

MAPPING THE DETERMINANTS OF THE STRATEGIC AGILITY ECOSYSTEM

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Abstract: *The paper examines the publication trends and core determinants of the strategic agility ecosystem between 2021 and 2026. Utilizing a systematic literature review methodology anchored in the Scopus database, a total of 368 peer reviewed publications were analyzed through bibliometric mapping and thematic synthesis. The results demonstrate a significant expansion of academic interest, peaking at 73 documents in 2025, driven by an open research community led by authors such as Albers, A. and Suresh, M. The bibliometric distribution highlights a multidisciplinary domain heavily anchored in business management, computer science, and engineering, complemented by decision sciences and social sciences. Synthesizing the thematic literature reveals four interdependent determinants of the strategic agility ecosystem: agile leadership capabilities, psychological empowerment, participatory governance, and operational flexibility. The study provides a holistic theoretical framework that clarifies how leadership, human resilience, and decentralized structures interact to sustain organizational competitive advantage.*

Keywords: *Agile management, Strategic agility ecosystem, Agile leadership, Psychological empowerment, participatory governance, operational flexibility*

Introduction

The contemporary business landscape is characterized by unprecedented volatility and complexity. Organizations are increasingly forced to adopt agile methodologies to maintain competitive advantage and ensure enduring survival. Strategic agility is no longer viewed merely as an isolated project management tool but rather as a comprehensive ecosystem that dictates organizational efficiency and employee productivity (Nughroho & Putri, 2025). Generally, agility was primarily associated with supply chain capabilities and competitive objectives (Yusuf, 2004). However, the paradigm has shifted towards understanding how agile practices holistically influence overall performance and sustainability (Serrador & Pinto, 2015; Siregar et al., 2023). This evolution necessitates a deeper exploration into the foundational elements that construct a robust strategic agility ecosystem.

A reflection of recent literature reveals that the strategic agility ecosystem is driven by several multifaceted determinants. Effective leadership emerges as a cornerstone in fostering an agile organizational culture (Kwasek et al., 2025; Mardian, 2024). Such leadership not only guides strategic direction but also intertwines with political and social capabilities to drive business sustainability (Siregar et al., 2023). Furthermore, participatory management practices play a crucial role in empowering teams and facilitating decentralized administrative processes within these agile structures (Kocot et al., 2025). Consequently, the integration of agile management directly impacts project performance, especially in highly dynamic sectors such as the information technology industry (Muhammad et al., 2021).

Beyond structural and leadership components, the human element forms a critical pillar within the strategic agility ecosystem. Successful implementation of agile practices relies heavily on employees' psychological empowerment, which serves as a vital mediator of organizational performance (Malik et al., 2021). When organizations transition to agile frameworks, they frequently encounter complex challenges, particularly regarding how autonomous teams adapt to new operational demands (Hoda & Murugesan, 2016). Establishing robust practices for professional and personal equilibrium to sustain optimal performance and prevent employee burnout in such demanding environments is increasingly recognized as a fundamental determinant of sustainable development in agile organizations (Muszyński & Małecka, 2025). Therefore, a sustainable agility ecosystem must balance structural flexibility with the psychological welfare of its workforce.

Despite the growing body of knowledge surrounding individual agile practices, there remains a prominent gap in understanding how these disparate determinants interact within a unified strategic agility ecosystem. Most studies tend to isolate specific variables, such as leadership or psychological empowerment, without capturing their synergistic effects. This concept paper aims to address this theoretical void by systematically reviewing and synthesizing the determinants of the strategic agility ecosystem. By critically evaluating contemporary literature, the paper will establish a comprehensive framework that elucidates the interdependent relationships between leadership, participatory management, human capital empowerment, and sustainability in driving strategic agility.

The specific aims of the paper are as follows:

- To identify the trend of publications by year in the strategic agility ecosystem.
- To identify the trend of top authors in the strategic agility ecosystem.
- To identify the trend of subject area in the strategic agility ecosystem.

Literature Review

Agile Leadership and Sustainability Capabilities

Agile leadership functions as a critical determinant in driving systemic change and organizational transformation within dynamic environments. Leadership in agile frameworks requires a fundamental shift from traditional hierarchical control toward adaptive governance (Kwasek et al., 2025; Mardian, 2024). A systematic evaluation of leadership determinants highlights that effective agile leaders must actively cultivate political and social capabilities to foster organizational alignment and strategic clarity (Mardian, 2024; Siregar et al., 2023). These strategic capabilities serve a crucial mediating role, connecting dynamic leadership behaviors directly to long term business sustainability (Siregar et al., 2023). Consequently, leadership within an agility ecosystem acts as both a structural enabler and a catalyst for continuous strategic renewal.

