

Supply Chain Agility in The Influence of Strategic Leadership

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Abstract – Supply chains must be able to adjust quickly in a dynamic and uncertain global business environment. The VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era demands that organisations and their alliances be proactive in anticipating and responding to change, rather than merely reacting to it. Supply chain agility is a crucial component that enables businesses to adapt, innovate, and maintain their competitive edge in rapidly changing market conditions. Building supply chain agility is therefore essential for maintaining business continuity and ensuring customer satisfaction. Previous literature from 2019 to 2025 was analyzed using a content analysis approach that aims to discuss the role of strategic leadership in building Supply Chain Agility (SCA). In this context, the role of innovation and digital transformation is shifting the paradigm from proactive to transformative. Dynamic capabilities serve as amplifiers, magnifying the positive effects of strategic leadership on supply chain agility. Resource orchestration bridges the gap between leadership decisions and the supply chain's achieved level of agility. This study affirms organisations need to consider building agility in conjunction with technological investment and process restructuring. However, organisations must prioritise the quality of strategic leadership that is capable of navigating uncertainty. Strategic leaders drive innovation, resilience, and cross-boundary collaboration within supply chains.

Keywords - Digital Transformation, Resource Orchestration, Strategic Leadership, Supply Chain Agility, VUCA.

INTRODUCTION

The changes that have occurred in the global business environment over the last decade indicate that supply chains are facing increasingly complex pressures. Huge uncertainty has emerged regarding the smooth operation of global supply chains due to the COVID-19 pandemic, digital disruption, climate change and geopolitical tensions, including trade wars and regional conflicts [1], [2]. Thus, companies not only rely on efficiency but also learn Supply Chain Agility (SCA). SCA enables companies to adapt to new regulations, supply chain disruptions and shifting demand. SCA is a configuration of supply chain capabilities to address unfavourable environmental changes [3]. In contrast, the concept of a supply chain is generally defined as the interactions within a network of organisations or companies that are interdependent,

coordinated and participate in managing the flow of information, goods and money. Strategic leaders drive innovation, resilience and cross-boundary collaboration within supply chains [4].

Supply chain agility is rooted in Teece's theory of dynamic capabilities, which emphasizes that organizations must be able to sense, seize and reconfigure resources in response to disruptions [5], [6], [7]. Companies can adapt to environmental changes and organise themselves to continue to exist [4], [8], [9]. In this context, strategic leadership has a vital role. Strategic leaders are not only vision-makers, but also organisational culture drivers, adaptive decision-makers and collaborative architects with supply chain partners [8], [10]. Efforts to improve agility will unravel and will be challenging to sustain without strong strategic leadership.

According to Gligor et al [10] The terms agility and resilience are often used interchangeably because they share similarities, including a company's ability to accelerate its operations, detect and anticipate environmental conditions and adapt at both tactical and operational levels. Furthermore, speed is shown as a means to drive supply chain resilience in the face of environmental uncertainty [11], [12]. On the other hand, Dubey et al [8] Stated that companies tend to use agility to represent the capabilities that they and their supply chains must have in the face of uncertainty and crisis. In this case, supply chain agility is sufficiently representative to be considered one of the elements of dynamic capabilities that supply chain networks must possess in the face of the VUCA era.

A recent study reveals that agility is enhanced through various mechanisms, facilitated by strategic leadership. Strategic leaders do three things, First, they can establish an adaptive vision that will help organisations deal with uncertainty [12], [13], [14], [15]. Second, they build a culture of learning and innovation, which is the basis of agility [9]. Finally, they drive governance updates, decentralisation and rapid decision-making, all of which are part of operational agility [16], [17]. Nevertheless, the current literature also suggests that there is a problem. For example, digitalisation has become an essential component in creating agility in the supply chain, but Ivanov [16] states that some organisations still face difficulties in integrating digital transformation with strategic leadership. Additionally, recent research has not provided sufficient insight into how strategic leadership can balance speed with resilience in green supply chains [18]. The purpose of this study is to investigate how strategic leadership influences the development of supply chain agility, particularly in the context of global disruptions. Through a systematic literature review, this study examines 25 studies published between 2019 and 2025 to analyse the role and contribution of strategic leadership to supply chain agility. In addition to providing an in-depth overview of how agility and strategic leadership are correlated in the context of supply chains, the goal is to offer practical implications for companies seeking to enhance the competitiveness and resilience of their supply chains.

