

From Environmental Turbulence to Competitive Advantage: Integrating Dynamic Capabilities, Strategic Agility, and Digital Transformation

Rahma Yulita^{1*}, Sri Indrastuti²

¹Student of Doctoral Management Science / Islamic University of Riau, Jl. Kaharuddin Nasution No.113, Marpoyan, Pekanbaru 28284, Indonesia

²Islamic University of Riau, Jl. Kaharuddin Nasution No.113, Marpoyan, Pekanbaru 28284, Indonesia

Corresponding Author.

*Email: 255231006@student.uir.ac.id

Abstract: *The contemporary business environment is increasingly characterized by digital disruption and environmental turbulence, which increases competitive pressures and requires organizations to develop adaptive strategic capabilities. In these dynamic conditions, companies must constantly adjust their organizational strategies and capabilities to maintain a competitive advantage. This study aims to analyze the development of research in strategic business management through a literature review of 17 recent scientific articles published between 2021 and 2026. In particular, this study examines the relationship between dynamic capabilities, strategic agility, digital transformation, and competitive advantage. This study uses literature review and critical analysis to synthesize findings from previous studies. The selected articles were analyzed using four main themes: strategic agility, dynamic capabilities, digital transformation, and competitive advantage. The results show that environmental turbulence plays a key driver that encourages organizations to develop dynamic capabilities in response to changes in the external environment. These capabilities allow organizations to build strategic agility, allowing companies to adjust strategies and respond to market changes more effectively. Strategic agility also facilitates digital transformation by enabling organizations to integrate digital technology into their strategic and operational processes. The integration of strategic capabilities ultimately contributes to the creation of competitive advantage through improving organizational performance, innovation capabilities, and strategic responses to changes in the business environment. This research contributes to the strategic management literature by integrating the concepts of dynamic capabilities, strategic agility, and digital transformation into a conceptual framework that explains how organizations can achieve a competitive advantage in a turbulent business environment.*

Keywords: *Strategic Agility, Dynamic Capabilities, Digital Transformation, Competitive Advantage, Strategic Management*

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1. INTRODUCTION

The contemporary business environment is increasingly characterized by complexity due to globalization, the rapid development of digital technology, and ongoing innovations. Organizations today operate in a market characterized by high levels of uncertainty, rapid technological change, and increasing intensity of competition. These conditions create a phenomenon known in the strategic management literature as Environmental turbulence, a situation in which an organization must continuously adjust its strategy, structure, and capabilities to maintain competitiveness in a dynamic business environment. Under these conditions, traditional strategic planning approaches that assume a stable business environment become inadequate. Instead, organizations need to develop strategic capabilities that enable them to detect environmental changes, respond quickly to market opportunities, and continuously transform their business models to create sustainable value [1], [2], [3], [4], [5], [6].

Literary development *Strategic Management*. It shows that organizations are increasingly relying on adaptive strategic capabilities to deal with the dynamics of the modern business environment. Various studies emphasize that an organization's ability to develop flexible internal capabilities is a key factor in maintaining a

competitive advantage amid the uncertainty of the business environment [4], [6], [7], [8], [9], [10], [11], [12]. These studies show that organizations that can integrate resources, digital technology, and innovation capabilities are more likely to maintain competitiveness in a turbulent business environment.

In the strategy management literature, the theory of *dynamic capabilities* has become one of the most influential perspectives for explaining how organizations adapt to a rapidly changing business environment. *Dynamic capabilities* refer to the company's ability to integrate, build, and reconfigure internal and external competencies in response to dynamic environmental changes [6], [10], [13], [14]. According to this perspective, organizations that have the ability to *Sensing*, *seizing*, and *Transforming* will be better able to detect market opportunities, take advantage of strategic opportunities, and adjust the configuration of organizational resources to deal with changes in the business environment [6], [15].

In line with the development of the theory, the concept of *strategic agility* is also gaining attention in the strategic management literature as an organizational capability that enables companies to adapt their strategies quickly and responsively to changes in the business environment. *Strategic agility* enables organizations to make strategic decisions quickly, innovate sustainably, and respond flexibly to market dynamics [16], [17], [18], [19]. In addition, in the context of the digital economy, *Digital Transformation* has emerged as an important strategic initiative for organizations seeking to integrate digital technology into business processes, organizational operations, and value-creation mechanisms. Digital transformation not only improves operational efficiency but also enables organizations to develop innovative business models and strengthen their competitive position [7], [12], [20], [21].

