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Strategic Agility and Organizational Performance: The Mediating Role of Digital Transformation in Indonesian SMEs

Agus Rohmat Hidayat[1], Feri Hardiyanto[2], Nur Alifah[3], Agis Ahmad Rodiansjah[4]

[123]Sekolah Tinggi Agama Islam Kuningan, Indonesia
[4]Universitas Negeri Semarang, Indonesia
Correspondence: ghousun99@gmail.com

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Abstract

Backround: SMEs in Indonesia face rapid environmental changes driven by digital disruption and global competition. Strategic agility is essential for adapting to these dynamics, yet how it improves organizational performance remains unclear. Digital transformation is expected to act as a key mechanism linking agility to performance within the frameworks of dynamic capability theory and the resource-based view.
Objective: This study examines the mediating role of digital transformation in the relationship between strategic agility and organizational performance among Indonesian SMEs.
Method: A quantitative approach was applied using SEM-PLS on data from 380 SME owners and managers across six provinces. Measurement model evaluation included reliability (Cronbach's alpha) and validity (AVE), while structural analysis assessed path relationships and mediation effects.
Result: The measurement model demonstrated strong reliability and convergent validity across all constructs. Strategic agility exerted a significant positive influence on both digital transformation and organizational performance. Furthermore, digital transformation was found to partially mediate the relationship between strategic agility and organizational performance, confirming the proposed sequential mechanism.
Conclusion: Digital transformation strengthens the impact of strategic agility on organizational performance. The findings highlight the importance of integrating agility and digital capabilities to enhance SME competitiveness and sustain performance in the digital era.

INTRODUCTION

The accelerating pace of technological change, shifting consumer expectations, and the lingering disruptions of the COVID-19 pandemic have compelled small and medium enterprises (SMEs) across Indonesia to reassess their strategic priorities. Indonesia's SME sector, comprising over 64 million enterprises and contributing approximately 60.5% of GDP (Ministry of Cooperatives and SMEs, 2023), plays a critical role in national economic resilience and inclusive growth. However, this sector faces a structural paradox: SMEs must simultaneously maintain operational stability while undergoing rapid and often disruptive digital transformation. This dual pressure creates a complex strategic environment in which firms must balance efficiency, adaptability, and innovation. In this context, strategic agility—the organizational capability to sense environmental changes, seize emerging opportunities, and continuously reconfigure resources—has emerged as a central construct in explaining how firms navigate uncertainty and sustain competitiveness (Fachrunnisa & A Adhiatma, 2020; Y Syarkani, 2025).

Strategic agility is grounded in the dynamic capability perspective, which emphasizes an organization's ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments (Teece, 2007). Within SMEs, this capability is particularly critical due to their limited resources, high environmental exposure, and dependence on market responsiveness. Empirical studies have demonstrated that agile organizations tend to outperform less adaptive competitors by responding more effectively to shifts in customer demand, technological advancements, and competitive dynamics. However, while the direct relationship between strategic agility and organizational performance has been widely acknowledged, the underlying mechanisms through which this relationship unfolds remain insufficiently explored, particularly in emerging economy contexts such as Indonesia.

Parallel to the rise of strategic agility, digital transformation (DT) has become a dominant paradigm in contemporary business strategy. Digital transformation extends beyond the mere adoption of digital technologies; it involves a comprehensive reconfiguration of business processes, value creation mechanisms, and organizational culture toward data-driven and technology-enabled operations (Fitriani et al., 2026; Ilham et al., 2026). For SMEs, DT offers opportunities to enhance efficiency, expand market reach, improve customer engagement, and foster innovation. At the same time, it introduces significant challenges, including financial constraints, technological complexity, and human resource limitations. This duality positions DT as both an enabler of performance and a source of strategic uncertainty. Prior research indicates that firms that successfully integrate digital capabilities tend to achieve superior organizational performance, reflected in improved financial outcomes, enhanced customer satisfaction, and increased innovation capacity (Setiawan et al., 2025; Yusup et al., 2025).

