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# The Proposed Research Framework Of Organizational Agility

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ABSTRACT

*Organizational agility is the ability of an organization to respond to organizational dynamics. This paper applies a systematic literature review (SLR) based on the PRISMA protocol and theory-context-characteristic-methodology (TCCM) analysis to find research gaps and construct a research framework concerning organizational agility. By reviewing previous research publications with the following criteria: quantitative research documents indexed by Scopus as journals; in the subject area of Business, Management, and Accounting; written across 2005–2020 in English and downloadable in full text; and empirical studies using structural equation modeling in data processing presents several research gaps. A research framework proposal is compiled concerning these research gaps, com-prising 14 propositions. The proposed research framework of organizational agility is expected to provide the basis for future empirical studies.*

ABSTRAK

*Kelincahan organisasi merupakan kemampuan suatu organisasi dalam merespon dinamika organisasi. Makalah ini menerapkan tinjauan literatur sistematis (SLR) berdasar protokol PRISMA dan analisis teori-konteks-karakteristik-metodologi (TCCM) untuk menemukan kesenjangan penelitian juga membangun kerangka kerja penelitian tentang kelincahan organisasi. Dengan meninjau publikasi penelitian sebelumnya dengan kriteria sebagai berikut: dokumen penelitian kuantitatif terindeks Scopus sebagai jurnal; dalam bidang studi Bisnis, Manajemen, dan Akuntansi; ditulis sepanjang tahun 2005–2020 dalam bahasa Inggris dan dapat diunduh dalam teks lengkap; dan studi empiris menggunakan pemodelan persamaan struktural dalam pemrosesan data, menyajikan beberapa kesenjangan penelitian. Proposal kerangka penelitian disusun mengenai kesenjangan penelitian ini. Kerangka penelitian yang diusulkan tentang kelincahan organisasi diharapkan dapat memberikan dasar untuk studi empiris di masa depan.*

## 1. INTRODUCTION

Presently, the dynamics of organizational environments (particularly in business) have experienced rapid development and transformation in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) manner (Pangarso et al., 2020). Thus, an organization nurturing a common goal must be able to respond to the dynamics of the VUCA organizational environment accordingly (Pangarso, 2014). Organizational agility is the ability of an organization to respond to stimuli from a dynamic external environment (Tallon & Pinsonneault, 2011). If the organization is not agile, it will be difficult for an organization to meet the fast and unpredictable market conditions, resulting in the organization being unable to perform well and even being unable to compete sustainably. The importance of organizational agility for business organizations is partly because agility is a vital organizational asset, especially in a hypercompetitive environment (Fosso Wamba, 2022). In addition, agility is an essential organizational capability that allows organizations to respond appropriately to changes in the external environment while capturing existing business opportunities to survive and even excel in competition (Ciampi et al., 2022). Mainly related to the COVID-19 pandemic, business organizations also need the ability to be agile in responding to changes that require some preparation of organizational scenarios against various possibilities to remain innovative to maintain performance and competitiveness sustainably (Arsawan et al., 2022).

Previous research related to organizational agility is mainly associated with the IT field, including those conducted by Gao et al. (2020), Khayer et al. (2020), Zhen et al. (2021), and Panda (2022). IT is one of the organization's resources to achieve superior performance and sustainable competitive advantage. RBV is a

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major theory behind the importance of resources for organizations. RBV develops into a dynamic capability, emphasizing the organization's ability to manage resources to respond to a dynamic organizational environment. The dynamic development of IT requires agility. So organizational agility from an IT perspective is more likely related to dynamic capability (Li, 2022). The scope of organizational agility is widening, not just limited to IT-related fields. However, various previous studies on organizational agility outside the IT context exist, such as Cegarra-Navarro & Martelo-Landroguez (2020) and Shahzad et al. (2020).

To the author's knowledge, no research comprehensively discusses what theories underlie research on organizational agility. A systematic literature review is one way to systematically and comprehensively examine previous research (Lim et al., 2022). It is important because a systematic literature review that discusses what theories underlie research on organizational agility has the potential to become the basis for future research on organizational agility. It can be seen what theories might be related to organizational agility that is rarely and or has never been studied in various contexts, characteristics, and even with various methods so that they can complete the body of knowledge about organizational agility.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

Observed from the results of the initial search based on Scopus indexed research publication database (as one of the research publication databases that, to the author's best knowledge, has an international reputation), the keyword "organizational agility" produced 494 documents until May 2021 (Figure 1) (Pangarso, Sisilia, Setyorini, et al., 2022). It indicates a general increase in research publications on organizational agility from 1994 to 2021, encouraging the authors to study this topic specifically. Consequent to an overview of research publications from the Scopus database on organizational agility, the authors conducted a bibliometric analysis using Open Knowledge Maps (*Open Knowledge Maps - A Visual Interface to the World's Scientific Knowledge*) and VOSviewer software (van Eck & Waltman, 2010) to discover an overview of constructs and/or topics related to organizational agility.

Figure 2 shows several groupings of the constructs in circles. A larger circle means more research publications with the constructs written in the circle and vice versa. Generally, there are 11 circles: four large circles and seven small ones. Furthermore, nine circles are related to each other, whereas two are separated from others. Table 1 describes the topics of each circle in Figure 2.