Although research on *Dynamic capabilities*, *Strategic agility*, and *digital transformation* is constantly evolving in the strategy management literature, most research still addresses these concepts separately. Many studies highlight the role of *Dynamic capabilities* in driving organizational innovation and strategic adaptation, while other research focuses on *Strategic agility* as a factor that affects organizational performance. Similarly, *Digital Transformation* is often studied as a process of technological and organizational change that increases the competitiveness of the company [7], [12], [21].

This fragmentation in the literature limits our understanding of how organizations transform internal capabilities into sustained competitive advantage in a turbulent business environment. Although more and more studies are examining *Dynamic capabilities*, *Strategic agility*, and *Digital Transformation*, these concepts are often examined separately, rather than as an integrated mechanism in explaining how organizations develop a competitive advantage in a dynamic business environment [4], [5]. Therefore, a more integrative perspective is needed to understand how these various strategic capabilities interact in creating an organization's competitive advantage.

Based on these research gaps, this study aims to systematically examine research developments in the field of *strategic business management* through a literature review of the 17 latest scientific articles published between 2021 and 2026. In particular, this study aims to analyze the relationships among dynamic capabilities, strategic agility, digital transformation, and competitive advantage in a turbulent business environment. Through a systematic literature analysis, this study also seeks to identify the latest research trends in *strategic management* and to develop a more comprehensive conceptual understanding of how organizations develop strategic capabilities to navigate the dynamics of the business environment.

This study not only synthesizes previous research but also conducts a critical evaluation of inconsistencies in the literature findings, while developing a conceptual model that can be empirically tested in future research.

2. METHOD

2.1 Research Design

This study uses a Systematic Literature Review combined with critical analysis to examine research developments in *Strategic Business Management*. Approach *Systematic Literature Review* It was chosen because it allows researchers to systematically synthesize past research, identify emerging research trends, and integrate various theoretical perspectives that were previously fragmented in the academic literature. In strategic management research, literature review is often used as a research method to develop a more comprehensive conceptual understanding of a research phenomenon as well as to identify future research directions [22], [23].

In particular, this study adopts a systematic literature review, combined with critical analysis, to synthesize prior research and develop an integrative conceptual framework explaining the relationships among *environmental turbulence*, *dynamic capabilities*, *strategic agility*, *digital transformation*, and *competitive*

advantage. This approach allows researchers not only to summarize the findings of previous research, but also to conduct a critical analysis of the conceptual relationships between the variables that are the focus of the research.

In the context of strategy management, a systematic literature review provides a systematic methodological framework for identifying, evaluating, and synthesizing previous research in a transparent and replicable manner [23], [24]. Through this approach, the research aims to identify the latest research developments in the field of *Strategic Business Management*, as well as develop a more integrative theoretical understanding of how organizations develop strategic capabilities to maintain a competitive advantage in a turbulent business environment.

This research focuses on scientific articles that discuss four main concepts in modern strategic management literature: strategic agility, dynamic capabilities, digital transformation, and competitive advantage. The article analyzed is the latest scientific publication from 2021 to 2026, so the analysis can reflect the latest developments in the strategic management literature, particularly regarding organizational adaptation to *environmental turbulence* and digital transformation.

2.2 Article Selection Process

The article selection process in this study was carried out using a Systematic Literature Review that followed the methodological stages recommended in the management research methodology literature [23], [24]. The article selection process consists of four main stages, namely: Identification, Screening, Eligibility Assessment, and Final Inclusion of Studies.

The first stage is the identification stage, which involves searching for scientific articles relevant to the research topic. Article searches are conducted using several major academic databases that provide reputable scientific publications, namely Scopus, Web of Science, and Google Scholar. The selection of the database aims to ensure that the articles analyzed come from credible scientific sources and have undergone peer review. The article search process uses a number of keywords relevant to the research topic, including *strategic agility*, *dynamic capabilities*, *digital transformation*, *competitive advantage*, and *strategic management*.

The second stage is the screening stage, the initial process for articles identified in the previous stage. At this stage, articles are selected based on their titles, abstracts, and research keywords to ensure they align with the research focus. Articles that do not have a direct relationship with the concept of *strategic management* or do not discuss relevant research variables are then eliminated from the selection process.

The next stage is the eligibility stage, which is further evaluation of articles that have passed the initial screening stage. At this stage, the researcher assesses full-text articles to ensure they meet the research criteria, such as topic relevance, theoretical contribution, and suitability of the research methodology.