Psychological Empowerment and Human Capital Wellbeing

The human dimension represents a central pillar within the broader architecture of strategic agility. Deploying agile practices across an organization alters employee cognitive frameworks, directly impacting overall operational efficiency and individual productivity (Nughroho & Putri, 2025). The positive relationship between agile practices and project performance is significantly mediated by psychological empowerment (Malik et al., 2021). However, the high velocity demands inherent in agile environments can induce operational strain and employee fatigue. To mitigate these risks, organizations must embed structured work life balance initiatives into their managerial practices, ensuring that workforce resilience supports sustainable development over time (Muszyński & Małecka, 2025).

Participatory Governance and Self-Organizing Team Dynamics

Structural agility depends heavily on decentralized governance structures that facilitate participatory decision-making. Implementing participatory management empowers operational units, accelerating responsiveness and enhancing organizational adaptability (Kocot et al., 2025). However, transitioning toward autonomous structures exposes organizations to complex multilevel challenges, particularly regarding alignment between self-organizing teams and corporate strategic objectives (Hoda & Murugesan, 2016). In evaluating these behavioral and structural dynamics, organizational researchers must also account for common method biases to ensure valid empirical measurement of team interactions and performance (Podsakoff et al., 2003). Thus, participatory governance requires a delicate balance between team autonomy and centralized alignment.

Operational Capabilities and Strategic Performance Outcomes

The strategic agility ecosystem is reflected in tangible operational and competitive outcomes. Early theoretical foundations established that agile capabilities across supply chains are paramount for achieving core competitive objectives in volatile markets (Yusuf, 2004). Subsequent empirical investigations confirm that agile methodologies directly enhance project success rates across diverse industrial sectors (Serrador & Pinto, 2015). Modern empirical evidence further validates this link, demonstrating that agile management practices significantly elevate project performance within knowledge intensive domains such as the information technology sector (Muhammad et al., 2021). Synthesizing these perspectives confirms that strategic agility operates as a comprehensive ecosystem where leadership, human empowerment, and decentralized structure collectively drive superior organizational performance.

Methodology

Research Design and Systematic Approach

The paper employs a bibliometric mapping to comprehensively conceptualize the strategic agility ecosystem. This approach is instrumental in mapping the diverse determinants of organizational agility and ensuring a rigorous synthesis of contemporary empirical evidence. A systematic protocol mitigates the risk of subjective interpretation and addresses common method biases that frequently compromise the validity of behavioral and organizational research (Podsakoff et al., 2003). The methodology constructs a robust theoretical foundation that accurately captures the dynamic interplay between leadership capabilities, human capital empowerment, and operational governance within modern agile environments by establishing a transparent and replicable analytical process (Mardian, 2024; Siregar et al., 2023).

Search Strategy and Inclusion Criteria

The literature search strategy prioritized high impact academic databases, specifically Scopus, to retrieve peer-reviewed articles published primarily between the years 2021 and 2026. The selection criteria focused strictly on empirical studies, critical reviews, and theoretical frameworks that directly examine the foundational determinants of agile management (Nughroho & Putri, 2025; Kwasek et al., 2025). Foundational literature predating this defined period was selectively included only if it provided essential context regarding project success metrics or core supply chain capabilities (Serrador & Pinto, 2015; Yusuf, 2004). Furthermore, the search parameters utilized precise combinations of keywords such as agile leadership, participatory management, and psychological empowerment to capture the multifaceted dimensions of the overarching agility ecosystem (Kocot et al., 2025; Malik et al., 2021). The paper was initiated by querying Scopus database with online TITLE-ABS-KEY (determinants OR factors OR elements OR characteristics AND agility ecosystem OR agile management OR business agility) AND PUBYEAR > 2020 AND PUBYEAR < 2027 AND (LIMIT-TO (DOCTYPE , "ar") OR LIMIT-TO (DOCTYPE , "cp")) AND (LIMIT-TO (LANGUAGE , "English")) thereby assembling 368 articles. The final search string refinement included 368 articles which was used for analysis.