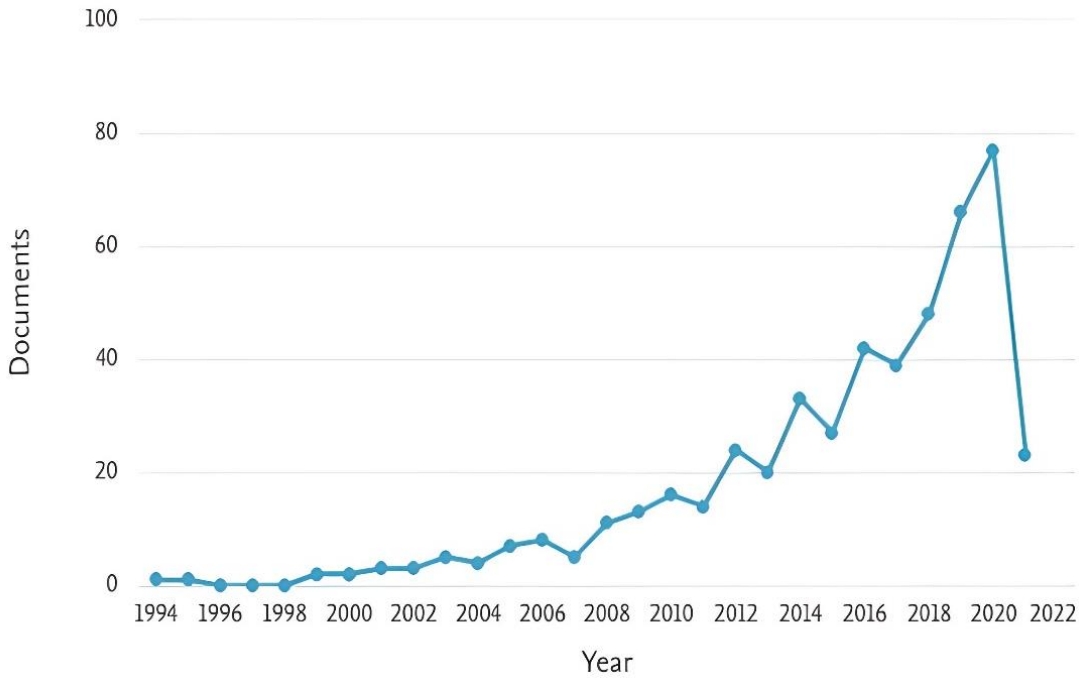



**Figure 1.** Documents by year from the Scopus database
Source: *Scopus - Document Search | Signed In* (2020)

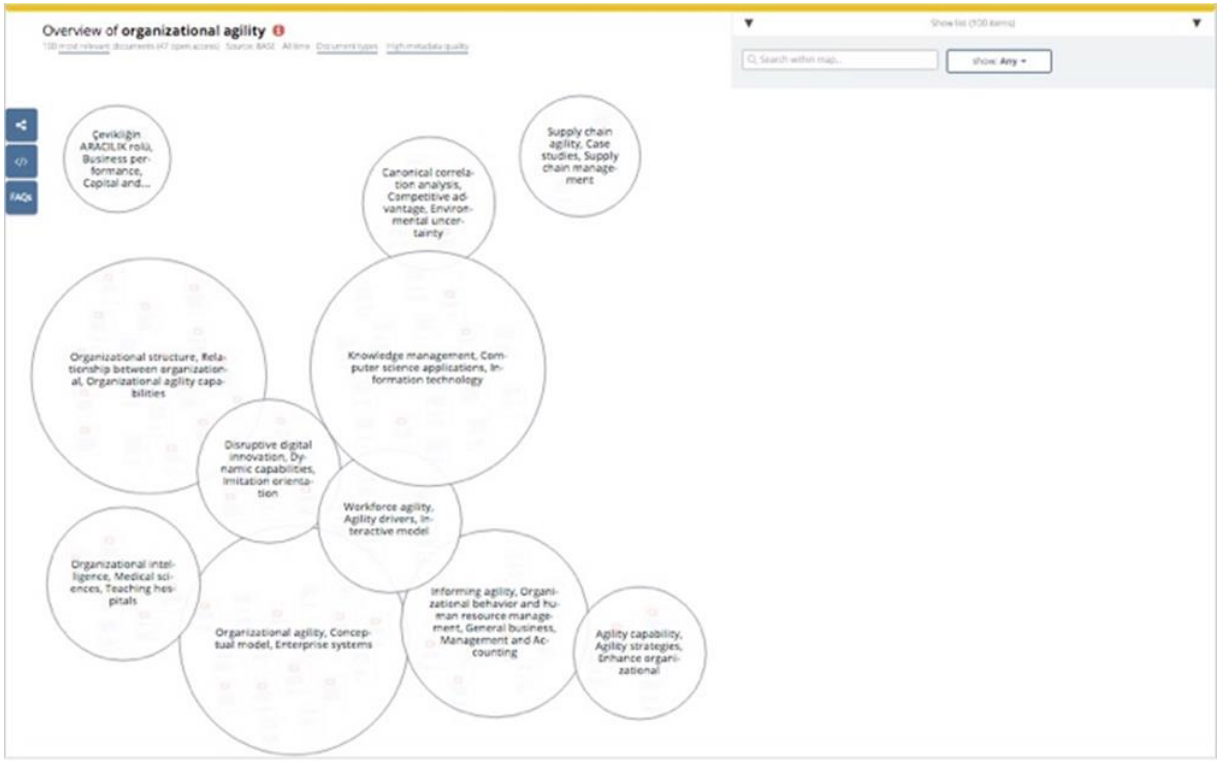



**Figure 2.** Results of open knowledge maps on "organizational agility" Source: (*Overview of Research on Organizational Agility - Open Knowledge Maps*, 2020)

**Table 1.** Description of topics of each circle in Figure 2

| Circle | Topic | Related circle | Total research publications | The assumed size of the circle |
|---|---|---|---|---|
| 1 | Organizational structure, organizational agility capability, organizational relationship. | 3 | 18 | Large |
| 2 | Knowledge management, IT, computer science application. | 3, 4, 9 | 18 | Large |
| 3 | Disruptive digital innovation, dynamic capability, imitation orientation. | 1, 2, 4, 5 | 6 | Small |
| 4 | Workforce agility, agility drivers, interactive model. | 2, 3, 5, 7 | 6 | Small |
| 5 | Organizational intelligence, medical science, teaching hospital. | 6 | 7 | Small |
| 6 | Characteristic model, enterprise system. | 3, 4, 5, 7 | 17 | Large |
| 7 | Informing agility, organizational behavior, human resource management, general business, management & accounting. | 4, 6 | 11 | Large |
| 8 | Agility capability, agility strategies. | 7 | 5 | Small |
| 9 | Canonical correlation analysis, competitive advantage, environmental uncertainty. | 2 | 5 | Small |
| 10 | Supply chain agility, case study, supply chain management. | – | 3 | Small |
| 11 | Business performance, the capital. | – | 4 | Small |

The VOSviewer processing on the 494 publications used co-occurrences, with a minimum number of occurrences of a keyword being 10. The authors chose co-occurrences because they can show constructs and/or

topics related to organizational agility in proportion to the results of the Open Knowledge Maps. The results are in Figure 3. Based on this figure, several constructs and/or topics on organizational agility are presented in detail in Table 2 (Description of Topics Related to Organizational Agility in Figure 3), showing six groups of topics represented by six clusters of color. The red cluster has the largest number of topics (nine), blue and yellow have five topics each, green and purple have four, and turquoise has three.

The two bibliometric analyses show similarities in constructs and/or topics, namely, information technology (IT), dynamic capability, human resource management, competitive advantage, innovation, performance (business and organizational), and environment (uncertainty and business). Hence, seven main topics related to organizational agility have been published up to the present. Further detailed analysis is necessary to explore the possibility of research gaps in these seven topics, for example, using a systematic literature review (SLR). The research gaps in previous studies provide the potential to develop a research framework (Paul & Criado, 2020; Snyder, 2019).

The latest and most comprehensive SLR on organizational agility from reputable publications and its impact until May 2021 is by Walter (2021). However, to the author's knowledge, there is no SLR, specifically a methodological review for organizational agility quantitative research using structural equation modeling (SEM) (Paul & Criado, 2020). Few research publications in reputable journals use methodology-based SLRs, especially in business administration (organizational agility), and this research fills the research gap by Paul & Criado (2020). SEM is one of the categories for document screening because it examines the effect between constructs, making it simpler for authors to construct a research framework based on a review of insignificant effects from previous studies (Hair et al., 2017). SEM is a popular quantitative research method widely available in research publications with international reputations (*Structural Equation Modeling - SAGE Research Methods*, 2010). Hence, the questions of this study are as follows: (1) What are the research gaps in research publications on organizational agility specifically using data processing with SEM? (2) What kind of research framework might be formed on the basis of the research gaps? The research framework formed in this study can be the basis for future research to conduct empirical researches. This study also accompaniments the publication of research on reviews for organizational agility.