After going through these stages, The PRISMA diagram systematically presents the number of articles at each stage of selection, thereby increasing the transparency and replicability of the research. 17 main scientific articles were identified as the most relevant to the research objectives and used as the primary sources for the literature analysis in this research. The entire article selection process is visualized in the PRISMA literature selection flow diagram presented in Figure 1.

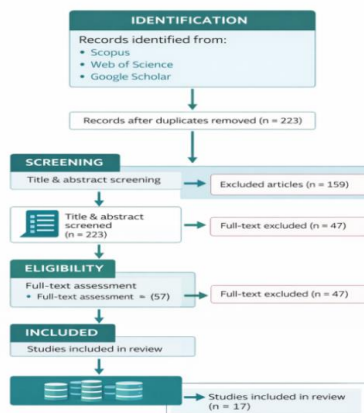


Figure 1. PRISMA Literature Selection Process

Although the number of articles analyzed was relatively limited, the selection was conducted strictly based on inclusion criteria emphasizing publication quality, topic relevance, and theoretical contributions. Thus, the selected articles still represent the latest developments in the strategic management literature. This approach aligns with the principles of systematic literature review, which emphasize quality over quantity.

2.3 Literature Synthesis

After the article selection process is complete, the next stage is literature synthesis, which involves analyzing and integrating research findings from the selected articles. Literature synthesis aims to identify research patterns in the strategic management literature and to understand the conceptual relationships among the variables studied. In this study, each article is systematically analyzed based on several main aspects which include: the research method used, the research variables, the research context, and the main findings of the research.

The analysis of the research method was conducted to understand the methodological approach used in previous studies, while the analysis of the research variables aimed to identify the conceptual relationships among the concepts studied in the *strategic business management literature*.

In addition, the main findings of each article are analyzed to identify the dominant research patterns in the modern strategy management literature. The results of the literature synthesis are then presented in a literature review table that summarizes key information from each analyzed article. Presenting the analysis results in a table aims to provide a systematic and comprehensive overview of research development in *strategic management*.

In addition to qualitative analysis, this research also conducted a descriptive analysis of the reviewed articles to provide a quantitative overview of the development of strategic management literature. This analysis included the distribution of articles by year of publication, research methods used, and dominant research context, allowing for a more comprehensive understanding of current research trends.

2.4 Data Analysis Method

In this study, data analysis was conducted using two main approaches: thematic and conceptual analyses. This approach is used to identify key themes in the literature and integrate various strategic concepts into a unified conceptual framework.

Approach: Thematic Analysis used to identify dominant themes that appear in the literature on *Strategic Management*. This method allows researchers to categorize studies by research focus and the variables studied in previous work. The thematic analysis process was carried out by following the approach proposed by [25], which emphasizes the importance of identifying conceptual patterns and research themes in the process of literature synthesis. The analysis process in this study was carried out through Three main stages, namely:

1. Reading and coding articles
At this stage, the researcher systematically reads the selected articles and codes the main concepts that appear in each study.
2. Grouping themes
The articles were then grouped into several thematic categories based on similarities in research focus and variables studied.
3. Synthesizing conceptual relationships
The final stage is to synthesize the conceptual relationships among variables identified in the literature to develop a conceptual model for the research.

The results of the thematic analysis show four dominant themes in the strategic business management literature: *strategic agility, dynamic capabilities, digital transformation, and competitive advantage*.

In addition to thematic analysis, this study uses conceptual analysis to synthesize various strategic concepts from the literature into a coherent conceptual framework. Conceptual analysis allows researchers to explain the mechanisms underlying relationships among organizational strategic capabilities that create competitive advantage in a dynamic business environment.

Through this analysis, this research develops a conceptual model describing the relationship among *environmental turbulence, dynamic capabilities, strategic agility, digital transformation, and competitive advantage*. This conceptual model explains that *environmental turbulence* encourages organizations to develop *dynamic capabilities* that allow them to adapt to changes in the business environment. Dynamic capabilities then facilitate the development of strategic agility, enabling organizations to respond quickly to market changes. Strategic agility further supports the implementation of *digital transformation*, which ultimately contributes to the creation of an organization's *competitive advantage*.

