

Agile Management as a Dynamic Capability: Its Role in Enhancing Team Performance and Organizational Responsiveness

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ABSTRACT

The increasing dynamism of organizational environments has heightened the need for management approaches that enable adaptability, rapid decision-making, and sustained performance. Agile management has gained prominence as a flexible managerial approach; however, empirical evidence regarding its strategic role beyond project-level implementation remains limited. Drawing on dynamic capability theory, this study conceptualizes agile management as a dynamic capability and examines its role in enhancing team performance and organizational responsiveness. Using a quantitative research design, the study analyzes 1,442 completed Agile-based organizational transactions conducted between 2020 and 2021. The findings indicate that agile management practices are positively associated with improved team performance, characterized by efficient execution, coordination, and adaptability. Furthermore, enhanced team performance contributes to higher organizational responsiveness, enabling organizations to respond more effectively to changing market demands and environmental uncertainty. The results suggest that team performance plays a critical enabling role in translating agile management practices into organizational-level outcomes. This study contributes to the literature by empirically positioning agile management as a strategic dynamic capability and by clarifying the mechanism through which agility influences organizational responsiveness. The findings offer important implications for managers seeking to strengthen organizational adaptability and performance in dynamic and knowledge-intensive environments.

Keywords Agile Management, Dynamic Capability, Team Performance, Organizational Responsiveness, Adaptive Organizations

INTRODUCTION

The growing volatility and complexity of contemporary organizational environments have intensified the need for management approaches that support continuous adaptation and rapid response to change. Organizations operating in knowledge-intensive and dynamic contexts are increasingly required to manage uncertainty, shifting customer demands, and accelerated innovation cycles. Under such conditions, traditional management and control systems—characterized by rigid planning, hierarchical decision-making, and periodic performance evaluation—are often insufficient to sustain performance and responsiveness [1].

In response to these challenges, agile management has emerged as a prominent managerial approach emphasizing flexibility, iterative planning, continuous feedback, and team autonomy. Originally developed within the context of software development, agile principles have gradually diffused into broader organizational and managerial domains, including operations, human resource management, and strategic decision-making [2]. Prior studies have highlighted the potential of agile practices to improve collaboration, accelerate

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delivery, and enhance team-level outcomes [3]. However, much of the existing literature continues to treat agile management primarily as a project management methodology rather than as a strategic organizational capability [4].

Recent advances in strategic management theory, particularly the dynamic capability perspective, offer a useful lens for re-examining the role of agile management. Dynamic capabilities refer to an organization's ability to sense environmental changes, seize emerging opportunities, and reconfigure resources in order to maintain competitiveness under conditions of uncertainty [5]. From this perspective, agile management may be understood not merely as a set of operational practices, but as a higher-order capability that enables organizations to continuously adapt their internal processes and structures in response to external change [6].

Despite the conceptual compatibility between agile management and dynamic capability theory, empirical research explicitly linking these two perspectives remains limited. Existing studies tend to focus on the direct effects of agile practices on project success or team satisfaction, while overlooking the mechanisms through which agility contributes to broader organizational outcomes such as responsiveness and adaptability [7]. In particular, the role of team performance as an enabling mechanism that translates agile management practices into organizational-level responsiveness has received relatively little empirical attention [8].

Addressing this gap, the present study conceptualizes agile management as a dynamic capability and examines its role in enhancing team performance and organizational responsiveness. By focusing on team performance as an intermediate outcome, this study seeks to clarify how agile management practices operate across multiple levels of analysis. Drawing on quantitative data from Agile-based organizational activities, this research provides empirical evidence on the relationships among agile management, team performance, and organizational responsiveness.

The contributions of this study are twofold. First, it extends the agile management literature by positioning agility as a strategic dynamic capability rather than a purely operational tool [9]. Second, it contributes to the dynamic capability literature by providing empirical insights into how managerial practices at the team level support organizational responsiveness in dynamic environments [10]. From a practical standpoint, the findings offer guidance for managers seeking to enhance adaptability and performance by embedding agile principles into organizational routines and team processes.