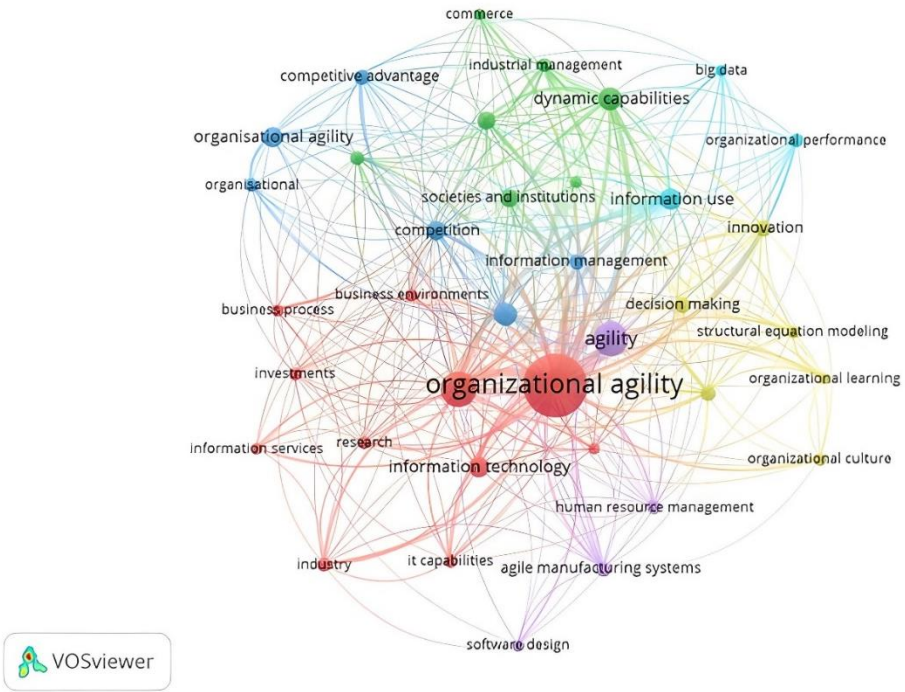



**Figure 3.** Results of data processing using VOSviewer

**Table 2.** Description of topics related to organizational agility in Figure 3

| No. | Cluster of color | Assumed size of the cluster | Topic |
|---|---|---|---|
| 1 | Blue | Large | Competitive advantage |
| 2 | | | Organizational agility |
| 3 | | | Organizational |
| 4 | | | Competition |
| 5 | | | Information management |
| 6 | Green | Small | Commerce |
| 7 | | | Industrial management |
| 8 | | | Dynamic capability |
| 9 | | | Societies & institution |
| 10 | Turquoise | Small | Large data |
| 11 | | | Organizational performance |
| 12 | | | Information use |
| 13 | Red | Large | Business environment |
| 14 | | | Business process |
| 15 | | | Investment |
| 16 | | | Organizational agility |
| 17 | | | Information services |
| 18 | | | Research |
| 19 | | | Information technology |
| 20 | | | Industry |
| 21 | | | IT capability |
| 22 | Purple | Small | Software design |
| 23 | | | Agile manufacturing system |
| 24 | | | Human resource management |
| 25 | | | Agility |
| 26 | Yellow | Large | Organizational culture |
| 27 | | | Organizational learning |
| 28 | | | Structural equation modeling |
| 29 | | | Decision making |
| 30 | | | Innovation |

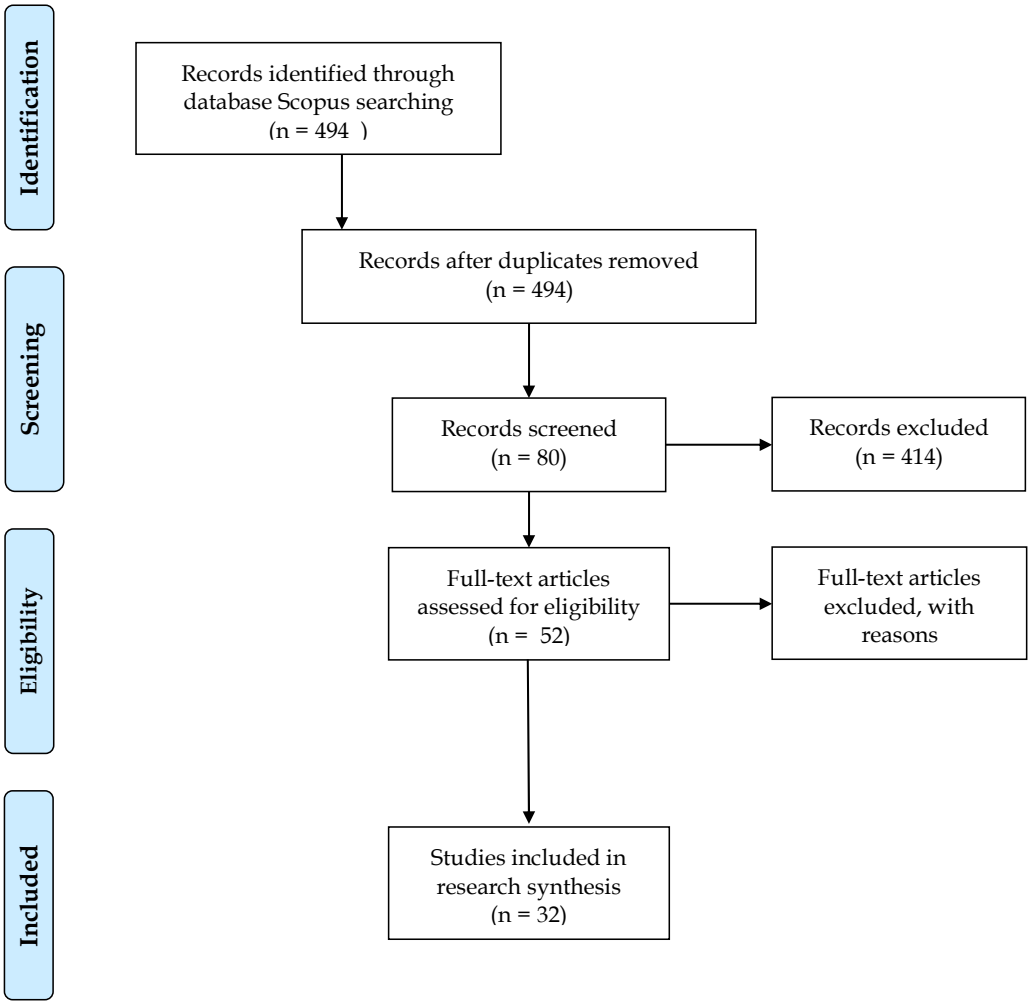
## 3. RESEARCH METHOD

This conceptual study applies the PRISMA protocol's SLR method (Liberati et al., 2009; Moher et al., 2009). PRISMA is a stand-alone literature review protocol that transparently demonstrates how to obtain data sources from previous research publications as raw materials for in-depth review (Lim et al., 2022). In addition, PRISMA also acts as a filter so that, finally, the previous research publication data belongs to the category of quality 'raw material' (Pangarso et al., 2022; Pangarso, 2021). SLR is the proper method to uncover research gaps. The documents used in SLR were research publications from the Scopus-indexed database. They are reputable publications like the Web of Science (WoS) (Franceschini et al., 2016). The Scopus database was used instead because of the limited access to the WoS database. Scopus is assumed to possess sufficient quality materials for SLR.

