

Strategic and Behavioural Antecedents of Organisational Agility: A Bibliometric Review (2000-2026)

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Abstract

The ability of an organisation to be “agile” is widely considered to be one of the factors that provide it with a sustained competitive advantage in an environment characterised by unpredictability, volatility, and digital transformation. Although there has been some increase in research into the determinants of organisational agility, this research remains fragmented across disciplinary fields, with no cumulative scholarly knowledge to date. This study will provide an extensive bibliometric review of the existing literature on organisational agility from 2000 to 2026 based on both domestic and international organisational studies. Publication data from the Scopus database were used, yielding a final sample of 774 peer-reviewed articles. Bibliometric techniques - including co-citation analysis, bibliographic coupling and keyword co-occurrence analysis - were applied to map the intellectual structure and transition of the field. The current literature on organisational agility indicates that the most common themes concern strategic and technological antecedents, such as digital transformation, dynamic capabilities, and information systems. Conversely, there are very few studies that address the behavioural antecedents, such as organisational culture, workforce agility, leadership and human resources practices. Thus, this represents a large gap in the current literature. This research synthesises multiple previously disconnected research streams, offering the first comprehensive mapping of the intellectual structure of Organizational agility scholarship. By foregrounding the relative neglect of behavioural antecedents, it establishes a foundation for future integrative, behaviourally informed research. The findings also carry direct practical implications for managers engaged in designing and implementing Organizational agility initiatives.

Keywords: Organisational agility; Bibliometric analysis; Digital transformation; Dynamic capabilities; Behavioural antecedents.

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1. Introduction

Organisational agility has received attention from many Organisations over the past few years because more and more Organisations are operating in a rapidly changing environment driven by technological advancements, marketplace uncertainty, intense competition, and pressure from ever-evolving customer expectations. Due to digital disruption, global crisis and changing customer expectations, firms have to better identify shifts in their environment, react in a timely fashion and reallocate resources accordingly. Consequently, agility will be considered an essential capability for the long-term performance and survival of an Organisation. (Ahmed et al., 2026; Yusuf et al., 2014). So, Organisational agility now not only includes operational flexibility, but also has multiple dimensions- organisational capability in relation to its strategic, technological and human resources.

The growing importance of Organizational agility has led to a significant increase in the amount of academic research conducted across several different fields of research (e.g., strategic management, information systems, operation management, human resource management) and has increased the amount of research done on those topics as they relate to Agility (e.g., Agility in digital transformation, Agility and analytics-driven decision-making, Agility and supply chain flexibility, Agility and innovation). (Khojasteh et al., 2026; Saup et al., 2026). Parallel to this, behavioural perspectives emphasise the role of leadership, workforce agility, empowerment, and Organizational culture in enabling agile outcomes (Sharma et al., 2024). While this growing body of work, the literature remains fragmented, with strategic, technological, and behavioural antecedents often examined in isolation.

Existing research on strategic antecedents mainly highlights firm-level capabilities such as dynamic capabilities, strategic flexibility, and digital governance mechanisms as key enablers of organisational agility (Khojasteh et al., 2026; Saup et al., 2026). Digital transformation initiatives supported by, such as big data analytics, artificial intelligence, and enterprise information systems, are widely recognised as central to enhancing organizational responsiveness

and adaptive capacity (Ahmed et al., 2026; Saup et al., 2026). However, emerging research suggests that technological and strategic investments alone are insufficient without corresponding behavioural alignment at the employee and organizational levels. (Sharma et al., 2024).

Though great strides have been made in exploring both strategic and behavioural antecedents, the continually expanding body of literature on the topic has made it increasingly challenging to synthesise findings, identify dominant research lines, and track the field's intellectual growth. Bibliometric analysis provides a more systematic and objective means of dealing with this situation by illustrating (1) the intellectual structure of the research area, (2) how its themes have evolved, and (3) the knowledge networks of the research area through a mapping process. Although bibliometric methods have been employed in many closely related areas, there is little existing literature that provides a comprehensive bibliometric analysis of the strategic and behavioural antecedents of Organisational agility.

Against this backdrop, the present research conducts a bibliometric review of organisational agility studies published between 2000 and 2026 using the Scopus database. A total of 774 peer-reviewed journal articles is analysed using co-citation analysis, bibliographic coupling, and keyword co-occurrence techniques.

This research seeks to answer the following questions:

RQ1 examines the transition of Organizational agility research in terms of publication trends between 2000 and 2026

RQ2 explores the intellectual foundations of the field through co-citation analysis

RQ3 identifies contemporary thematic clusters emerging from bibliographic coupling analysis

RQ4 investigates how strategic and behavioural antecedents of Organizational agility are conceptualised within the existing literature.

Accordingly, this research pursues the following research objectives:

RO1 analyses publication trends and growth patterns of Organizational agility research.

RO2 identifies the intellectual structure and influential foundations of the field.

RO3 maps thematic clusters and research streams using bibliographic coupling and keyword co-occurrence techniques.

RO4 synthesises strategic and behavioural antecedents of Organizational agility while highlighting key research gaps for future investigations.

2. Methodology

2.1. Research Design

Utilizing a bibliometric approach as a research design, this research systematically investigates the literature on the strategic and behavioural antecedents of Organizational agility. The bibliometric approach is suitable for reviewing a rapidly growing and interdisciplinary research area (Organizational agility) where there are publications from strategy, digital transformation, supply chain management, and human resource management domains. Current literature shows that Organizational agility has become an intricate, multi-faceted capability that is influenced by both human-based and technology-based mechanisms. (Ahmed et al., 2026; Yusuf et al., 2014).