3. RESULTS AND DISCUSSION

This section presents the results of the literature analysis conducted through a systematic literature review of 17 scientific articles published in the 2021–2026 period. The analysis was conducted thematically to identify dominant research patterns and conceptual relationships among variables in the *strategic business management* literature. In particular, the discussion focused on four main themes that often appear in contemporary strategic management research: environmental turbulence, dynamic capabilities, strategic agility, and digital transformation, which collectively contribute to the creation of competitive advantage in organizations. Through a systematic synthesis of the literature, this section explains how organizations develop interrelated strategic capabilities in response to dynamic, digitized business environments.

3.1 Research Trends in Strategic Business Management

Research developments in strategic management in recent years have shown significant changes in how organizations respond to the dynamics of the global business environment. The modern business environment is increasingly characterized by high levels of uncertainty due to globalization, rapid digital technology development, and intensifying industrial competition. This condition encourages organizations to develop strategic capabilities that allow them to adapt quickly to changing business environments.

Modern literature on Strategic Management shows that organizations no longer rely solely on Competitive positioning but also emphasize the importance of capability-based strategy, which focuses on developing organizational capabilities as a key source of long-term competitive advantage [6]. This perspective is reinforced by recent research showing that integrating organizational capabilities with digital technology plays an important role in improving companies' competitiveness in the global market [7].

In addition, recent research shows that organizations that develop flexible strategic capabilities are better able to respond to changes in the business environment and improve company performance. For example, research on the relationship between *Dynamic Capabilities and Digital Transformation* shows that an organization's adaptive capabilities play an important role in driving innovation and increasing the competitiveness of the company [8]. Other research also shows that an organization's ability to integrate digital and strategic capabilities can increase innovation and strengthen a company's competitive advantage [26].

The literature synthesis shows that strategic business management research currently focuses on four main themes: *strategic agility, dynamic capabilities, digital transformation, and competitive advantage*. The four themes reflect a shift in research focus from a market-position-based strategy to an organizational-capabilities-based strategy.

To understand why organizations need to develop such adaptive strategic capabilities, it is important to first understand the characteristics of the increasingly turbulent modern business environment. The article selection process was conducted transparently, adhering to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) principles, encompassing identification, screening, eligibility, and final inclusion. In the identification stage, a number of initial articles were obtained from Scopus, Web of Science, and Google Scholar databases. Subsequently, duplicate articles were removed, followed by a screening process based on titles and abstracts. Irrelevant articles were then eliminated. In the eligibility stage, full-text articles were evaluated based on topic suitability, theoretical contribution, and completeness of data. Articles that did not meet these criteria were excluded from the analysis. The final stage yielded 17 articles used in this study. To provide an overview of the articles analyzed in this study, the main characteristics of the reviewed studies are summarized in Table 1.

Table 1. Summary of Literature Review on Strategic Business Management

Author	Year	Title	Method	Variable	Key Findings
[27]	2024	The Impact of Strategic Agility on Environmental Sustainability	Survey + SEM	Strategic agility, digital transformation, and environmental sustainability	Strategic agility, as a mediator, increases sustainability through digital transformation.
[28]	2024	The Role of Corporate Agility in Advancing Sustainable Strategy	Quantitative + SEM	Shareholder activism, BOD commitment, corporate agility	Corporate agility plays an important role in implementing sustainable strategies.
[29]	2024	Dynamic Capability Drivers of Green Innovation	Quantitative	Dynamic capabilities, digital transformation, green innovation	Dynamic capabilities increase a company's innovation, especially during the digital transformation stage.