Research publications obtained from SLR were sufficient for further analysis. Associated with the seven topics, research gaps in previous publications related to these topics were discovered. The analysis of the documents obtained from SLR applied Theory, Context, Characteristic, and Methodology (TCCM) framework (Paul & Rosado-Serrano, 2019). TCCM is a framework used to find research gaps and suggests future research

## 4. DATA ANALYSIS AND DISCUSSION

Figure 4 presents the SLR process. The research publications indexed by Scopus that are suitable to be included in SLR identification under "organizational agility" and passing duplication check amount to 494 documents. However, only 80 documents pass the screening. The initial screening is based on research publications with specific methods, namely, the quantitative method and SEM. Referring to Table 2, the only method applied to process data in research publications indexed by Scopus is SEM, making it one of the categories for document screening.




Source: www.prisma-statement.org
**Figure 4.** Prisma flow diagram

Furthermore, of the 80 documents screened, 52 are eligible. Eligibility is based on research subject areas (see Figure 5). In Figure 5, business, management & accounting, and computer science dominate the topic of organizational agility. Considering the authors' scientific background in business, this study focuses on the subject area of business alongside management and accounting, allowing more relatable literature analysis.

The second and third conditions for eligibility are as follows: be published in journals and be written in English. Journals are publications that have undergone rigorous peer review compared with conference proceedings. Meanwhile, English is the most common language in research publications. Finally, of the 52 documents, only 32 are suitable to be further analyzed and synthesized since they can be officially downloaded. These 32 documents are journals published until May 2021, indexed by Scopus and WoS, and passed the relevance test on abstract and keywords. Table 3 lists the documents. These 32 publications originate from international research journals.

Additionally, Table 3 describes the suitability of the topics of research publications obtained from SLR with the seven topics related to organizational agility. There are 25 related documents and seven unrelated documents to the seven topics. The unrelated documents still participate in the analysis and synthesis process because they are from reputable journals. Figure 6 shows that the topics predominantly related to organizational agility from Table 3 are related to IT, innovation, and performance.

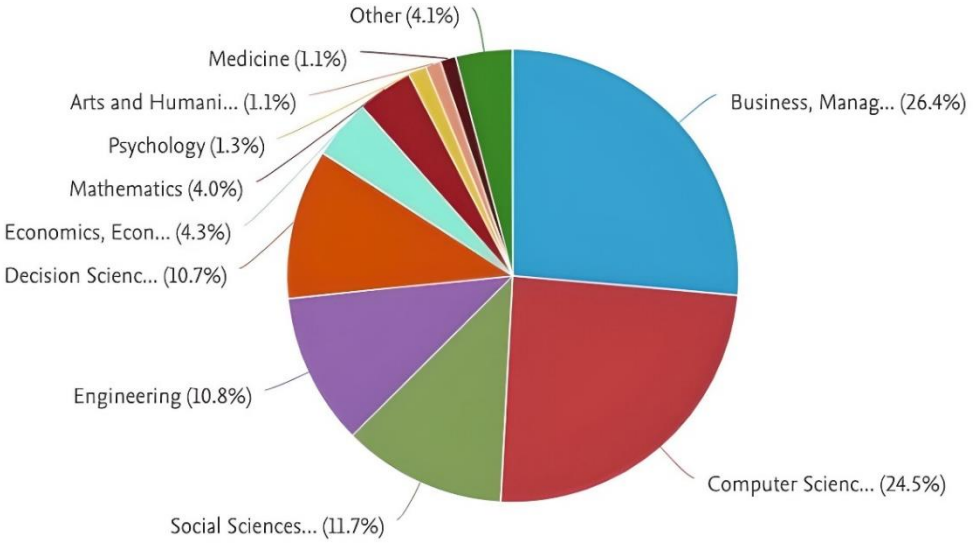



**Figure 5.** Documents by subject area from the Scopus database
Source: *Scopus - Document Search | Signed In* (2020)

**Table 3.** Publication Documents Obtained from SLR

| No. | Research publications | Scopus | WoS | Compliance with seven |
|---|---|---|---|---|
| 1 | Ahmadi & Ershadi (2021) | Q2 | ESCI | Dynamic business environment |
| 2 | Wanasida et al., (2021) | Q2 | ESCI | IT capability |
| 3 | Rafi et al., (2021) | Q2 | ESCI | Performance |
| 4 | Felipe et al., (2020) | Q1 | SSCI | Performance |
| 5 | Atkinson et al., (2020) | Q1 | SSCI | Innovation |
| 6 | Cegarra-Navarro & Martelo-Landroguez (2020) | Q1 | SSCI | – |
| 7 | Gao et al. (2020) | Q1 | SCIE | IT capability |
| 8 | Wikaningrum et al., (2020) | Q3 | ESCI | – |
| 9 | Khayer et al. (2020) | Q2 | ESCI | Performance |
| 10 | Li et al. (2020) | Q1 | SCIE | Performance |
| 11 | Liu & Yang (2020) | Q1 | SSCI | Competitive advantage |
| 12 | Martínez-Caro et al., (2020) | Q1 | SCIE | Performance |
| 13 | Melián-Alzola et al. (2020) | Q2 | SSCI | HRM |
| 14 | Nouri & Mousavi (2020) | Q3 | ESCI | - |
| 15 | Shahzad et al. (2020) | Q1 | SSCI | Innovation |
| 16 | Zaini et al. (2020) | Q2 | ESCI | - |
| 17 | Irfan et al. (2019) | Q2 | SSCI | IT capability |
| 18 | Mihardjo et al. (2019) | Q3 | ESCI | Innovation |
| 19 | Govuzela & Mafini (2019) | Q4 | SSCI | Performance |
| 20 | Panda & Rath (2018a) | Q2 | ESCI | Information Technology |
| 21 | Baloch et al. (2018) | Q3 | ESCI | IT capability |
| 22 | Panda & Rath (2018b) | Q2 | ESCI | Information Technology |
| 23 | Tsou & Cheng (2018) | Q1 | SSCI | Innovation |
| 24 | Mikalef & Pateli (2017) | Q1 | SSCI | Dynamic capability |
| 25 | Panda & Rath (2017) | Q2 | ESCI | IT capability |
| 26 | Felipe et al. (2016) | Q1 | SSCI | – |
| 27 | Cegarra-Navarro et al. (2016) | Q1 | SSCI | Performance |
| 28 | Panda & Rath (2016) | Q2 | SSCI | IT capability |
| 29 | Teimouri et al. (2016) | Q3 | ESCI | – |
| 30 | Bi et al. (2013) | Q3 | SSCI | Information Technology |
| 31 | Khalifa et al. (2008) | Q1 | SSCI | Performance |
| 32 | Zain et al. (2005) | Q1 | SSCI | – |