The research design for this research is descriptive and exploratory in its approach. Instead of trying to determine what causes something, it attempts to identify and summarise existing knowledge about a particular area of research to create a logical framework for the development of new knowledge. It provides an overall picture of research within the area of Organizational agility by identifying the main research themes, intellectual foundations of research, and patterns of thematic transition across this body of literature. Many of the studies analysed indicate that there has been a rapid increase in the amount of research conducted on the topic of agility due to the effects of digital transformation, analytic capability, and environmental turbulence, resulting in a disorganised body of literature that requires Organization through systematic synthesis. (Khojasteh et al., 2026; Saup et al., 2026).

The research design incorporates a variety of complementary bibliometric methods in order to incorporate both foundational and current views. Co-citation analysis will be used to investigate the intellectual building blocks and key theoretical perspectives of the research on Organizational agility. Bibliographic coupling will be used to identify the most recent and emerging lines of research, by examining documents that share a number of title references. Finally, keyword co-occurrence analysis will provide insight into how the conceptual framework has developed and what dominant themes are currently present in the literature on Organizational agility. Each of these techniques is particularly effective when examining areas with rapidly changing technology and business practices. (Sharma et al., 2024; Yusuf et al., 2014).

Using peer-reviewed articles accessible via the Scopus database creates both methodological consistency across disciplines and wide-ranging coverage within disciplines. VOSviewer was used for a bibliometric study and to create network graphs, allowing thematic areas of research to be identified and related to one another in very large bibliographic datasets. The application of various bibliometric methods provides a comprehensive picture of the literature on organisational agility by compiling these research methods into a single, integrated view and mapping the strategic and behavioural antecedents of organisational agility.

2.2. Data Source and Search Strategy

Scopus was used as the primary database due to its broad coverage of peer-reviewed journals in management and social sciences. The search was conducted on January 28th, 2026, using titles, abstracts, and author keywords, covering publications from 2000 to January 2026. Both macro and micro-level dimensions of organisational agility were incorporated into the search strategy.

The search initially yielded 1,250 records; however, these records had to be filtered by language (English only), relevant to the area of study, publication status, and the availability of sufficient data. After completing the above filtering process, 774 peer-reviewed articles remained and were used for

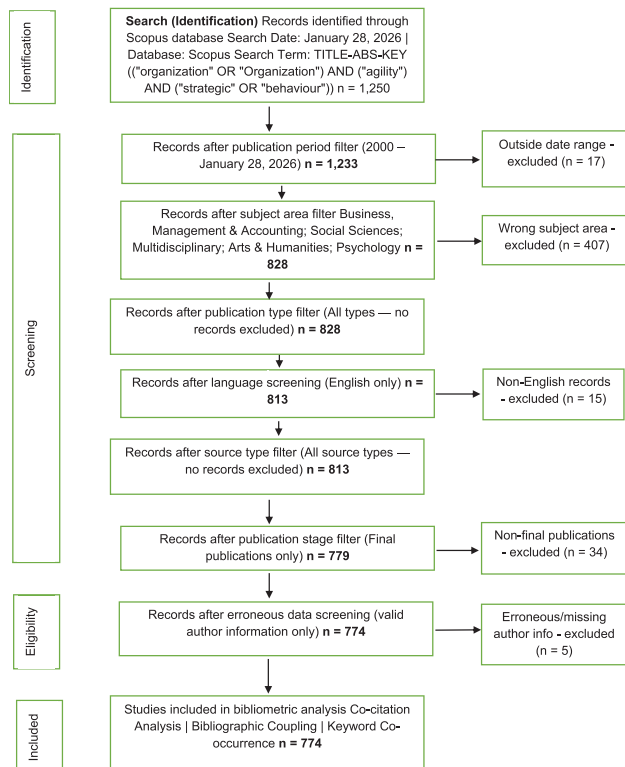
bibliometric, co-citation, bibliographic coupling, and keyword co-occurrence analyses.

2.3. Inclusion and Exclusion Criteria

Clearly defined inclusion/exclusion criteria were applied to ensure methodological transparency and data quality. Articles that contain research about organisational agility, or other associated constructs, which were published in a peer-reviewed journal, were within the discipline of business, management, social sciences, or psychology, and published in the English language. Articles that were published outside the defined publication date range, or that do not represent the subject areas indicated, or that are not final publications, or published in a language other than English, or do not contain complete bibliographic information, have been excluded. These rigorous screening methods help to promote the validity and reliability of the final database.

Figure 1

The PRISMA flow diagram illustrates the systematic screening and selection process applied in this study.



2.4. Data Analysis Procedure

A structured bibliometric methodology was applied to 774 articles sourced from Scopus, which were exported as a CSV file including author data, titles, abstracts, keywords, citation counts, and year of publication. Three analyses were performed using VOS viewer after data cleaning and verification. These analyses included a co-citation analysis to identify theoretical frameworks, a bibliographic coupling analysis to map current and emerging areas of research, and a keyword co-occurrence analysis to trace conceptual trends. To ensure consistent association strength normalisation across clusters, this created a complete mapping of the intellectual and thematic structure of the research on Organisational Agility.

