



Strategic Agility and Organizational Performance, the Role of Talent Management: A Systematic Review

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ABSTRACT

Objective: Organizations today face challenges such as technological change, workforce shortages, rising customer expectations, and increasing competition, making strategic agility essential for sustaining competitiveness and improving organizational performance. This systematic review aims to synthesize existing evidence on the relationship between strategic agility and organizational performance. In particular, it examines the roles of talent management in strengthening organizational outcomes.

Methods: A comprehensive literature search was conducted in Scopus, given its extensive coverage of high-quality peer-reviewed journals in management and business research. Quantitative, qualitative, and theoretical studies examining the relationship between strategic agility and organizational performance, with talent management, employee engagement, and workforce agility as key drivers, were included. Data were systematically extracted, synthesized, and assessed for methodological quality.

Results: The findings suggest that talent management, employee engagement, and workforce agility strengthen the relationship between strategic agility and organizational performance. In addition, the descriptive analysis revealed considerable variation in geographical distribution, organizational contexts, and participant characteristics among the included studies. Most studies were conducted in small and large business organizations, whereas healthcare organizations were underrepresented despite their critical role in today's economy and service delivery. Accordingly, future research should place greater emphasis on healthcare organizations by employing larger and more representative samples, diverse methodological approaches, and longitudinal study designs. Overall, 13 studies met the inclusion criteria, with sample sizes ranging from 19 to 1,721 participants.

Conclusions: The evidence supports strategic agility in dynamic business environments. Interpreting talent management, employee engagement, and workforce agility and assessing their effectiveness enhances employee capabilities, motivation, and adaptability. To sustain long-term organizational success, the findings emphasize the importance of integrating strategic foresight and agility-based practices.

Keywords: Strategic agility, RBV, employee engagement, talent management, organization performance.

INTRODUCTION

Organizational performance has been the most important consideration for every organization, whether for-profit or non-profit. It has been very important for managers to know which factors influence an organization's performance to take full advantage of them and take appropriate steps to initiate those (Akpa et al., 2021). According to Daft (2000), organizational performance is the organization's ability to attain its goals by using resources efficiently and effectively. Organizational performance reflects an organization's capacity to achieve its strategic objectives efficiently and effectively through the effective utilization of available resources. In contrast, inadequate organizational performance can negatively affect productivity, employee morale, service quality, organizational competitiveness, and overall organizational sustainability. In Kenya, organizational and structural limitations were identified, for example, as leading to a sudden drop in the company's economic



vision due to poor decision-making (*Tsofa et al., 2017*). As organizations operate in an ever-changing marketplace, new and unpredictable challenges make managerial roles more difficult and the achievement of organizational goals and objectives more critical.

Talent management practices, strategic agility, employee engagement, and workforce agility contribute to improved organizational performance by fostering employee competence, flexibility, innovation, and responsiveness to environmental changes. Recently, the implementation of talent management practices to achieve sustainable organizational performance that aligns with firms' operational and strategic goals has been a concern for both academics and practitioners. However, the issue has not been thoroughly investigated (*Al Aina & Atan, 2020*). The significance of hiring talented employees is that they can accomplish organizational goals efficiently and effectively with outstanding performance. Moreover, talent refers to the combination of skills, knowledge, experience, attitudes, and flexibility needed to perform work successfully. Accordingly, talented individuals possess strong abilities, a capacity for learning, and operational adaptability. Therefore, talent management is a systematic and organized approach that focuses on attracting, developing, motivating, and retaining skilled employees to effectively leverage human capital and achieve organizational goals and competitive success (*Saeed, M. N., 2022*). Talent management plays an important role in agile organizations because it helps firms adapt to changing environments. In addition, rapid technological change and increasing global complexity have made skilled employees essential for maintaining competitiveness and supporting organizational change (*Lawler III & Worley, 2015*).

Besides this, Employees are the most important and intangible resource of organizations because their interest and enthusiasm help organizations achieve their objectives and provide competitive advantages. Their hard work and positive attitude toward promotions resulted in a promotion, which encourages them to contribute more to the organization's overall growth and employee retention. As a result, employees feel pride and enthusiasm when they are responsible for the team's performance; therefore, work engagement remains one of the biggest challenges for businesses and employees. (*Dhir & Shukla, 2018; Liu et al., 2017*).

There is agreement on the importance of strategic agility in light of complex managerial challenges such as a dynamic environment, globalization, accelerating innovation, and mergers and acquisitions (*N. Tichy & R. Charan, 1989*). Strategic agility requires inventing new business models and new categories rather than rearranging old products and categories. To cope with growing strategic discontinuities and disruptions, scholars have suggested the creation of strategically agile companies, including new ways for managing business transformation and renewal, developing dynamic capabilities, creating imitation abilities, maintaining a high level of organizational flexibility and ambidexterity, developing learning and knowledge transfer skills, using adaptive corporate culture, devising post-acquisition integration approaches, and more (*Doz & Kosonen, 2008*) ; (*Doz and Kosonen, 20010*). Instead, strategic agility implies that a firm possesses a consistent ability to effectively change its course of action to sustain its competitive advantages (*Goldman et al., 1995; Preiss et al., 1996*). Agile organizations can initiate continuous renewal that includes adapting existing competencies to an ever-changing environment and simultaneously reconfiguring themselves to survive and thrive in the long term (*Agarwal & Helfat, 2009; Dyer & Ericksen, 2005*). However, some common themes have emerged in the last two decades. First, strategic agility involves a set of actions taken by an organization that operates in an environment characterized by rapid and unpredictable change. Agile organizations are those firms that successfully adapt to this disruptive environment (*Franken & Thomsett, 2013; Grewal & Thansuhaj, 2001*). Second, strategic agility requires changes that differ from other routine changes. The changes resulting from strategic agility are defined as continuous, systematic variations in an organization's products, processes, services, and structures (*Tallon & Pinsonneault, 2011; Weill et al., 2002*).