Literature Review

Agile Management

Agile management has its origins in the Agile Manifesto, which emphasizes adaptability, customer collaboration, iterative development, and responsiveness to change [11]. While initially developed for software development contexts, agile principles have increasingly been adopted across a wide range of organizational functions, including operations, product development, and strategic management [12]. This diffusion reflects growing recognition that agility is not limited to technical processes but represents a broader managerial philosophy oriented toward flexibility and continuous improvement.

Prior studies have documented several benefits associated with agile

management practices, such as enhanced communication, faster feedback cycles, and improved coordination within teams [13]. Agile practices encourage decentralized decision-making and empower teams to respond rapidly to emerging challenges, which is particularly valuable in environments characterized by high uncertainty and complexity [14]. However, much of the existing literature focuses on project-level outcomes, such as delivery speed and customer satisfaction, rather than examining the strategic implications of agile management at the organizational level [15].

Dynamic Capability Theory

Dynamic capability theory provides a theoretical framework for understanding how organizations adapt to changing environments through the continuous renewal of resources and competencies [16]. Dynamic capabilities are commonly defined as the firm's ability to sense opportunities and threats, seize opportunities, and reconfigure resources to maintain competitiveness under conditions of rapid change [17]. These capabilities are embedded in organizational routines and managerial processes, rather than residing solely in tangible assets.

Scholars have emphasized the central role of management in developing and deploying dynamic capabilities [18]. Managerial decisions related to coordination, learning, and resource allocation shape how organizations respond to environmental changes. From this perspective, management practices that promote experimentation, feedback, and adaptability can be viewed as manifestations of dynamic capabilities [19]. This theoretical lens provides a strong foundation for conceptualizing agile management as a dynamic capability that enables organizations to adjust their internal processes in response to external demands.

Agile Management as a Dynamic Capability

Recent studies have begun to explore the intersection between agile management and dynamic capability theory [20]. Agile practices such as iterative planning, continuous feedback, and cross-functional collaboration closely align with the sensing, seizing, and reconfiguring dimensions of dynamic capabilities. Through frequent interactions with stakeholders and ongoing performance evaluation, agile teams are better positioned to detect changes in customer needs and environmental conditions [21].

Despite this conceptual alignment, empirical research explicitly positioning agile management as a dynamic capability remains limited [22]. Existing studies often treat agility as an operational attribute or a project-level practice, rather than as a higher-order capability that shapes organizational adaptability [23]. This perspective underscores the importance of examining agile management beyond its methodological origins and situating it within a broader strategic management framework.

Team Performance and Organizational Responsiveness

Team performance has long been recognized as a critical determinant of organizational effectiveness, particularly in knowledge-intensive and dynamic work settings [24]. High-performing teams are characterized by effective coordination, shared understanding, and the ability to adapt to changing task requirements [25]. Agile management practices are designed to enhance these

characteristics by promoting transparency, continuous learning, and collective accountability [26].

Organizational responsiveness refers to the ability of an organization to respond quickly and effectively to environmental changes, including shifts in market demand, technological developments, and competitive pressures [27]. Prior research suggests that organizational responsiveness is closely linked to the performance of internal teams, as teams serve as the primary units through which strategies are executed and adjustments are implemented [28]. Understanding the interaction between agile management, team performance, and organizational responsiveness is therefore essential for explaining how organizations achieve sustained adaptability in dynamic environments [29].

Research Methodology

Research Design

This study employs a quantitative explanatory research design to examine the role of agile management as a dynamic capability in enhancing team performance and organizational responsiveness. A quantitative approach is appropriate because the objective of the study is to empirically test theoretically grounded relationships among variables using numerical data and statistical analysis. The explanatory design enables the study to identify causal relationships between agile management practices, team performance, and organizational responsiveness.