Table 1

Document Search and Inclusion Criteria

Search Criteria and Article Selection	Exclude	Include
Filtering Criteria		
Search Criteria	-	-
Search Date: January 28, 2026	-	-
Database: Scopus	-	-
Search Term: TITLE-ABS-KEY ((<i>"organisation"</i> OR <i>"Organisation"</i>) AND (<i>"agility"</i>) AND (<i>"strategic"</i> OR <i>"behaviour"</i>))	-	1250
Period of Publications: 2000- January 28, 2026	17	1233
Subject Area: Business, Management and Accounting, Social Sciences, Multidisciplinary, Arts and Humanities, Psychology	407	828
Publication Type: All	0	828
Article Selection	-	-
Language Screening: include documents published in English only	15	813
Source Type: ALL	0	813
Publication stage: Final	34	779
Erroneous records screening: Include documents with valid author information only	5	774

3. Findings

3.1. Citation Analysis

3.1.1. Leading Authors, Institutions, and Countries: A Citation-Based Perspective

Top Authors

Scholarly works contribute to a significant body of research in organisational agility. However, there are a significant number of highly cited scholars who account for an overwhelming proportion of total citations in the organisational agility literature. For example, Table 2 illustrates that there is a high concentration of citations in a few key cited authors (Warner & Wäger, 2019) The author with the most citations was Maximilian, who has received 2,191 citations for a single published work. While the number of citations alone does not indicate the breadth of their impact on the theorisation or conceptualisation of organisational agility, they have had a demonstrable influence on the development of literature on both strategic and organisational agility.

Other leading contributors include (Akter et al., 2022; Fosso Wamba, 2022) Doz, Yves L., who has accumulated 1,139 citations across two publications, and Kosonen, Mikko, with 972 citations across two publications, reflect their sustained influence in shaping the discourse on strategic agility. Authors such as Dubey, Rameshwar, Akter, Shahriar, and Fosso-Wamba, Samuel also show substantial citation impact, underscoring the growing importance of research linking Organizational agility with supply chain management, analytics capabilities, and digital transformation. The combination of seminal conceptual contributions and emerging empirical research is driving increased organisational agility research activity.

Top Organizations

Three institutions are responsible for most of the citation popularity of research into OAG. Edinburgh Napier University School of Business has generated the greatest number of citations (2,191) from a

single piece of research, surpassing other institutions by a considerable amount. TBS Business School and California State University, Bakersfield are also generating substantial citation counts for their research. Montpellier Recherche en Management (France), University of Wollongong (Australia), University of Liverpool (UK), and other institutions are among those generating many citations. Geographically, this gravitation towards one or more countries, continents or regions demonstrates the interdisciplinary and global nature of OAG research; however, the primary contributors are from Business and Management Schools.

Top contributing Countries

A citation analysis by country was conducted to categorise organisational agility research, which is distributed globally yet primarily concentrated in key countries. The UK has the highest citation rate, with 6,084 citations across 94 publications, demonstrating its significant contribution to the field, both theoretically and practically. The USA follows next with 4,574 citations and has published the most papers (135 total). Thus, the USA has both significant influence and high productivity in organisational agility research. Germany (3,177), Australia (1,821), and India (1,382) all rank next, representing both developed and developing nations. Additionally, France, China, Italy, and Portugal are all sample countries demonstrating that the organisational agility research area is becoming increasingly globalised. Lastly, it is notable that contributions to organisational agility research from several countries in Asia and the Middle East, such as Saudi Arabia and the UAE, demonstrate that this research area is evolving to extend well beyond the Western academic centres where it has typically originated. Refer to Table 2 for a complete list of all countries analysed.

Table 2*Top Author, Organization, Country*

TC	Author	TP	TC	Institution	TP	TC	Country	TP
2191	(Warner & Wäger, 2019)	1	2191	school of business, Edinburgh Napier university, Edinburgh, Scotland, United Kingdom	1	6084	United Kingdom	94
2191	(Warner & Wäger, 2019)	1	2191	The Nunatak Group GmbH, Munich, Germany	1	4574	United States	135
1139	(Doz & Kosonen, 2010)	2	635	TBS Business School, Toulouse, Occitanie, France	2	3177	Germany	39
972	(Doz & Kosonen, 2010)	2	622	California state university, Bakersfield, Bakersfield, ca, united states	1	1821	Australia	44
711	(Dubey et al., 2024)	3	622	Montpellier recherche en management (MRM), Montpellier, Occitanie, France	1	1382	India	99
635	(Akter et al., 2022)	2	622	school of management, university of Wollongong, Wollongong, NSW, Australia	1	1343	France	32
635	(Fosso Wamba, 2022)	2	408	University of Liverpool, Liverpool, Merseyside, United Kingdom	1	1096	China	35
622	(Fosso Wamba et al., 2020)	1	399	Henley Business School, Reading, Berkshire, United Kingdom	2	1071	Italy	35
408	(Sharafi et al., 2024)	1	355	Department of Information and Decision Sciences, Salisbury University, Salisbury, MD, United States	1	664	Saudi Arabia	24

According to the research, the relatively small number of highly cited scholars dominate the organisational agility body of literature. Table 2 illustrates seminal contributions that have shaped the trajectory of organisational agility. As research on organisational agility continues to grow in countries such as Australia, Germany, India, and China, their involvement provides a basis for future research on organisational agility from multinational perspectives and on its strategic and behavioural antecedents.