Most importantly, strategic agility and employee engagement directly influence patient care, efficiency, and long-term sustainability, thereby supporting organizational performance. The effectiveness of pre-crisis decision-making depends largely on supporting technologies, interconnected infrastructure, and social and technological developments that influence crisis response capability (*Fonio et al., 2023*). Likewise, the organization's achievement of strategic goals is closely linked to departmental or unit performance. Moreover, as organizations continue to adopt advanced technologies, digital systems, virtual services, and integrated management platforms, they are becoming increasingly dynamic and competitive. The findings indicate that organizational agility significantly drives digital transformation, while dynamic capabilities strongly predict



organizational agility (Zhang et al., 2023). Consequently, these advancements encourage organizations to enhance their adaptability, innovation, and strategic agility to improve service quality, operational efficiency, stakeholder satisfaction, and overall organizational performance.

According to *Jackson and Johansson (2003)*, agility should not be viewed as an end goal; rather, it is an essential approach to sustaining competitiveness in markets characterized by constant uncertainty and change. Similarly, *Goldman et al. (1995)* emphasized that in agile business environments, employees' skills, knowledge, and experience are key factors that distinguish organizations from their competitors. Furthermore, *Hopp and Van (2004)* noted that a flexible and agile workforce contributes to achieving strategic goals related to cost efficiency, time management, quality, and product variety. In addition, workforce agility enhances productivity, profitability, and market share while helping organizations respond effectively to continuous and unexpected market changes. Therefore, a well-trained and adaptable workforce can provide organizations with a significant competitive advantage and strengthen their long-term survival in a dynamic global environment (*Muduli, A., 2013*).

The study conducted in Tehran found that strategic agility directly enhances organizational resilience; therefore, by raising strategic agility, managers of manufacturing companies in the Tehran metropolis can strengthen their organizational resilience (*Shayanmehr et al., 2025*). There are some protocols to engage the employees in the field of workforce agility systems, such as a voluntary group, some policies that improve the well-being of employee engagement, some evaluations from employees, and some have strong analytical policies that is crucial for the strategic agility (*Natapoera et al., 2020*) and for the workforce agility, some performance of technical role through workshops should be arranged (*Taran, 2019; Varshney & Varshney, 2020; Kumar & Kumar, 2022*). Together, they play a significant mediating role in enhancing organizational performance by improving service quality, stakeholder satisfaction, and overall success.

THEORETICAL BACKGROUND

Strategic Agility and Organizational Performance

Strategic agility is defined as “a meta-capability that enables organizations to anticipate, react, and seize rapid changes in the environment by redefining their corporate strategies and adapting their competitive and functional strategies to survive and create value” (*de Diego & Almodóvar, 2022*).

From the perspective of the Resource-Based View (RBV), new competitive conditions require organizations to respond quickly and effectively to changing market demands, which highlights the growing importance of flexibility. However, flexibility and responsiveness alone are not sufficient to generate sustained competitive advantage. Instead, they must be grounded in valuable organizational resources such as product quality, performance, reliability, service, and cost efficiency, which represent firm-specific capabilities. Moreover, the RBV (Resource-Based View) suggests that these capabilities are shaped and constrained by internal resources, particularly organizational knowledge, routines, and accumulated experience, which together form core competencies. Therefore, competitive advantage depends not only on responding to change but also on how effectively these internal resources are developed and utilized.

In this context, strategic agility becomes a critical higher-order capability within RBV logic. Specifically, it enables organizations to sense environmental changes, seize opportunities, and reconfigure existing resources in a coordinated and timely manner. Consequently, strategic agility integrates flexibility with firm-specific resources and capabilities, thereby transforming operational responsiveness into a sustained competitive advantage rather than short-term adaptation (*Ahmed et al., 1996*). Competencies are primarily developed when firms focus on a limited set of activities in which they possess strong core skills and expertise. However, strategic agility ensures that this focus remains flexible. Instead, it allows firms to refine their core capabilities while remaining flexible to adjust, recombine, and redeploy these competencies as conditions change. Moreover, it prevents firms from being locked into a single mode of operation by enabling them to shift capabilities in response to new opportunities and challenges. Therefore, strategic agility links focused



specialization with continuous adaptation, ensuring that core skills remain relevant and valuable in changing environments (*Skinner, W., 1974; Prahalad & Hamel, 2009*).

Talent Management and Organizational Performance

Effective talent management practices align employee capabilities with organizational outcomes; however, their effectiveness depends on organizational context and employee perspectives (*Thunnissen, 2016*). Talent management provides several important benefits to organizations. First, maintaining a strong company reputation helps attract talented employees. When organizations hire and retain skilled workers, their goodwill and public image improve. In addition, employee turnover is costly for organizations because replacing workers involves recruitment expenses, reduced efficiency, and productivity loss during transition periods. Studies show that turnover costs can range from 40% to 100% of an employee's annual salary.

