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Converting Organizational Agility into Performance: Sequential Capability Building and the Boundary Role of Environmental Turbulence

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ABSTRACT

Creative small and medium-sized enterprises (SMEs) must continuously enhance their adaptive capabilities amid rapid technological change, volatile markets, and intensifying global competition. Although organizational agility (OA) is widely recognized as a higher-order dynamic capability, conclusive empirical evidence on how it translates into firm performance remains limited, as prior studies largely focus on the direct agility-performance relationship without explaining the underlying capability-building process. The study aims to examine how OA enhances creative SME performance through the sequential mediation of talent management (TM) and digital marketing capability (DMC), with environmental turbulence (ET) as a boundary condition. Data were collected through quantitative survey conducted among 329 creative SMEs in Jakarta, Bogor, and Bekasi, Indonesia, with prior export or import experience, and data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results of this study show that OA significantly influences Talent Management (TM), which subsequently enhances Digital Marketing Capability (DMC) and SMEs performance. Sequential mediation analysis confirms that OA generates value primarily through the development of complementary organizational capabilities rather than through a direct effect. ET strengthens the positive effect of OA on performance. This study extends Dynamic Capabilities Theory by positioning TM as a strategic human-capital micro foundation and DMC as a functional capability that translates agility into superior firm performance.

Keywords: Organizational Agility, Talent Management, Digital Marketing Capability, Environmental Turbulence, Creative SMEs, Dynamic Capabilities Theory
JEL Classifications: L26, M12, M31

1. INTRODUCTION

The organizational environment context is increasingly complex, rapid, and uncertain (Felipe et al., 2017; Troise et al., 2022). Companies are under more pressure to adapt to environmental changes, such as customer needs, technological advances, geopolitical issues, and more intense competition as markets become more dynamic (Al Mahdy et al., 2025; Hokmabadi et al., 2024; Sackey et al., 2026). Organizational Agility enables the organization to cope these challenges by improving their ability to respond and adapt to external changes promptly (Felipe et al., 2017; Troise et al., 2022; Walter, 2021). Consequently, organizational agility has become an important strategic capability for firms operating in highly dynamic markets.

This is an issue that is of increasing importance for small and medium-sized enterprises (SMEs). SMEs have a simple and decentralized organizational structure in contrast with large corporations and are, thus, more flexible (Chan et al., 2019; Lahiri et al., 2020; Zastempowski and Cyfert, 2023). Although SMEs often face limitations of resources (Lefebvre, 2022; Street et al., 2017) flexibility does not always generate economic outcome.

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Adapting to environmental changes does not automatically improve Organizational performance unless organizations possess the necessary internal capabilities. (Bekos et al., 2025; Trieu et al., 2025). This phenomenon is explained theoretically by the dynamic capability framework provided by Teece et al. (1997a). Therefore, sustainable competitive advantage is not based on the possession of resources by a firm, but on its ability to integrate, develop, and reconfigure resources to adapt environmental changes (Teece et al., 1997a).

Organizational agility is a more suitable capability to enable a corporation to respond to environmental changes (Lee et al., 2015; Walter, 2021). Value creation and performance improvement are positively related to additional support capabilities. The empirical relationship between OA and performance is still debated. A number of studies demonstrate that agility by itself does not always improve performance. This is because adaptive responses often do not have an economic impact without the support of complementary strategics capabilities (Bekos et al., 2025; Nguyen et al., 2025; Reed, 2021). Research explaining how digital marketing capabilities are developed to improve performance is still limited. This creates significant theoretical gap considering that organizational agility is not automatically created through the adoption of technology especially in marketing. Digital marketing capabilities emerge from knowledge, skills, learning process, and employees support (Helfat and Peteraf, 2003; Teece, 2007). As a result, the understanding of the organizational mechanisms that transform adaptive capabilities into operational capabilities is still limited.

From the perspective of Dynamic Capabilities Theory, organizational capabilities are developed progressively rather than instantaneously. Organizational Agility as a higher-order capability enable firms to sense opportunities and reconfigures resources, but operational capabilities are required to implement strategic change (Teece, 2018). Securing a competent workforce expands a firm's capacity for strategic adaptation while accelerating the organizational learning process (Camps and Luna-Arocas, 2012; Harsch and Festing, 2020; Zake et al., 2024). In the context of this research digital marketing capabilities depends not only on the technologies but also on the personnel in charge of them. On the other side, we can also mention that employee abilities to use social media, digital analytics, contents creation, customer engagement, and other digital tools are the most important and crucial. Therefore, before firms can develop Digital marketing capabilities, they must first build the human capabilities required to support it. This suggestion that Talent Management functions as the organizational mechanism through which organizational agility is translated into functional marketing capabilities.