Table 1: The Search String

Scopus	TITLE-ABS-KEY (determinants OR factors OR elements OR characteristics AND agility ecosystem OR agile management OR business agility) AND PUBYEAR > 2020 AND PUBYEAR < 2027 AND (LIMIT-TO (DOCTYPE , "ar") OR LIMIT-TO (DOCTYPE , "cp")) AND (LIMIT-TO (LANGUAGE , "English"))
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Table 2: The selection criterion is searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Time line	2021 – 2026	< 2027
Literature type	Journal (Article), Conference	Book, Review

Data Extraction and Thematic Synthesis

The identification and filtration of relevant literature and a critical thematic analysis was executed to extract and categorize the central determinants of strategic agility. This analytical phase involved synthesizing distinct organizational variables into cohesive subtopics such as leadership adaptability, participatory governance structures, and employee wellbeing. For instance, empirical studies highlighting the mediating role of political and social capabilities were systematically cross-referenced with research on decentralized team autonomy to comprehensively map the structural elements of the ecosystem (Hoda & Murugesan, 2016; Siregar et al., 2023). Additionally, quantitative findings measuring tangible project performance were meticulously integrated with qualitative insights regarding human capital resilience, ensuring a holistic evaluation of how organizational efficiency is sustained in volatile operational sectors (Muhammad et al., 2021; Muszyński & Małeczka, 2025).

Quality Appraisal and Methodological Rigor

The final phase of the systematic review methodology involved a rigorous quality appraisal to guarantee the reliability and academic rigor of the synthesized framework. Selected scholarly articles were critically evaluated based on their methodological soundness and their specific contribution to resolving the multi level challenges inherent in complex agile transformations (Hoda & Murugesan, 2016). The review ensures that the identified determinants possess broad theoretical and practical applicability by deliberately contrasting varied research contexts from highly dynamic information technology sectors to general corporate administrative environments (Muhammad et al., 2021; Mardian, 2024). This stringent appraisal process ultimately validates the proposed strategic agility ecosystem, confirming that the interdependent relationships among psychological empowerment, participatory management, and sustainable leadership are firmly grounded in verifiable academic evidence (Kocot et al., 2025; Malik et al., 2021).

Results and Discussion

RQ1 What is the trend of publications by year in the strategic agility ecosystem?