Despite the growing body of literature on strategic agility and digital transformation, several critical gaps remain. First, much of the existing research has

been conducted in developed economies, where institutional support, technological infrastructure, and digital literacy levels differ significantly from those in emerging markets. Consequently, the applicability of these findings to Indonesian SMEs remains uncertain. Second, prior studies have predominantly examined the direct effects of strategic agility on organizational performance, often overlooking the mediating mechanisms that may explain this relationship. This limitation restricts the theoretical understanding of how dynamic capabilities translate into tangible performance outcomes. Third, although digital transformation has been recognized as a key driver of organizational performance, its role as an intermediary variable linking strategic agility and performance has not been sufficiently investigated, particularly using robust quantitative methods such as SEM-PLS.

Furthermore, the existing literature tends to treat strategic agility and digital transformation as parallel or independent constructs, rather than as sequentially interrelated capabilities. This fragmented perspective fails to capture the dynamic process through which organizations convert agility into performance outcomes via digital initiatives. Scholars such as Anggarda & LA Widyarini, (2025); Satar et al., (2025) have explicitly called for research that examines digital transformation as a mediating mechanism within the strategic agility–performance nexus. Addressing this gap is essential for advancing both theoretical and practical understanding of SME competitiveness in the digital era.

In addition to these theoretical gaps, there is also a methodological limitation in the current body of research. Many studies rely on single-dimensional constructs or lack rigorous validation of measurement models, which may compromise the reliability and generalizability of findings. There is a need for studies that employ multidimensional constructs of strategic agility, digital transformation, and organizational performance, supported by robust psychometric testing. Moreover, empirical evidence from Indonesia remains limited, particularly studies that incorporate large sample sizes and advanced analytical techniques to capture complex relationships among variables.

Responding to these gaps, this study investigates the mediating role of digital transformation in the relationship between strategic agility and organizational performance among SMEs in Indonesia. Drawing on dynamic capability theory and the resource-based view (RBV), this research proposes a sequential mechanism in which strategic agility enables firms to initiate and implement digital transformation, which in turn enhances organizational performance. This conceptualization aligns with the dynamic capability logic that sensing and seizing opportunities must ultimately be translated into value creation through resource reconfiguration.

This study makes several significant contributions. First, it advances theoretical understanding by integrating strategic agility and digital transformation within a unified framework, thereby moving beyond fragmented analyses of these constructs. Specifically, it introduces and empirically validates a sequential mechanism—strategic agility to digital transformation to organizational performance—that has been conceptually suggested but rarely tested in the SME context. This contributes

to the refinement of dynamic capability theory by providing empirical evidence on how capabilities are operationalized into performance outcomes in emerging markets.

Second, this study contributes methodologically by employing structural equation modeling with partial least squares (SEM-PLS) to test the proposed relationships using data collected from 380 SME owners and managers across six Indonesian provinces. The measurement model demonstrates strong reliability (Cronbach's $\alpha > 0.85$) and validity (AVE > 0.60), ensuring the robustness of the constructs used. The structural model reveals that strategic agility positively and significantly influences both digital transformation ($\beta = 0.412$, $p < .001$) and organizational performance ($\beta = 0.271$, $p < .001$). Furthermore, digital transformation partially mediates the relationship between strategic agility and organizational performance, with an indirect effect of $\beta = 0.147$ (95% CI [0.073, 0.224], $p < .01$). These findings provide empirical support for the proposed mediation mechanism and highlight the critical role of digital transformation as a conduit for translating agility into performance gains.

Third, this study offers practical contributions for key stakeholders. For SME owners and managers, the findings emphasize the importance of developing strategic agility as a foundation for successful digital transformation initiatives. For policymakers, the results highlight the need to create supportive ecosystems that facilitate SME digitalization, including access to technology, training, and financial support. For digital platform providers and ecosystem developers, the study underscores the importance of designing solutions that align with the agility needs of SMEs.