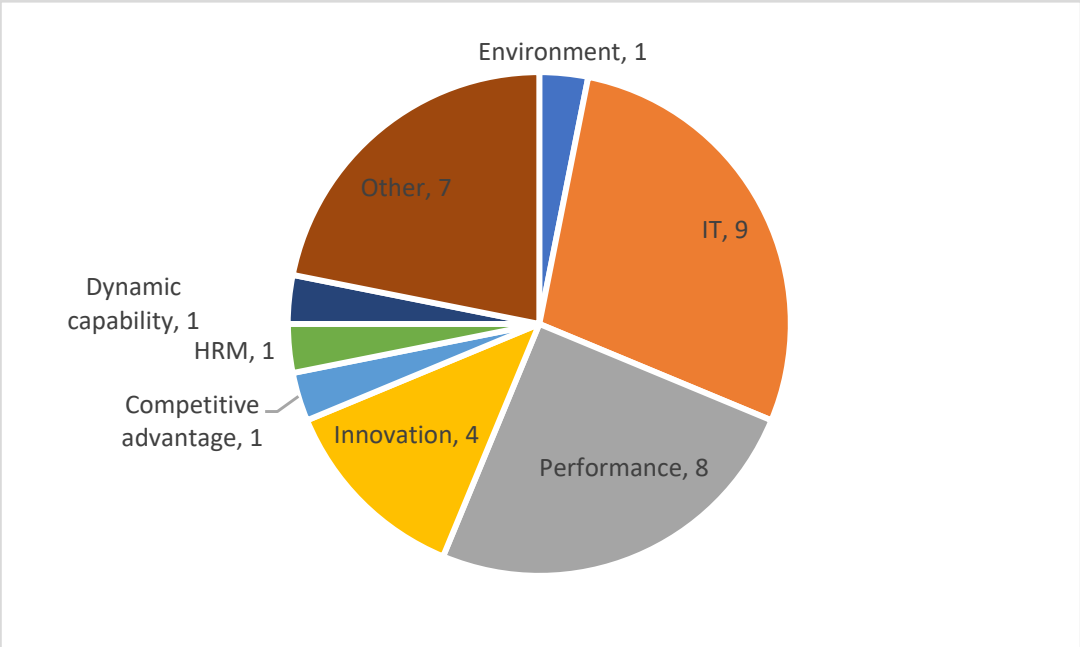



**Figure 6.** Documents by subject area from the Scopus database
Source: (*Scopus - Document Search | Signed In*, 2020)

**Theory**

Table 4 presents several theories underlying research publications obtained from SLR. In Table 4, RBV is the most widely used theory in 14 research publications on organizational agility. It indicates that resources and capabilities are two important aspects of organizational agility (Barney, 1991; Wernerfelt, 1984). Alongside RBV, another widely used theory is dynamic capability theory (Teece et al., 1997), with ten documents applying it.

Dynamic capability theory is related to RBV or an improvement of it. It emphasizes the capability of an organization to be superior in a dynamic environment. Therefore, RBV and dynamic capability simultaneously become theories underlying five documents. Particularly, the dynamic capability is important to respond to uncertainty through innovation and encourage organizational agility (Teece et al., 2016). To the authors' best knowledge, eight documents do not explicitly describe their theories. Alongside RBV and dynamic capability, other underlying theories in the publications concerning organizational agility, among others, are transformational leadership (1 document); UTAUT & TOE (one document); social exchange (one document); sociotechnical systems, social cognitive, and integrated system theory (IST) (one document); KBV (three documents, combined with RBV); the alignment (one document, combined with RBV); contingency (one document, combined with RBV & KBV); and the technology acceptance model (one document). There is still a research gap from the theoretical side that underlies research on organizational agility other than RBV and dynamic capability.

Elaboration of current research (especially in 2022), which the SLR does not cover in this study, can complement the discussion of how organizational agility can be related to various theories other than those in Table 4. Dynamic capability theory is highly relevant to organizational agility (Ciampi et al., 2022; Arsawan et al., 2022). Ciampi's research is quite interesting because it combines the dynamic capability theory and the theory of organizational inertia (Ciampi et al., 2022). Wamba's research also examines the contribution of artificial intelligence (AI) to organizational agility (Fosso Wamba, 2022). At the same time, Hajizadeh's research combines several theories related to organizational agility, including Performance Related Pay (PRP) theory, sports psychology theory, organizational citizenship theory, and HRM-related theories (Hajizadeh et al., 2022). Lastly, Panda links organizational agility with strategic alignment theory (Panda, 2022).

**Table 4.** Theories in research publications obtained from SLR

| No. | Research publication | Theory |
|---|---|---|
| 1 | Ahmadi & Ershadi (2021) | – |
| 2 | Wanasida et al. (2021) | Transformational leadership |
| 3 | Rafi et al. (2021) | Dynamic capability |
| 4 | Felipe et al. (2020) | RBV & dynamic capability |
| 5 | Atkinson et al. (2020) | Dynamic capability |
| 6 | Cegarra-Navarro & Martelo-Landroguez (2020) | – |
| 7 | Gao et al. (2020) | CRBV |
| 8 | Wikaningrum et al. (2020) | – |
| 9 | Khayer et al. (2020) | UTAUT & TOE |
| 10 | Li et al. (2020) | Dynamic capability |
| 11 | Liu & Yang (2020) | RBV |
| 12 | Martínez-Caro et al. (2020) | RBV & absorptive capacity |
| 13 | Melián-Alzola et al. (2020) | Social exchange |
| 14 | Nouri & Mousavi (2020) | – |
| 15 | Shahzad et al. (2020) | RBV & KBV |
| 16 | Zaini et al. (2020) | Sociotechnical systems; social cognitive; integrated system theory (IST) & RBV |
| 17 | Irfan et al. (2019) | RBV & dynamic capability |
| 18 | Mihardjo et al. (2019) | – |
| 19 | Govuzela & Mafini (2019) | – |
| 20 | Panda & Rath (2018a) | Dynamic capability |
| 21 | Baloch et al. (2018) | RBV & dynamic capability |
| 22 | Panda & Rath (2018b) | RBV & KBV, the alignment |
| 23 | Tsou & Chen (2018) | Dynamic capability |
| 24 | Mikalef & Pateli (2017) | RBV & dynamic capability |
| 25 | Panda & Rath (2017) | Dynamic capability |
| 26 | Felipe et al., (2016) | RBV & dynamic capability |
| 27 | Cegarra-Navarro et al., (2016) | – |
| 28 | Panda & Rath (2016) | RBV |
| 29 | Teimouri et al., (2016) | – |
| 30 | Bi et al. (2013) | RBV |
| 31 | Khalifa et al., (2008) | RBV, KBV & contingency |
| 32 | Zain et al. (2005) | The technology acceptance model (TAM) |

**Context**

As observed from Table 5, there are generally two types of country conditions: developed and developing. Here, 13 documents examine developed countries, and 17 examine developing countries. Thus, the research context for developed and developing countries tends to be balanced. One publication does not explicitly state the location of its research, and another publication examines the whole world. Research locations are dominated by Asia (21 documents), followed by Europe (five documents), the Middle East (two documents), Africa (one document), and Australia (one document). Meanwhile, the sectors/industries are generally divided into: SME (five documents), general companies/combination of various sectors/industries (10 documents), unknown sectors/industries (one document), fishery business (one document), insurance (one document), agriculture (one document), public hospital (one document), transportation/bus (one document), manufacturing (three documents), multimedia & ICT (three documents), and public bank (one document). Regarding context, based on the locations with only one document, potential research gaps for organizational agility research are open for the Middle East, Africa, Australia, and the world. Meanwhile, based on the document numbers, research gaps for organizational agility exist in fishery, insurance, agriculture, hospital, transportation, and banking.