Table 3*Top Leading Journals*

Journals	TP	TC	H-index	Quartiles	SJR	ABDC
long range planning	2	3160	134	Q1	2.909	A
international journal of production economics	4	941	248	Q1	2.833	A
international journal of operations and production management	7	826	170	Q1	2.876	
sustainability (switzerland)	19	802	207	Q1	0.688	
journal of knowledge management	10	629	149	Q1	1.946	A
technological forecasting and social change	10	532	209	Q1	3.472	A
international journal of production research	3	422	201	Q1	2.242	A
human resource management review	4	421	132	Q1	3.934	A
management decision	10	410	138	Q1	1.028	B
journal of business research	2	387	292	Q1	3.499	A

3.1.2. Leading Journals Publishing Research on Organisational Agility

An assessment of the major high-impact journals that publish research on organisational agility reveals that disciplinary orientation, scholarly outlets, and other factors (e.g., community) have significantly influenced the development of the organisational agility research area. As illustrated in Table 3, most of the organisational agility research is published in high-impact Q1 journals, demonstrating that this area of research is mature, academically recognised and is being developed through the application of rigorous research methods. Long-range planning is identified in **Table 3** As being the most highly influential journal based upon citation impact, Long Range Planning has a total of three thousand one hundred sixty (3,160) citations from the two articles published. This high level of aggregate citations can be attributed to the articles containing some of the most highly cited conceptual research related to 1) strategic agility and 2) organisational renewal (i.e., Warner & Wager & Doz and Kosonen) and have had a major impact on strategic perspectives relating to agility. Journals that are grounded in the operations/production management literature, (i.e.; International Journal of Production Economics and International Journal of Operations and Production Management), have also made significant contributions to the development of the empirical research literature related to agility by contributing to the development of empirical research terms (e.g.; supply chain agility; operations agility; operational efficiency) through their empirical research on supply chain agility, operational activities, and operations/process performance.(Dubey et al., 2024; Fosso Wamba et al., 2020).

Interdisciplinary and future-oriented outlets such as Technological Forecasting and Social Change and the Journal of Knowledge Management have played a key role in extending Organisational agility research toward digital transformation, analytics capabilities, and knowledge-based views of agility (Akter et al., 2022; Fosso Wamba, 2022). The increasing publication volume in Sustainability (Switzerland) further reflects the growing linkage between Organizational agility, resilience, and sustainable business practices.

Behavioural and human-centric perspectives on Organizational agility are prominently represented in journals such as Human Resource Management Review and Management Decision, where studies have examined leadership, workforce agility, and managerial decision-making processes (Cai et al., 2019; Zhang & Sharifi, 2000). Moreover, general management and information systems journals - including the Journal of Business Research, Decision Sciences and the Journal of Management Information Systems - all emphasise the cross-functional and holistic characteristics of organisational agility-related scholarly pursuits, linking together strategy, technology and behaviour.

Overall, the substantial dominance of journals with solid SJR ratings, Q1 quartile rankings, and ABCE rating classifications attests to organisational agility being firmly established in high-quality scholarly journals. In addition to the wide variety of leading journals, this diversity shows that this area of study is multidisciplinary, spanning many fields, including strategy, operations, human resources, and information systems. This indicates that organisational agility is very important in modern-day management research and provides a basis for researchers seeking appropriate places to publish their work.

Table 4

Top Articles

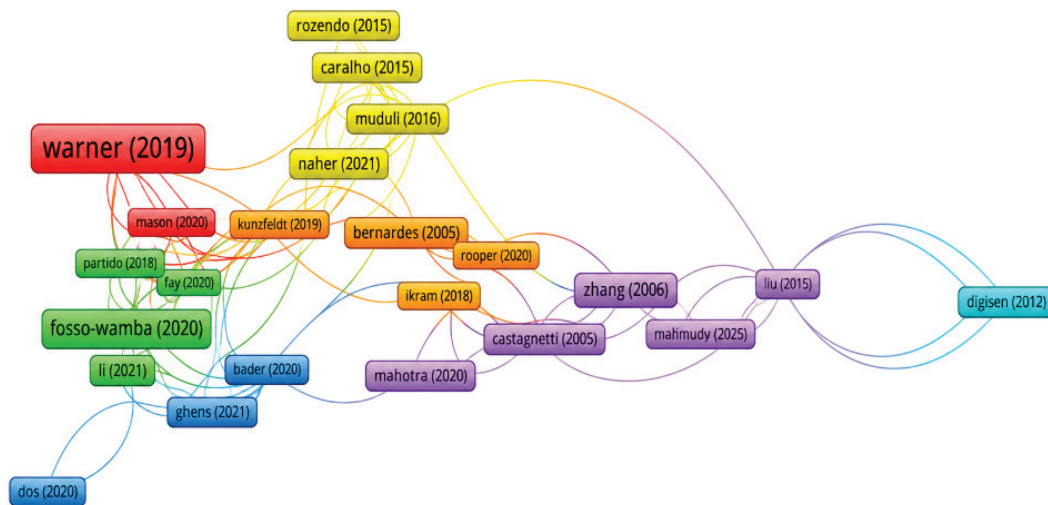
Author	Year	Title	TC
(Warner & Wäger, 2019)	2019	Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal	2191
(Doz & Kosonen, 2010)	2010	Embedding strategic agility: A leadership agenda for accelerating business model renewal	969
(Fosso Wamba et al., 2020)	2020	The performance effects of big data analytics and supply chain ambidexterity: The moderating effect of environmental dynamism	622
(Zhang & Sharifi, 2000)	2000	A methodology for achieving agility in manufacturing Organizations	408