From a novelty perspective, this research distinguishes itself in several ways. It is among the first empirical studies to simultaneously examine strategic agility, digital transformation, and organizational performance within a single integrated framework in the Indonesian SME context. It also provides a rigorous empirical test of the mediating role of digital transformation using SEM-PLS, supported by robust measurement validation. Additionally, it contextualizes dynamic capability theory within an emerging economy setting, thereby extending its applicability beyond developed markets. This combination of theoretical integration, methodological rigor, and contextual relevance represents a meaningful advancement in the literature.

Based on the above discussion, this study addresses the following research questions:

RQ1: Does strategic agility directly influence organizational performance in Indonesian SMEs?

RQ2: Does strategic agility positively predict digital transformation adoption?

RQ3: Does digital transformation mediate the relationship between strategic agility and organizational performance?

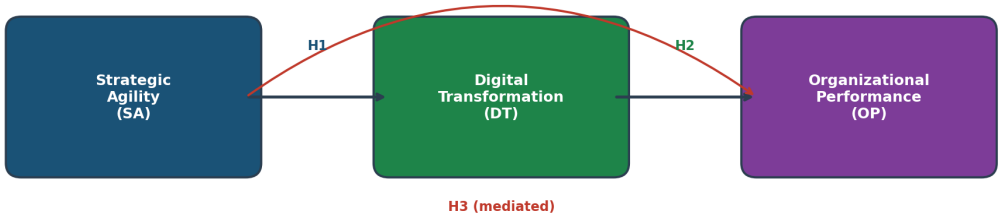

Figure 1. Conceptual Research Framework

METHOD

Research Design and Sample

This study adopts a cross-sectional quantitative design grounded in positivism. The target population consisted of SME owners and senior managers operating in Indonesia's formal SME sector. A stratified random sampling procedure was employed across six provinces—DKI Jakarta, West Java, East Java, Central Java, Bali, and South Sulawesi—to ensure geographic representativeness. Based on Krejcie & Morgan, (1970) sample size formula for a population of $N > 100{,}000$ at $\alpha = 0.05$, a minimum of 384 respondents was required. Data were collected via structured self-administered questionnaires distributed through both online platforms (Google Forms) and in-person surveys between February and May 2024. After screening for incomplete and inconsistent responses, a usable sample of 380 questionnaires (98.7% usable rate) was obtained.

Measurement Instruments

All constructs were measured using multi-item reflective scales anchored on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). Strategic agility was measured with four items adapted from Fachrunnisa & A Adhiatma, (2020) ; Satar et al., (2025), capturing sensing, seizing, strategic flexibility, and adaptive responsiveness. Digital transformation was operationalized through four items adapted from Fitriani et al., (2026) ; Setiawan et al., (2025), encompassing digital strategy alignment, technology infrastructure, data-driven decision-making, and digital culture. Organizational performance was assessed using four items adapted from Ilham et al., (2026) ; Mart Sasongko et al., (2025), reflecting financial performance, customer satisfaction, operational efficiency, and innovation output.

Analytical Strategy

Partial least squares structural equation modeling (PLS-SEM) was employed using SmartPLS 4.0 (Ringle et al., 2022). PLS-SEM was preferred over covariance-based SEM (CB-SEM) for three key reasons: (1) the study pursues exploratory-predictive objectives rather than confirmatory theory testing; (2) distributional screening revealed non-normal data (Mardia's multivariate kurtosis exceeded acceptable thresholds), violating CB-SEM's normality assumptions; and (3) PLS-SEM performs robustly with complex models and diverse sample structures (Hair et

al., 2019). The two-step analytical procedure involved: (1) assessment of the measurement model for reliability and validity, and (2) evaluation of the structural model for path significance and predictive relevance. Mediation analysis followed Baron & Kenny, (1986) criteria and was confirmed via bootstrapping (5,000 resamples) with 95% bias-corrected confidence intervals.