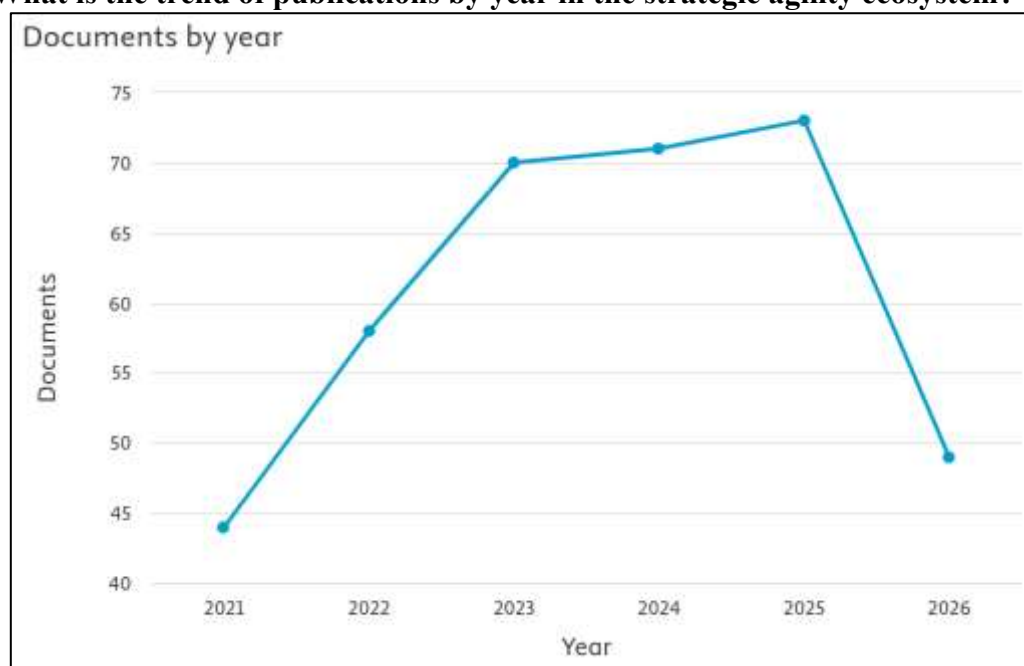


Figure 1: Publications by Year

Figure 1 highlights a sustained scholarly engagement with the determinants of strategic agility between 2021 and 2026. The analysis reveals a pronounced upward trajectory in research output during the initial years, rising steadily from 44 documents in 2021 to 58 documents in 2022, before reaching 70 documents in 2023. This substantial increase reflects an urgent academic imperative to re-evaluate organizational resilience and dynamic capabilities in response to heightened global market volatility (Nughroho & Putri, 2025; Yusuf, 2004). The rapid accumulation of literature during this period underscores how scholars pivoted toward examining agile operational models as essential frameworks for business survival rather than optional managerial practices.

Between 2023 and 2025, the publication volume stabilized at a high threshold, recording 70 documents in 2023, 71 documents in 2024, and peaking at 73 documents in 2025. This sustained high volume signifies a phase of field maturation and theoretical consolidation within the academic community. Rather than treating strategic agility as a fragmented concept, recent scholarship during this plateau increasingly focused on examining its systemic determinants, including leadership capabilities, participatory governance, and psychological empowerment (Kocot et al., 2025; Kwasek et al., 2025; Malik et al., 2021). The emphasis shifted from basic exploratory studies toward empirical evaluations of how these interdependent determinants collectively influence long term organizational sustainability and performance outcomes (Muhammad et al., 2021; Siregar et al., 2023).

A critical interpretation must be applied of the 2026 data point, which records 49 documents. This apparent numerical drop does not signal a waning academic interest or a contraction of the domain. Instead, it reflects an incomplete data collection window, as 2026 represents an ongoing publication year with active journal indexing still in progress. When contextualized alongside the robust output of the preceding years, the bibliometric pattern confirms that research surrounding the strategic agility ecosystem remains an expanding, highly relevant, and impactful area of contemporary management scholarship.

RQ2 What is the trend of publications by author in the strategic agility ecosystem?