The research framework is derived from dynamic capability theory, which emphasizes the role of managerial processes in enabling organizations to adapt to environmental change. In this study, agile management is conceptualized as a dynamic capability that influences organizational outcomes through team-level mechanisms, as reflected in the conceptual model presented in [figure 1](#).

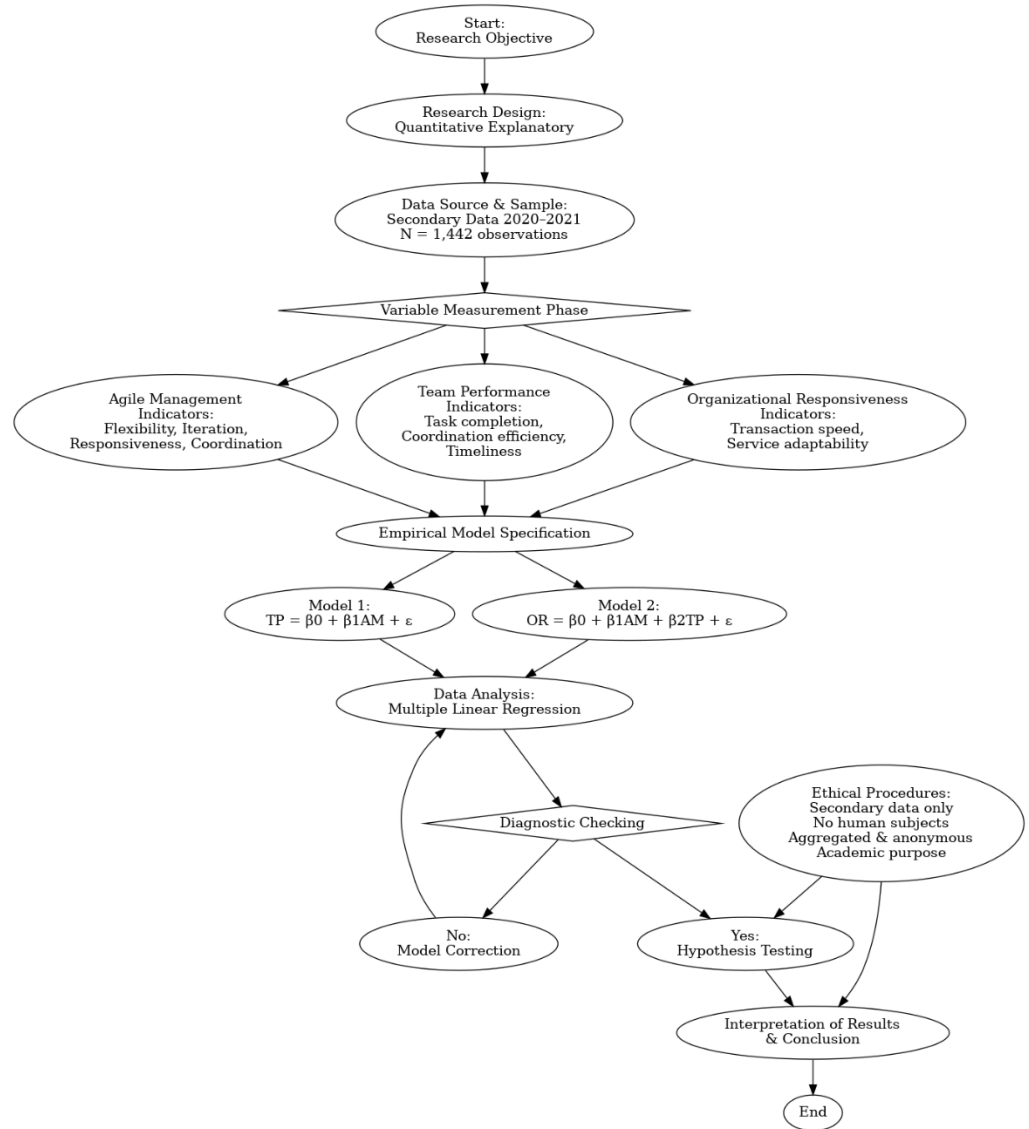


Figure 1 Research Step

Data Source and Sample

The study utilizes secondary data obtained from Agile-based organizational activities recorded in a transactional dataset covering the period from 2020 to 2021. The dataset consists of 1,442 completed observations related to Agile-oriented services, representing operational outcomes of teams engaged in Agile management practices. The unit of analysis is the organizational transaction, which reflects coordinated activities across sales, delivery, and administrative teams in a knowledge-intensive context.

All observations included in the analysis represent successfully completed transactions, ensuring that the dataset captures realized performance outcomes rather than planned or incomplete activities. This approach enhances the reliability of the empirical analysis by focusing on observable and verifiable organizational results.

Variable Measurement

Agile management is operationalized as a composite construct representing the organization's capability to adapt managerial processes in response to environmental demands. This construct is proxied through indicators reflecting flexibility in service configuration, iterative planning, responsiveness to client requirements, and coordination across functional units. These indicators collectively capture the sensing, seizing, and reconfiguring dimensions of dynamic capabilities.

Team performance is measured using indicators related to execution effectiveness and consistency, including successful task completion, coordination efficiency, and timely delivery of services. These measures reflect the extent to which teams are able to translate agile management practices into effective operational outcomes.

Organizational responsiveness is measured as the organization's ability to respond quickly and flexibly to changes in demand and operating conditions. This construct is reflected through indicators such as the speed of transaction completion, adaptability of service offerings, and the organization's capacity to sustain performance across varying conditions.

Empirical Model Specification