**Table 5.** Context of research publications obtained from SLR

| No. | Research publication | Context (location &/sector) | Country area | Country condition |
|---|---|---|---|---|
| 1 | Ahmadi & Ershadi (2021) | – | – | – |
| 2 | Wanasida et al., (2021) | Indonesian fishery businesses | Asia | Developing |
| 3 | Rafi et al. (2021) | Pakistan | Asia | Developing |
| 4 | Felipe et al., (2020) | Spain | Europe | Developed |
| 5 | (Atkinson et al. (2020) | Insurance companies in Iran | Middle East | Developing |
| 6 | Cegarra-Navarro & Martelo-Landroguez (2020) | Spain | Europe | Developed |
| 7 | Gao et al. (2020) | France and China | Europe & Asia | Developed |
| 8 | Wikaningrum et al., (2020) | Indonesian Batik SME | Asia | Developing |
| 9 | Khayer et al. (2020) | Bangladesh SME | Asia | Developing |
| 10 | Li et al. (2020) | China agricultural firms | Asia | Developed |
| 11 | Liu & Yang (2020) | Taiwan SME | Asia | Developed |
| 12 | Martínez-Caro et al. (2020) | Spanish public hospital | Europe | Developed |
| 13 | Melián-Alzola et al. (2020) | Iran bus company | Middle east | Developing |
| 14 | Nouri & Mousavi (2020) | Multinational manufacturing corporations in Pakistan | Asia | Developing |
| 15 | Shahzad et al. (2020) | Certified manufacturing MNCs of Pakistan | Asia | Developing |
| 16 | Zaini et al. (2020) | Multimedia Super Corridor (MSC)-status companies of Malaysia | Asia | Developing |
| 17 | Irfan et al. (2019) | Pakistan | Asia | Developing |
| 18 | Mihardjo et al. (2019) | ICT firm in Indonesia | Asia | Developing |
| 19 | Govuzela & Mafini (2019) | South Africa SME | Africa | Developed |
| 20 | Panda & Rath (2018a) | Public sector bank of India | Asia | Developing |
| 21 | Baloch et al. (2018) | Innovative firm in China | Asia | Developed |
| 22 | Panda & Rath (2018b) | Privately owned financial units of India | Asia | Developing |
| 23 | Tsou & Cheng (2018) | IT B2B service firm in China | Asia | Developed |
| 24 | Mikalef & Pateli (2017) | International firm | World | – |
| 25 | Panda & Rath (2017) | Public sector bank of India | Asia | Developing |
| 26 | Felipe et al. (2016) | High and medium-high technology industries of Spain | Europe | Developed |
| 27 | Cegarra-Navarro et al. (2016) | Spain | Europe | Developed |
| 28 | Panda & Rath (2016) | Privately owned financial enterprise of India | Asia | Developing |
| 29 | Teimouri et al. (2016) | Bank Melli in Isfahan Province, Iran | Asia | Developing |
| 30 | Bi et al. (2013) | Australia SME | Australia | Developed |
| 31 | Khalifa et al. (2008) | China | Asia | Developed |
| 32 | Zain et al. (2005) | Manufacturing firm in Malaysia | Asia | Developing |

**Characteristic**

Table 6 shows the constructs becoming antecedents, moderators, consequences, and potentials of research gaps. There are 16 research publications showing constructs that become consequences of organizational agility and 31 documents showing constructs that become antecedents. Hence, researches on organizational agility are still dominated by antecedents. The dominant antecedents of organizational agility tend to be related to IT/technology/network and information systems (20 documents). Table 6 also allows for compiling an overview of the research framework based on research gaps for insignificant inter-construct influences. The insignificant effect is one of the interesting research gaps that could be reexamined in future research with different units of analysis and several research samples and/or respondents. There are ten studies with research gaps related to insignificant inter-construct influences for organizational agility.

**Table 6.** Characteristics of Research Publications Obtained from SLR

| No. | Research publications | Construct | | Potential research gap (insignificant empirical findings related to organizational agility) |
|---|---|---|---|---|
| | | Antecedent | Consequence | |
| 1 | Ahmadi & Ershadi (2021) | Quality of service; diversification of service; cost of implementing technology; speed of service | – | – |
| 2 | Wanasida et al., (2021) | Millennial transformational leadership; IT capability | Organizational performance | – |
| 3 | Rafi et al. (2021) | Knowledge of infrastructure capability; knowledge of process capability | Business performance | – |
| 4 | Felipe et al., (2020) | IS capability | Firm performance | – |
| 5 | Atkinson et al. (2020) | Competitive intelligence, strategic flexibility, organizational innovation | – | Organizational innovation has an insignificant effect on organizational agility |
| 6 | Cegarra-Navarro & Martelo-Landroguez (2020) | Organizational memory; knowledge application; counter-knowledge | – | Organizational memory has an insignificant effect on organizational agility |
| 7 | Gao et al. (2020) | IT flexibility; IT integration; IT business planning capability (moderator) | – | – |
| 8 | Wikaningrum et al., (2020) | Strategic partnership; professional knowledge | Organizational reputation | A strategic partnership has an insignificant effect on organizational agility |
| 9 | Khayer et al. (2020) | Cloud Services Adoption | Cloud Supported Firm Performance | – |
| 10 | Li et al. (2020) | E-commerce capability | Agricultural firm performance gains | E-commerce capability has an insignificant effect on organizational agility |
| 11 | Liu & Yang (2020) | Network resources | Firm performance | – |
| 12 | Martínez-Caro et al. (2020) | Absorptive capacity | Organizational performance | – |
| 13 | Melián-Alzola et al. (2020) | HR practices; leadership | Employee satisfaction | – |
| 14 | Nouri & Mousavi (2020) | Cooperative management; employee empowerment | – | – |
| 15 | Shahzad et al., (2020) | Knowledge management process | Green innovation; corporate's sustainable performance | Organizational agility moderates the influence of the knowledge management process on green performance and corporate's sustainable performance insignificantly |
| 16 | Zaini et al. (2020) | Information security management | – | Information security management has an insignificant effect on organizational agility |

