, OA, Large-scale Agile, Socio-technical	Antecedent	IT/Multi-sector	AM is prerequisite for large-scale agile transformation; socio-technical framing extends the model
51	Nyamrunda & Freeman (2021)	2021	Conceptual	Strategic Agility, DC, Trust, Transitional Economies	—	Small firms – Africa	Strategic agility depends on trust-based relational capabilities; microfoundational perspective applied
52	Reed (2021)	2021	Quantitative	Strategic Agility, Firm Age, Firm Size, Performance	—	SMEs – USA	Strategic agility decreases with firm age but not size; agility drives performance in SMEs
53	Priyono et al. (2020)	2020	Mixed	OA, Ambidexterity, DC, Open Innovation	—	SMEs – Indonesia	OA-efficiency tension is managed through ambidexterity; DC and open innovation facilitate balance
54	Priyono et al. (2020)	2020	Case Study	DC, OA, Digital Transformation, BMI	—	SMEs – Indonesia	SMEs used DC and OA to pivot business models during COVID-19; digital agility was critical
55	Beldarrain (2019)	2019	Mixed (Exploratory)	AM, Agile Workforce, Business Agility	Antecedent	Multi-sector	AM and workforce agility are strategic priorities; leadership commitment drives agility culture
56	Kurniawan & Hamsal (2019)	2019	PLS-SEM	OA, Nimble Network, Business Performance	—	Telecoms – Indonesia	Nimble network structure and cross-functional collaboration drive OA and business performance
57	Liao et al. (2019)	2019	fsQCA	OA, Open Innovation, BMI, SMEs	—	SMEs – China	OA and open innovation are necessary conditions

No.	Author (Year)	Year	Method	Key Variables	AM Role	Context / Country	Key Finding
							for BMI; configurational paths identified
58	Kurniawan & Hamsal (2019, alt.)	2019	PLS-SEM	OA, Product Development, Business Performance	—	Telecoms – Indonesia	Extended model confirms OA mediates collaboration–performance; market orientation strengthens effect
59	Denning (2017)	2017	Conceptual/Practice	Strategic Agility, Agile Teams, Market Innovation	Antecedent	Multi-sector	Strategic agility combines agile mindset with strategic management tools for market creation
60	Ahuja et al. (2016)	2016	QCA	IT Agility, OA, Innovation, Improvisation	—	SMEs – Canada	IT agility enables improvisation and innovation in SMEs; DC lens explains configurational outcomes
61	Freedman (2016)	2016	Conceptual/Practice	AM, Enterprise Agility, Collaboration	Antecedent	Multi-sector	AM and facilitation skills are core to consulting for enterprise agility transitions

Source: Authors' systematic extraction from Scopus database (January 2014 – September 2025).
Protocol: Page et al. (2021). The PRISMA 2020 statement. *BMJ*, 372, n71.