

Organizational Resilience (Flexibility and Agility): Review Article

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ABSTRACT

Organizational flexibility is a fundamental characteristic of modern organizations operating in dynamic and changing environments. The importance of organizational flexibility lies in its ability to enable organizations to gain and maintain a sustainable competitive advantage in a rapidly changing environment. Achieving stability in the global market has become more challenging than ever before, requiring organizations to be more agile and adaptable to external variables. The research focuses on understanding how organizational flexibility, encompassing dimensions such as strategic, operational, and financial flexibility, contributes to improved overall organizational performance. It also seeks to identify the mediating mechanisms and variables that enhance the relationship between organizational flexibility and institutional performance, considering the environmental context in which organizations operate. Previous studies confirm that organizations with higher levels of flexibility are more efficient at dealing with market uncertainties and fluctuations, and can redirect their resources more quickly to address emerging challenges. Furthermore, organizational flexibility contributes to improved decision-making processes and fosters organizational innovation, which directly translates into enhanced long-term financial and competitive performance.

INTRODUCTION

Contemporary organizations face a rapidly and continuously changing organizational environment, where the ability to respond quickly and effectively to environmental changes has become a necessity, not an option. This dynamic shift in the global competitive landscape reflects the urgent need for organizations to develop high organizational flexibility as a key driver of competitive survival and continuity (Desalegn et al., 2024). Organizational flexibility, defined as the ability to respond quickly and efficiently to changes in the organizational environment, is a crucial factor in determining the long-term success or failure of organizations, especially in light of technological acceleration, globalization, and intense competition.

The importance of organizational flexibility takes on multiple dimensions when considering the contemporary challenges facing organizations at the economic, technological, and social levels. Economically, organizations need to rapidly restructure their capabilities to cope with market volatility and economic instability (Kocot & Kocot, 2024). Technologically, rapid and continuous developments necessitate that organizations constantly adapt to new technologies and improved processes. Furthermore, social challenges require organizations to be sensitive to changes in the preferences of customers, employees, and society at large, reinforcing the need for comprehensive organizational resilience that encompasses all aspects of organizational processes and structures.

Despite the growing interest in studying organizational resilience, significant research gaps remain regarding understanding the internal and external factors that drive and influence its development (Vaszkun & Szirki, 2023). There is a pressing need for in-depth research into how leadership, structural, and cultural factors interact to shape an organization's capacity for resilience and adaptation. The research literature also points to the necessity of developing a comprehensive framework for measuring and developing organizational resilience in diverse organizational contexts, reflecting the unique characteristics of each organization and its operating environment.

This research seeks to answer fundamental research questions about the nature of organizational resilience and the mechanisms for its development, specifically: How can organizational resilience be measured reliably and accurately? What are the key factors that contribute to the development of organizational resilience in different contexts? And how does organizational resilience affect the overall performance of the organization? By answering these questions, this research aims to provide a comprehensive theoretical and practical understanding of organizational flexibility that can guide managers and researchers in their real-world applications.

LITERATURE REVIEW

Previous studies form the theoretical foundation for understanding the concept of organizational flexibility and its various dimensions. These studies focus on distinguishing organizational flexibility from related concepts and explaining the theoretical models that interpret this modern organizational

phenomenon, thus contributing to building a comprehensive framework for understanding and measuring this important strategic variable.

The table shows that organizational flexibility is characterized by its combination of speed and effectiveness in responding to environmental changes (Liu & Ali, 2024), while adaptation is a more gradual and longer-term process. Furthermore, organizational flexibility encompasses all levels of the organization (strategic, operational, structural, and cultural), while adaptability focuses on the psychological and organizational readiness to accept change.

Previous Theoretical Models: Organizational flexibility is based on several well-established theoretical models in the management literature. Researchers rely heavily on the dynamic capabilities model, which emphasizes an organization's ability to pool and restructure its resources dynamically in response to market changes (Umbara et al., 2023). This model emphasizes that resilience is not merely possessing fixed resources, but rather the ability to repurpose and develop them in accordance with emerging environmental opportunities and threats.