Digital Marketing Capability (DMC) is not generated automatically by the implementation of digital technology but relies on the competences of people within firms. The technology is a passive machine, and it would not be good for the organization if there are no people to attract and operating technology. Capability is a learning process, a routine process that re-configures internal capabilities based on a combination of knowledge, skills and attitude. Digital transformation reflects strategic talent management and underscores the importance of human talent and the ability to translate technology into operational capabilities that have corporate value.

The rapid growth of the digital transformation offers companies a significant competitive advantage in implementing digital marketing (Homburg and Wielgos, 2022). Digital marketing capability is the use of digital technologies to enhance the effectiveness of marketing strategies, to link to the market, and to identify the needs of customers (Apasrawirote et al., 2022). However, previous studies have reported mixed findings regarding the role of environmental turbulence. While some studies suggest that environmental turbulence strengthens the benefits of organizational agility, others find little or no moderating effect (Bekos et al., 2025; Nguyen et al., 2025). Environmental turbulence is the degree of change in technology, fluctuations in the market, and unpredictability in consumer demand. This is viewed as a way of increasing the flexibility of the organization.

In contrast, previous studies have provided mixed evidence regarding the moderating effect of environmental turbulence (Bekos et al., 2025). Although organizational agility has been widely examined, unresolved issues remain within the current discourse. Much of the existing research continues to focus on the direct relationship between organizational agility and corporate performance, leaving the internal mechanisms through which organizational agility influences performance unexplored (Nguyen et al., 2025). Second, there is a scarcity of studies that examine talent management as a micro foundation and digital marketing capability as a functional competence in explaining these relationships, particularly within the framework of a sequential capability building mechanism (Cantoni et al., 2025; Harsch and Festing, 2020; Ranjan, 2023).

Third, empirical evidence on this mechanism for creative SMEs in developing countries, especially Indonesia, is still limited, although SMEs are increasingly reliant on the use of accessible digital platforms to support their marketing activities.

Based on these gaps, this study aims to explain how Organizational Agility improves the performance of creative SMEs through the development of Talent Management and Digital Marketing Capability, as well as testing Environmental Turbulence as a condition that strengthens these relationships. In contrast to previous research that emphasized the direct influence of Organizational Agility on performance, this study positions Organizational Agility as a higher-order dynamic capability, Talent Management as a micro foundation, and Digital Marketing Capability as a functional capability within the framework of Dynamic Capabilities Theory. Thus, this study provides a more comprehensive explanation of how the strategic capabilities of the organization translate into improved performance in Indonesian creative SMEs that utilize accessible digital platforms.

The study is expected to enrich the Dynamic Capabilities Theory by providing empirical evidence that explain how organizational agility as a higher-order dynamic capabilities stimulates and reconfigures Talent Management as a strategic human-capital

micro foundation. Through Talent Management, firms develop the knowledge, skills, learning capability as a functional capability. This sequential capability-building process provides a clear explanation of how strategic adaptability is translated into organizational performance in small firms especially in Creative SMEs.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Dynamic Capabilities Theory

In the framework of Dynamic Capabilities Theory, higher-order dynamic capabilities generate organizational value through developing complementary organizational capabilities. These are grounded in strong micro-foundations and operational capabilities to support its strategic execution (Teece, 2007; 2018). In this sense, Organizational Agility is a higher-order dynamic capability that enables firms to sense changes in the environment and to respond quickly to emerging opportunities. However, organizational agility is not sufficient to improve performance. Its value is unlocked through sequential capacity building. Specifically, Organizational Agility is a higher-order of Dynamic Capability stimulates Talent management as a strategic human-capital micro-foundation, which enables developing Digital Marketing Capability as a functional capability.

This sequential capability-building process provides a clearer understanding of how strategic adaptability is translated into organizational performance especially in creative SMEs.

