

Mapping the strategies to foster agility for performance: A bibliometric and cluster analysis

Arifin *

Graduate School of Business, Universiti Sains Malaysia, Penang, Malaysia
Email: arifin.fu1984@gmail.com

Azlan Amran

Graduate School of Business, Universiti Sains Malaysia, Penang, Malaysia
Email: azlan_amran@usm.my

Teoh Ai Ping

Graduate School of Business, Universiti Sains Malaysia, Penang, Malaysia
Email: apteoh@usm.my

** Corresponding Author*

Abstract

Purpose – The goal of this study is to carry out a bibliometric and cluster analysis to analyze the evolution of the research paradigm concerning agility in management and organisations. The aim is to identify and visualize the conceptual domains of strategies to foster agility for performance and recommend future research areas.

Design/methodology/approach – A combination of methodological approaches was employed, including bibliometric analysis and systematic literature review. The methodology was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). The articles selection was conducted using Scopus, a renowned scientific database. Descriptive analysis of the collected articles was conducted, followed by bibliographic analysis using Biblioshiny and network visualization which involved clusterization, performed with VOSviewer. Finally, content analysis was performed.

Findings – This review identified five main clusters: supply chain management, agility for performance, resources integration, technology capabilities for organisational agility and the antecedents to operational performance. The findings underscore the importance of cultivating agility across supply chains, organisations, workforces, and technological capabilities to unlock the full potential of enhanced performance. Future research should also continue to prioritize agility on performance studies.

Research limitations – The data extraction in this study was limited to a single database, namely Scopus. While this approach is commonly used in bibliometric studies to avoid article duplication, the relevant valuable research articles from databases such as Web of Science, Pubmed, etc., were not included. Another limitation is that it focused specifically on research articles for a comprehensive analysis.

Practical implications – This study recommends the organisations to implement and prioritize agility to achieve absolute agility, enhance their overall performance and competitiveness, including when facing environmental uncertainties. This study aids top management in making well-informed decisions when designing operational strategies. Furthermore, this study provides comprehensive information on authors, journals, papers, and possible research topics, making it a useful tool for future studies.

Originality/value – In this study, a unique approach is employed to identify strategies to foster agility for performance. The results of this study offer insightful information for stakeholders

interested in improving business performance and assist top management in developing drivers and implementation of strategic agility to effectively address uncertainties.

Keywords: Agility, Management, Performance, Organisational Performance, Clusterization, Bibliographic Analysis

Introduction

Agility is defined as the organisations' ability for adaptation to remain anew while maintaining their efficiency in reaction to the uncertain and evolving business environment (Doz & Kosonen, 2010; Junni et al., 2015; Shams et al., 2021). In today's fast-paced and dynamic business environment, organisations face the challenge of staying agile to achieve and sustain high performance. Agility has emerged as a crucial capability that enables organisations to effectively navigate and react to the dynamic nature of the business landscape (Roberts & Grover, 2012). Having agility can assist companies in anticipating changes rather than responding to them, making strategic decisions, and putting those decisions into action right away to deal with these dynamic changes. (Junni et al., 2015).

Agility refers to the ability of an organisation to adapt its plans, strategies, procedures, and day-to-day activities quickly and proactively in response to shifts in the marketplace, customer demands, and technical breakthroughs (Roberts & Grover, 2012). Organisations use agility as a collection of practices to add value in an unpredictable and volatile business environment. (Chan et al., 2019). It involves being flexible, responsive, and innovative, allowing organisations to seize opportunities and overcome challenges (Ganguly et al., 2009).

Recognizing the significance of agility, organisations are increasingly prioritizing its development and implementation to drive performance. High-performing organisations understand that being agile provides them with a competitive advantage (Denning, 2016) by enabling them to identify emerging trends, promptly respond to the needs of the consumer, and capitalize on market opportunities (Chan et al., 2018). Agility empowers organisations to handle uncertainties and disruptions, maintain operational efficiency, and effectively manage risks (Moi & Cabiddu, 2022). At the same time, organisations must be sensitive to tactics that help them to detect market trends so they may take advantage of new opportunities. (AlTaweel & Al-Hawary, 2021).

Given the growing recognition of agility's importance, there has been a surge of interest among researchers and practitioners in understanding the strategies that contribute to agility (Chakravarty et al., 2013; Gölgeci et al., 2020; Yildiz & Aykanat, 2021). However, strategies to foster agility can vary across different domains and organisational contexts. It is observed that the field remains fragmented (Al Humdan et al., 2020; Ma et al., 2018), with many agility studies focusing on different aspects. Practical wisdom is essential for implementing responsible management practices (Bispo, 2022). Thus, the study on comprehensive bibliometric analysis and cluster analysis are needed and become significant to map out the existing literature, identify common themes, and uncover the relationships among various strategies.

The bibliometric analysis presents itself as a natural tool for quantifying research activities conducted within the field (Singh & Pathak, 2023). It provides an overview of the existing literature, highlighting the major themes, trends, and research gaps (Donthu et al., 2021). This analysis will provide a thorough grasp of the research landscape and set the foundation for the subsequent cluster analysis.

The cluster analysis employs advanced data mining techniques to categorize and group the identified articles based on their thematic similarities (Park et al., 2018). This approach will allow us to uncover distinct clusters of research that focus on specific strategies to agility and

their impact on performance. By visually representing these clusters, we can gain insights into the relationships and interconnections among different strategies, providing a holistic view of the factors that contribute to agility and ultimately drive performance outcomes.

The study's findings have significant implications for practitioners and researchers. From a research perspective, it contributes to the current body of knowledge by synthesizing and organizing the diverse range of strategies to achieve agility, thus identifying areas for further investigation and potential research directions. For practitioners, the study's conclusions can inform strategic decision-making and direct the development of efficient organisational practices to foster agility and enhance performance.