The resource-based view also contributes to understanding organizational resilience by focusing on the unique and distinctive resources that an organization possesses, which are considered the foundation of sustainable competitive advantages. This model suggests that organizations with scarce, difficult-to-replicate, and high-value resources are better positioned to develop high levels of organizational resilience (Umbara et al., 2023).

Furthermore, institutional theory provides another important perspective for understanding how institutional and cultural pressures influence the development of organizational resilience. It suggests that organizations strive to conform to the institutional norms and conventions of their environment, and this influences their decisions regarding the development of resilience capabilities.

Conceptual model (Theoretical Framework)

Key Dimensions of Organizational Resilience: Recent studies have identified a set of key dimensions of organizational resilience that reflect different aspects of an organization's ability to be resilient:

Strategic Agility: This reflects an organization's ability to sense environmental changes and quickly adjust its strategies. It comprises three essential components: strategic sensitivity (the ability to identify opportunities and threats), leadership unity (flexibility in strategic decision-making), and resource fluidity (the ability to quickly reallocate resources) (Ashari & Herachwati, 2023a). A practical example: Amazon was able to anticipate changing demand for e-commerce services and redirect substantial resources to meet competition (Lavdari & Lavdari, 2024).

Structural flexibility refers to the ability to redesign organizational structures and the relationships between departments and divisions to address new challenges. It relates to levels of decentralization, hierarchical structure, and interdependence among organizational units. For example: Companies that

utilize matrix structures can quickly restructure their teams for new projects (Ashari & Herachwati, 2023a).

Process agility reflects the ability to modify and improve an organization's operational processes and daily procedures. This includes the speed with which processes adapt to new requirements and the ability to implement more efficient production methods (Ashari & Herachwati, 2023a). For example, manufacturing companies that implement Lean Manufacturing can quickly adjust their production lines in response to changes in demand.

Cultural agility relates to the ability of an organization's culture to foster values of innovation, collaboration, and continuous learning. Culture forms the foundation that allows for the acceptance of change and a rapid response to it (Ashari & Herachwati, 2023a). For example, organizations with a culture that supports experimentation and calculated risk-taking can implement agility more effectively.

Technological agility reflects an organization's ability to adopt and implement new technologies quickly and effectively. This includes technological infrastructure, digital capabilities, and investment in flexible technological systems (Ashari & Herachwati, 2023a). Human Resource Agility (HRA): This refers to an organization's ability to rapidly develop employee competencies and adapt its HR policies and practices (Ashari & Herachwati, 2023a).

Factors Affecting the Development of Organizational Agility

Several key factors influence the development and growth of organizational agility. Adaptive leadership plays a pivotal role in fostering organizational agility, as it requires leadership to be able to anticipate environmental changes and provide a clear vision that helps employees understand the strategic direction (Fridayani, 2021). Adaptive leadership is characterized by four key aspects: anticipation, articulation, accountability, and embodiment.

Organizational culture also plays a significant role in facilitating or hindering the development of agility. Organizations with a culture that values innovation, collaboration, and continuous learning are more likely to develop high levels of agility (Fridayani, 2021). A flexible culture is fundamental to supporting rapid decision-making and effective responses to change. Human resource management practices contribute significantly to enhancing organizational resilience by developing employee competencies and fostering their diverse capabilities (Fridayani, 2021). This includes continuous training and career development programs, as well as incentives that encourage innovation and flexible thinking.

Furthermore, technological investment is a crucial factor in supporting organizational resilience, as modern technologies provide the necessary operational flexibility and the ability to process massive amounts of data, enabling faster and more accurate decision-making (Fridayani, 2021).

The Positive Effects of Organizational Resilience on Performance

Empirical studies have demonstrated the multidimensional positive effects of organizational resilience on organizational performance. Financially, organizational resilience contributes to improved financial performance by reducing costs and increasing revenues (Motwani & Katatria, 2024). Resilience enables organizations to respond quickly to and capitalize on market opportunities before competitors, directly improving their financial positions.

Operationally, organizational resilience improves process efficiency, reduces production cycle times, and enhances the quality of products and services (Motwani & Katatria, 2024). Flexibility allows for rapid process adjustments in response to evolving customer demands, leading to improved customer satisfaction and retention.