METHODS

This study used a Systematic Literature Review (SLR). SLR is considered to be able to provide a

thorough, clear and systematic analysis of the subject being studied [19], [20]. This study adheres to the PRISMA [21] (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guideline as a reporting standard. PRISMA provides systematic guidance to identify, screen, assess feasibility and include relevant articles. Articles are collected from the databases of internationally reputable journals, including Scopus, Web of Science (WoS), ScienceDirect, Emerald Insight and SpringerLink. This study utilizes keywords and Boolean operators, such as ["strategic leadership" OR "supply chain agility" OR "dynamics capabilities" OR "resource orchestration" OR "digital transformation"], to gather relevant article data. Figure 1 illustrates the PRISMA workflow, which comprises the identification, examination, eligibility and inclusion stages.

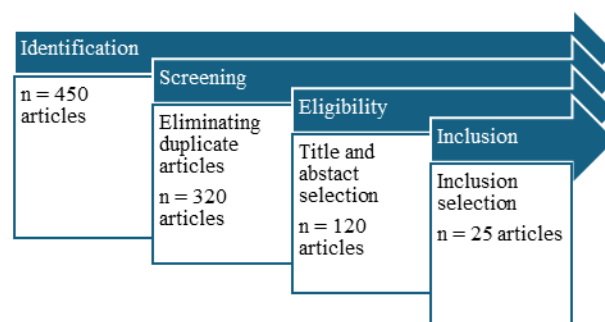


Figure 1. Methods for Data Collection and Analysis

The criteria for articles determined as research data must meet specific considerations, including articles published in reputable journals, written in Indonesian or English and published between 2019 and 2025, which are relevant to the topic of strategic leadership and supply chain agility studies. In this final stage, 25 articles were obtained for further analysis. The data analysis approach employed is a thematic analysis. According to Sudusinghe & Seuir [22] This analytical approach is deductive in nature, enabling the derivation of latent variables from the study's topic. Then it makes it easier for researchers to develop an associative framework between variables. Nowell, Norris, & White [23] described the credibility of the analysis as depending on the coherence of the argument. Building a valid argument can be achieved by referring to the literature and discussing all relevant results, including those that were unexpected or did not align with the main explanations of the phenomenon being studied.

At the practical level, this study adopted Govindan et al.'s work to answer the research question [24].

Thematic analysis was applied in both the extraction and synthesis phases, while the reporting phases were performed to gain new insights into the review process of the data. Besides, this study used the validity data of thematic analysis guidance from Nowell et al [23].

RESULT AND DISCUSSION

This section presents synthesis findings from the previous literature review on the role of strategic leadership in building Supply Chain Agility (SCA). The results of the research and discussion were focused on (1) the relationship mechanism and the influence of strategic leadership on supply chain agility, (2) the role of mediator/moderator factors and (3) research contributions.

Strategic Leadership as a Driver of Agility Capability

Supply Chain Agility (SCA) is conceptually generally understood as the ability of the supply network to adapt and respond quickly. At the limits of this definition, the consequences of SCA are positioned as a key capability, not just a slogan for operational efficiency [10]. On the other hand, the study of strategic leadership emphasizes that long-term excellence is highly dependent on a leader's ability to articulate direction, organize structures, manage and bridge paradoxes and build the organization's social-cognitive capital [25], [26]. Both of these streams lead to a proposition that SCA grows when strategic leadership embodies capabilities sensing, deciding and reconfiguring cross-functionally [12]. This argument is coherent with the empirical evidence that the agility of the organisation and the strategic renewal are strengthened by adaptive leadership that bridges the vision of change with operational execution. [17].

The Role of Strategic Meaning (Sense-Giving) and Direction Alignment

According to Boal & Hooijberg [26] Strategic leaders play the role of sense-giver, which formulates a shared narrative about why and how supply chains must be agile in the midst of turbulence. A straightforward narrative minimizes role ambiguity and accelerates decisions across nodes of the supply chain network suppliers, manufacturing, distribution and retail when they occur due to demand shocks or supply shocks. Theoretically, according to Ireland & Hitt [25] That explains why clarity of vision/direction is associated with superior performance in dynamic

environments. On the other hand, the APICS SCOR framework [3] Place Agility as a core performance attribute alongside reliability, responsiveness, cost and assets, so that a concrete leader's vision is what to do quickly, flexibly and on which nodes to target. Without sense-giving, like this, supply chain agility is prone to fragmentation and loss of operational coherence when experiencing crises.