Furthermore, talented employees are usually self-motivated and committed to their work. They often inspire and encourage other employees, thereby increasing overall productivity and helping organizations achieve their goals more effectively (*Hongal&Kinange, 2020*).

Bethke-Langenegger et al. (2011) conducted an exceptional study in Switzerland and found that talent management strategies significantly influenced organizational outcomes. Talent retention and development strategies positively improved human resource outcomes, including job satisfaction, motivation, commitment, and trust in leaders. Furthermore, the study demonstrated that alignment between corporate strategy and talent management practices significantly improved organizational outcomes, including company attractiveness, achievement of business goals, customer satisfaction, and corporate profitability.

Employee Engagement and Organizational Performance

Personal engagement refers to the extent to which individuals bring their true selves to work by being physically, cognitively, and emotionally involved in their roles, resulting in greater energy, focus, commitment, and a stronger connection to their work and organization (*Kahn, W. A., 1990*). Employee engagement refers to the degree to which employees are emotionally, cognitively, and behaviorally committed to their organization and its goals. In other words, it reflects how deeply employees are involved in their work and how strongly they identify with organizational objectives.

Moreover, it captures their level of enthusiasm, dedication, and willingness to go beyond formal job requirements. As a result, engaged employees are more likely to invest discretionary effort that supports the achievement of organizational goals and overall success. Professional efficacy, meaning feeling competent and effective at work, is strongly linked to employee engagement.

Consequently, engaged employees feel more confident in their roles and perform better. As a result, they show higher productivity, better work quality, and greater initiative in solving problems. Overall, this leads to improved organizational performance through greater efficiency, service quality, and innovation (*Schaufeli et al., 2002*).

Research objectives

1. To identify the role of talent management in organizational performance.
2. To identify the role of strategic agility in organizational performance.

METHODOLOGY

Review Design

This systematic review (SR) employed a structured methodology to comprehensively examine the association between strategic agility and organizational performance, with employee engagement as a key mediating variable. The SR was conducted following the Mixed Methods Appraisal Tool (MMAT) (*Hong et al., 2018*), which is a quality assessment tool designed to evaluate the methodological quality of empirical studies in



systematic reviews that include qualitative, quantitative, and mixed-methods research and reported in accordance with the PRISMA guidelines (*Page et al., 2021*).

The review process was structured into five key phases: Formulation of research questions, inclusion and exclusion criteria, database selection, settings, and keyword search, debugging, data coding, and data assessment

Formulation of research questions

The primary aim of this study was to systematically explore the Role of talent management in the Relationship between Strategic Agility and Organizational Performance. Accordingly, the study's main objective was to determine the association between strategic agility and organizational performance. The other objectives were:

- to examine different types of assessing Organizational performance outcomes such as: firm competitive performance, organizational competitiveness, innovative work behavior, and organizational identity;
- to examine the different variable assessments among various small and medium enterprises, educational institutions, and pharmaceutical companies;
- to identify potential covariates that may influence the association between strategic agility and the organization's performance;
- to identify the mediators that may enhance the organizational innovation and performance;
- to identify the current gaps and limitations in the literature on the relationship between strategic agility and organizational performance, and to propose directions for future research and policy development.

Inclusion and Exclusion Criteria

Studies were included if they investigated strategic agility as the main variable. In addition, studies examining talent management, employee engagement, and workforce agility as driver variables and organizational performance as the dependent variable were considered eligible. To capture a broad range of evidence, the review included quantitative cross-sectional studies, qualitative studies, and theoretical papers presenting conceptual model analyses.

Conversely, studies were excluded if they did not address strategic agility. Non-empirical publications, including books, editorials, opinion papers, and narrative reviews, were also excluded, as were review articles of any type, such as systematic and scoping reviews. In addition, conference abstracts without an accompanying full-text article were not considered.

Only English-language articles were included because the research team lacked the linguistic expertise to assess studies in other languages accurately, and using machine translation tools could introduce inaccuracies. Finally, gray literature, including unpublished theses, reports, and preprints, was excluded from the review.

Table 1: Inclusion and Exclusion Criteria

Inclusion Criteria:	Exclusion criteria:
Main variable: Strategic agility	Studies did not address strategic agility.
Driver variables: Talent management, Employee engagement, and workforce agility	Non-empirical studies, including books, editorials, opinion pieces, and narrative reviews.
Dependent variable: Organization performance	Review articles of any kind (e.g., systematic reviews, scoping reviews).
Study designs: Quantitative cross-sectional study, Qualitative study, theoretical paper with conceptual model analysis.	Abstract-only publications, such as conference proceedings without full-text articles.
English language articles published in Scopus and Google Scholar.	Articles not published in English, as the research team lacked the linguistic expertise to ensure accurate translation, and machine translation tools such as Google Translate may introduce inaccuracies.

Inclusion and exclusion criteria were defined before the literature search. This SR specifically focused on studies that examined strategic agility as a main variable; the variables are listed in the table below.

Database Selection, Settings, and Keywords

Scopus was selected due to its extensive coverage of high-quality peer-reviewed journals in management and business research. A systematic literature search was conducted in Scopus to identify relevant studies on strategic agility, employee engagement, and organizational performance. Therefore, two experienced researchers independently conducted comprehensive searches across multiple electronic databases, including Scopus and Google Scholar, for peer-reviewed articles on strategic agility, employee engagement, and organizational performance.