Author	Year	Title	Method	Variable	Key Findings
[30]	2022	Dynamic Capabilities to Achieve Corporate Sustainability	Systematic Literature Review	Dynamic capabilities, sustainability, and competitive advantage	Dynamic capabilities are the main factor in achieving a sustainable competitive advantage.
[31]	2024	Sustainable Dynamic Capabilities and Competitive Advantage	Qualitative (expert interview)	Dynamic capabilities, corporate sustainability, and competitive advantage	Corporate sustainability mediates the relationship between dynamic capabilities and competitive advantage.
[32]	2025	Strategic Orientation and Competitive Advantage	Survey + SEM	Strategic orientation, competitive advantage, firm performance	Strategic orientation increases competitive advantage, which in turn impacts firm performance.
[33]	2023	Strategic Agility and Firm Innovativeness	Survey	Strategic agility, environmental turbulence, and innovativeness	Strategic agility enhances company innovation in a turbulent business environment.
[34]	2021	Strategic Agility and Organizational Performance	SEM	Strategic agility, innovation capability, and organizational performance	Innovation capability mediates the relationship between strategic agility and organizational performance.
[35]	2024	IT and Organizational Agility in SMEs	Survey + PLS-SEM	IT capability, innovative performance, organizational agility	IT capability increases organizational agility through innovative performance.
[36]	2025	Organizational Agility through Knowledge Sharing	Survey + PLS-SEM	Knowledge sharing, digital transformation, open innovation, and agility	Knowledge sharing and digital transformation increase organizational agility.
[37]	2025	Strategic Agility in the Public Sector	Longitudinal study	Strategic agility, leadership trust, and employee retention	Strategic agility increases employee retention in public sector organizations.
[38]	2025	Dynamic Capabilities and Digital Transformation	SEM	Dynamic capabilities, digital maturity, and strategic planning	Digital maturity strengthens the relationship between dynamic capabilities and competitive advantage.
[39]	2026	Dynamic Capabilities and Sustainable Competitive Advantage	SEM	Dynamic capabilities, innovation, and organizational learning	Innovation mediates the relationship between dynamic capabilities and sustainable competitive advantage.
[40]	2026	Strategic Digital Leadership for Sustainable Transformation	Survey + PLS-SEM	Digital leadership, organizational agility, digital transformation	Digital leadership improves organizational agility and company performance.
[28]	2024	Corporate Agility and Sustainable Strategy	Quantitative	Corporate agility, sustainability strategy	Corporate agility strengthens the implementation of the company's sustainability strategy.
[32]	2025	Strategic Orientation and Firm Performance	SEM	Strategic orientation, competitive advantage	Competitive advantage is a mediator between strategic orientation and firm performance.
[35]	2024	Innovative Performance and Organizational Agility	Survey + SEM	IT capability, innovative performance, and agility	Innovative performance increases organizational agility in the face of market changes.

To strengthen the quantitative literature analysis, the general characteristics of the reviewed articles were also analyzed descriptively as presented in Table 2.

Table 2. Descriptive Analysis of Reviewed Articles

Category	Description
Year distribution	2021–2026 (dominan 2024–2026)
Method	SEM, Survey, Qualitative
Context	SMEs, Manufacturing, Digital firms

3.2 Environmental Turbulence and Strategic Management

The concept of environmental turbulence is one of the important factors that affect organizational strategy in the modern business environment. Environmental turbulence refers to the rapid, unexpected change in an organization's external environment caused by technological developments, shifts in customer preferences, market globalization, and the increasing intensity of industrial competition.

In turbulent environmental conditions, organizations face high levels of uncertainty, requiring adaptive strategies to maintain their competitiveness. Recent research shows that environmental turbulence can affect the relationship between organizational capabilities and company performance, especially in the context of organizations facing rapid technological change [41].

In addition, other research shows that environmental turbulence can also moderate the relationship between organizational capabilities and company innovation. For example, a recent study found that a combination of environmental turbulence, dynamic capabilities, and artificial intelligence can improve organizational innovation and corporate performance in a dynamic business environment [42].

Other studies have also shown that the Market Turbulence and Technological Turbulence can influence how organizations develop adaptive strategies to improve organizational performance and sustainability [43].

To understand how organizations respond to such environmental turbulence, the dynamic capabilities perspective provides an important theoretical explanation in the strategy management literature.

3.3 Dynamic Capabilities and Organizational Adaptation

Concept Dynamic capabilities is one of the main theoretical perspectives in the literature of Strategic Management, which explains how organizations can adapt to the rapidly changing business environment. Dynamic capabilities refers to an organization's ability to integrate, build, and reconfigure internal and external resources in response to a dynamic business environment [6].

Recent research shows that dynamic capabilities have an important role in driving digital transformation and organizational innovation. For example, empirical studies show that dynamic capabilities can improve an organization's ability to implement digital transformation and increase company innovation [44].

In addition, recent research also shows that dynamic capabilities can improve an organization's ability to respond to environmental turbulence and improve company performance through organizational innovation [45].

Other research also shows that dynamic capabilities play an important role in improving organizational competitiveness through the integration of digital technology and the development of organizational innovation capabilities [46].

While dynamic capabilities describe an organization's ability to adapt its internal resources and capabilities, they also require mechanisms that enable rapid strategic responses to environmental changes.

Some research show that dynamic capabilities directly improve firm performance, while others emphasize the mediating role of strategic agility in the relationship. This discrepancy suggests that the mechanisms by which dynamic capabilities influence organizational performance are not yet fully consistent in the literature.