The Formation of Adaptive Culture as Social Capital for Agility

Supply chain agility is more than just the ability of a supply chain network to make decisions quickly. In addition, SCA also explains how supply chain networks uphold norms that legitimise experiences, rapid learning, and upstream-downstream collaboration. Conceptual empirical evidence suggests that cultures that support exploration and learning accelerate process adjustments when demand is volatile a requirement for metrics to agility (example, upside flexibility) [3], [10]. At the leadership level, adaptive forces that manage uncertainty, such as holding environment, empowerment and quick correction, are associated with accelerated strategic renewal and strengthening organisational agility [17]. In this case, there is consistency in the statement that the integration of social capital (commitment, trust) and cognitive capital (standard frame of mind) as the foundation of adaptability is achieved through the framework of strategic leadership implementation [26].

Dynamic Resource Orchestration (Reconfiguring)

Theoretically, supply chain agility arises when an organisation not only has resources but can quickly reconfigure a combination of resources, processes and technologies to capture opportunities and counteract threats [4]. Alshaar et al explain that dynamic capabilities (sensing, seizing and reconfiguring capabilities) are the core mechanisms that enable supply chain organizations to be agile [27]. This means not just having resources but being able to reorganize resources when conditions change. In another view, the role of information is essential. Legg, Silver & Park studied how unequal access to information among supply chain partners [28]. When information is limited or uneven, the effectiveness of agility or dynamic capabilities is less than optimal. In this context, the role of the strategic leader is as a resource orchestrator. Leaders play a crucial role in shifting supply to alternatives, adjusting lot sizes, reconfiguring distribution networks, and revising logistics service contracts, and how the supply chain can achieve an asymmetry

of information. The empirical facts of the global crisis show that organisations that can quickly re-route and substitute maintain customer service and a high fill rate is a tangible manifestation of agility [1], [29]. At the policy level, this fact cannot be realized without the mandate of leaders to open up options, tolerance for the cost of optionality and a real-options logic that allows for prompt responses.

Accelerate Real Time Information Driven Decision Making

Agility collapses when strategic decisions get stuck. The literature on strategic decisions in dynamic environments confirms the positive correlation between decision speed and performance [26]. In modern SCM, this speed is derived from the integration of upstream and downstream information, control tower visibility and reinforcement of decision rights, which is the domain of organisational design, decided and overseen by strategic leaders. Studies of the pandemic reveal that organisations that build structures, cross-functional crisis cells with data-driven playbooks can change suppliers and stock keeping unit (SKU) faster and still retain service level [2], [29]. This learning affirms that the influence of leaders in organisations extends beyond efforts to "encourage fast movements" to building infrastructural readiness. This includes systems, rules of engagement and decision-making rights that provide space for organisational structures and elements to make decisions quickly and in a coordinated manner.

Focus on Innovation and Digital Transformation to Drive Agility

Strategic leaders are shifting the organisational response paradigm from a reactive to a proactive one through the investment and orchestration of innovation, such as collaboration and the digitisation of processes [25]. Digital changes, such as platform integration, predictive analytics and the Internet of Things, improve visibility and faster and more precise responses to disruptions [18], [30]. In addition, recent experience shows that the interaction between the strategic orientation of leaders and the adoption of digital technologies is associated with increased resilience and agility, often through familiar terms, such as ambidexterity maintain efficiency as well as exploration [8], [31]. In this case, it can be understood that innovation guided by strategic leadership can transform the capability stack, so that the cycle of sensing, deciding and acting has a shorter and more accurate duration. While visibility and symmetric

information led the supply chain agility [28]. In another relevant study, digital transformation may start by building on digital adaptability as a capability dynamic. Supply chain resilience is influenced by terms of digital agility through digital adaptability [32].