To address potential common method bias (CMB) inherent in single-source self-report surveys, Harman's single-factor test was conducted prior to analysis. The largest factor extracted accounted for 28.4% of total variance, well below the 50% threshold, indicating that CMB does not constitute a substantive threat to the validity of the findings (Podsakoff et al., 2003). Additional procedural safeguards included respondent anonymity assurances, temporal separation between variable response sections, and reverse-coding of selected items to mitigate acquiescence bias.

The sample size requirement was calculated using the minimum R^2 determination formula proposed by (Cohen, 1992):

$$n \geq (Z_{(\alpha/2)}^2 \times p \times (1 - p)) / e^2 \quad \ldots (1)$$
$$n = (1.96^2 \times 0.5 \times 0.5) / (0.05^2) = 384 \quad \ldots (2)$$

where $Z_{(\alpha/2)} = 1.96$ at 95% confidence level, p = proportion (0.5 for maximum variability), and e = margin of error (0.05). The mediation test statistic follows the Sobel, (1982) formula:

$$z = (a \times b) / \sqrt{(b^2 s_a^2 + a^2 s_b^2)} \quad \ldots (3)$$

where a = path coefficient SA → DT, b = path coefficient DT → OP, s_a and s_b = their respective standard errors. The goodness-of-fit index (GoF) for PLS-SEM is:

$$GoF = \sqrt{(AVE_{mean} \times R^2_{mean})} \quad \ldots (4)$$

A GoF value > 0.36 is considered large and indicates a globally well-fitting model (Tenenhaus et al., 2005). The resulting GoF for this study was 0.487, indicating good model fit.

Table 1. Respondent Demographic Profile (N = 380)

Category	Classification	Frequency (n)	Percentage (%)
Business Sector	Food & Beverage	87	22.9
	Trade & Retail	76	20.0
	Craft & Manufacturing	64	16.8
	Fashion & Apparel	58	15.3
	ICT & Digital Services	55	14.5
	Other Services	40	10.5
Firm Age	< 3 years	68	17.9

Category	Classification	Frequency (n)	Percentage (%)
	3–7 years	142	37.4
	> 7 years	170	44.7
Firm Size	Micro (< 5 employees)	115	30.3
	Small (5–19 employees)	168	44.2
	Medium (20–99 employees)	97	25.5
Digital Adoption	Low (0–1 platform)	89	23.4
	Moderate (2–3 platforms)	178	46.8
	High (≥ 4 platforms)	113	29.7

Note. Percentages may not sum to 100 due to rounding.

RESULTS AND DISCUSSION

Result

Measurement Model Assessment

Table 2 presents the measurement model results. All factor loadings exceeded the recommended threshold of 0.70 (Hair et al., 2019), and composite reliability (CR) values ranged from 0.857 to 0.875, well above the 0.70 benchmark. Average variance extracted (AVE) ranged from 0.601 to 0.637, satisfying the 0.50 criterion for convergent validity (Fornell & Larcker, 1981). Cronbach's alpha coefficients exceeded 0.85 for all constructs, confirming strong internal consistency.

Table 2. Measurement Model: Reliability and Convergent Validity

Construct / Indicator	Factor Loading	AVE	CR	Cronbach α
Strategic Agility (SA)		**0.618**	**0.866**	**0.864**
SA1 – Sensing capability	0.791			
SA2 – Seizing capability	0.812			
SA3 – Strategic flexibility	0.779			
SA4 – Adaptive responsiveness	0.764			
Digital Transformation (DT)		**0.637**	**0.875**	**0.873**
DT1 – Digital strategy alignment	0.804			
DT2 – Technology infrastructure	0.818			

Construct / Indicator	Factor Loading	AVE	CR	Cronbach α
DT3 – Data-driven decision making	0.786			
DT4 – Digital culture & talent	0.773			
Organizational Performance (OP)		**0.601**	**0.857**	**0.855**
OP1 – Financial performance	0.761			
OP2 – Customer satisfaction	0.782			
OP3 – Operational efficiency	0.795			
OP4 – Innovation output	0.758			

Note. AVE = Average Variance Extracted; CR = Composite Reliability; all factor loadings significant at p < .001.