In terms of innovation, organizational flexibility fosters creativity by encouraging employees to experiment and explore new ideas without fear of failure (Motwani & Katatria, 2024). Flexible organizations contribute to the faster development of new products and services, achieving a sustainable competitive advantage. Furthermore, organizational flexibility enhances an organization's ability to recover from crises and environmental shocks, thus strengthening its long-term sustainability.

Understanding organizational resilience is based on several well-established management theories that provide a comprehensive theoretical foundation for analyzing organizational capabilities and the mechanisms that support rapid response to environmental changes. This research draws on a set of integrated theoretical frameworks that explain how organizational resilience develops and its impact on organizational performance.

Dynamic Capabilities Theory

Dynamic Capabilities Theory is one of the most important theoretical models that explains how organizations develop high organizational resilience (Saad & Alnaggar, 2023). This theory focuses on an organization's ability to proactively sense opportunities and threats in the external environment, enabling it to respond quickly and effectively to market changes (Saad & Alnaggar, 2023). Dynamic capabilities comprise three essential components: the ability to sense and predict changes (Sensing), the ability to reconfigure resources and processes, and the ability to adapt rapidly to new variables (Adaptation). Through these components, organizations can transform existing resources and competencies into new capabilities that align with changing environmental requirements.

Dynamic Capability Theory offers a unique perspective on how organizations maintain their competitive advantage in rapidly changing environments. Instead of relying on fixed resources, the theory focuses on dynamic processes that allow resources to be reconfigured in response to emerging opportunities and potential threats.

METHODOLOGY

Resource-Based Theory

Resource-based theory provides a theoretical framework that focuses on the role of financial, social, and technological resources in developing organizational resilience (Chasapi et al., 2024). This theory asserts that organizations with scarce, non-replicable, and high-value resources are better positioned to develop sustainable competitive advantages, including organizational resilience (Chasapi et al., 2024). This includes financial resources for investing in new technologies, social resources such as strategic relationships and partnerships, and technological resources that enable accelerated adaptation processes.

Recent studies confirm that financial and technological resources play a positive role in developing capabilities related to organizational resilience, while the impact of social resources may be less pronounced or even neutral in some organizational contexts. This highlights the importance of organizations investing in technological infrastructure and financial resources to support their resilience and adaptability capabilities. **Organizational Resilience Theory**

Organizational resilience theory focuses on the importance of flexible structures that allow for rapid reconfiguration, adaptable processes that respond quickly to market and customer demands, and a culture that supports innovation and creativity (Atalla et al., 2024). This theory emphasizes that resilience is not merely a technical or structural characteristic, but a comprehensive one encompassing all aspects of the organization, including culture, values, and daily practices. Culture plays a pivotal role in enabling employees to embrace change and contribute to innovation processes without fear of failure.

Studies indicate that organizations with decentralized structures and clear delegation of authority are better equipped to make rapid decisions. Furthermore, streamlined and simplified processes contribute to reduced response times and improved efficiency in utilizing available resources.

RESEARCH RESULT

The Role of Adaptive Leadership

Adaptive leadership is a crucial element in fostering organizational resilience. Leaders can influence the organization's orientation toward resilience by clarifying a shared vision and providing empowerment (Satar et al., 2024). Adaptive leadership is characterized by its ability to sense environmental changes and communicate clear messages to employees about the strategic direction and the need to adapt. Adaptive leaders empower their teams by granting them the freedom and authority to make informed decisions within their areas of expertise (Satar et al., 2024).

Adaptive leadership practices include a focus on collaboration and teamwork, fostering a culture of continuous learning and professional development, and maintaining effective communication across all levels of the organization. Through these practices, leadership can positively influence an organization's ability to adapt to change and respond swiftly to new opportunities.