Management of The Efficiency Paradox Flexibility

Strategic leaders cannot just demand cost discipline without room for flexibility. Organisations that can overcome paradoxes, such as the lean versus buffer dilemma, are the ones that can survive. This means that organisations can determine where redundancy is needed, such as through multi-sourcing or nearshoring. Because agility requires "directional optionality" [29], [33]. This explains why, in the context of SCOR, leaders must balance metrics to ensure Agility Walk Together responsiveness and reliability, thereby leading to time decline without sacrificing service level and resilience [3]. In other words, the key mechanism of strategic leadership in building supply chain agility is the ability to conduct compromise mapping (trade-off) data-based.

People Empowerment & Microstructure Collaboration

Field evidence and organisational concepts suggest that adaptive leadership which provides directional autonomy, fosters a safe-to-fail environment and triggers local problem solving increases operational agility as decisions can be processed closer to the source of information. [16], [17]. In the realm of supply, this issue arises as supplier collaboration squads, S&OP war-rooms or demand sensing guilds, which are all organisational designs chosen and protected by strategic leaders so that cross functional coordination does not fail when pressure mounts [2]. Besides that, Khalid, Madhakomala, & Purwana found that leadership skill builds organisational culture that mediates organisational agility [34]. Munawar & Tarmidi found that the top management support influences innovation speed [35].

Strategic Orientation and Cognitive Framing

Agile supply chains also depend on strategic orientations, such as market orientation and learning orientation, which are shaped by framing leaders regarding risk and opportunity. Recent empirical evidence suggests that strategic orientation is linked to supply chain agility through the use of analytics and the exploitation of market opportunities quickly [9]. This is in line with the findings that digital leadership a combination of technological vision and execution capability adds resilience and agility

through targeted technology mobilisation. [36], [37]. In addition, access to critical information is essential between partners in the supply chain. This statement is empirically proven, which shows information asymmetry as a barrier to gaining supply chain resilience. [28]. Supply chains are a complex system. Where small information gaps can cascade into major disruptions.

Long Term Viability

The dimension of continuous agility is driven by the targeting of leader viability, which is not just short term recovery. The viability perspective explains how a network-process configuration should be able to survive under a variety of shock scenarios [1], [29]. Mechanistically, leaders translate this into practice, option-to-switch, back-up capacity and structural decoupling at the point of cartilage. Leaders who can articulate such practices enable the transformation of a reactive organisation's agility characteristics into those of an anticipatory one.

Overall, previous research has shown that strategic leadership occurs through five main mechanisms were the catalyst of innovation, the giving of feelings (sense-giving), resource orchestration, information-decision architecture and culture. Everything is bound sensing, decision making and reconfiguration into measurable agility [3], [10], [26].

The Role of Mediators and Moderators: Digital Transformation, Resource Orchestration and Dynamic Capabilities

Digital transformation as an intermediary

Through mediators like digital transformation, strategic leadership enhances supply chain agility. Dubey et al [8] Emphasize that visionary leadership strategies can accelerate the digitalization of supply chain processes, for example by utilizing big data, cloud computing and artificial intelligence to enhance network visibility and responsiveness. This is especially important because digitisation allows for earlier detection of disturbances and faster response adjustments, which are at the heart of Agility. In other words, strategic leaders who drive digital transformation indirectly increase agility by facilitating the flow of real time information. This argument is coherent with the literature that when information is limited or uneven, the agility or dynamic capabilities are less than optimal [28]. Adaptive efficiency theory states that strategic leaders use their power to prioritise investments in technology that can shorten the time between market

signals and operational responses. The existing literature [38], [39], [40] Demonstrates that digital leadership enhances supply chain resilience and capability, particularly during periods of global disruption, market uncertainty and ambiguity. As organisations face internal challenges, resource shortages or a lack of urgency, digital transformation tends to stagnate if not driven by strategic leadership. Relevant to this, digital transformation is a pervasive challenge of the regional innovative system that requires a multifaceted set of strategic actions falling into 3 main pillars which need the strategic role namely culture and skills, infrastructure and technologies and ecosystems [41].

