

Chapter 2

A PRISMA–Based Systematic Review on Frameworks for Developing Sustainable Practices to Handle Agility


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ABSTRACT

This chapter investigates the PRISMA model for linking agility and sustainability into company strategy. It illustrates a noticeable shift of realizing the importance of finding a balance between long term resilience and adaptation. The former enables companies to fulfill the demands of a dynamic and transforming market while the latter sets out guidelines for their responsible and ethical operation. Although the two paradigms are very important, they are independent of each other most of the time; the relationship between them is the trade-off not the complementary.

INTRODUCTION

To become sustainable and stay viable and competitive in the times of dynamic technological changes, global uncertainty, and economic turbulences, organizations must balance between agility and sustainability. Agility is the capability of a given organization to make a rapid adaptation to modifications to the corporate environment. Michalina et al., (2016) state that agility is emerging as an essential requirement of markets that are volatile and complex. At the same time, sustainability in terms of environmental-social and economic aspects has turned out to be a paramount determination of ethical business operations (Soubhari et al., 2023). Even though the two are highly significant, there has always been a differentiation between agility and sustainability being viewed as two paradigms often leading to compromises in their place of a synergistic merger. The companies not embracing sustainable agility may find it challenging to survive in the upcoming disasters (Foroozanfar et al., 2022). So, it is extremely obvious that there is necessity to unite these ideas in a shared concept.

Due to an increasing number of calls on commercially operating entities to carry out their activities in a more responsible and flexible way, the following reasoning can be offered in support of the need to couple agility and sustainability. The emergence of Industry 4.0, globalization, and climate change have necessitated a shift to a sustainable type of agility that creates resilience and promotes innovation by transitioning to a long-term, sustainable type of agility versus a short-term reactive type of agility. Failure to address the concept of the environment and social issues can make traditional agile practices ignore the possible unwanted outcomes of environmental degradation and workforce overloading (Dubey et al., 2021). Instead, frameworks that are driven by sustainability tend to put a strong emphasis on the stability, ethical governance, and sensible use of resources, but they are not necessarily flexible enough to respond rapidly to the market needs (Bocken & Short, 2016). It is thus the task that must be accomplished to build structures that can harmoni-

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