They operationalized different permutations of each keyword based on previously validated searches, which were initially included as type 1 errors. To confirm, they searched for type 2 errors to obtain better results. The search strategy was designed using this framework, incorporating keywords, Boolean operators (AND, OR), and phrase searching to optimize sensitivity and specificity for keyword combinations.

SCOPUS (Title or abstract keywords)	Results
"Strategic agility" OR "Dynamic ability"	2132
"Employee engagement" OR "Work engagement" OR "Job engagement"	1495
"Organizational performance" OR "company performance"	48074
("Strategic agility" OR "Dynamic ability") AND ("Employee engagement" OR "Work engagement" OR "Job engagement") AND ("Organizational performance" OR "company performance")	66

The field's title/abstract in the search. The full details of the search and associated search terms are available in Table 2.

Our initial search identified 66 in Scopus, and a manual search on Google Scholar yielded 5 papers, for a total of 71, which were imported into Zotero reference management software. Of these, after duplication, we identified 70 for screening and eligibility stages.

Figure 1 (PRISMA) will further discuss the eligibility criteria.

Search debugging

The article selection process in this study followed the four key steps of the PRISMA framework: identification, screening, eligibility, and inclusion. Every step is described below:

Identification

The initial screening identified 66 papers in the Scopus database, and an additional 5 were retrieved through a manual Google Scholar search, bringing the total to 71 records. Duplicate records were removed manually, reducing the number of articles from the database search from 71 to 70.

Screening

During the manual search process, all 5 papers were considered eligible. However, all 5 of these eligible papers were subsequently included during screening. Screening based on the abstract and title was performed and independently reviewed by the 2 reviewers. Any conflicts were resolved by consensus. Based on the inclusion criteria, 24 articles were excluded as irrelevant, leaving 47 articles for full-text review.

Eligibility

After screening titles and abstracts, duplicates were removed, and data were extracted using the Zotero reference manager software. The full texts of all 47 (databases, manual search, and reference lists) were read and assessed in detail. Disagreements during the eligibility assessment were resolved through discussion, and when necessary, with input from the third reviewer. Of these, 26 were not the exact keywords, 7 articles were not relevant to the studies, and 1 was a literature review paper. This left 13 articles for data analysis and quality assessment.

The complete article selection process, including inclusion and exclusion flow, is illustrated in the PRISMA flow diagram (Figure 1)

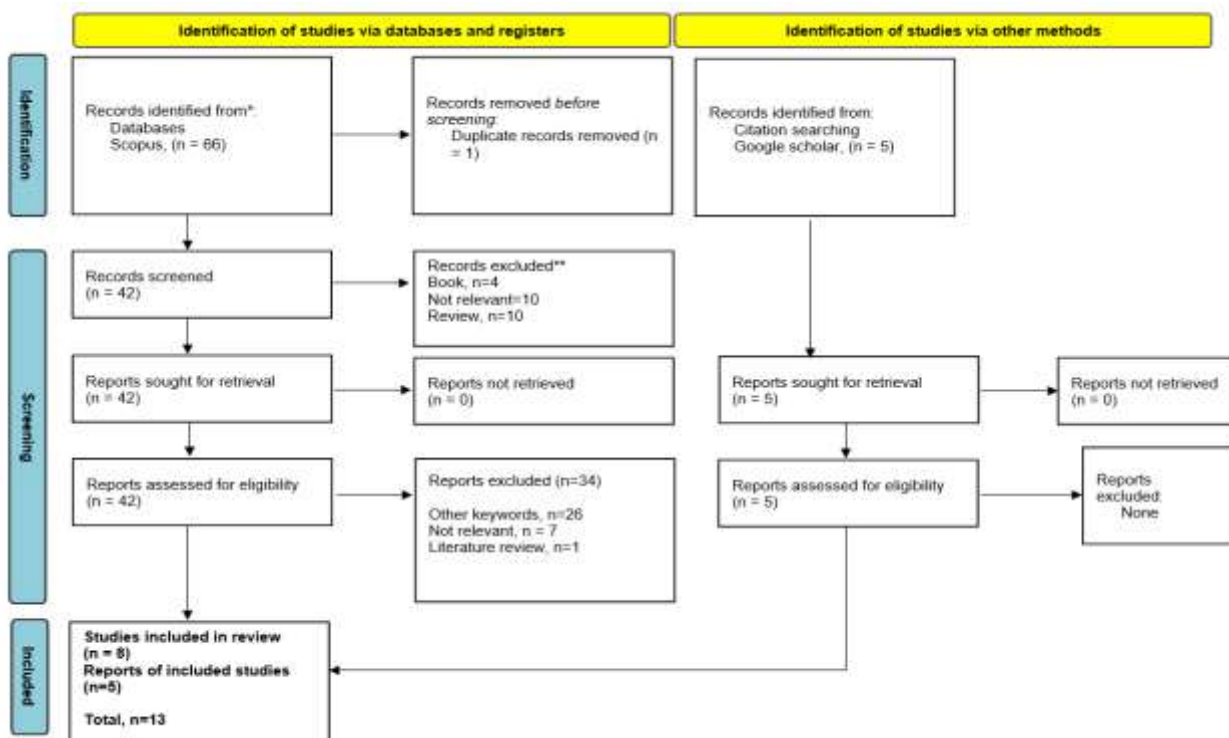


Figure 1 PRISMA

Data Coding and Data Assessment

Data extraction was performed by the same authors using the finalized data collection form. All extracted information was systematically documented in an Excel spreadsheet to capture key study characteristics. Inter-reviewer disagreements were minimal and were resolved through discussion, with consultation from a third reviewer when necessary. The extracted data from each article included in Table no. 4