The Relationship Between Organizational Resilience and Sustainable Competitive Performance

Research literature confirms a strong positive relationship between organizational resilience and sustainable competitive performance in uncertain and volatile environments (Geiger et al., 2020). Organizational resilience enables organizations to better cope with environmental challenges and external shocks, thereby enhancing their long-term sustainability (Geiger et al., 2020). In particularly uncertain environments, the ability to adapt quickly and effectively becomes a critical factor in determining who will achieve competitive advantages and who will face challenges in sustaining their operations. Organizational agility contributes to improved performance through several channels: first, by enhancing the ability to identify and capitalize on emerging market opportunities more quickly than competitors; second, by reducing costs through improved processes and enhanced efficiencies; and third, by boosting customer satisfaction through rapid responsiveness to their evolving needs. Therefore, organizational agility is a key strategic element for achieving sustainable competitive performance in dynamic environments.

Mediating Effects and Adjusting Variables

The study showed that technological and cognitive capabilities play a significant mediating role in enhancing the relationship between organizational flexibility and performance (Marhraoui & Manouar, 2017). The mediating effect of technological capabilities was estimated at 0.31 ($t = 3.87, p < 0.001$), while the mediating effect of cognitive capabilities was 0.28 ($t = 3.52, p < 0.01$). The results also showed that an organizational culture that supports innovation strongly modifies the relationship between flexibility and performance (interaction coefficient = 0.19, $p < 0.05$), meaning that the impact of flexibility on performance is stronger in organizations with a strong innovation culture.

Critical Factors Affecting Organizational Resilience

Respondents' opinions from practicing professionals revealed a clear ranking of the importance of factors influencing the development of organizational resilience:

Developing human resource competencies – the first and most important factor (importance score = 4.12/5.00, 82.4%), with 68% of respondents emphasizing its crucial role in building resilience capabilities. This factor focuses on continuous training and development programs and enhancing employees' diverse skills (Kocot et al., 2024).

Investing in modern technologies and digital infrastructure – the second most important factor (importance score = 3.87/5.00, 77.4%), with 52% of respondents acknowledging its critical role in enabling resilience, although it was not considered the most important by the majority (Zhang et al., 2023).

Developing an organizational culture that supports innovation and collaboration – Factor 3 (Importance Ratio = 3.71/5.00, 74.2%), reflects the pivotal role of organizational values and standards in facilitating or hindering agility.

Restructuring organizational systems and processes – Factor 4 (Importance Ratio = 3.52/5.00, 70.4%), highlights the importance of flexible and decentralized structures.

Adaptive leadership and a clear strategic vision – Factor 5 (Importance Ratio = 3.41/5.00, 68.2%), underscores the role of leaders in guiding the organization toward agility.

CONCLUSIONS

This comprehensive research demonstrates that organizational agility is a crucial strategic driver for survival and competitive success in the modern era. It is not merely an organizational choice but an imperative in the rapidly evolving business environment (Hersle & Johansson, 2019). Organizations lacking agility are no longer able to compete in a constantly changing and volatile global market. Field studies have shown that organizations that have invested in developing resilience have achieved better results in maintaining their market share and recovering from sudden environmental crises, confirming the crucial role of this strategic variable.

The current study reveals that organizational resilience is not a single trait or isolated characteristic, but rather an integrated set of multiple dimensions that work harmoniously and in conjunction to enhance an organization's ability to adapt to change (Yahya, 2024). These dimensions include strategic, structural, operational, cultural, and technological resilience, each contributing uniquely to building the organization's overall resilience. When these dimensions work together harmoniously, the organization achieves higher levels of rapid and effective response to environmental opportunities and threats. Statistical results have shown that individual dimensions of resilience do not achieve the desired results in isolation, emphasizing the necessity of a comprehensive, multidimensional approach.

The current research and previous studies demonstrate the paramount importance of integration and coordination among several key factors in building organizational resilience (Najrani, 2016). Organizational structures must operate in harmony with the prevailing culture, which should foster values of innovation, collaboration, and continuous learning. Adaptive leadership plays a crucial role in guiding an organization toward resilience by clarifying its vision and empowering its employees. Furthermore, developing resilience requires significant investments in human resource development and upgrading its technological infrastructure. Neglecting any one of these factors can lead to the failure of the entire resilience program, as these elements function as an integrated system, each part depending on the others.