**Table 6.** (continued)

| No. | Research publications | Construct | | Potential research gap (insignificant empirical findings related to organizational agility) |
|---|---|---|---|---|
| | | Antecedent | Consequence | |
| 17 | Irfan et al. (2019) | IT infrastructure; IT assimilation; information integration; operational coordination | – | – |
| 18 | Mihardjo et al., (2019) | – | Transformational performance; business model innovation | – |
| 19 | Govuzela & Mafini (2019) | Technology capability; collaborative innovation; organizational learning; internal alignment | SME business performance | – |
| 20 | Panda & Rath (2018a) | Agile Human IT Infrastructure | – | – |
| 21 | Baloch et al. (2018) | IT capability; dynamic operational capability | – | – |
| 22 | Panda & Rath (2018b) | Strategic IT business alignment; environmental uncertainty (moderator) | – | Strategic IT business alignment has a negligible impact on organizational agility, and environmental uncertainty has a negligible moderating effect on the effect of strategic IT business alignment. |
| 23 | Tsou & Cheng (2018) | IT capability; organizational learning; | Radical service innovation; incremental service innovation | – |
| 24 | Mikalef & Pateli (2017) | IT enabled dynamic capability | Competitive performance | – |
| 25 | Panda & Rath (2017) | Human IT capability; IT spending (moderator) | – | IT spending insignificantly moderates the effect of human IT capability on organizational agility |
| 26 | Felipe et al. (2016) | Information system capability; absorptive capacity; hierarchy culture | – | – |
| 27 | Cegarra-Navarro et al. (2016) | Knowledge application process | Firm performance | – |
| 28 | Panda & Rath (2016) | IT capability; IT spending (moderator) | – | IT spending insignificantly moderates the effect of IT capability on organizational agility |
| 29 | Teimouri et al. (2016) | Cultural intelligence | – | – |
| 30 | Bi et al. (2013) | Supply chain capability | – | Information sharing has an insignificant effect on organizational agility |
| 31 | Khalifa et al. (2008) | Knowledge management system | Organizational performance | – |
| 32 | Zain et al. (2005) | IT adoption; information quality | – | – |

Figure 7 has a collection of research gaps from previous research publications incorporated into a research framework. Organizational agility acts as a consequence and moderator. Eight direct antecedents are interesting for future research, including organizational innovation, organizational memory; strategic partnership; e-commerce capability; information security management; strategic business-IT alignment; information sharing; and human IT capability. Alongside direct antecedents, there are antecedents and moderators,

namely, strategic IT business alignment moderated by environmental uncertainty and human IT capability moderated by IT spending. Organizational agility also has the potential to be a moderator for the influence of the knowledge management process on green innovation and corporate's sustainable performance.

Based on Table 6 and Figure 7, there is potential future research in the form of 14 proposed propositions to be empirically and partially retested. These 14 proposed propositions need to be retested to contribute to the literature development on the role of organizational agility as a consequence and moderator. These 14 proposed propositions broadly consist of 10 direct effects between two constructs and four direct effects with moderation between three constructs.

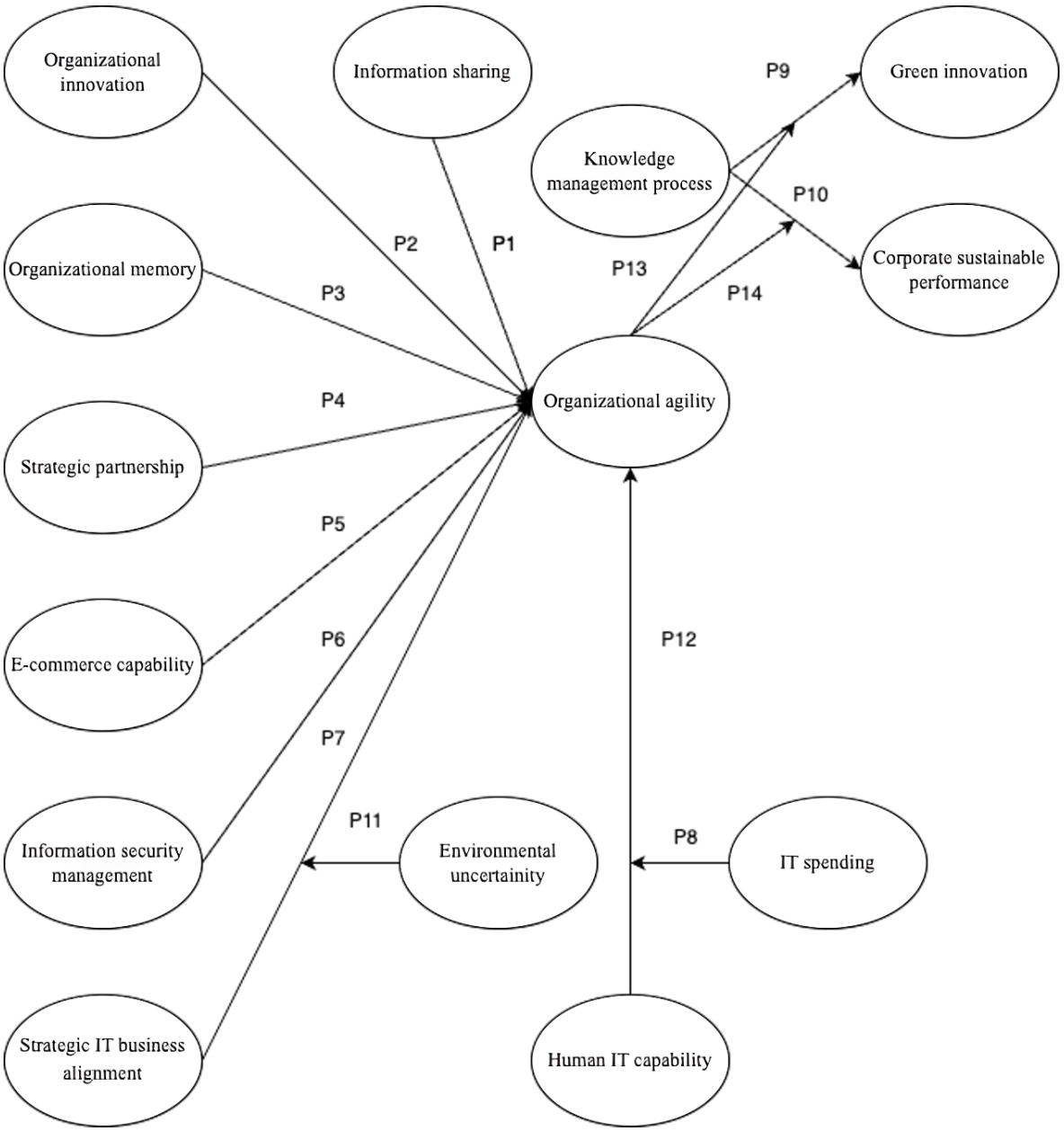



**Figure 7.** Proposed research framework

The 14 propositions are:
P1: Information sharing directly influence organizational agility.
P2: Organizational innovation directly influences organizational agility.
P3: Organizational memory directly influences organizational agility.
P4: Strategic partnership directly influences organizational agility.
P5: E-commerce capability directly influences organizational agility.
P6: Information security management directly influences organizational agility.
P7: Strategic business IT alignment directly influences organizational agility.
P8: Human IT capability directly influences organizational agility.
P9: Knowledge management process directly influences green innovation.
P10: Knowledge management process directly influence sustainable corporate performance.
P11: Strategic business IT alignment directly influences organizational agility moderated by environmental uncertainty.
P12: Human IT capability directly influences organizational agility moderated by IT spending.
P13: Knowledge management process directly influence green innovation moderated by organizational agility.
P14: Knowledge management process directly influence corporate's sustainable performance moderated by organizational agility.