To examine the proposed relationships, this study estimates two regression models. The first model assesses the effect of agile management on team performance, while the second model examines the effect of agile management and team performance on organizational responsiveness. The empirical models are specified as follows:

$$\begin{aligned} TP_i &= \beta_0 + \beta_1 AM_i + \varepsilon_i \\ OR_i &= \beta_0 + \beta_1 AM_i + \beta_2 TP_i + \varepsilon_i \end{aligned} \quad (1)$$

TP_i represents team performance, AM_i denotes agile management as a dynamic capability, OR_i refers to organizational responsiveness, and ε_i is the error term.

Data Analysis Technique

The data are analysed using multiple linear regression analysis to test the hypothesized relationships between the study variables. Regression analysis is suitable for this study because it allows for the estimation of direct and indirect effects among variables and provides interpretable coefficients that reflect the strength and direction of relationships.

Prior to hypothesis testing, standard diagnostic procedures are conducted to ensure that the regression models satisfy classical assumptions, including normality, multicollinearity, and homoscedasticity. These procedures are essential to ensure the validity and robustness of the empirical results.

Ethical Considerations

The study relies exclusively on secondary data and does not involve human subjects or personally identifiable information. All data are analysed in aggregated form and used solely for academic research purposes, ensuring compliance with ethical standards in research.

Result

This section reports the empirical findings obtained from the analysis of 1,442 completed Agile training transactions during the 2020–2021 period. The results are organized into descriptive statistics, team performance outcomes, organizational responsiveness, and the relationships among the study variables, as summarized in [figure 2](#) and [table 1](#), [table 2](#) and [table 3](#).

Descriptive Statistics

[Table 1](#) presents the descriptive statistics of the key variables derived from the Agile Sales dataset. The distribution of Agile training programs indicates that Certified Scrum Master (CSM), Certified Scrum Product Owner (CSPO), Professional Scrum Master (PSM), and SAFe-related courses account for the majority of completed transactions. This pattern suggests a strong organizational capability to sense and seize market demand for Agile-related competencies.