Assessment of Study Quality

The methodological quality of the included studies was assessed using the Mixed Methods Appraisal Tool (MMAT), which is designed to evaluate all study types, including cross-sectional quantitative and qualitative studies. This SR adopted the MMAT tool, which comprises 15 core questions, listed in Table 3 below.

Two researchers independently appraised each study's quality. Any disagreements were resolved through discussion or, when necessary, by consulting other researchers. The risk of bias for each study is summarized in Table 2, and methodological limitations that may influence the interpretation of results are identified. Notably, all included studies proceeded to data extraction and synthesis regardless of their quality scores, ensuring a comprehensive and inclusive review process.

The Mixed Methods Appraisal Tool (MMAT), version 2018, is given in Table 3.

Quality Score

Table 3.3 Mixed method study, (n=1)

Lungu M.F et al.,2020				
Is there an adequate rationale for using a mixed-method design to address the research question?	Are the different components of the study effectively integrated to answer the research question?	Are the outputs of the integration of qualitative and quantitative components adequately interpreted?	Are the divergences and inconsistencies between quantitative and qualitative results adequately addressed?	Do the different components of the study adhere to the quality criteria of each tradition of the methods involved?
Yes	Yes	Yes	Yes	Yes

Although the MMAT developers do not recommend calculating an overall methodological quality score, the review authors developed a descriptive scoring approach to facilitate comparison of the included studies. Each "Yes" response was assigned one point, resulting in a total score ranging from 0 to 5. Accordingly, studies scoring 4–5 points (80%–100%) were classified as high quality, 3 points (60%) as moderate quality, and 0–2 points (0%–40%) as low quality. The review authors defined these quality categories and do not represent official MMAT recommendations.(Table 3.4.)

Table No. 3.4 Quality Score

Author	Yes responses	Percentage	Quality level
Ajgoankar et al., 2021	5/5	100%	High
Rubio-Andres et al.2025	5/5	100%	High
Dayan et al.2025	3/5	60%	Moderate
Shah et al.2024	3/5	60%	Moderate
AlAbood & Mohammed,2024	5/5	100%	High
Bouterra & Bouaziz,2023	4/5	80%	High
Abdelmegeed Abdelwahed et al.,2022	5/5	100%	High
Sarkum et al.2020	5/5	100%	High
Alkandi & Helmi,2024	5/5	100%	High
AlTaweel & Alhawary,2021	4/5	80%	High
WA Nafei,2016	5/5	100%	High
Lungu M.F et al.,2020	5/5	100%	High

Data Synthesis and Credibility Test Method Analysis

The reviewed studies demonstrated acceptable measurement quality overall. Reliability was primarily assessed using Cronbach's alpha (CA) and composite reliability (CR), with most reported values exceeding the recommended threshold of 0.70. Validity assessment commonly involves convergent and discriminant validity measures, including AVE, factor loadings, HTMT ratios, and confirmatory factor analysis. The findings indicate that the majority of studies employed statistically sound measurement instruments.

In addition, Common method bias is a systematic error that occurs when data for both independent and dependent variables are collected using the same method, which can distort results. As a result, it may inflate or reduce estimates of validity, reliability, and relationships between variables, affecting the accuracy of hypothesis testing and conclusions.

In the literature, several preventive, detective, and corrective techniques can be employed to assuage concerns about common method effects that may underlie observed results. Among these, the most popular has been Harman's Single-Factor Test (Aguirre-Urreta & Hu, 2019).

Reliability assessment emerged as the most consistently applied measurement criterion across the reviewed studies. Reliability refers to the consistency and stability of a measurement instrument. A test is considered reliable when. It produces consistent results across different testing occasions, test versions, and raters, with minimal influence from chance factors or random errors (Livingston & Bridgeman, 2018). Most studies used Cronbach's Alpha (CA) to assess the internal consistency of measurement instruments (Table no. 4).



Similarly, validity refers to the extent to which a test accurately measures what it is intended to measure, supported by both theoretical and empirical evidence (Messick, S. (1990)). In addition, it ensures that the interpretations and uses of scores are meaningful, appropriate, and useful for decision-making. To evaluate convergent validity, the average variance extracted (AVE) was calculated as the grand mean of the squared