By mapping the strategies to foster agility for performance, this research is intended to provide a comprehension of the strategies to foster agility to enable organisations to prosper in today's dynamic business environment, and to address the below research questions:

RQ1. What is the trend of publication and status of agility on performance?

RQ2. Who are the influential authors, and which are the high impact journals in the field of agility?

RQ3. What contexts and themes of research have already been investigated in the current agility literature?

Our study presents several unique contributions compared to existing research. We specifically focus on exploring the strategies to foster agility for performance. Moreover, we utilise a bilevel methodological framework to investigate these research questions. We employ bibliometric analysis to acquire a holistic comprehension of the evolution and knowledge structure of agility for performance. To enhance the depth of our findings, content analysis is conducted to determine and analyze the core theme of earlier studies. Similar approaches have been adopted by other scholars in different contexts, such as dynamic capabilities and big data (Rialti et al., 2019), blockchain application (Tandon et al., 2021), marketing (Singh & Pathak, 2023), and sustainable manufacturing (Bhatt et al., 2020).

Methods

Drawing from the research carry out by Bahuguna et al. (2023) and Gouda and Tiwari (2022), this paper utilizes the bibliometric analysis approach to examine and derive insights from a dataset of 229 articles obtained from the Scopus database spanning from 2007 to July 2023. Given that bibliometric analysis is a scientific methodology for comprehensively investigating various fields of study (Sarkar et al., 2022), we conducted a rigorous assessment of agility on performance through the utilization of bibliometric analysis and VOSviewer software. The schematic view of the adopted methodology is presented in Figure 1, illustrating the four main steps involved: data identification, data screening, data eligibility and data analysis.

The research adheres to the guidelines prescribed in the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) developed by Moher et al. (2009) to identify and extract data for a bibliometric review (Boloy et al., 2021; Goel et al., 2023).

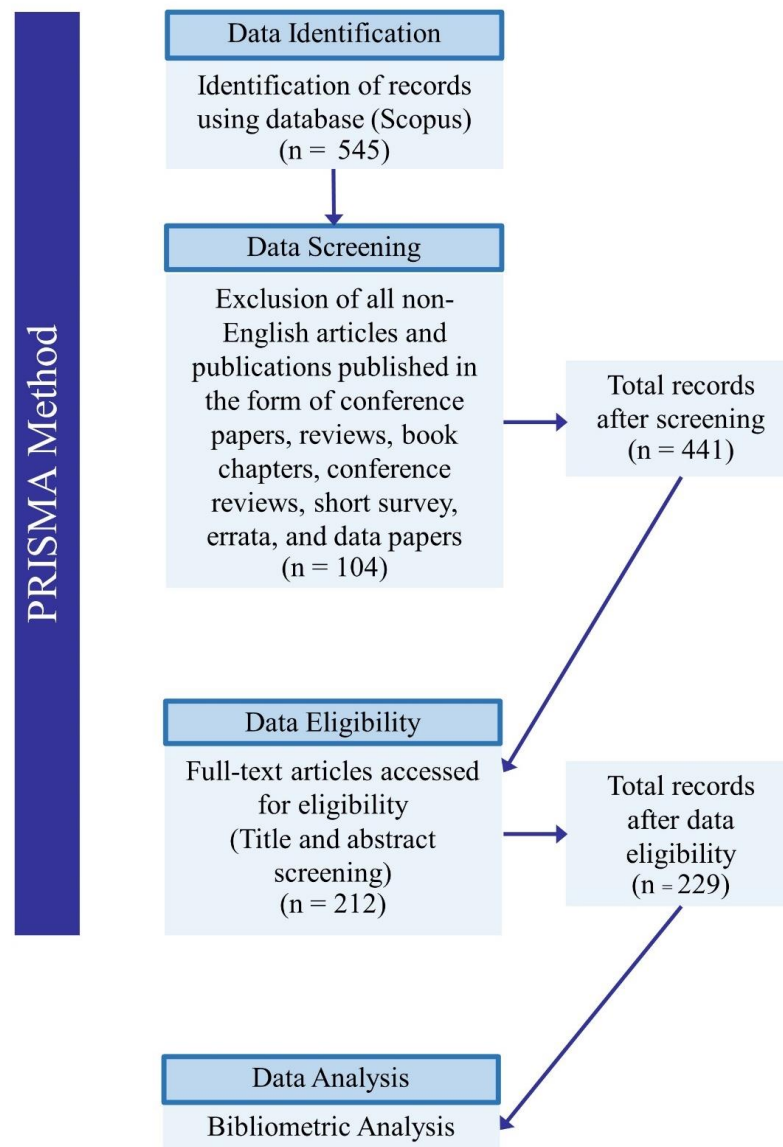


Figure 1. Flow Diagram of articles selection (Source: Authors' own work)

Search Strategies

To obtain bibliographical records related to agility for business performance, the study extracts data from the database of Scopus. Scopus is widely recognized for its reliability and frequent usage in literature searches. It is a comprehensive database of abstracts and citations of peer-assessed literature (Baas et al., 2020). Only journal articles are utilized as they undergo a rigorous review process conducted by field experts prior to publication in academic journals. To enhance objectivity in reporting systematic reviews, researchers often employ an organized approach that minimizes bias. In this study, the PRISMA method was utilized as a guiding framework, enabling researchers to accurately communicate the methodology, findings, and future trends (Sarkis-Onofre et al., 2021).