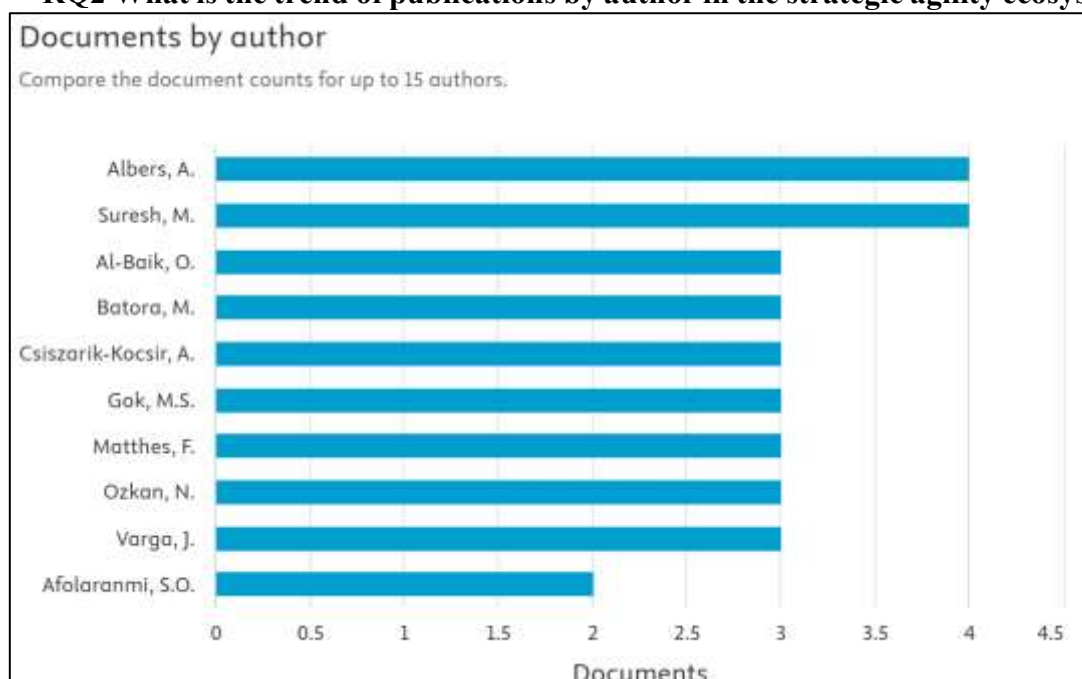


Figure 2: Publications by Author

The distribution of scholarly publications by author depicted in the bibliometric mapping illustrates the primary research nodes shaping the literature on strategic agility ecosystems. Leading the academic output are Albers, A. and Suresh, M., with each author contributing four published documents to the field. Following these leading contributors is an influential cluster of scholars, comprising Al Baik, O., Batora, M., Csiszarik Kocsir, A., Gok, M.S., Matthes, F., Ozkan, N., and Varga, J., each having produced three scholarly works. Additionally, Afolaranmi, S.O. contributes two published documents to this domain. This concentration of authorship underscores a committed network of researchers driving critical inquiries into organizational adaptability and operational governance (Kwasek et al., 2025; Siregar et al., 2023).

From a bibliometric standpoint, the balanced distribution of document counts among the top authors signifies an emerging and non-monopolized academic landscape. Rather than being dominated by a single research laboratory or isolated school of thought, the literature on strategic agility draws from a diverse, multidisciplinary community. This structural decentralization enables holistic investigations into complex organizational phenomena, bridging team level autonomy, leadership capabilities, and employee psychological empowerment (Hoda & Murugesan, 2016; Malik et al., 2021). Furthermore, the broad geographical and institutional spread of these active authors reflects the universal imperative for organizations to build strategic agility in response to persistent market volatility and technological disruption (Nugroho & Putri, 2025; Muhammad et al., 2021).

RQ3 What is the trend of publications by subject area in the strategic agility ecosystem?

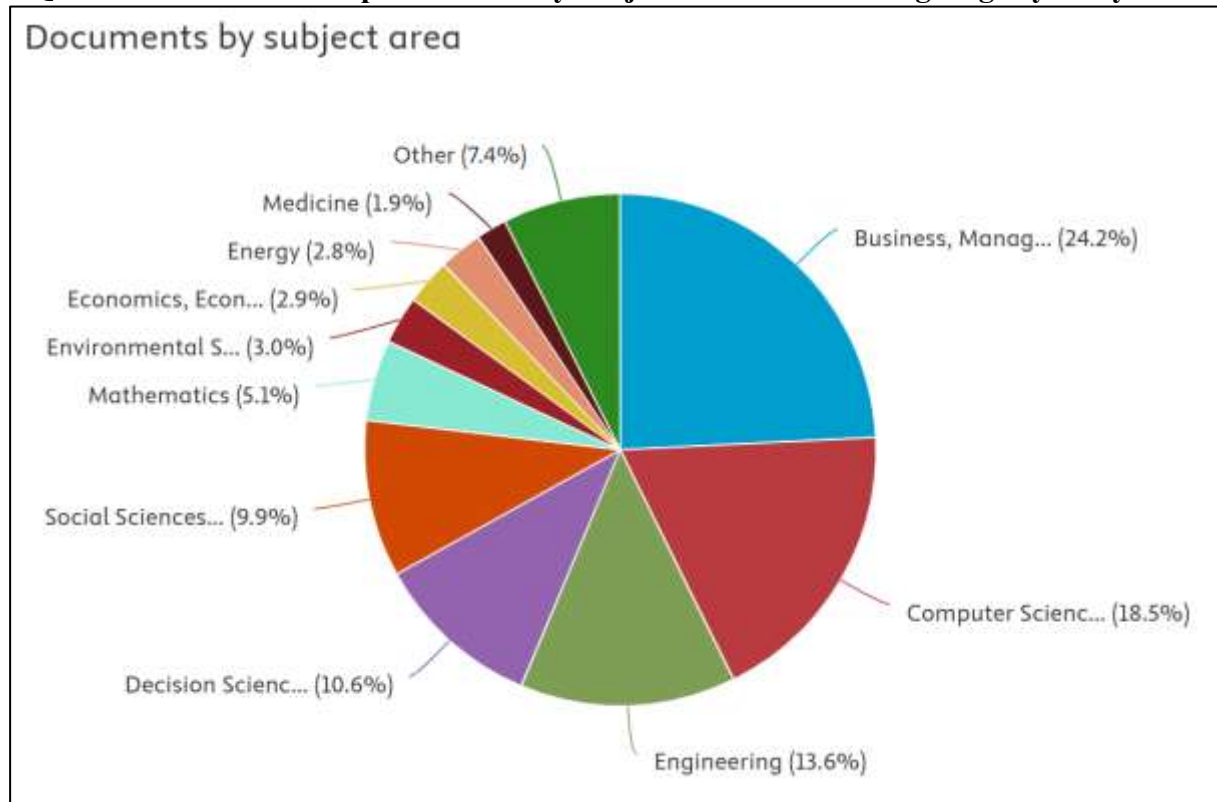


Figure 3: Publications by Subject Area

The categorical breakdown of published literature by subject area reveals a highly multidisciplinary research paradigm surrounding the strategic agility ecosystem. Business,