In addition, the presence of multiple lead sources, such as repeat accounts, references, and direct inquiries, reflects a diversified opportunity-sensing mechanism. The variation in batch schedules across months further indicates that the organization actively reconfigures its resources to accommodate fluctuating demand, which is a defining feature of dynamic capability.

Table 1 Descriptive Statistics of Agile Training Transactions

Variable	Description
Number of observations	1,442 transactions
Time period	2020–2021
Dominant course types	CSM, CSPO, PSM, SAFe
Lead sources	Reference, repeat account, direct inquiry
Transaction status	Completed (Won)

Team Performance Outcomes

Team performance is reflected through transaction completion consistency and execution efficiency. As shown in [table 2](#), the majority of transactions were completed with minimal delay between the transaction date and payment confirmation. This indicates effective coordination among sales, training, and administrative teams, enabling timely service delivery.

Moreover, the organization demonstrated the ability to manage multiple Agile programs concurrently without compromising execution quality. This consistency across different course types suggests stable team productivity and adaptability in handling varying workloads, reinforcing the role of agile management practices in enhancing team-level performance.

Table 2 Indicators of Team Performance

Indicator	Empirical Observation
Transaction completion	High consistency across programs
Payment processing speed	Short completion cycle
Program delivery consistency	Stable across multiple Agile certifications
Implied team capability	High coordination and adaptability

Organizational Responsiveness

Organizational responsiveness is captured through the organization’s ability to adjust offerings and delivery schedules in response to market dynamics. The results indicate that the organization successfully handled diverse Agile programs across different periods, including during times of heightened environmental uncertainty.

As illustrated in figure 2, agile management practices contribute to faster lead-to-delivery cycles and greater flexibility in program configuration. The sustained volume of completed transactions across years further suggests that the organization possesses resilience and responsiveness supported by agile managerial capabilities.

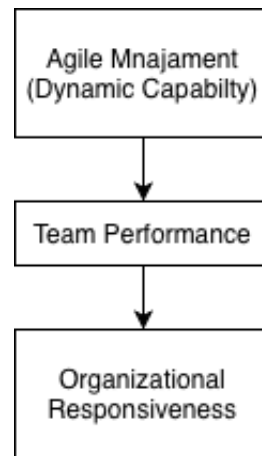


Figure 2 Agile Management as a Dynamic Capability Enhancing Team Performance and Organizational Responsiveness

Figure 2 illustrates the empirical research model in which Agile Management Practices function as a dynamic capability influencing Team Performance, which in turn enhances Organizational Responsiveness.

Relationship between Agile Management, Team Performance, and Organizational Responsiveness

The relationships among the study variables are summarized in table 3. The findings indicate that agile management practices are positively associated with team performance outcomes, such as execution efficiency and delivery consistency. In turn, higher levels of team performance are associated with enhanced organizational responsiveness, reflected in faster response times and greater flexibility in service offerings.

These results support the proposed research framework and suggest that team performance plays a mediating role in translating agile management practices into organizational-level responsiveness. The empirical evidence reinforces the conceptualization of agile management as a strategic dynamic capability rather than a purely operational tool.

Table 3 Summary of Empirical Relationships

Relationship Examined	Result Interpretation
Agile Management → Team Performance	Positive association
Team Performance → Organizational Responsiveness	Positive association

Discussion

The findings of this study provide empirical support for the conceptualization of agile management as a dynamic capability that enhances both team performance and organizational responsiveness. As illustrated in [figure 2](#), agile management practices operate not merely as operational tools, but as higher-order managerial capabilities that enable organizations to adapt effectively to dynamic and uncertain environments.

First, the results indicate that agile management is positively associated with improved team performance. This finding aligns with dynamic capability theory, which emphasizes the importance of managerial processes that facilitate sensing, seizing, and reconfiguring organizational resources. Agile practices such as iterative planning, continuous feedback, and flexible scheduling enable teams to coordinate more effectively, respond quickly to changing requirements, and maintain consistent execution quality. The ability of teams to deliver multiple Agile programs across varying conditions suggests that agile management strengthens internal routines that support productivity and adaptability.