Data Identification

Following the PRISMA approach (Page et al., 2021), the initial step involves identifying articles pertaining to the research topics. To ensure the identification of all relevant studies for the research, a keyword-based search methodology was employed. The keywords used include “agility” or “strategic agility” and “performance”.

Data Screening

The study’s inclusion criterion involved considering only articles, leading to the elimination of conference papers, reviews, book chapters, conference reviews, short survey, errata, and data papers. The additional inclusion criterion was language, with this study specifically considering papers written in English. Out of the initial 545 items examined, 104 were deemed irrelevant, resulting in 441 items potentially relevant to the study of agility.

Data Eligibility

To eliminate any non-eligible publications, the researchers utilized an eligibility approach. The process involved a manual screening and review of the title and abstract of each paper, aiming for a thorough evaluation. Specific keywords such as “agility”, “strategic agility” and “performance” were utilized in the search. The study excluded publications that failed to convene the predetermined criteria. A total of 229 articles authored by 650 researchers and published in English between 2007 and 2023 were obtained through the search.

Data Analysis

The open-source Bibliometrix package in the R software, is widely recognized as a comprehensive science-mapping tool for bibliometric analysis (Aria & Cuccurullo, 2017). In addition, the VOSviewer software is commonly employed for constructing bibliometric networks (Van Eck and Waltman, 2014). Following the suggestions of Aria and Cuccurullo (2017) and Van Eck and Waltman (2014), researchers utilized the “bibliometrix” package in R software and the VOSviewer software for conducting bibliometric analysis.

Findings***Publication Trend***

According to Figure 2, there has been a noticeable upward trend in the number of publications examining the agility’s impact on performance. The analysis reveals that research on agility’s influence on performance began to emerge in 2007. Subsequently, there has been a substantial rise in the publications dedicated to the area over the years. Notably, the number of publications experienced a significant surge starting from 2018, reaching a total of 46 publications in 2022. Furthermore, the upward trend continued into 2023, with 39 publications recorded as of July.

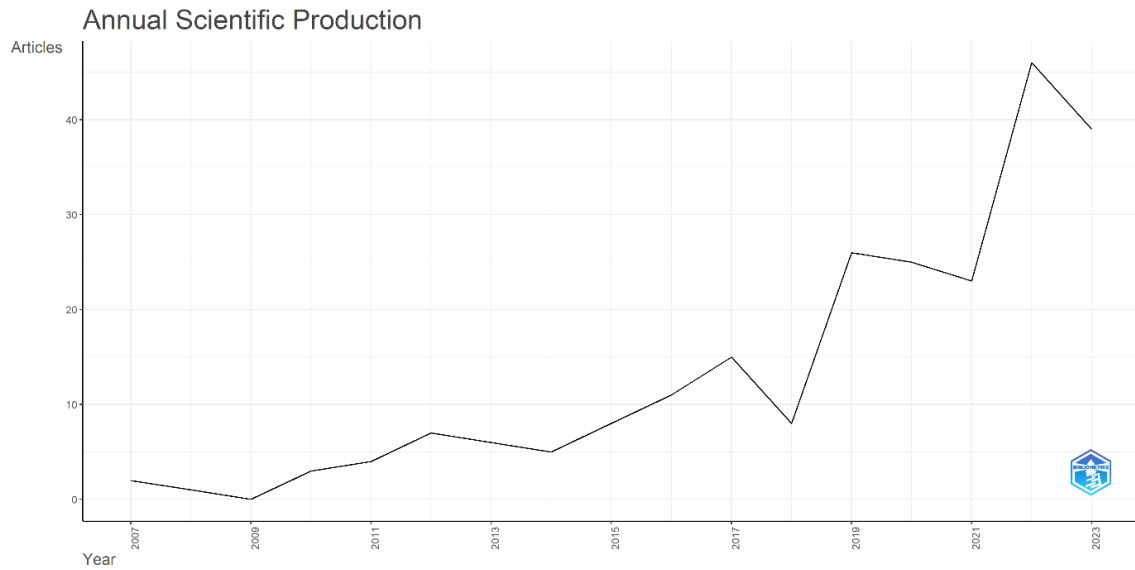


Figure 2. Publication trend (Source: Authors' own work using Biblioshiny)

Top Relevant Journals

According to Figure 3, the top ten publications in the area of performance agility have been identified. The International Journal of Supply Chain Management, Uncertain Supply Chain Management, Sustainability (Switzerland), International Journal of Production Economics, Journal of Business and Industrial Marketing and Journal of Manufacturing Technology Management are among the leading journals that have published the highest number of articles.