Table no 4. Credibility test methods

Credibility method test	Dayan et al.	Rubio-Andres et al.	Alkandi& Helmi	AlAbood& Mohammed	Shah et al	Bouterra&Bo uzait	Ajgoankar et al.	AlTawee&Al hawary	Abdelmegeed Abdelwahed et al.	Sarikum et al.	Lungu M.F	WA Nafei
Validity	Average Variance Extracted (AVE)	Average Variance Extracted (AVE)	Average Variance Extracted (AVE)	Average Variance Extracted (AVE)	Average Variance Extracted (AVE)	EFA (Exploratory Factor Analysis) CFA (Confirmatory Factor Analysis)	Average Variance Extracted (AVE)	Average Variance Extracted (AVE)	Average extracted variance (AVE)	CFI, TLI,IFI and RMSEA model	Grounded in established literature and regression analysis	Content Validity by relying on established scales using previous scholars
Reliability	Composite Reliability (CR)	Cronbach's Alpha Composite Reliability (CR)	Cronbach's Alpha Composite Reliability (CR)	Cronbach's Alpha Composite Reliability (CR)	Cronbach's Alpha Composite Reliability (CR)	Cronbach's Alpha CA and Composite Reliability CR	Cronbach's Alpha CA and Composite Reliability CR	Composite Reliability CR	Loading, composite reliability (CR),	No test	Targeted expert sampling and standardized primary data collection	The Alpha Correlation Coefficient (ACC), Cronbach's Alpha (S(alpha5)
Common method bias test(CMB)	Variance Inflation Factor (VIF)	Variance Inflation Factor (VIF)	Honest responses, and using validated questionnaire instruments adapted from prior research.	Harman's single-factor test	Harman's Single-Factor Test	Harman's Single-Factor Test	None	Exploratory factor analysis (EFA)	None	None	Harman's Single-Factor Test	Harman's Single-Factor Test

item

loadings for each scale.

RESULTS

The included studies were analyzed using descriptive and categorical methods. The following themes present the publication trend and the geographical, participant, contextual, and other domain characteristics of the included studies.

Geographical Characteristics

The geographical distribution of the included studies showed that the research was conducted across both developed and developing countries, reflecting the global interest in the topic. The authors' countries of affiliation were extracted to assess the geographic distribution of the included studies. Research was conducted across diverse regions, including South-east Asia (Pakistan, India, Indonesia), West Africa (Nigeria), North-eastern part (Egypt), Europe (France, Spain, Romania), North Africa (Tunisia), and the Middle East (Saudi Arabia), indicating international representation.

The included studies examined the relationship between strategic agility and organizational performance, with the role of employee engagement. Most were conducted in Saudi Arab (n=3), Pakistan (n=2), and India (n=2), whereas Spain (n=1), Tunisia (n=1), Romania (n=1), Egypt (n=1), Indonesia (n=1), Nigeria (n=1), and France (n=1); no studies from North and South America were identified. As shown in **Table No. 5**

Contextual characteristics

Study settings varied as various small-medium enterprises (SMEs) in three studies (n=3) in (e.g., Spain, Indonesia, India), in three studies (n=3) as IT sectors (e.g. India, Romania), as educational institution in one study (n=1) in (e.g. Pakistan), organization like manufacturing, service, hospital and banking, companies and industrial in three studies (n=3) in (e.g. Saudi Arab), in two studies (n=2) as firms in (e.g. Tunisia, Pakistan) and 1 study as pharmaceutical company in (e.g. Egypt).



Of thirteen (13) studies, ten were cross-sectional quantitative ($n=10$), one was theoretical ($n=1$), one was qualitative ($n=1$), and one was a mixed-methods study ($n=1$). Outcomes focused on organizational performance, with assessment indices measuring strategic agility and employee engagement.

Participant characteristics

Sample sizes varied widely across the included studies, ranging from 19 participants in a qualitative study conducted in India (Ajgoankar et al., 2022) to 670 participants (Shah et al., 2024) and up to 2,000 participants in a quantitative cross-sectional study conducted in Spain (Rubio-Andres et al., 2025).

In essence, seven studies ($n=7$) included both male and female participants, whereas, five studies ($n=5$) did not mention about five studies ($n=5$) did not mention gender, as it was not relevant to the study objective. The other two studies ($n=2$) were theoretical (Evans et al., 2025; Arokodare & Asikhia, 2020). However, seven of fourteen studies mentioned a higher percentage of male employees from 95.3% to 50.56%, respectively, in Saudi Arabia and Pakistan (Alkandi & Helmi, 2024; Shah et al., 2024), whereas one study ($n=1$) mentioned 61.3% were female in an Egyptian quantitative study (WA Nafei, 2016).

One study ($n=1$) was conducted in Spain, where most of the companies are self-owned (66.88%), and the participants' CEO educational level (55.78%) is higher (Rubio-Andres et al., 2025). Two studies ($n=2$) in Saudi Arabia and Egypt (Alkandi & Helmi, 2024; WA Nafei, 2016) were conducted with participants' education ranging from higher school to postgraduate, whereas 3% of doctorates were found in a Saudi Arabian study (Alkandi & Helmi, 2024).

Categorical analysis

Talent Management Dimensions

Talent management positively affects competitive performance ($\beta = 0.38$, $p < 0.001$) and innovation ($\beta = 0.19$, $p < 0.001$). At the same time, innovation also improves performance ($\beta = 0.09$, $p < 0.01$) and partially mediates the relationship (indirect effect = 0.02, $p < 0.05$) (Rubio-Andres et al., 2025). Talent management dimensions significantly influenced both employee satisfaction and organizational performance: talent identification (TI $\rightarrow$ OP: $\beta = 0.212$), talent development (TD $\rightarrow$ OP: $\beta = 0.392$), talent culture (TC $\rightarrow$ OP: $\beta = 0.302$), all at $p < 0.01$, indicating that effective talent management improves organizational performance (Shah et al., 2024). Overall, talent management shows a partial and mixed impact on organizational performance dimensions, with talent identification significantly improving integrity ($\beta = 0.426$, $p < 0.01$) and robustness ($\beta = 0.617$, $p < 0.01$), and talent planning enhancing agility ($\beta = 0.428$, $p < 0.01$). In contrast, talent development and retention show weak or non-significant effects (Bouterra & Bouaziz, 2023).