Resource Orchestration as a Linking Mechanism

In addition to the digitization factor, resource orchestration is a crucial mediator. Teece [5] Explaining through the framework, dynamic capabilities that strategic leaders must be able to integrate, build and reconfigure organisational resources to adapt to changing environments. Next Dubey et al [39] Reinforces this argument by demonstrating how resource orchestration, encompassing allocation, reconfiguration and resource leveraging, bridges the gap between leadership decisions and the supply chain's achieved level of agility. Resource orchestration is effective when strategic leadership focuses on creating cross-functional alignment, as noted by Gligor et al [10] Agility is an ability that encompasses varying levels of flexibility, speed and response. Organisations need coordination of resources across departments, suppliers and customers to achieve these four dimensions. To achieve agility goals, a leader must ensure that all resources, both physical and intellectual are aligned. This is a strategic leadership role.

Dynamic Capabilities as Moderation Variables

Digital transformation and resource orchestration typically serve as mediators. Dynamic capacity on the other hand is considered a moderator, which strengthens or weakens the influence of strategic leadership on supply chain agility. With dynamic capabilities, according to Masteika and Čepinskis [4], Organisations can do sensing, seizing and reconfiguring well. The influence of strategic leadership on Agility will be greater if the organisation has dynamic capabilities. Conversely, even the most visionary leaders will struggle to implement their strategies if this ability is not present. This argument becomes even clearer when companies look at their readiness to deal with disruption in the context of contemporary supply

chains. According to Ivanov [29], [42], Supply chains with high dynamic capacity can implement viability strategies more quickly. Meanwhile, companies with low capacity are experiencing delays despite clear strategic directions. Therefore, dynamic capabilities act as amplifiers that can magnify the positive effects of strategic leadership on supply chain agility.

Interaction Between Mediators and Moderators

The relationship between digital transformation and dynamic capability factors is interactive. Digital transformation enhances the ability to orchestrate resources through digital platforms, enabling real-time coordination [30]. Meanwhile, dynamic capabilities enable organisations to leverage the opportunities of digitisation and resource orchestration more effectively. This suggests that the relationship between strategic leadership and supply chain agility is a multi-layered system rather than a single path. This integrative argument is supported by Alakas [36], which confirms that digital transformation in supply chains is only effective when combined with strong strategic leadership and the organisation's ability to adapt continuously. Thus, a complex understanding of the relationship between strategic leadership and supply chain agility is a relationship built on the interaction between mediating and moderator variable factors.

Conceptual Model of the Role of Strategic Leadership in Building Supply Chain Agility

The conceptual framework proposed in this study posits that strategic leadership is the primary variable influencing supply chain agility through mediation and moderation mechanisms. The conceptual model in question is illustrated in figure 2. According to this model, a company's success depends on its strategic leaders' ability to cope with change, orchestrate resources and leverage digital

technologies. This is because modern supply chains operate in a business environment characterised by uncertainty, turbulence and dynamics [6], [27], [43].

The Direct Relationship Between Strategic Leadership and Supply Chain Agility

To address supply chain disruptions, strategic leadership offers vision, direction and sense-making. To create a flexible and responsive strategy that allows companies to adapt to changes in supply or demand, strategic leaders are essential [44]. According to previous research, an organisation's adaptive capabilities are shaped by strategic decisions made by leaders [45], [46]. Therefore, strategic leadership is considered a key driver of Agility because without leadership direction, the available resources would not be appropriately managed to support a rapid response to market changes.

The Influence of Strategic Leadership Mediated by Digital Transformation on SCA

Digital transformation serves as a connecting mechanism that reinforces the effects of strategic leadership on agility. Strategic leaders drive digitalisation by integrating information systems, adopting big data analytics, artificial intelligence and the Internet of Things (IoT), so that supply chain processes become more transparent, integrated and predictive [14], [47]. The current literature confirms that supply chain digitalisation is only successful when it is driven by the commitment and strategic vision of leaders, as technology investments without leadership direction tend to fail to provide added value [8], [28], [32], [39]. Nasrun, Susilo, & Afriyanti described that digital leadership has attracted significant attention since 2021, notably in the areas of business innovation, organisational resilience and digital transformation [48].