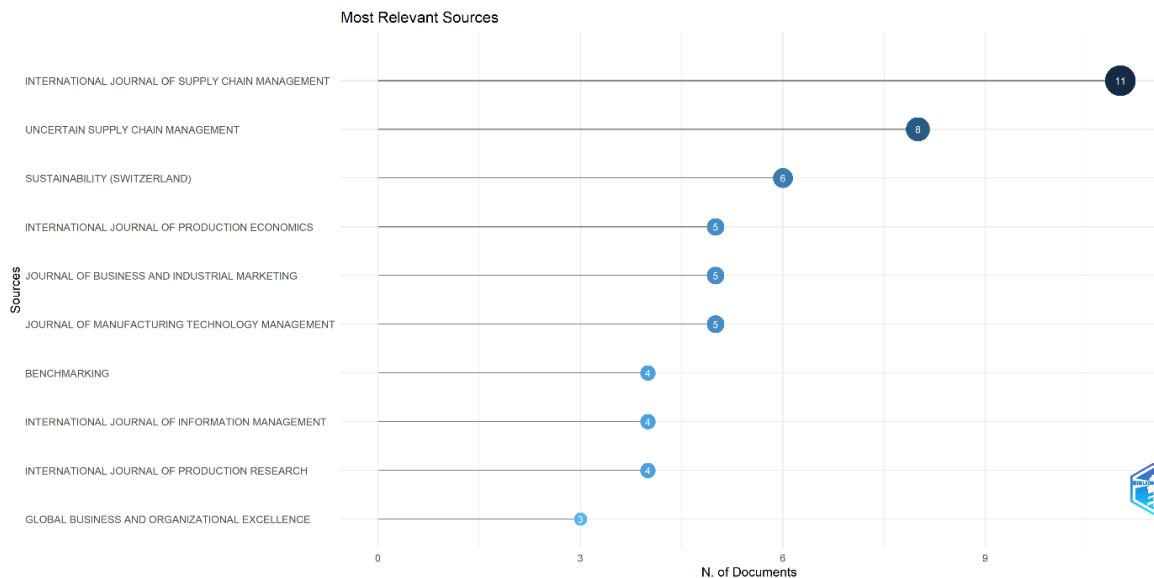


Figure 3. Top relevant journals (Source: Authors' own work using Biblioshiny)

Citation Analysis

Figure 4 provides a breakdown of the journals that exhibit a high h-index. Notably, the International Journal of Production Economics, Benchmarking, International Journal of Information Management, International Journal of Production Research and Journal of Manufacturing Technology Management are among the top four journals that possess high h-index.

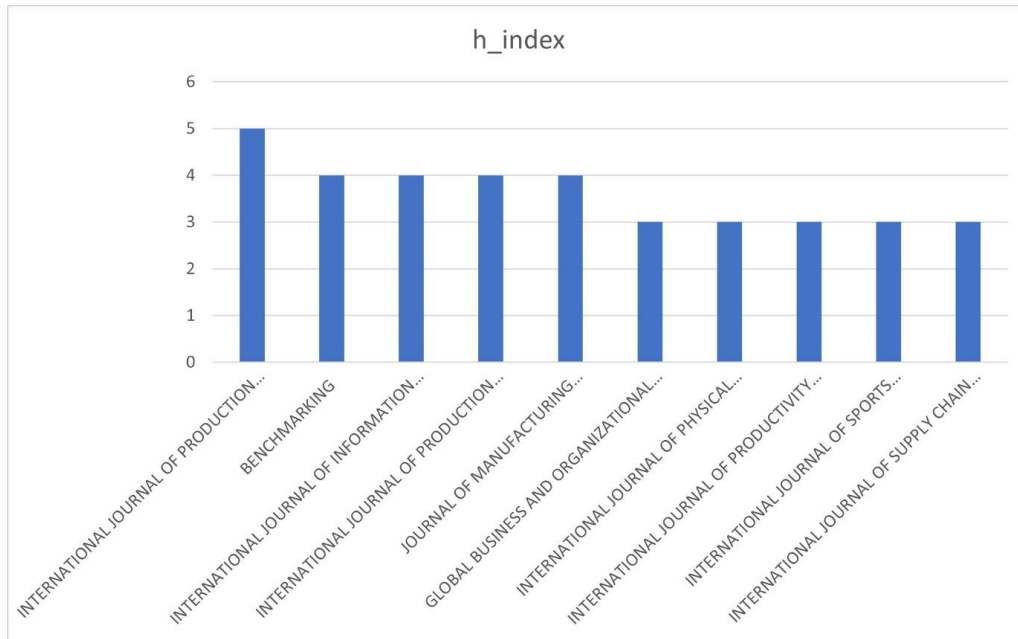


Figure 4. High impact journals (Source: Authors' own work using Biblioshiny)

Most Influential Authors

Figure 5 presents information regarding the authors who have had the greatest impact. Abdallah, A.B. (h-index: 3, g-index: 3, total citations: 73), Hamsal, M. (h-index: 3, g-index: 3, total citations: 51), Khalili-Damghani, K. (h-index: 3, g-index: 3, total citations: 97), Kosasih, W. (h-index: 3, g-index: 3, total citations: 51), Kurniawan, R. (h-index: 3, g-index: 3, total citations: 51), Mandal. S. (h-index: 3, g-index: 3, total citations: 65), Afum, E. (h-index: 2, g-index: 2, total citations: 41), Atan, T. (h-index: 2, g-index: 2, total citations: 10), Ayoub, H.F. (h-index: 2, g-index: 2, total citations: 46), and Blome, C. (h-index: 2, g-index: 2, total citations: 648) emerge as the most influential contributors in the field of agility and performance research.