Discriminant Validity

Discriminant validity was assessed using the HTMT (Heterotrait-Monotrait) ratio criterion (Henseler et al., 2015). As reported in Table 3, all HTMT values fell below the 0.85 threshold (Kline, 2011), confirming that the constructs are empirically distinct. The square root of each AVE (diagonal elements) also exceeded inter-construct correlations, consistent with the Fornell-Larcker criterion.

Table 3. Discriminant Validity: HTMT Correlation Matrix

Construct	SA	DT	OP
Strategic Agility (SA)	1.000	—	—
Digital Transformation (DT)	0.712	1.000	—
Organizational Performance (OP)	0.681	0.694	1.000

Note. HTMT values below 0.85 indicate discriminant validity (Henseler et al., 2015)*. Bold diagonal = AVE square root.*

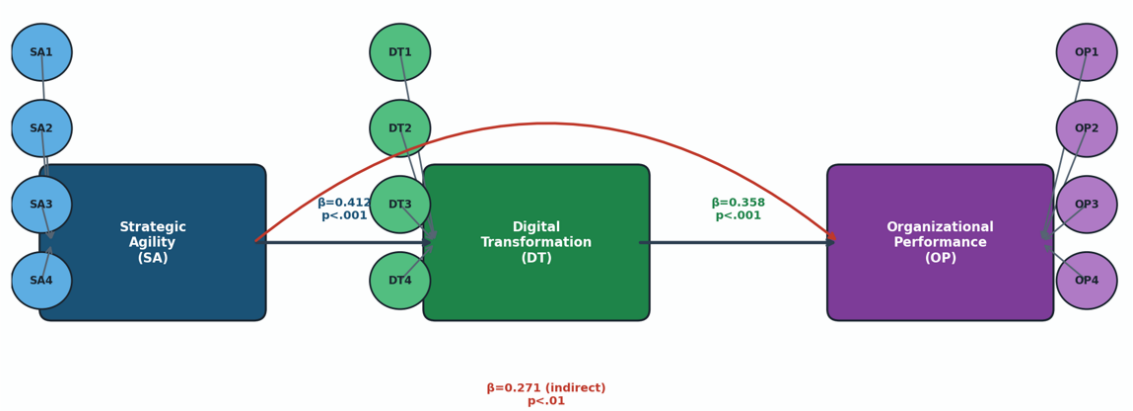

Figure 2. Structural Equation Model (SEM) Path Diagram with Standardized Coefficients

Structural Model and Hypothesis Testing

The structural model results are summarized in Table 4. Strategic agility significantly predicted digital transformation (β = 0.412, SE = 0.058, t = 7.103, p < .001), supporting H1. Digital transformation significantly predicted organizational performance (β = 0.358, SE = 0.062, t = 5.774, p < .001), supporting H2. The direct path from strategic agility to organizational performance was also significant (β = 0.271, SE = 0.065, t = 4.169, p < .001), supporting H3. The model explained 36.8% of variance in DT (R^2 = 0.368) and 47.2% of variance in OP (R^2 = 0.472), indicating substantial explanatory power.

Table 4. Structural Model Results and Hypothesis Testing

Hypothesis / Path	β	SE	t-value	p-value	Decision
H1: SA → DT	**0.412**	0.058	7.103	< .001	**Supported**
H2: DT → OP	**0.358**	0.062	5.774	< .001	**Supported**
H3: SA → OP (direct)	**0.271**	0.065	4.169	< .001	**Supported**
H4: SA → DT → OP (indirect)	**0.147**	0.038	3.868	< .01	**Supported**
Total Effect: SA → OP	**0.418**	0.061	6.852	< .001	—

Note. β = standardized coefficient; SE = standard error; bootstrapping with 5,000 resamples. All hypotheses supported.