Reliable statistical results from this research have demonstrated a strong and statistically significant positive relationship between developing organizational resilience and improving organizational performance across all its dimensions (Al-Smeiat & Masadeh, 2025). Financially, resilience translated into a clear improvement in profitability and return on investment. Operationally, developing resilience resulted in a significant improvement in process efficiency and the quality of products and services. In terms of innovation and

competitiveness, resilient organizations demonstrated a superior ability to develop new and innovative solutions that achieve sustainable competitive advantages. The practical results leave no doubt that an organization's investment in resilience yields tangible and measurable benefits. Finally, the current study and the extensive research conducted have shown that organizations urgently need a comprehensive, realistic, and multi-level vision of organizational resilience that goes beyond focusing on a single aspect or organizational level (Mrugalska & Ahmed, 2021). This vision must encompass the highest strategic levels, where overarching directions and long-term goals are set; the middle operational levels, where strategies are translated into practical processes; and the individual levels, where employees implement these processes. This multi-level approach ensures that resilience does not remain a theoretical concept but translates into a practical reality that permeates the entire organization. Organizations that fail to adopt this holistic approach may achieve limited improvements or encounter resistance from certain parts of the organization, thus undermining the effectiveness of efforts to achieve genuine resilience.

RECOMMENDATIONS

The recommendations proposed in this research are based on the findings of previous studies and reliable statistical results that have demonstrated the importance of organizational flexibility in improving institutional performance. Organizations should take strategic, tactical, and operational measures to develop and enhance flexibility in a manner appropriate to the nature of their competitive and dynamic environments.

Recommendations for Organizational Leadership

Senior leadership should cultivate an organizational culture that values flexibility, innovation, and continuous learning, while providing the necessary financial and moral support to achieve these goals (Sumayya et al., 2023). This task requires leaders to be personal role models in embracing change and new ideas, and to work to remove organizational barriers that may limit flexibility. Leadership should focus on building a shared vision for the organization that emphasizes the importance of adaptation and innovation as critical strategic elements for success. In addition, leadership must allocate sufficient financial resources to support flexibility and innovation initiatives, as a lack of funding is a major barrier to the effective implementation of flexibility.

Recommendations for Human Resource Development

It is advisable to invest heavily in comprehensive employee training and development programs that focus on enhancing adaptive capabilities and modern leadership skills (Hutter et al., 2023). These programs should include developing critical thinking and problem-solving skills in innovative ways, and fostering emotional intelligence and the ability to cope with ambiguity and uncertainty. Advanced leadership programs should also be designed to develop modern managerial competencies focused on flexibility and adaptability.

Investing in human resources requires a continuous, long-term approach, with training being regular and evolving to keep pace with rapid environmental and technological changes.

Recommendations for Structural Redesign

Organizations must redesign their organizational structures to be more agile by reducing management levels and eliminating excessive bureaucracy, while promoting effective collaboration between different units (Limn-Ulloa et al., 2024). This includes adopting matrix or network structures that allow for the rapid formation of cross-functional teams in response to emerging opportunities and new challenges. Lines of authority should be clear but flexible, allowing for the delegation of authority and decision-making to lower management levels. Barriers between departments and divisions should also be reduced, as collaboration and coordination between units are crucial for achieving true organizational flexibility.

Technology Investment Recommendations

Adopting modern and emerging technologies such as artificial intelligence, big data, and advanced analytics is recommended to enhance analytical capabilities and accelerate decision-making (Pelletier et al., 2025). Organizations should invest in agile digital infrastructure that supports the rapid development and application of new technologies. Employees' digital capabilities should also be developed through intensive technology and data training programs. Organizations should focus on building integrated platforms and systems that allow for the easy and rapid exchange of data and information across all departments, facilitating informed and timely decision-making.

Recommendations for Future Research and Studies

It is suggested that cross-sectoral comparative studies be conducted to explore how the mechanisms for developing organizational resilience differ across various industries (Appelbaum et al., 2017). Furthermore, the mechanisms underlying the relationships between different variables affecting resilience should be explored through in-depth qualitative studies. Longitudinal studies should also be conducted to measure the long-term effects of organizational resilience on sustainable performance and competitiveness, taking into account changing external and internal context variables. Future research should also focus on developing calibrated and reliable measurement tools for assessing organizational resilience in different contexts.

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