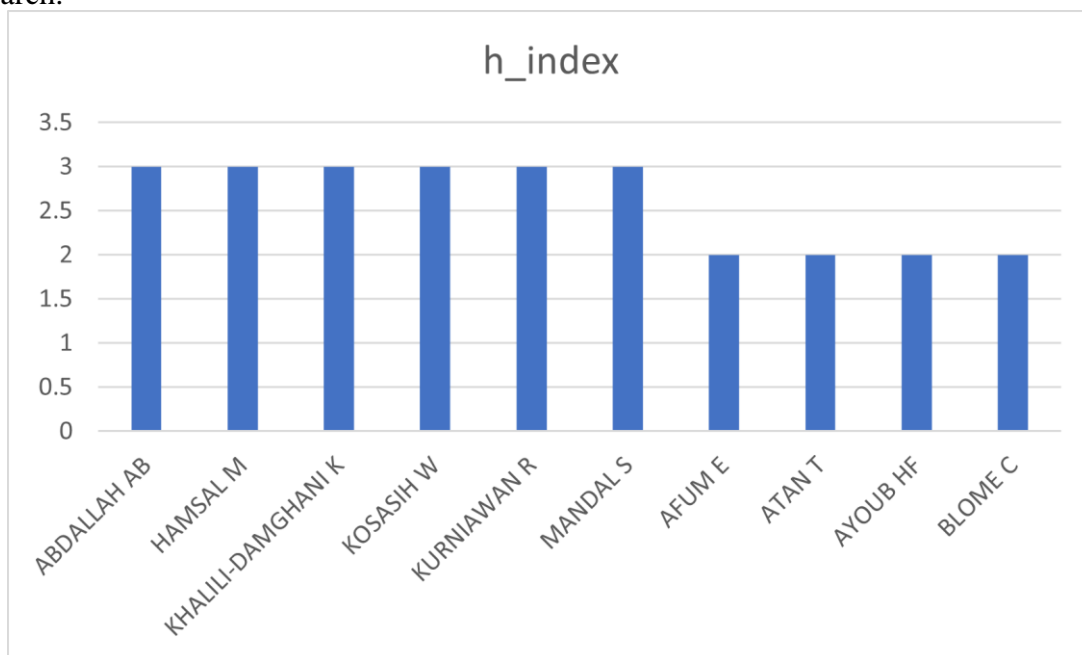


Figure 5. High impact factor's authors (Source: Authors' own work using Biblioshiny)

Most Global Cited Documents

Table 1 lists the articles that have been cited the most. The findings demonstrate that Liu et al. (2013) in the Decision Support Systems, Chen et al. (2014) in the European Journal of Information Systems, Blome et al. (2013) in the International Journal of Production Research, Gligor et al. (2015) in the Journal of Operations Management and Eckstein et al. (2015) in the International Journal of Production Research have significantly contributed to the advancement of the field.

Table 1. Most Global Cited Documents (Source: Authors' own work using Biblioshiny)

Authors	Journal	Title	Total Citations
Liu et al. (2013)	Decision Support Systems	The impact of IT capabilities on firm performance: The mediating roles of absorptive capacity and supply chain agility	512
Chen et al. (2014)	European Journal of Information Systems	IT capability and organisational performance: the roles of business process agility and environmental factors	362
Blome et al. (2013)	International Journal of Production Research	Antecedents and enablers of supply chain agility and its effect on performance: a dynamic capabilities perspective	326
Gligor et al. (2015)	Journal of Operations Management	Performance outcomes of supply chain agility: when should you be agile?	323
Eckstein et al. (2015)	International Journal of Production Research	The performance impact of supply chain agility and supply chain adaptability: the moderating effect of product complexity	322
Chakravarty et al. (2013)	Information Systems Research	Information technology competencies, organisational agility, and firm performance: Enabling and facilitating roles	318
Altay et al. (2018)	Production Planning & Control	Agility and resilience as antecedents of supply chain performance under moderating effects of organisational culture within the humanitarian setting: a dynamic capability view	203
Yusuf et al. (2014)	International Journal of Production Economics	A relational study of supply chain agility, competitiveness and business performance in the oil and gas industry	200
Tarafdar and Qrunfleh (2017)	International Journal of Production Research	Agile supply chain strategy and supply chain performance: complementary roles of supply chain practices and information systems capability for agility	176
Roberts and Grover (2012)	Journal of Business Research	Investigating firm's customer agility and firm performance: The importance of aligning sense and respond capabilities	175

Density Visualization

Density visualization serves as a robust method for evaluating the strength of interactions between keywords (Bahuguna et al., 2023). The VOSviewer-generated keyword co-occurrence density map (Figure 6) represents the frequency density of high-frequency words. Various density values were illustrated through distinct colors. Stronger correlations were indicated by warmer colour (yellow) whereas lower density was represented by cooler colour (green). The terms “supply chain agility”, “firm performance”, “effect”, “organisational agility” displayed relatively high density in yellow, signifying a more frequently utilized concept or topic. This suggests that a central theme in agility studies revolves around supply chain’s role or agility of organisation to achieve firm’s objectives.

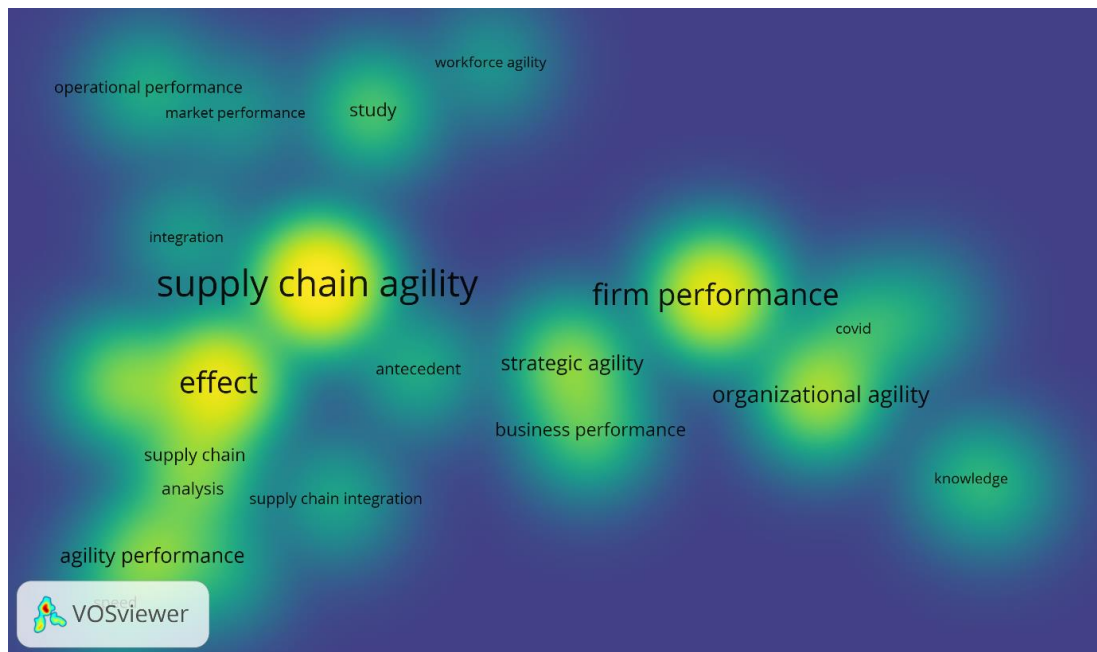


Figure 6. Co-occurrence Density Visualization (Source: Authors’ own work using VOSviewer)