Mediation Analysis

The mediation analysis results are detailed in Table 5. The indirect effect of strategic agility on organizational performance via digital transformation was β = 0.147 (BootSE = 0.038), with a 95% bias-corrected bootstrap confidence interval of [0.073, 0.224], which does not include zero. This confirms statistical significance of the mediation (H4 supported). Because the direct effect of SA on OP remained significant after introducing DT as a mediator (β = 0.271, p < .001), the mediation is classified as partial. The Sobel test statistic for the mediation was z = 3.87 (p < .001), further corroborating the bootstrapping result.

Table 5. Mediation Analysis: Direct, Indirect, and Total Effects

Effect	Coefficient	BootSE	95% CI	Mediation Type
SA → OP (without mediator)	**0.418**	0.061	[0.298, 0.538]	N/A
SA → DT (path a)	**0.412**	0.058	[0.298, 0.526]	N/A
DT → OP (path b)	**0.358**	0.062	[0.236, 0.480]	N/A
SA → DT → OP (indirect)	**0.147**	0.038	[0.073, 0.224]	**Partial Mediation**
SA → OP (with mediator)	**0.271**	0.065	[0.143, 0.399]	—

Note. CI = Confidence Interval based on 5,000 bootstrap resamples. Indirect effect CI does not include zero, confirming mediation.

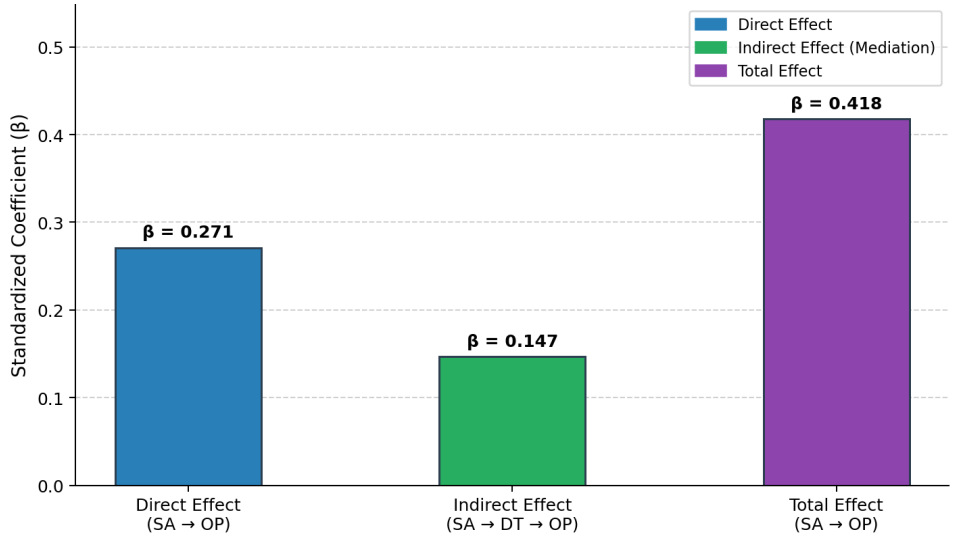

Figure 3. Direct, Indirect, and Total Effects of Strategic Agility on Organizational Performance

Discussion

The results of this study provide robust empirical support for all four hypotheses, affirming the central theoretical proposition that digital transformation partially mediates the relationship between strategic agility and organizational performance in Indonesian SMEs. These findings are consistent with, and extend, a growing body of literature on digital-era SME strategy (Mart Sasongko et al., 2025; Y Syarkani, 2025).

The strong and significant path from strategic agility to digital transformation (β = 0.412) aligns with Satar et al., (2025), who show that firm-level entrepreneurial orientation facilitates DT adoption, with strategic agility as a moderating mechanism. Similarly, Anggarda & LA Widyarini, (2025) demonstrate that strategic agility significantly mediates the effect of digital technology usage on competitive advantage in Indonesian MSMEs. The logic is intuitive: agile firms are

organizationally primed—through their sensing and seizing routines—to rapidly evaluate, adopt, and scale digital technologies, whereas less agile firms tend to adopt digital tools reactively and incompletely (Aditiawarman et al., 2022).