(Li, 2021)	2021	Organisational mindfulness towards digital transformation as a prerequisite for information processing capability to achieve market agility	355
(Santos Bernardes & Hanna, 2009)	2009	A theoretical review of flexibility, agility and responsiveness in the operations management literature: Toward a conceptual definition of customer responsiveness	316
(Agarwal & Selen, 2009)	2009	Dynamic capability building in service value networks for achieving service innovation	304
(Malhotra, 2005)	2005	Integrating knowledge management technologies in organisational business processes: Getting real-time enterprises to deliver real business performance	270
(Sanchez & Nagi, 2001)	2001	A review of agile manufacturing systems	264

3.2. Co-Citation Analysis

Figure

2-Co-citation Analysis (Cited Reference)



Co-citation analysis was conducted to identify the theoretical foundations underpinning research on the strategic and behavioural antecedents of organisational agility. This method examines how frequently two references are cited together, indicating which works have most significantly shaped the field's conceptual development. Using VOSviewer, a co-citation network was constructed from the most frequently cited references in the dataset.

Figure 1 presents the co-citation network, where nodes represent cited articles and links indicate co-citation relationships between references. The size of each node reflects citation intensity, while the strength of links represents the frequency of joint citations. The analysis identifies eight distinct clusters, each representing a major intellectual stream contributing to Organizational agility research.

The first cluster of studies - and by far the most dominant reference - is centred on Warner and Wager (2019), and their work is the leading reference within the overall network. This particular cluster represents research that is grounded in dynamic capabilities, strategic renewal, and digital transformation. The core theme that runs throughout this cluster is the fact that Organizations are continuously reconfiguring their resources in order to respond to ever-changing circumstances in their environment (Warner & Wäger, 2019).

A second cluster is anchored by (Fosso Wamba et al., 2020; Li et al., 2021), highlighting the growing importance of big data analytics, information-processing capabilities, and digital technologies in enabling Organisational

agility. The strong co-citation ties within this cluster indicate a shared theoretical focus on data-driven decision-making and digitally enabled agility (Fosso Wamba et al., 2020; Li et al., 2021).

The third cluster within this grouping of studies represents the strategic agility and leadership perspective; again, the primary reference contributing to this cluster is Doz & Kosonen (2010). This stream of research provides emphasis on leadership-driven forms of strategic agility, renewing business models, and enhancing Organizational responsiveness, while connecting the constructs of managerial cognition and strategic intent to agile outcomes (Doz & Kosonen, 2010).

Another prominent cluster is formed around (Malhotra, 2005; Raisinghani & Meade, 2005; Zhang & Sharifi, 2000), representing the operational and knowledge-management foundations of Organizational agility. These studies focus on manufacturing agility, process integration, and the role of knowledge management technologies in enhancing Organizational responsiveness (Malhotra, 2005; Zhang & Sharifi, 2000).

A distinct cluster centred on (Hooper et al., 2001; Santos Bernardes & Hanna, 2009) captures the operations and flexibility-based view, emphasising agility, flexibility, and responsiveness in operations and supply chain contexts. This stream serves as an important conceptual bridge between manufacturing and strategic agility.

The sixth cluster, anchored by (Carvalho et al., 2019; Muduli, 2016; Walter, 2021) reflects research linking Organisational resilience, sustainability, and human-centric agility, highlighting behavioural and structural antecedents of agility in uncertain environments.

Another emerging cluster is associated with (Haider & Kayani, 2021; Shams et al., 2021), representing international business and crisis-driven agility, where Organizational agility is examined in global, uncertain, and disruptive contexts.

3.3 Bibliographic Coupling Analysis and Thematic Clusters

Bibliographic coupling analysis was employed to identify the thematic structure and contemporary research streams within the literature on the strategic and behavioural antecedents of Organizational agility. Unlike co-citation analysis, which reflects the historical intellectual foundations of a field, bibliographic coupling focuses on shared references among recent publications, thereby capturing current and emerging research themes. Based on the coupling strength among documents, eight distinct thematic clusters were identified, as presented in Table 5.

Table 5

Thematic Clusters through Bibliographic Coupling

Themes	Authors	Title	Cited by
Digital Transformation, Dynamic Capabilities, and Strategic Agility	(de Medeiros & Maçada, 2022)	Competitive advantage of data-driven analytical capabilities: the role of big data visualisation and of organisational agility	84
	(Warner & Wäger, 2019)	Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal	2191
	(Hazen et al., 2017)	Enterprise architecture: A competence-based approach to achieving agility and firm performance	84
Digitalisation, Supply Chain Capabilities, and Market Agility	(Dubey et al., 2024)	Alliances and digital transformation are crucial for benefiting from dynamic supply chain capabilities during times of crisis: Multi-method research	86
	(Choudhury et al., 2021)	Digital supply chain to unlock new agility: a TISM approach	121
	(Fosso Wamba et al., 2020)	Making big data analytics perform: the mediating effect of big data analytics on dependent organisational agility	13