These fourteen propositions are suggested to be tested in different research frameworks involving various other constructs. For example, propositions 1 to 10, 13, and 14 can be tested separately or combined with other constructs and or potentially mixed and matched according to the background of the research problem and the context of the empirical research to be carried out. Furthermore, propositions 9, 10, 13 & 14 can be one research framework to be tested empirically. In this research framework, organizational agility is associated with organizational outputs such as green innovation and sustained corporate performance.

**Methodology**

Table 7 presents the types of SEM, covariance- and variance-based, for research publications on organizational agility. Thirteen publications are applying covariance-based SEM using Amos and Lisrel software. Meanwhile, variance-based SEM is dominantly used in research publications related to organizational agility (29 documents) with SmartPLS. However, one document uses Adanco instead. The most dominant unit of analysis is organizations (28 documents) rather than individuals (four documents). Mplus is a covariant SEM software that can be a data processor for future quantitative empirical research besides Amos and Lisrel. Additionally, it has the potential for future research with team analysis units because there has not been any quantitative empirical research examining organizational agility from the team level. Four documents still use key informants for the organizational analysis unit, thus opening the door for future research for multiple respondents (Balloun et al., 2011).

**Table 7.** Methodology of Research Publications Obtained from SLR

| No. | Research Publication | Methodology |
|---|---|---|
| 1 | Ahmadi & Ershadi (2021) | Covariance-based SEM (Amos); individual unit of analysis |
| 2 | Wanasida et al., (2021) | Variance-based SEM (SmartPLS); business organizational unit of analysis |
| 3 | Rafi et al. (2021) | Variance-based SEM (WarpPLS); organizational unit of analysis; multistage cluster sampling technique |
| 4 | Felipe et al., (2020) | Variance-based SEM (SmartPLS & Adanco); (selected) organizational unit of analysis |
| 5 | Atkinson et al. (2020) | Variance-based SEM (SmartPLS); organizational unit analysis; simple random sampling |
| 6 | Cegarra-Navarro & Martelo-Landroguez (2020) | Variance-based SEM (SmartPLS); organizational unit of analysis; key informant |
| 7 | Gao et al. (2020) | Variance-based SEM (SmartPLS); organizational unit of analysis |
| 8 | Wikaningrum et al., (2020) | Covariance-based SEM (Amos); organizational unit of analysis |
| 9 | Khayer et al. (2020) | Variance-based SEM (SmartPLS); organizational unit of analysis; a non-probabilistic convenience sampling technique |

**Table 7.** (continued)

| No. | Research Publication | Methodology |
|---|---|---|
| 10 | Li et al. (2020) | Variance-based SEM (Lisrel); organizational unit of analysis; key informant |
| 11 | Liu & Yang (2020) | Covariance-based SEM (Amos); an organizational unit of analysis |
| 12 | Martínez-Caro et al., (2020) | Variance-based SEM (SmartPLS); organizational unit of analysis |
| 13 | Melián-Alzola et al., (2020) | Covariance-based SEM; individual unit of analysis |
| 14 | Nouri & Mousavi (2020) | Variance-based SEM; individual unit of analysis |
| 15 | Shahzad et al., (2020) | Variance-based SEM (SmartPLS); organizational unit of analysis; non-probability convenience sampling |
| 16 | Zaini et al. (2020) | Variance-based SEM (SmartPLS); organizational unit of analysis; purposive sampling |
| 17 | Irfan et al. (2019) | Covariance-based SEM (Amos); organizational unit of analysis; key informant |
| 18 | Mihardjo et al., (2019) | Variance-based SEM (SmartPLS); organizational unit of analysis |
| 19 | Govuzela & Mafini (2019) | Covariance-based SEM (Amos); organizational unit of analysis |
| 20 | Panda & Rath (2018a) | Covariance-based SEM (Amos); organizational unit of analysis; simple random technique |
| 21 | Baloch et al. (2018) | Variance-based SEM (SmartPLS); organizational unit of analysis |
| 22 | Panda & Rath (2018b) | Covariance-based SEM (Amos); organizational unit of analysis |
| 23 | Tsou & Cheng (2018) | Variance-based SEM (PLS); organizational unit of analysis |
| 24 | Mikalef & Pateli (2017) | Variance-based SEM (SmartPLS); organizational unit of analysis; key informant |
| 25 | Panda & Rath (2017) | Covariance-based SEM (Amos); organizational unit of analysis |
| 26 | Felipe et al. (2016) | Variance-based SEM (SmartPLS); organizational unit of analysis |
| 27 | Cegarra-Navarro et al. (2016) | Variance-based SEM (PLS); organizational unit of analysis |
| 28 | Panda & Rath (2016) | Covariance-based SEM (Amos); organizational unit of analysis |
| 29 | Teimouri et al. (2016) | Covariance-based SEM (Lisrel); individual unit of analysis; cluster random sampling |
| 30 | Bi et al. (2013) | Covariance-based SEM (Amos); organizational unit of analysis |
| 31 | Khalifa et al. (2008) | Variance-based SEM (PLS); organizational unit of analysis |
| 32 | Zain et al. (2005) | Covariance-based SEM (Amos); organizational unit of analysis |

## 5. CONCLUSION, IMPLICATION, SUGGESTIONS AND LIMITATIONS

The results of the TCCM analysis for the SLR documents show several research gaps, which in detail are contained in 14 proposed propositions. Exploring research gaps from a theoretical perspective that underlies research on organizational agility other than RBV and dynamic capability. Empirical research is still open for the Middle East, Africa, Australia, and the world for fishery, insurance, agriculture, hospital, transportation, and banking. Moreover, from the gap research based on the characteristics, a proposed research framework is compiled in Figure 7, which has the potential to be used for future empirical research. And lastly, it opens a methodological research gap to process data using covariant SEM outside Amos and Lisrel and for the team's unit analysis. For the organizational analysis unit, there is still an opportunity for future research to use multiple respondent sampling (Balloun et al., 2011).

The theoretical implications of this research are related to the research questions and objectives using the systematic literature review method. This research reveals the research gap of previous research that has the potential to serve as a foundation for future research agendas. The research voids in published studies of organizational agility specifically using data processing with SEM and others are as follows: Atkinson et al. (2020), Cegarra-Navarro & Martelo-Landroguez (2020), Wikaningrum et al. (2020), Li et al. (2020), Shahzad et al. (2020), Zaini et al. (2020), Panda & Rath (2018b), Panda & Rath (2017), Panda & Rath (2016) and Bi et al. (2013). Dynamic capability, RBV, and KBV are the theories underlying the research void in the aforementioned studies, so the empirical testing of the research framework developed in future studies will contribute to these theories. In addition, this study has practical implications for researchers to continue empirical research related to several relationships/influences related to the proposed research framework based on research results that show insignificant results.

The limitations of this research include using only a Scopus-indexed research publication database, despite the existence of WoS. Additionally, this study does not compile a proposition that underlies the influence between the constructs in the research framework in Figure 7. It shows the potential for SLR to apply the WoS database and SEM meta-analysis (metaSEM) in future research to further complement the results of SLR.

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