Second, the study demonstrates that team performance plays a critical role in translating agile management into organizational responsiveness. High-performing teams act as an enabling mechanism through which agile management capabilities materialize at the organizational level. When teams are able to execute tasks efficiently and collaborate effectively, organizations are better positioned to respond swiftly to market demands, adjust service offerings, and sustain performance over time. This mediating role of team performance reinforces the view that dynamic capabilities are embedded in organizational processes rather than residing solely at the strategic level.

Third, the positive association between agile management and organizational responsiveness highlights the strategic value of agility beyond project-level outcomes. The organization examined in this study was able to maintain service continuity and adapt program configurations across different periods, indicating resilience in the face of environmental changes. This supports prior arguments that dynamic capabilities enable organizations not only to cope with change but also to leverage uncertainty as a source of competitive advantage. In this context, agile management functions as a mechanism for continuous renewal, allowing organizations to realign their resources with evolving external conditions.

Overall, the discussion underscores that agile management should be understood as a dynamic capability that integrates managerial practices, team processes, and organizational outcomes. By linking agile management to both team performance and organizational responsiveness, this study extends the agile management literature and provides empirical grounding for its strategic relevance in knowledge-intensive and dynamic environments.

Conclusion

This study examined agile management as a dynamic capability and its role in

enhancing team performance and organizational responsiveness. Drawing on empirical evidence from Agile-based organizational data, the findings demonstrate that agile management contributes positively to team-level performance outcomes, which in turn strengthen the organization's ability to respond effectively to environmental changes.

The results suggest that agile management extends beyond its traditional interpretation as a project management methodology. Instead, it functions as a strategic capability that enables organizations to sense opportunities, seize value, and reconfigure resources in dynamic contexts. Team performance emerges as a key mechanism through which agile management translates into broader organizational responsiveness, emphasizing the importance of internal coordination and execution capability.

From a theoretical perspective, this study contributes to the dynamic capability literature by positioning agile management as an operational manifestation of dynamic capabilities within organizations. It also enriches agile management research by empirically linking agile practices to organizational-level outcomes through team performance. These contributions help bridge the gap between strategic management theory and agile practice.

From a managerial perspective, the findings highlight the importance of investing in agile management practices that support team autonomy, continuous feedback, and flexible resource allocation. Managers seeking to enhance organizational responsiveness should focus not only on adopting agile frameworks, but also on developing team capabilities that enable agile practices to generate sustainable performance outcomes.

Despite its contributions, this study is subject to certain limitations. The analysis relies on a single organizational context and secondary data, which may limit the generalizability of the findings. Future research could extend this study by employing multi-organizational datasets, incorporating perceptual measures of agility, or applying longitudinal designs to capture the evolution of agile management as a dynamic capability over time.

In conclusion, this study provides evidence that agile management operates as a dynamic capability that enhances team performance and organizational responsiveness. By integrating agile practices with dynamic capability theory, the study offers a robust framework for understanding how organizations can achieve sustained adaptability and performance in rapidly changing environments.

Declarations

Author Contributions

Conceptualization: B.P.M. and N.A.P.; Methodology: N.A.P.; Software: B.P.M.; Validation: B.P.M. and N.A.P.; Formal Analysis: B.P.M. and N.A.P.; Investigation: B.P.M.; Resources: N.A.P.; Data Curation: N.A.P.; Writing Original Draft Preparation: B.P.M. and N.A.P.; Writing Review and Editing: N.A.P. and B.P.M.; Visualization: B.P.M.; All authors have read and agreed to the published version of the manuscript.

Data Availability Statement

The data presented in this study are available on request from the

corresponding author.

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Institutional Review Board Statement

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Informed Consent Statement

Not applicable.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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