3.4 Strategic Agility in Strategic Management

The concept of strategic agility is gaining more attention in the strategic management literature as an organizational capability that enables companies to respond quickly and flexibly to changes in the business environment. Strategic agility enables organizations to quickly adjust their strategies in response to market dynamics and technological developments.

Recent research shows that strategic agility has a positive influence on organizational performance and company innovation. For example, empirical research shows that strategic agility can improve organizational performance through increased innovation and market orientation [47].

as a mediator between organizational capabilities and company performance, especially in organizations operating in dynamic business environments [48].

In addition, recent research also shows that the relationship between dynamic capabilities and strategic agility can improve the organization's ability to adapt to changes in the business environment and increase the company's competitive advantage [49].

In the digital economy era, an organization's ability to respond quickly to strategic changes must also be matched by the ability to integrate digital technology into its business processes and business model.

There is variation in the literature regarding the role of strategic agility, with some studies positioning it as a mediator between organizational capabilities and performance, while others view it as an independent capability that directly influences competitive advantage.

3.5 Digital Transformation in Business Strategy

In the era of the digital economy, **Digital Transformation** has become one of the most important business strategies for organizations in improving their competitiveness. Digital transformation refers to the process of integrating digital technology into various aspects of an organization's operations, including business processes, business models, and interactions with customers [12].

Recent research shows that digital transformation is closely related to dynamic capabilities and organizational innovation. Empirical studies show that digital transformation can improve organizational performance through the development of digital capabilities and technological innovation [50].

Other research shows that the integration of digital technology with organizational capabilities can improve an organization's ability to respond to market changes as well as increase a company's competitive advantage [51].

In addition, recent research shows that digital transformation supported by strong organizational capabilities can increase company innovation as well as strengthen an organization's competitive position in the global market [52].

The integration of dynamic capabilities, strategic agility, and digital transformation ultimately aims to achieve the main goal of the organizational strategy: the creation of competitive advantage.

Furthermore, there are differing perspectives on the position of digital transformation within an organization's strategic framework. Some research view digital transformation as an outcome of dynamic capabilities, while others view it as an enabler that strengthens strategic agility.

3.6 Competitive Advantage as Strategic Outcome

In the strategic management literature, competitive advantage is the main goal of an organization's business strategy. Competitive advantage refers to an organization's ability to create greater value than competitors, enabling it to maintain a competitive position in the market.

Recent research shows that competitive advantage is influenced not only by an organization's market position but also by its ability to develop unique strategic capabilities. Recent studies show that the integration of dynamic capabilities and digital innovation can increase the competitiveness of companies in a dynamic business environment [26].

Other research shows that organizations that are able to develop adaptive strategic capabilities are better able to maintain a competitive advantage in a turbulent business environment [42].

By integrating these strategic capabilities, organizations can create a sustainable competitive advantage in an increasingly complex and dynamic business environment. The components of strategic capabilities and their role in achieving competitive advantage are summarized in Table 3.

Table 3. Strategic Capability Components in Modern Strategic Management

Strategic Capability	Key Components	Strategic Role	Expected Outcome
Dynamic Capabilities	Sensing, Seizing, Transforming	Organizational adaptation	Strategic flexibility
Strategic Agility	Responsiveness, Adaptive strategy	Rapid strategic response	Innovation capability
Digital Transformation	Digital technology integration	Business model innovation	Operational efficiency
Competitive Advantage	Innovation capability, Firm performance	Strategic outcome	Sustainable competitiveness

These differences in findings indicate that the relationship between variables is not yet fully consistent, so a more comprehensive conceptual integration is needed to explain the mechanism of creating competitive advantage in a dynamic business environment.

3.7 Conceptual Framework Discussion

Based on the synthesis of the literature discussed in the previous section, this study develops a conceptual framework that integrates the organization's various strategic capabilities. The conceptual framework explains that environmental turbulence encourages organizations to develop dynamic capabilities, which then facilitates strategic agility and the implementation of digital transformation, ultimately resulting in competitive advantage.

Recent research shows that the relationship between dynamic capabilities and digital transformation plays an important role in improving organizational performance as well as strengthening a company's competitive position [44], [50].

This conceptual model provides insight into how organizations can develop the strategic capabilities needed to navigate environmental turbulence and achieve a competitive advantage in the digital age.