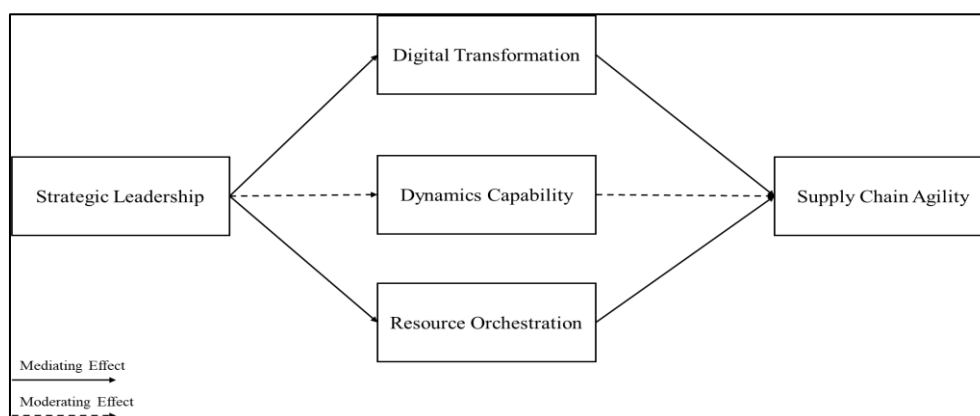


Figure 2. Theoretical Model of The Role of Strategic Leadership in Improving Supply Chain Agility

Digital leadership is a critical aspect in encouraging organizations to adopt disruptive technology, introduce green innovations and build flexible work patterns. Therefore, organisation demands flexible, inventive and technology-driven leadership to be competitive and sustainable in the digital era. In this scope, digital transformation mediates the influence of strategic leadership in producing agility through accelerated information flow and market sensing capabilities.

The Influence of Strategic Leadership Mediated by Resource Orchestration on SCA

Agility is also influenced by strategic leadership through resource orchestration, according to Sirmon et al [49]. Resource orchestration is a leader's ability to align internal capabilities with external assets through cross supply chain collaboration, strategic partnerships and innovation in the use of resources. Successful strategic leaders not only allocate resources but also ensure that assets are adapted to climate change [50]. Strategic leaders for example can divert suppliers, conduct dual sourcing or reach more flexible contracts in the event of supply disruptions. According to Brusset [51], [52], this process makes organisations more agile by allowing them to rearrange the flow of materials, information and capital according to market needs. In the context of information, information asymmetry is understood as a constraint to achieving resilience in the supply chain [28]. Digital transformation through digital adaptability can address the gap in information between parties of the supply chain [32], [39].

The Influence of Strategic Leadership Moderated by Dynamic Capabilities on SCA

Dynamic capacity is considered to be a moderator that strengthens or weakens the influence of strategic leadership on Agility. Dynamic capacity is an organisation's ability to identify opportunities and threats, seize opportunities and transform resources to maintain a competitive advantage [5], [6]. In this situation, even though the leader has set a clear direction and vision, the influence of strategic leadership on Agility will largely depend on how dynamic the organisation. In other words, if the organisation can sense and seize the vision of strategic leadership, it will not be realised in the form of Agility [53]. In contrast, organisations with high dynamic capabilities can trigger a rapid adaptation process, resulting in more. Overall, this conceptual framework confirms that, through the mediating pathways of digital transformation and resource orchestration, the influence of strategic leadership

on supply chain capabilities does not occur linearly instead, dynamic capability level factors influence it. Thus, this conceptual framework provides a deeper picture of how strategic leadership can be translated into agility capabilities through mediation and moderation effects.

Mapping of Research Gaps and Research Opportunities

Studies on Supply Chain Agility (SCA) and strategic leadership have come a long way. However, most previous research still considers the relationship between the two to be linear and straight forward, i.e., Agility generated by good leadership [44], [45]. This view often ignores the fact that the process of creation Agility is a complex and multi-track phenomenon. To bridge the gap, this research makes several key contributions, among others.

First, the Integration of The Mediator and Moderator Dimensions in a Single Model

Previous studies have found that there are many separate discussions about the role of digitalisation or dynamic capabilities [6], [53]. The first contribution of this research lies in the simultaneous integration of mediation and moderation mechanisms. The idea in this study proposes that the influence of strategic leadership on Agility will be comprehensible in its entirety when mediated by digital transformation, resource orchestration and moderated by dynamic capability factors within a single framework. Thus, this understanding expands the scope of knowledge to recognize that leadership is not a single input, but rather works through a path of technological and managerial transformation and is highly dependent on the organization's ability to learn and adapt.