Network Visualization

Through the utilization of network visualization, the knowledge structure and research themes can be better comprehended. In Figure 7, five distinct clusters have emerged. The red cluster encompasses keywords such as “supply chain integration”, “analysis”, “effect”, “speed”, “supply chain”, and “agility performance”. The green cluster revolves around “covid”, “customer agility”, “firm performance”, “organisational agility” and “strategic agility”. Within the blue cluster, the keywords “integration”, “market performance”, “study” and “workforce agility” prevail. The yellow cluster encompasses “business performance”, “knowledge” and “organisational agility”. Lastly, the purple cluster consists of “antecedent”, “operational performance” and “supply chain agility” as the key themes.

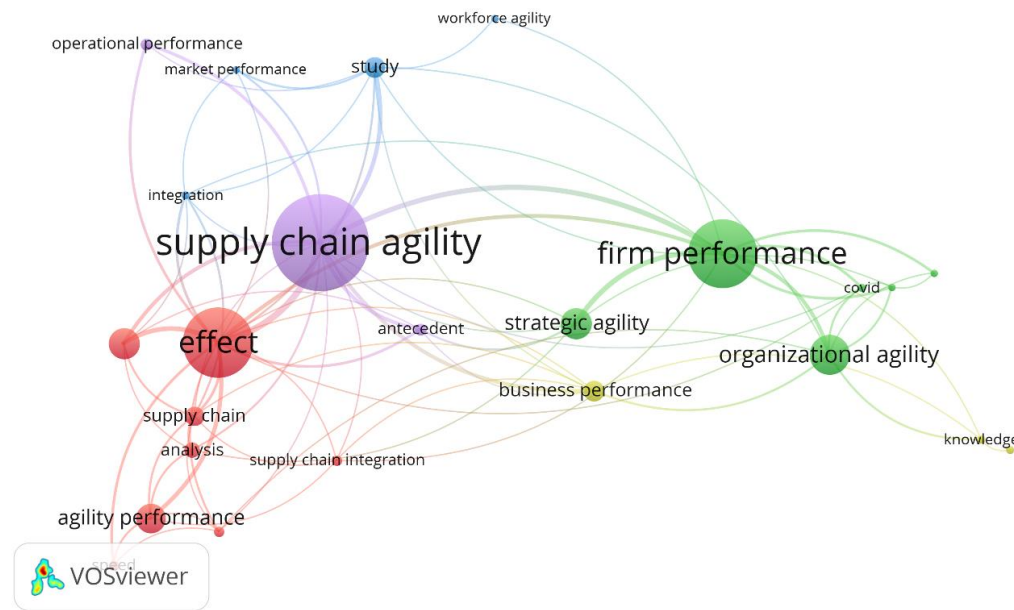


Figure 7. Network Visualization (Source: Authors' own work using VOSviewer)

Cluster Content Analysis

The papers within the first cluster (represented in red in Figure 7) primarily concentrated on *supply chain management*. Strengthening the various components of the supply chain is essential for sustainable growth (Khan & Pillania, 2008). Supply chain agility emphasises how critical it is to be perceptive and adaptable while reacting to changes in the market and supply chain. The integration of supply chain strategy within firms (Sutanto et al., 2022) increase speed of delivery, allowing them to enhance their agility performance. Enhancing supply chain agility allows a company to promptly perceive shifts in the state of the market and efficiently meet customer demands, resulting in accelerated product delivery and improved operational efficiency (Zhu & Gao, 2021). The agility of the supply chain plays a vital mediating role (Blome et al., 2013; Ghaderi et al., 2023; Liu et al., 2013), the factors that precede agility and company performance (Vickery et al., 2010). Higher levels of supply chain agility are increasingly necessary as customer needs and expectations become more dynamic (Gligor & Holcomb, 2012).

The second cluster (represented in green in Figure 7) was labelled as *agility for performance*. Firm performance and agility alignment are significantly correlated. Roberts and Grover (2012) conducted an empirical study to examine the connection between an organisation's customer agility and its performance. Their analysis demonstrated a significant correlation between the customer agility and firm performance. The study by Cegarra-Navarro et al. (2016) and Yang and Liu (2012) also emphasized that firm performance is heavily influenced by the existing organisational agility. Strategic agility demonstrated a positive relationship with operational responsiveness and operational responsiveness also results in positive customer retention (Shin et al., 2015). Besides, it has been discovered that strategic agility improves the financial performance of commercial banks (Al-Qadi, 2023) and disruption mitigation performance of fashion retail industry (Rana & Ha-Brookshire, 2023). Inman and Green (2021) proposed supply chain agility is a direct reaction to the effects of environmental uncertainty, like the Covid-19 pandemic, thus environmental uncertainty should be recognized as a catalyst for driving agility. Several mediator roles such as innovation capability (AlTaweel & Al-Hawary,

2021) were also being studied to enhance the connection between organisational performance and strategic agility.