Management and Accounting constitutes the single largest discipline at 24.2%, followed by Computer Science at 18.5% and Engineering at 13.6%. This concentration demonstrates that strategic agility operates fundamentally at the intersection of managerial strategy, technological infrastructure, and operational engineering. Originally rooted in software development and systems engineering, agile methodologies have evolved into core strategic frameworks required for organizational competitive advantage and operational efficiency (Nughroho & Putri, 2025; Yusuf, 2004). The substantial representation of computer science and engineering underscores that dynamic management practices must be anchored by robust digital architectures to enable rapid strategic reconfigurations (Muhammad et al., 2021; Serrador & Pinto, 2015).

Complementing the dominant managerial and technical domains, a notable proportion of scholarship is situated within Decision Sciences at 10.6%, Social Sciences at 9.9%, and Mathematics at 5.1%. This thematic distribution illustrates the dual necessity of analytical rigor and human-centered governance in agile frameworks. Decision sciences and quantitative mathematical modeling facilitate dynamic risk assessment and optimal resource allocation under conditions of high market turbulence. Conversely, social science perspectives address critical human capital dimensions, including participatory governance, psychological empowerment, and team interactions (Kocot et al., 2025; Malik et al., 2021). This balance highlights that an agile ecosystem cannot function solely on structural adjustments; it requires sustained focus on workforce equilibrium and behavioral readiness (Muszyński & Małecka, 2025).

The remainder of the literature extends into domain specific applications, comprising Environmental Science at 3.0%, Economics, Econometrics and Finance at 2.9%, Energy at 2.8%, Medicine at 1.9%, and Other fields accounting for 7.4%. The integration of environmental and economic disciplines points to an emerging alignment between strategic agility and corporate sustainability, where organizations deploy adaptive capabilities to navigate environmental regulations and macroeconomic instability (Siregar et al., 2023). Meanwhile, the presence of agile research in highly regulated sectors such as medicine and energy reflects the cross-industry adoption of adaptive management to enhance resilience in high-risk operational environments. Synthesizing these subject areas confirms that the determinants of strategic agility constitute a universal, multidisciplinary theoretical construct with broad applicability across diverse socio-economic sectors (Kwasek et al., 2025; Mardian, 2024).

Conclusion

The paper systematically synthesizes the scholarly landscape surrounding the strategic agility ecosystem from 2021 to 2026, offering critical insights into its publication trajectories, leading academic contributors, primary subject disciplines, and fundamental determinants. The framework demonstrates that strategic agility operates as an integrated ecosystem dependent on the alignment of dynamic leadership, employee psychological empowerment, participatory governance, and core operational capabilities by moving beyond isolated examinations of agile practices. The findings establish that agile leadership must extend beyond structural control to encompass political and social capabilities that drive business sustainability. Simultaneously, the sustainability of an agile ecosystem requires safeguarding human capital resilience through participatory decision-making and structured work-life equilibrium.

From a theoretical perspective, the paper addresses a critical gap in management literature by unifying fragmented research streams into a coherent agility framework. Practically,

organizational leaders and strategic planners are provided with a roadmap indicating that successful agile transformations cannot rely solely on technological adoption or process reengineering. Instead, sustained competitive advantage demands a balanced investment in human capital empowerment and flexible governance.

Despite these contributions, the paper presents certain limitations that pave the way for future scholarly inquiry. The literature search was restricted to articles indexed within the Scopus database, which may omit relevant studies published in other specialized platforms. Additionally, the temporal boundary spanning 2021 to 2026 includes an incomplete final year, rendering the output for 2026 provisional. Future research should extend this systematic framework by conducting empirical, cross-cultural, and quantitative validations to evaluate the direct causal mechanisms linking specific ecosystem determinants to organizational performance across distinct industrial sectors.

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