Strategic Agility through Human, Knowledge, and Innovation Capabilities	(Clauss et al., 2021)	Organisational ambidexterity and competitive advantage: The role of strategic agility in the exploration-exploitation paradox	243
	(Doz & Kosonen, 2010)	Fostering strategic agility: How individual executives and human resource practices contribute	170
	(Atkinson et al., 2022)	Attaining Organisational Agility through Competitive Intelligence: The Roles of Strategic Flexibility and Organisational Innovation	40
Technology-Enabled Organisational and Manufacturing Agility	(Shafiabady et al., 2024)	Using Artificial Intelligence (AI) to predict organizational agility	58
	(Zhang & Sharifi, 2000)	A methodology for achieving agility in manufacturing Organizations	408
Workforce Agility, Organisational Culture, and Performance Outcomes	(Franco & Landini, 2022)	Organisational drivers of innovation: The role of workforce agility	79
	(Muduli, 2016)	Psychological Empowerment and Workforce Agility	83
	(Carvalho et al., 2019)	Operational excellence, Organisational culture and agility: the missing link?	129
HRM, Workforce Analytics, and Agility in Turbulent Environments	(Nijssen & Paauwe, 2012)	HRM in turbulent times: How to achieve organisational agility?	161
	(L'Hermitte et al., 2016)	Developing Organisational Capabilities to Support Agility in Humanitarian Logistics: An Exploratory Research	42
	(McIver et al., 2018)	A strategic approach to workforce analytics: Integrating science and agility	124
Strategic Sourcing, Information Systems, and Supply Chain Agility	(Eilers et al., 2022)	Leveraging integrated information systems to enhance strategic flexibility and performance: The enabling role of enterprise risk management	52
	(Handfield et al., 2015)	How Can Supply Management Really Improve Performance? A Knowledge-Based Model of Alignment Capabilities	149
	(Khan K & Pillania, 2008)	Strategic sourcing for supply chain agility and firms' performance: Research of the Indian manufacturing sector	100
Agility Maturity Models, Flexibility, and Customer Responsiveness	(Gunsberg et al., 2018)	Applying an Organizational agility maturity model	36
	(Santos Bernardes & Hanna, 2009)	A theoretical review of flexibility, agility and responsiveness in the operations management literature: Toward a conceptual definition of customer responsiveness	316
	(Hooper et al., 2001)	Costing customer value: An approach for the agile enterprise	59

Cluster 1: Digital Transformation, Dynamic Capabilities, and Strategic Agility

The first cluster centres on the role of digital transformation and dynamic capabilities in enabling strategic agility. Highly cited works in this cluster emphasise how Organizations leverage data-driven analytical capabilities, enterprise architecture, and continuous strategic renewal to enhance agility and competitive advantage (de Medeiros & Maçada, 2022; Warner & Wäger, 2019). This cluster highlights strategic agility as an ongoing, capability-based process embedded within digital transformation initiatives.

Cluster 2: Digitalisation, Supply Chain Capabilities, and Market Agility

This cluster focuses on digitalisation in supply chains and its impact on Organizational and market agility. Studies in this theme examine how digital supply chain capabilities, alliances, and big data analytics enable

firms to respond effectively to disruptions and dynamic market conditions (Choudhury et al., 2021; Dubey et al., 2024; Fosso Wamba et al., 2020). The cluster underscores the strategic importance of digitally enabled supply chains in achieving agility during periods of uncertainty and crisis.

Cluster 3: Strategic Agility through Human, Knowledge, and Innovation Capabilities

The third cluster highlights the human, knowledge-based, and innovation-related antecedents of strategic agility. Key contributions emphasise Organizational ambidexterity, competitive intelligence, and executive-level practices that foster strategic flexibility and innovation (Atkinson et al., 2022; Clauss et al., 2021; Doz & Kosonen, 2010). This cluster reflects a strong behavioural and managerial orientation, positioning strategic agility as a function of leadership, learning, and innovation capabilities.

Cluster 4: Technology-Enabled Organisational and Manufacturing Agility

This cluster captures research on technology-driven Organizational and manufacturing agility. Foundational studies examine the use of artificial intelligence, knowledge management systems, and manufacturing methodologies to enhance Organizational responsiveness (Raisinghani & Meade, 2005; Shafiabady et al., 2024; Zhang & Sharifi, 2000). The cluster reflects the operational and technological roots of agility, linking advanced technologies with agile production and decision-making processes.

Cluster 5: Workforce Agility, Organizational Culture, and Performance Outcomes

The fifth cluster focuses on workforce agility and Organizational culture as critical drivers of performance. Studies in this theme explore psychological empowerment, cultural alignment, and innovation-oriented practices that enable employees to respond effectively to change (Carvalho et al.,

2019; Franco & Landini, 2022; Muduli & Pandya, 2018). This cluster underscores the behavioural foundations of agility and their implications for Organizational outcomes.

Cluster 6: HRM, Workforce Analytics, and Agility in Turbulent Environments

This cluster highlights the role of human resource management and workforce analytics in supporting Organizational agility under turbulent conditions. The studies emphasise HRM practices, analytics-driven decision-making, and capability development in crisis and humanitarian contexts (L'Hermitte et al., 2016; McIver et al., 2018; Nijssen & Paauwe, 2012). The cluster positions HRM as a strategic enabler of agility in volatile environments.

Cluster 7: Strategic Sourcing, Information Systems, and Supply Chain Agility

The seventh cluster focuses on strategic sourcing and information systems as mechanisms for enhancing supply chain agility. Research in this theme highlights the integration of enterprise information systems, alignment capabilities, and sourcing strategies to improve flexibility and performance (Handfield et al., 2015; Khan K & Pillania, 2008). This cluster reflects the strategic-operational interface between information systems and agile supply chain management.