The third cluster (represented in blue in Figure 7) discussed *resources integration*. To gain competitive advantage, integration of both internal and external information with strategic agility is crucial for business organisations. There was a significant correlation between supply chain integration and both internal and external learning (Khan & Wisner, 2019). Additionally, internal learning showed a significant correlation with firm performance (Khan and Wisner, 2019). Nemkova (2017) also conducted a study focusing on agility and the circumstances under which agility can contribute to improve market performance. Dubey et al. (2015)'s research findings indicated that agility of supply chain acts as a full mediator between supply chain adaptability and human performance. Besides that, individual workers' perceived agility was identified as important factors influencing beliefs, which aims to enhance organisational agility (Chung et al., 2014). The findings implied that the ability of an organisation to integrate organisational resources is directly related to the performance of its workforce (Dubey et al., 2015). The study by Varshney and Varshney (2020) also proved that workforce agility has significant mediating role to mediate the relationship between emotional intelligence and work performance.

Technological studies dominate the fourth cluster (represented in yellow in Figure 7). Thus, the yellow cluster was labelled as *technology capabilities for organisational agility*. Firm performance was influenced by the capability of IT application orchestration, which enhanced process agility (Queiroz et al., 2018). The organisations' performance, flexibility, and agility were positively linked with the utilization of IT within supply chain (Kabra & Ramesh, 2016). Ashrafi et al. (2019) studied the function of business analytics competencies in boosting organisational performance and agility. The utilization of blockchain technology enhanced supply chain adaptability, alignment, and agility, ultimately resulting in a competitive advantage and improved business performance (Sheel and Nath, 2019). Furthermore, business process agility was also crucial to mediate IT capability and performance of organisation (Chen et al., 2014). Organisational agility was commonly studied as mediator mediating technological capabilities and business performance. Yang's (2014) study investigated the impact of information sharing, trust in suppliers, the IT capability of a firm, and operational collaboration on the supply chain agility of a manufacturer, which consequently, influences cost efficiency and overall firm performance. Li et al. (2020) studied the mediating role of organisational agility between e-commerce capabilities and firm (monetary and non-monetary) performance gains. Khaw and Teoh (2023) discovered strategic agility mediates the impact of big data analytics technology on the performance of higher education institutions. Strategic market agility's pivotal role as a mediator connecting data-driven innovation capacity and strategic competitive performance was also highlighted in Sultana *et al.*'s (2022) study.

The fifth cluster (represented in purple in Figure 7) discussed *the antecedents to operational performance*. Supply chain agility was widely examined as one of the crucial antecedents to operational performance (Eckstein et al., 2014; Gligor & Holcomb, 2012; Panigrahi et al., 2023; Blome et al., 2013). The significant influence of supply chain agility on business performance was also examined (Yusuf et al., 2014; Um, 2017). For instance, Tarafdar and Qrunfleh (2016) comprehended supply chain agility's effect on performance to investigate how organisations can effectively generate and provide their products in the presence of dynamic markets, unpredictable demand, and brief product life cycles. Moreover, information sharing, supply chain collaboration and visibility were also studied as antecedents to supply chain agility to examine their influence on operational performance (Baah et al., 2022). Supply chain agility plays a major role in improving performance in areas like meeting deadlines with supply chain partners and guaranteeing service accuracy and dependability (Gigor & Holcomb, 2012;

Panigrahi et al., 2023). Both strategic sourcing and its dimensions were studied by Khan and Pillania (2008) as antecedents to impact firm performance and supply chain agility.

Discussion and Conclusion

Publication Trend

This study provides a number of theoretical insights into the agility research area. To answer the first two research questions of the study, a performance analysis of bibliometric analysis using the Bibliometrix package was carried out in the first section, while VOSviewer software was used to address the third research question. As illustrated in Figure 2, there has been a consistent upward trend in publications related to agility. The earlier period from 2007 to 2014 exhibited a limited number of publications, but starting in 2015, there has been a steady and notable increase in the volume of publication in this field, starting from 2018.

Quality of Publications

Agility has garnered significant attention among practitioners in the present context, especially supply chain agility. For instance, as shown in Table 1, the number of published articles that study supply chain agility (seven out of ten) significantly surpasses that of business process agility, organisational agility and customer agility. As indicated in Figure 4, our findings highlight most high impact journals on agility are featured in top-tier business and management journals. Consequently, this study serves as an encouragement for researchers to construct robust theoretical frameworks and undertake high-quality empirical investigations into agility within the domain of business management.

Theoretical and Practical Contributions

Agility significantly influences performance, as evidenced by a collection of research studies in various industries. Research has demonstrated that supply chain agility is essential for enhancing the competitive performance of firms. (Cantele et al., 2023; Khan & Pillania, 2008; Vickery et al., 2010). Environmental uncertainty, such as the Covid-19 pandemic, drives the need for supply chain agility (Inman & Green, 2021). Supply chain management emphasizes the importance of strengthening the components of the supply chain agility for sustainable growth (Khan & Pillania, 2008). Another idea that completely explains the relationship between environmental uncertainty and supply chain performance is agile manufacturing. (Inman and Green, 2021). By enhancing supply chain integration, firms can cultivate agility and achieve various benefits, including improved effectiveness, efficiency, return on assets, and overall performance of the firm (Gligor et al., 2015; Liu et al., 2013). An agile supply chain also contributes significantly to market efficiency by enhancing customer satisfaction and market differentiation (Panigrahi et al., 2023). By promptly perceiving market shifts and efficiently meeting customer demands, companies with higher levels of supply chain agility experience accelerated product delivery and improved operational performance.