Market Orientation and Innovation Capabilities

Strategic agility plays an important role in improving organizational performance; however, the relationship was primarily mediated by variables such as market orientation and innovation capabilities. There is a significant mediating effect of market orientation between strategic agility and organizational performance ($\beta = 0.82$, $p = 0.002$), indicating a positive indirect relationship (Alkandi & Helmi, 2024). Strategic agility has a significant positive relationship with organizational performance ($\beta = 0.620$, $p < 0.05$), indicating that higher agility leads to better organizational outcomes. Innovation capability significantly enhanced organizational performance and mediated the relationship between strategic agility and organizational performance through both direct and indirect effects (AlTaweel & Alhawary, 2021). The findings confirm that both hypotheses are significant ($p < 0.05$). Strategic agility positively affects organizational performance, and organizational transformation significantly enhances strategic agility, consistent with prior literature (Lungu M.F., 2020).

Risk of bias status

The risk-of-bias assessment of the included cross-sectional quantitative, qualitative, and mixed studies revealed varied methodological quality. Most quantitative cross-sectional studies (Table 2.2) demonstrated strengths in clearly defining the research question, ensuring valid and reliable outcome measurement, and

employing appropriate statistical analyses in the target population. However, few studies had notable limitations. For example, two studies ($n=2$) failed to conduct organization performance outcomes with inadequate measurements, and the low non-response bias was not reported in (Dayan et al., 2025; Shah et al., 2024; AlTaweel&Alhawary,2021) (Table 2.2), while others provided unclear information regarding the validity of measurement (Bouterra& Bouaziz,2023). Issues with the target population were partially established (Abdelwahed et al., 2022; Sarkum et al., 2020; Alkandi& Helmi, 2024). However, one study was partially settled, with a low risk of response bias (Abdelwahed et al., 2022). Although the majority of studies applied appropriate statistical approaches, inconsistencies in main variable measurements and in ascertainment findings for variables were addressed by assessing potential bias.

Common method bias testing

Overall, the findings indicate Harman's Single-Factor Test and VIF were the dominant statistical tools. Seven studies ($n=7$) complemented these with procedural safeguards, whereas the three studies did not mention common method bias analysis (Ajgoankar et al., 2022; AbdelmegeedAbdelwahed et al., 2022; Sarkum et al., 2020). However, a significant quantitative study mentioned Exploratory factor analysis (EFA) (AlTaweel&Alhawary, 2021). On the other hand, Alkandi& Helmi (2024) explicitly sought to reduce bias by encouraging truthful responses and using questionnaires that had been tested and validated in prior research. Table No. 2 shows the common method bias testing results.

DISCUSSION

This systematic review (SR) indicates that strategic foresight strengthens the relationship between strategic agility and firm performance, thereby contributing to superior organizational outcomes. Furthermore, A three-way interaction among service innovation, organizational support, and organizational flexibility moderates the indirect positive relationship between organizational innovativeness and organizational competitiveness, such that the relationship becomes stronger when these factors are present at higher levels (Dayan et al., 2025). Most importantly, the SR shows that Organizational Agility was demonstrated at a relatively high level, with some adding variables as such; Acting Agility emerging as the strongest dimension, followed by Sensing Agility and Decision-Making Agility. Similarly, Organizational Performance was reported at a high level, with Internal Performance showing stronger outcomes than Comparative Performance.(WA Nafei,2016). Seven studies investigated the role of mediators as underlying mechanisms linking strategic agility and organizational performance.

In particular, talent management is a strategic human resource practice that helps organizations attract, develop, and retain employees, thereby improving organizational performance (Hongal&Kinange, 2020).Talent management is a strategic organizational practice that enhances market orientation and innovation by attracting, developing, and retaining highly skilled employees. As a result, these employees help organizations better understand customer needs, adapt to changing market conditions, and generate innovative ideas, products, and processes. In turn, talent management improves organizational performance by strengthening market responsiveness and innovation capabilities. From the perspective of the Resource-Based View (RBV) and Dynamic Capability Theory, talented employees are valuable strategic resources that support sustainable competitive advantage and long-term organizational success.

In three studies, the mediators were seen as innovation, service innovation, and innovation capabilities, respectively (Rubio-Andres et al.,2025; Dayan et al., 2025; AlTaweel&Alhawary, 2021;Alkandi& Helmi,2024),except one study where marketing orientation was added (Alkandi& Helmi,2024). Moreover, there were a few studies where employee satisfaction and supply chain integration were seen as mediating variables, respectively (Shah et al.,2024; Sarkum et al.,2020). Nevertheless, there was a theoretical study where Strategic Foresight for better future planning and opportunity recognition was seen as a mediator (Arokodare&Asikhia, 2020).Most importantly, there was only one study conducted in Spain where public policy was mentioned as a moderating variable (Rubio-Andres et al.,2025)