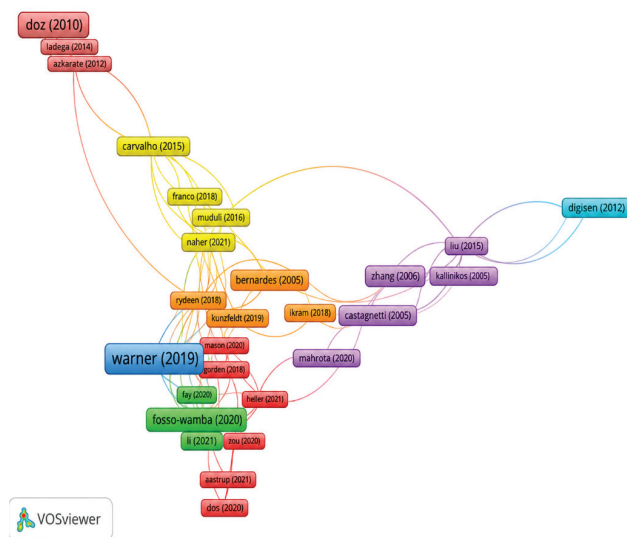
Cluster 8: Agility Maturity Models, Flexibility, and Customer Responsiveness

The final cluster captures research on agility maturity models, flexibility, and customer responsiveness. Studies in this theme focus on conceptual frameworks and models that assess Organizational agility and link flexibility with customer value creation (Gunsberg et al., 2018; Hooper et al., 2001; Santos Bernardes & Hanna, 2009). This cluster provides important conceptual grounding for measuring and operationalising Organizational agility.

Overall Interpretation

Figure 3

Bibliographic Coupling



The bibliographic coupling analysis identified 8 clusters of organisational agility research that are distinct from one another yet related in many ways; they reflect the multiple perspectives on organisational agility across four dimensions (strategic, technical, behavioural, and operational). Results from bibliographic coupling analysis indicate that research on organisational agility has recently shifted: it has moved away from the traditional focus on manufacturing and flexibility and is now more focused on topics such as digital transformation/data analytics/human capital/strategic renewal.

3.4. Co-Occurrence Analysis of Author Keywords

The use of VOS viewer supported an investigation into the co-occurrence between authors' keywords, allowing for analysis of the key themes discussed in research regarding Organisational Agility. A total of eight keyword clusters resulted from grouping together keywords matching or exceeding a frequency threshold. Cluster 1 (red) contains both Strategic Agility, Dynamic Capabilities, Digital Transformation, Supply Chain Management, Industry 4.0, and COVID-19 and therefore represents both the strategic and technological aspects of the

underpinning the area of Organizational Agility as an example of how organizations may dramatically reconfigure their resources and capabilities as a result of environmental disruption and/or crisis-driven change via strategy-driven transformation and renewal of capabilities (Figure 3).

Cluster 2 presents as a green node:

Cluster 2 centres on keywords such as agile, resilient, innovative, strategic, and sustainable, reflecting a research theme focused on how organisational agility drives long-term success, resilience, and sustainable competitiveness. These keywords collectively suggest that agility is increasingly viewed as a driver of innovation and sustainability rather than merely a short-term adaptive response. (Figure 3).

Cluster 3 presents as a blue node:

This research cluster focuses on Organisational agility, leadership, and strategic management, specifically examining the managerial and behavioural precursors that drive agility. The research within this cluster highlights how leadership can facilitate Organisations' development and the sustainability of agile responses in changing external environments. See Figure 3.

Cluster 4 presents as a yellow node:

This cluster contains keywords related to workforce agility and empowerment as companies embrace a more human-centric approach to agility within their Organisation, which alludes to the need for employees' capabilities, psychological empowerment, and cultural alignment to support agile behaviour within the Organisation. (see Figure 3).

Cluster 5 presents as a light-green node:

Innovation, Knowledge and Learning is a collection of keywords that can be associated with research that looks at Agility as an outcome of continuous learning and integration of knowledge into the development of the Innovation Capability of an Organisation. This cluster also shows how knowledge-based resources enable organisations to respond flexibly and adaptively to changes and challenges. (see Figure 3).

Cluster 6 presents as an orange node:

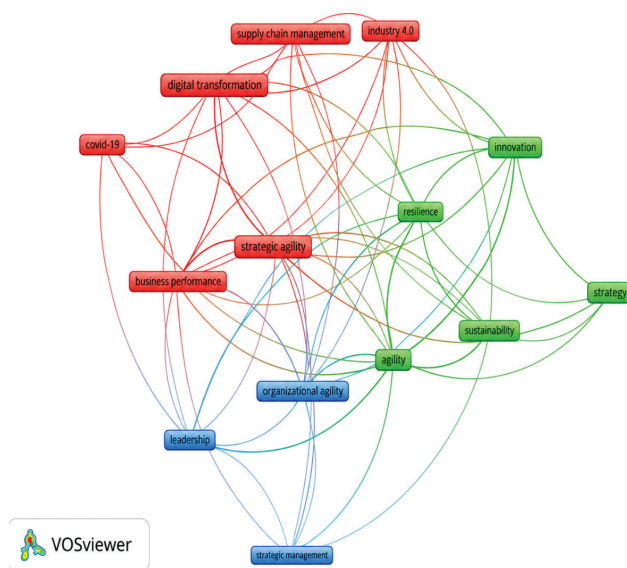
Manufacturing agility, operational flexibility, and process flexibility are all keywords in this category. It shows that research on Organisational agility has been developed with regard to its operational and manufacturing foundations and examines process integration, operational responsiveness, and flexible manufacturing systems. (see Figure 3).