Although supply chain represents one of the most prominent areas of contemporary research, agility also found to improve performance in various industries, including banking industry (Al-Qai, 2023), fashion retail industry (Rana & Ha-Brookshire, 2023), higher education industry (Khaw & Teoh, 2023), hotel industry (Ghaderi et al., 2023). Studies demonstrated a relationship which is considered significant between agility alignment and firm performance (Roberts and Grover, 2012). In the international market context, performance and agility are positively related, particularly when decision-makers have particular skills including international experience, market knowledge, a learning mindset, and ambiguity tolerance (Nemkova, 2017). These skills contribute to a firm's ability to leverage agility in international

markets and achieve superior performance. Therefore, organisations should prioritize the development of agility capabilities to enhance customer service, foster differentiation, face dynamic business environment, and improve overall business performance (Um, 2017).

Moreover, to ensure sustainable development, organisations need to focus on cultivating dynamic capabilities and a culture of trust within their supply chain (Khan & Pillania, 2008). This involves recognizing the importance of flexibility in supply chain processes and the role of trust among supply chain members in strategic sourcing (Khan & Pillania, 2008). Furthermore, enhancing information quality through business analytics capabilities empowers firms with increased agility to sense market changes and respond effectively to evolving conditions (Ashrafi et al., 2019). IT application orchestration, utilization of IT within the supply chain, and business analytics capabilities all positively impact organisational agility and performance (Queiroz et al., 2018; Kabra & Ramesh, 2016; Ashrafi et al., 2019). The ability to orchestrate IT applications allows firms to consistently update their IT portfolio, reducing inflexibilities and enabling rapid responses to market changes (Queiroz et al., 2018). Knowledge application and organisational agility should coexist, as they support each other and enable the integration and consolidation of resources, including assets, knowledge, and relationships (Cegarra-Navarro et al., 2016).

Overall, supply chain agility, organisational agility, workforce agility, and technology capabilities all contribute to improving firm performance, operational performance, and competitive advantage of various industries. The findings suggest that agility significantly influences performance by improving efficiency and effectiveness, fostering differentiation, and facilitating firms to effectively provide respond to the market changes and international opportunities. The analysis also illustrates a notable absence of uniformity in identifying various factors that can either facilitate or impede the effective strategic agility. It is recommended for organisations to implement and prioritize agility according to daily operations to achieve absolute agility and to enhance their overall performance and competitiveness.

Future Research Agenda

Agility represents an unending journey, characterized by continuous enhancements in organisational processes and operations. In future research, it is imperative for scholars to continue conducting research on strategic agility. The agility of supply chain can be used as a vital mediating role, linking antecedents of agility to firm performance or it can be selected as a significant antecedent to operational performance. Ongoing investigations through methods such as case studies, field interviews, and surveys should be employed. Scholars can also develop and publish diverse theoretical models and frameworks that might support to a more thorough comprehension of agility, especially for international business (Shams et al., 2021). To develop frameworks on strategic agility to improve performance, researchers can also utilize thematic analysis to obtain diverse perspectives and dimensions. It is also advisable to broaden this scope by conducting studies on technologies utilization to achieve agility for better performance, including other emerging technologies such as Industry 4.0 technologies.

Contributions and Implications

This research paper contributes to the existing knowledge in the field of strategic agility on performance by presenting a comprehensive overview of publication trend, highly relevant and cited journals, high impact journals, emerging keywords, research clusters and influential authors. Moreover, this review adds value to the strategic agility literature by identifying the core areas of research, which are supply chain agility, organisational agility, effect, analysis and firm performance, which provide potential directions for future research.

From the perspective of organisations, strategic agility can play a strategic role in enabling them to implement agility strategies to achieve business performance, including when facing environmental uncertainties. This paper aids top management in making well-informed decisions when designing operational strategies. Furthermore, this paper serves as a valuable resource for future research by offering comprehensive details about authors, papers, journals, and potential areas for further investigation.

Conclusion

This article's main goal is to present a thorough description of how agility affects performance using bibliometric and cluster analysis approach. This research looks into the evolution of agility between 2007 and July 2023. A total of 229 articles were included in this study. The studies reviewed across many clusters consistently show that agility and various dimensions of performance are positively related. The research findings presented in this study provide substantial evidence of the significant impact of agility on performance. The agility of supply chain emerges as a critical factor for sustainable growth and enhanced operational efficiency. Moreover, supply chain integration and workforce agility play pivotal roles in driving organisational performance. The utilization of technological capabilities, such as IT application orchestration and business analytics, also positively impacts organisational agility and performance. The findings underscore the importance of cultivating agility across supply chains, organisations, workforces, and technological capabilities to unlock the full potential of enhanced performance. As organisations face increasingly dynamic markets and uncertain environments, the adoption of agility becomes even more crucial for maintaining competitiveness and achieving sustainable success. Our research makes a valuable contribution to the global body of knowledge on agility management for better performance, providing insights that can empower top management to effectively invest in agility as a key driver of performance when facing uncertainties. Future research should also continue to prioritize agility on performance studies. These findings can be beneficial for various industries.

Limitations and Suggestions for Future Research

A thorough and extensive literature analysis about strategic agility on performance was conducted in this study. For the sake of future research, it is important to recognise the limitations of this study. The data extraction was limited to a single database, namely Scopus. While this approach is commonly used in bibliometric studies to avoid article duplication, the relevant valuable research articles from databases such as Web of Science, Pubmed, etc., were not included. Therefore, in order to improve the results, future study should examine more databases or take into account the availability of new publications in related fields. Another limitation of this study is that it focused specifically on research articles for a comprehensive analysis. To obtain deeper insights, future study could be expanded by adding other sources such book chapters, conference proceedings, reviews, and research notes.

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