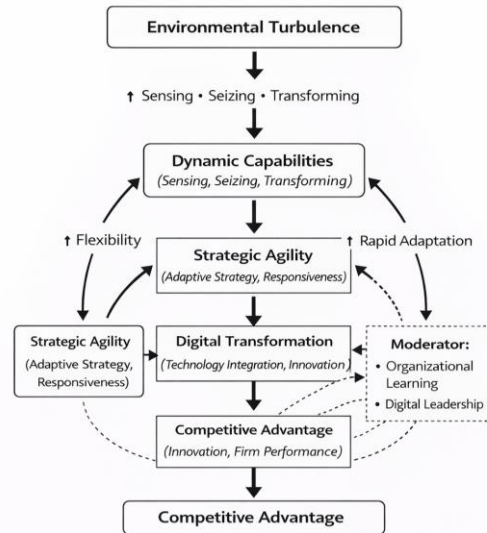


Figure 2. Conceptual Framework of Strategic Capability Development in Turbulent Business Environments

3.8 Research Gap and Future Research Directions

A review of the literature shows that although many studies have examined dynamic capabilities, strategic agility, digital transformation, and competitive advantage, these concepts are often examined separately and have not been fully integrated into a single comprehensive conceptual framework.

In addition, most prior research has focused on large organizations in developed countries, while research on organizations in developed countries, emerging markets, and MSMEs remains relatively limited. Recent research also shows that the integration of digital technologies, such as Artificial intelligence and big data analytics In the development of strategic capabilities, is still a growing research area [42].

Therefore, further research is recommended to conduct empirical, longitudinal studies examining the dynamic relationships among environmental turbulence, dynamic capabilities, strategic agility, digital transformation, and competitive advantage across various organizational and industry contexts. The research gaps identified in the literature are summarized in Table 3, which also highlights future research directions in strategic business management.

Table 3. Research Gap and Future Research Directions in Strategic Business Management

Research Theme	Current Research Focus	Research Gap	Future Research Directions
Strategic Agility	Strategic agility and organizational performance; adaptive strategy and organizational responsiveness	Limited research on strategic agility in SMEs; lack of comparative cross-industry analysis	Investigating the role of strategic agility in SMEs; comparative studies across industries and organizational contexts
Dynamic Capabilities	Organizational sensing, seizing, and transforming capabilities; Resource Reconfiguration in Dynamic Environments	Limited integration of dynamic capabilities with emerging digital technologies; lack of empirical testing in digital ecosystems	Integration of artificial intelligence and data analytics into dynamic capabilities; longitudinal studies examining capability development over time
Digital Transformation	Technology integration in business strategy: Digital Business Model Innovation	Limited understanding of the integration between digital transformation and strategic capabilities; Insufficient studies linking digital transformation with strategic agility	Research on digital transformation in emerging markets, examining the interaction between digital strategy and organizational agility
Competitive Advantage	Firm performance and innovation capability; Sustainable competitive advantage	Limited exploration of capability-based competitive advantage models in dynamic environments	Empirical validation of capability-driven competitive advantage models; multi-industry analysis of the impact of digital strategy on firm competitiveness

4. CONCLUSION

This study provides a comprehensive synthesis of the latest research developments in strategic business management by examining the relationships among environmental turbulence, dynamic capabilities, strategic agility, digital transformation, and competitive advantage. Through a systematic literature review of the 17 most recent scientific articles published in 2021–2026, this study integrates various theoretical perspectives from the strategic management literature to explain how organizations develop adaptive strategic capabilities in the face of an increasingly dynamic and digitized business environment. By systematically synthesizing the literature, this research provides a more integrative conceptual understanding of the mechanisms by which organizations transform internal capabilities into sources of competitive advantage in a turbulent business environment.

4.1 Summary of Findings

The results of the literature synthesis show that environmental turbulence plays a key trigger that encourages organizations to develop dynamic capabilities as a mechanism for strategic adaptation to changes in the business environment. In conditions of high uncertainty, organizations must be able to identify market opportunities, respond to technological changes, and flexibly reconfigure resources to maintain competitiveness.

These capabilities then facilitate the development of strategic agility, the ability of organizations to respond quickly and adaptively to market changes through flexible strategic decision-making and continuous organizational innovation. In the context of the digital economy, strategic agility also enables organizations to effectively integrate digital technology into business processes and models.

Furthermore, strategic agility supports the implementation of digital transformation, which allows organizations to integrate digital technology into various operational and strategic aspects of the company. The digital transformation not only improves operational efficiency, but also enables organizations to develop innovative business models and strengthen the company's innovation capabilities.