Cluster 7 presents as a cyan node:

Cluster 7 highlights how digital infrastructure, analytics, and data-driven systems facilitate agile decision-making, while Cluster 8 (purple) portrays agility as a multilevel orientation embedded across strategic, technological, and behavioural dimensions.

Figure 4

Co-Occurrence Analysis of Author Keywords



4. Future Research Directions

Upon conducting a bibliometric review of existing literature about the influences on Organizational agility, I can see a number of different research avenues that should be explored as possible antecedents of strategic and behavioural influences on Organizational agility. Existing literature has highlighted the importance of digital transformation and dynamic capabilities in being key drivers of

Organizational agility, but further work needs to be conducted to examine how dynamic capabilities are developed at both micro and meso levels at the Organizational level and how they are executed through managerial decision making and engaging employees in the Organizational processes. (Fosso Wamba et al., 2020; Hazen et al., 2017; Warner & Wäger, 2019). In addition, even whilst behavioural antecedents such as leadership, workforce agility, empowerment, and HRM have attracted scholarly attention, the same is limited in its extent and integration with strategic thinking, suggesting the possibility of multilevel models to ensure the connection between human-centric constructs and renewal strategies (Doz & Kosonen, 2010; Muduli & Pandya, 2018; Nijssen & Paaue, 2012). Future research could also extend supply chain and sourcing perspectives beyond firm-level analysis to examine network- and ecosystem-level agility enabled by digital platforms and inter-Organizational collaboration (Choudhury et al., 2021; Handfield et al., 2015; Khan K & Pillania, 2008). Moreover, the growing intersection of agility with sustainability and resilience highlights the need for empirical investigations into how Organizations balance short-term responsiveness with long-term value creation and sustainable performance (Carvalho et al., 2019; Franco & Landini, 2022). Finally, inconsistencies in conceptualisation and measurement point to the need for refining and validating multidimensional agility frameworks and maturity models across industries and contexts to enhance theoretical clarity and cumulative knowledge development (Gunsberg et al., 2018; Santos Bernardes & Hanna, 2009; Walter, 2021).

5. Theoretical and Practical Implications

This research paper has considerable theoretical and practical implications. Theoretical implications of the research are the integration of independent strategic agility, dynamic capabilities, and behaviourally based foundations into a unified construct that creates a new framework for viewing agility as multidimensional in nature; these eight theme clusters demonstrate how strategic, technological, and human elements of strategic agility are related to each other and illustrate how behavioural antecedents (leadership, empowerment, and HRM practices) have been

neglected and how multilevel and cross-disciplinary models will be required to advance the science of strategic agility. (Clauss et al., 2021; Doz & Kosonen, 2010; Santos Bernardes & Hanna, 2009; Warner & Wäger, 2019). Based on the identification of eight independent yet interconnected thematic clusters, the strategic, technological, and human-centric perspectives co-evolve to manage the conceptual ambiguity identified in earlier research and cumulative theory building (Clauss et al., 2021; Walter, 2021). Practically, organisations must invest in both digital technologies and managerial practices that foster leadership agility, employee empowerment, and organisational culture, while extending agility across organisational boundaries through collaboration and information systems integration (Fosso Wamba et al., 2020; Franco & Landini, 2022; Warner & Wäger, 2019).

6. Conclusion

The present paper presents a comprehensive, extensive, and exhaustive bibliometric synthesis of the strategic and behavioural antecedents of Organizational agility, with the use of 774 peer-reviewed articles dated 2000-2026. The research at hand combines co-citation analysis, bibliographic coupling, and keyword co-occurrence analysis to provide in-depth information on the intellectual basis, organization, and conceptual development of literature on Organisational agility. The findings suggest the development of organizational agility in concept as a transition of its original action and manufacturing foundations to its modern multidimensional form of strategic renewal, dynamic capabilities, digitalisation, and human-centred (Santos Bernardes & Hanna, 2009; Warner & Wäger, 2019; Zhang & Sharifi, 2000). Although more strategic and technology-centric themes, including the digital transformation, analytics abilities and supply chain flexibility, are still predominant in the literature (Dubey et al., 2024; Fosso Wamba et al., 2020), behavioural antecedents, including leadership, workforce agility, empowerment, and HRM practices, remain comparatively underexplored and fragmented (Doz & Kosonen, 2010; Muduli & Pandya, 2018; Nijssen & Paauwe, 2012). These eight thematic clusters are interrelated to show that strategic, technological, and behavioural

perspectives are converging, all of which tend to point to Organisational agility is best understood as an integrated organisational capability rather than a functional outcome. This paper contributes to theoretical consistency by consolidating fragmented research streams, clarifying the discipline's framework, and providing a foundation for future empirical and conceptual studies to develop a more holistic understanding of organisational agility in dynamic and uncertain environments.

Data Availability Statement:

The data for this study were sourced from the Scopus database. Due to database licensing restrictions, the bibliographic data cannot be publicly shared. However, full details of the search strategy, inclusion criteria, and data collection process are outlined in the methodology section to ensure transparency and reproducibility.

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