One study links organizational performance to firms' ability to adapt quickly to changing business environments. According to Dynamic Capabilities Theory, organizations improve performance by effectively reconfiguring their resources and capabilities. Therefore, strategic agility helps firms respond rapidly to market changes, enhance decision-making, and maintain competitiveness (Arokodare&Asikhia, 2020).Moreover,

Entrepreneurship Innovation Theory explains that innovation and proactive thinking support business growth and long-term success. In this study, strategic foresight strengthens strategic agility by helping firms anticipate future opportunities and challenges. As a result, organizations can improve market share, profitability, efficiency, customer satisfaction, and competitive advantage. Moreover, the covariate factors were seen as firm size, Sector, age, number of employees, gender, territory, job experience, job profile, and company size. In addition, Firm age and firm type were seen as covariates in another study (Dayan et al., 2025). A study found that 66.88% of family-owned firms had CEO gender and CEO qualification education as covariates (n=1) (Rubio-Andres et al., 2025). Most importantly, education, promotion, job stability, professional background, and seniority were identified as covariates in five studies (n=5), whereas marital status was identified in one study (n=1) (WA Nafei, 2016). Likewise, eight studies (n=8) were found in which job profile, job experiences, job categories, and job stability were covariates, whereas the two studies in 2025 did not mention them (n=2) (Rubio-Andres et al., 2025; Dayan et al., 2025).

Review the elected cross-sectional study settings that were unique to a specific SME or company. However, the mechanisms we observe, such as a larger and more diverse sample across different industries, organizations, or geographical areas, are relevant to other representative industries that contribute to organizational performance. However, the review has some strengths. The review has captured several cross-sectional quantitative designs that were time-efficient and cost-effective, allowing data to be collected at a single point in time, making them suitable for examining relationships between variables. In addition, it also included mediating and moderating variables, mentioning how and why the effects happen, besides deepening the understanding and intervening in the variables. From this role review, a theoretical framework could be made. The review strengthened the validity of the study findings by including Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE), etc., which ensure internal consistency, convergent validity, and overall measurement reliability. (Table no.5)

Gaps and Limitations of the Literature

Limited generalizability -The number of studies (n=8) was limited to the specific company or SMEs or IT sector, which may have reduced the generalizability of the findings to other SMEs, institutions, and industries. (Table 5.)

Study design - Ten of thirteen studies (n=10) adapted cross-sectional designs, which limits the ability to establish cause-and-effect relationships between the variables. (Table 5.)

Covariates – Two of thirteen studies (n=2) did not mention covariates, which could influence the actual relationship between strategic agility and organizational performance (Sarkum et al., 2020; Ajoankar et al., 2022).

Self-reported data- In two out of thirteen studies (n=2), data collection was done by self-report, which might misclassify the accuracy (Dayan et al., 2025; AlAbood & Mohammed, 2024).

Email survey- In one study, data collection was done by an email survey using a random technique (Abdelwahed et al., 2022).

Snowball sampling data collection- Two of thirteen studies (n=2) mentioned the snowball sampling technique, which might misguide the representative and introduce bias because of knowingly selecting rather than randomly (Ajoankar et al., 2022; Lungu M.F, 2020).

Limited respondent group- There is a study that showed a group of limited respondents, which restricts validation across managerial and executive levels. Likewise, based on the study's main variable, the established model was inadequate (Bouterra & Bouaziz, 2023).

CONCLUSION



In conclusion, the evidence synthesized in this systematic review highlights the significant role of talent management in enhancing organizational performance across various sectors and countries. The findings consistently demonstrate that effective talent management practices improve employee performance, innovation, service quality, organizational effectiveness, and overall business success. Furthermore, innovation capability, employee competencies, workforce agility, and strategic agility emerged as important mechanisms that strengthen the relationship between talent management and organizational outcomes. These factors enable organizations to adapt more effectively to changing business environments, technological advancements, and competitive pressures, thereby supporting sustainable growth and long-term competitiveness. Consequently, organizations that invest in attracting, developing, retaining, and effectively utilizing talented employees while fostering an agile workforce are better positioned to achieve superior performance. From a practical perspective, managers should prioritize continuous employee development, leadership training, and skills enhancement initiatives to strengthen workforce capabilities and organizational resilience. Similarly, educational institutions and professional training providers play an important role in preparing employees with the competencies required for dynamic, evolving workplaces.

Research Gap and Future Research

Because longitudinal data are not yet available in this area, the review assessed very limited cross-sectional data. As existing surveys on workplaces capture only cross-sectional snapshots, the study could identify the patterns and the associations. Despite the growing interest in talent management, empirical evidence on its influence on organizational performance in healthcare organizations remains limited. Consequently, this is a significant research gap because healthcare organizations depend on effective workforce management to improve service quality, operational efficiency, and long-term performance. Therefore, future studies should examine the relationship between talent management and healthcare organizational performance by exploring key factors such as employee engagement, strategic agility, innovation, and organizational culture. In addition, longitudinal and comparative studies across public and private healthcare organizations and different countries are recommended to provide a deeper understanding of how contextual factors affect the effectiveness of talent management practices. Overall, the findings underscore the strategic importance of human capital and organizational flexibility as essential drivers of sustained organizational performance and long-term success.

Ethical Considerations

Ethical Approval: It is a systematic review based exclusively on data that was extracted from previously published studies, so ethical approval was not required for this study.

Conflict of Interest: There are no conflicts of interest regarding the publication of this manuscript.

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