The integration between dynamic capabilities, strategic agility, and digital transformation ultimately contributes to the creation of competitive advantage. Organizations that can develop these strategic capabilities simultaneously have a greater ability to respond to the dynamics of the business environment and create greater value than competitors. Thus, this study shows that the development of organizational strategic capabilities is a key factor in achieving sustainable competitive advantage in an increasingly complex and digitized business environment.

4.2 Theoretical Contributions

This research makes several important contributions to the development of the strategic management literature. First, this research contributes to the integration of previously relatively fragmented literature streams, especially research on dynamic capabilities, strategic agility, and digital transformation. By combining these perspectives into a single integrated conceptual framework, this study provides a more comprehensive understanding of how an organization's strategic capabilities interact to create a competitive advantage.

Second, this research strengthens the relevance of dynamic capabilities theory in the context of digital transformation and a turbulent business environment. The findings of the study show that dynamic capabilities not only serve as a mechanism for organizational adaptation to environmental changes but also play an important role in facilitating strategic agility and the implementation of digital transformation in organizations.

Third, this study develops a conceptual framework explaining the relationships among environmental turbulence, dynamic capabilities, strategic agility, digital transformation, and competitive advantage. The conceptual framework makes a theoretical contribution by explaining the mechanisms by which organizations develop the strategic capabilities necessary to respond to changing business environments and achieve sustainable competitive advantage.

Thus, this research enriches the strategic management literature by presenting an integrative perspective that connects organizational capabilities, strategic adaptation, and digital transformation to explain the creation of organizational competitive advantage.

4.3 Managerial Implications

In addition to making theoretical contributions, the research also provides important practical implications for organizational leaders and strategic decision-makers. In an increasingly dynamic and digitized business environment, organizations need to develop strategic capabilities that allow them to respond quickly and adaptively to environmental changes.

First, managers need to develop dynamic capabilities to improve their organization's ability to detect market opportunities, respond to technological changes, and strategically reconfigure organizational resources.

These capabilities enable organizations to proactively adapt to changing business environments and capitalize on emerging strategic opportunities.

Second, organizations need to strengthen strategic agility to respond to market dynamics more quickly and flexibly. Strategic agility enables companies to adapt their business strategies responsively, enhance organizational innovation capabilities, and accelerate strategic decision-making in high-uncertainty conditions.

Third, digital transformation must be an integral part of modern business strategies. Organizational leaders need to integrate digital technology into business processes, strategic decision-making, and the development of innovative business models. By strategically leveraging digital technology, organizations can improve operational efficiency, expand market reach, and create new value for customers.

By integrating dynamic capabilities, strategic agility, and digital transformation, organizations can enhance their strategic adaptability and strengthen their competitive position in an increasingly complex, global business environment.

4.4 Research Limitations

This research has several limitations that need to be considered. First, this study uses a systematic literature review approach, so the findings are conceptual and have not been empirically tested. Although this approach allows researchers to systematically synthesize prior studies, the results of this study still require empirical validation through quantitative research and case studies across various organizational contexts.

Second, the number of articles analyzed in this study is limited to the 17 most recent scientific publications from 2021 to 2026. Although the articles were selected for their relevance and academic quality, there may still be other relevant research in the strategic management literature that is not covered by this analysis.

Third, this study focuses on a conceptual analysis of the relationship between dynamic capabilities, strategic agility, and digital transformation, so it has not explored in depth the variations in organizational contexts such as differences in industry sectors, organizational size, and characteristics of the business environment in various geographical areas.

4.5 Future Research Directions

Based on these limitations, further research can develop several potential research directions. First, future research is recommended to conduct empirical studies examining the relationships among environmental turbulence, dynamic capabilities, strategic agility, digital transformation, and competitive advantage across various organizational and industry contexts.

Second, further research can explore the role of digital technologies, such as artificial intelligence, big data analytics, and platform ecosystems, in strengthening the development of organizational strategic capabilities. The integration of digital technology has the potential to accelerate digital transformation and improve organizations' adaptability in complex business environments.

Third, future research can also expand the research context by examining the development of strategic capabilities in organizations in emerging markets, as well as in the small and medium enterprises (SMEs) sector, which, until now, has received relatively little attention in the strategic management literature.

By integrating the organization's various strategic capabilities into a single conceptual framework, this research provides a more comprehensive understanding of how organizations can develop adaptive strategies to achieve sustainable competitive advantage in an increasingly turbulent and digitized business environment.

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