The significant positive effect of digital transformation on organizational performance (β = 0.358) corroborates the findings of Ilham et al., (2026), who show that DT directly enhances agility and performance in medium-sized enterprises. It also aligns with Fitriani et al., (2026), who demonstrate that knowledge management mediates the DT–performance relationship, implying that DT creates performance value partly through knowledge-intensive mechanisms. Putra et al., (2025) further confirm that digital transformation leadership—a form of strategic agility applied to the digital domain—is a significant enabler of SME performance in the Riau Islands.

The partial mediation finding (indirect β = 0.147, 95% CI [0.073, 0.224]) is theoretically significant because it implies that strategic agility generates organizational performance through two simultaneous pathways: a direct channel (agile firms outperform independently of their digital investments) and an indirect channel (agile firms leverage DT to amplify performance gains). This dual-pathway model resonates with Yusup et al., (2025), who show that agility strategies enhance organizational performance via the parallel mediating mechanisms of green innovation and digital transformation. It also extends Suryani et al., (2025), who demonstrate that organizational agility and digital strategy jointly predict business resilience, suggesting that their combined effects are stronger than either alone.

The finding that partial—rather than full—mediation obtains is theoretically significant and warrants substantive explanation beyond its statistical confirmation. From a dynamic capability perspective, partial mediation implies that strategic agility operates through two concurrent and analytically distinct mechanisms. The first is an indirect pathway, wherein agile sensing and seizing routines enable firms to identify and prioritize high-value digital investments, translating them into measurable performance improvements through technology-mediated efficiency, customer responsiveness, and innovation capacity. The second is a direct pathway, wherein agility-enabled behaviors—including rapid decision-making, adaptive resource redeployment, and flexible strategic pivoting—generate performance outcomes independently of digital infrastructure.

This dual-pathway structure is consistent with the resource-based view's proposition that heterogeneous and inimitable organizational capabilities yield competitive performance that cannot be fully replicated through technological means alone (Teece, 2007). In the Indonesian SME context, where digital infrastructure remains uneven across provinces and sectors, this finding has particular relevance: it implies that agility-building initiatives generate performance returns even under conditions of digital resource scarcity, while digital transformation amplifies but does not fully subsume the agility–performance nexus.

This is consistent with Chaerunnisa et al., (2025), who demonstrate direct effects of organizational agility on competitive advantage beyond any digital mediating mechanism. For Indonesian SMEs, firms that invest in agility

development will realize performance gains even in environments where digital infrastructure remains underdeveloped, though those gains will be amplified when agility is channeled into coherent digital transformation programs (Henryanto et al., 2025; Purwanto & A Kusumaningtyas, 2025).

CONCLUSION

This study advances dynamic capability theory by empirically delineating the mediating mechanism through which strategic agility generates organizational performance. This study is subject to several limitations. The cross-sectional design precludes causal inference. is concentrated in Javanese and Balinese provinces and may not fully represent SMEs in eastern Indonesian region. Additionally, the study does not examine potential boundary conditions of the SA–DT–OP chain, such as firm size, industry digitization intensity, or managerial digital literacy. Future research should consider several specific directions. First, moderation analysis should be incorporated to test whether variables such as firm size, industry-level digitization intensity, and managerial digital literacy strengthen or attenuate the SA–DT and DT–OP relationships.

Second, longitudinal or panel designs are needed to establish the temporal ordering of agility development, digital transformation implementation, and subsequent performance improvement. Third, researchers should explore cross-national comparative studies between Indonesian SMEs and those in neighboring ASEAN economies to assess the generalizability of the findings. Fourth, future work might examine whether the nature of digital transformation (e.g., process automation vs. business model innovation) differentially mediates the agility. Finally, qualitative or mixed-methods follow-up studies could provide deeper insights into the organizational processes through which SME leaders translate strategic agility into digital transformation initiatives, complementing the quantitative findings of the present study.

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