Second, Emphasis on Digital Transformation as a Strategic Mediator

The formulation of this research idea emphasizes digital transformation as a key mediator, which is not widely explored in the SCM literature in the era of Industry 4.0 [8], [32]. At the same time, this is an effort to complement the previous literature that emphasises more IT alignment or simply technology adoption [14], [47]. That is, not just the use of technology, but fundamental changes in the way organisations operate, make decisions and interact with supply chain partners [28], [54]. According to Nasrun, Susilo, & Afrianty, digital leadership is a critical aspect in driving businesses to adopt innovative technologies, implement green innovations and build flexible work patterns. Organisations must have flexible, inventive and

technology driven leadership to be competitive and sustainable in the digital era [48]. Thus, digitalisation is a mechanism for internalising the vision of strategic leadership in creating an agile supply chain, rather than being seen as an exogenous variable.

Third, Exploration of Resource Orchestration as a Mediation Variable

If you look at previous studies, Agility has been highlighted a lot directly against the theory of Resource Based View (RBV) [51], [52]. However, this study emphasises that the role of strategic leadership as an orchestrator connects internal and external resources. This provides a new perspective. In other words, Agility is the result of resource coordination by leaders who know when, how and with whom they are used [49], [50]. By shifting the orientation of the study from "what the organization has" to "how leaders synergize assets to deal with turbulence", are the theoretical novelty idea of this study.

Fourth, The Role of Dynamic Capabilities as Moderators, Not Mediators

The next novelty is that this study sets the dynamic capability variable as a moderator, not as a mediator. Most previous research positions dynamic capabilities as the primary mechanism that bridges between strategy and performance [43], [46]. However, the study argues that strategic leadership can directly influence agility through the paths of digitization and resource orchestration. Still, the level of dynamic capability of an organisation significantly affects its effectiveness. In other words, dynamic capabilities act as a contingency factor that strengthens or weakens the influence of the mediation path. This approach offers a new nuance in the SCM literature because it shows that strategic leadership does not always produce agility if the organisation lacks capabilities for sensing, seizing and reconfiguring [53], [55].

Fifth, the Unification of Perspectives, Strategic Leadership, Digital Transformation, and Dynamic Capabilities

From another perspective, this research presents a novel approach in the form of a cross disciplinary synthesis that incorporates several theories, including strategic leadership theory [44], the theory of digital transformation in the supply chain [47] theory resource orchestration [49] and the theory of dynamic capabilities [6], [43]. This unification yields a multi-level understanding of how agility evolved. This study recognizes that agility is formed

at the individual level of the leader (strategic leadership), the organisational level (digitalisation & resource orchestration) and the level of the organisation's dynamic capabilities. Thus, the conceptual framework presented in this study fills the research gap that has been fragmented and has undergone a paradigm shift.

Sixth, Novelty in The Context of Modern Supply Chain Practices

From a practical perspective, the theoretical model discussed in this study is relevant to contemporary global issues, including the COVID-19 pandemic, geopolitical crises and climate change. Lots of literature on agility. The previous focused on internal issues [52]. However, as the ideas in this study show, organisations struggle to survive external disruptions if there is no strategic leadership role that drives digitisation and resource orchestration. It is also related to the current issues between supply chain partners due to information asymmetry. The power imbalance because a lack of information access, distinguished injustice among supply chain actors. This provides a strong foundation for business leaders to invest in both strategic competencies and digital capabilities.

CONCLUSION

Strategic leadership is crucial to building Supply Chain Agility (SCA) in an increasingly uncertain business environment, which is being disrupted globally. Organisations can anticipate, respond to and leverage change more quickly and effectively through the guidelines, vision and sensemaking capabilities provided by strategic leadership. This proposition supports the idea that agility comes from more than just gathering resources but rather from the ability of leaders to manage resources in a way that suits changing markets and customer needs. The results of the study show that strategic leadership contributes to the formation of an agile organisational mindset and the formation of flexible capabilities. Mediating factors, such as digital transformation, resource orchestration and dynamic capabilities, strengthen relationships. Digital transformation enables data integration across supply chain networks and dynamic capabilities enable rapid asset reconfiguration. This explains why agility is better generated in certain situations with strategic leadership. According to this study, building organisational agility requires strategic leadership that can navigate uncertainty, rather than just investing in technology or reorganising

processes. Leaders must enable people to work together across the supply chain and encourage innovation. Thus, leadership development strategies must be placed as a top priority in the supply chain transformation agenda.

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