2.2. Organizational Agility and Performance

Organizational Agility is an organization's ability to sense and respond to changes in the dynamic environment, flexibly and appropriately. In the creative industry, the Organizational Agility of SMEs' is essential because market trends, consumer tastes and demand, digital technology, geopolitical issues, and market competition change very quickly (Al Mahdy et al., 2025; Satar et al., 2025; Troise et al., 2022).

Organizational agility is a higher-order of Dynamic capability that functions as a strategic stimulus for various capabilities within the organization (Khayer et al., 2023; Lee et al., 2015; Walter, 2021). According to that OA enables organizations sense and respond to market changes through adaptive human resources orchestration i.e. Talent Management as a strategic micro foundation (Winarsih et al., 2025), as well as to convert other functional capabilities such as digital marketing capability (Ciampi et al., 2022; Dikici, 2024; Hussein et al., 2026).

However, organizational agility does not always have a direct positive impact on organizational Performance due to the agility paradox or the risk of strategic doubt, so it needs another capability as mediation or moderation to convert into economic value (Bekos et al., 2025; Reed, 2021). Organizational Agility translates into performance, through the process of reconfiguring internal capabilities (Reed, 2021; Tallon et al., 2019; Walter, 2021). By reconfiguring and orchestrating capabilities, organizations can overcome resource limitations to achieve a sustainable competitive advantage and performance in the turbulent environment.

- H_1: Organizational Agility has a positive effect on Performance.

2.3. Organizational Agility and Talent Management

Dynamic Capabilities Theory posits that firms respond to environmental change by continuously integrating, developing, and reconfiguring their internal resources and organizational processes (Teece, 2007; 2018). Talent Management is, in this respect, a relevant micro-foundation for firms to build and develop the human resources needed to support dynamic capabilities. Organizations with effective talent management attract, develop, retain, and deploy employees with the knowledge and abilities needed to respond to rapid market changes.

Organizational Agility enables firms to sense environmental changes and respond quickly to emerging opportunities and threats. However, agile responses depend on the availability of talented employees who can learn rapidly, collaborate effectively, and support continuous innovation (Harsch and Festing, 2020; Pocztowski and Pauli, 2023; Zake et al., 2024). This relationship is particularly important for creative SMEs, where limited financial and technological resources make human talent a critical source of adaptability and competitive advantage. Firms with organizational agility are therefore more likely to invest in systematic talent management practices to strengthen their adaptive capacity.

- H_2: Organizational Agility has a positive effect on Talent Management.

2.4. Talent Management and Digital Marketing Capability

Although research on Digital Marketing Capability is growing rapidly, most of the literature discusses its impact on performance rather than how it is built. Based on Dynamic Capabilities Theory, operational capabilities develop through the process of learning, competency development, and human resource orchestration (Teece, 2007).

This study investigated, Digital Marketing Capability is enabled capability because Talent Management is positioned as a strategic human-capital micro foundation. In order to effectively manage social media, content marketing, web analytics, and digital communication, organizations require the use of practices such as talent recruitment, educational advancement, career management, retention plans, and digital rewards (Homburg and Wielgos, 2022; Ranjan, 2023).

Indonesian creative SMEs utilize accessible digital platforms to realize Digital Marketing Capability; These include social media, content marketing, web analytics, and easily accessible digital platforms. The technology is relatively cheap and easy to implement, but talent quality heavily determines its effectiveness. Thus, adequate human resource development must accompany the investment in digital technology alone. Talent management thus serves as an indispensable cornerstone for building strong digital marketing capabilities.

- H_3: Talent Management has a positive effect on Digital Marketing Capability.

2.5. Digital Marketing Capability and Performance

Digital Marketing Capability refers to a firm's ability to use digital technologies to understand customer needs, build customer relationships, and improve the effectiveness of marketing activities (Homburg and Wielgos, 2022; Zhang et al., 2025). For creative SMEs, this capability is rarely built through sophisticated or expensive technologies. Instead, it largely depends on the effective use of affordable digital tools such as social media, content marketing, email marketing, website analytics, and other widely accessible online platforms. These technologies allow SMEs to reach broader markets, communicate more effectively with customers, and respond quickly to changing customer needs at relatively low cost (Apasrawirote et al., 2022; Ranjan, 2023).

The importance of digital marketing capability is particularly evident in creative industries, where customer preferences, product trends, and market communication change rapidly (Erkan et al., 2019; Putra et al., 2024; Sackey et al., 2026). Simply adopting digital platforms, however, is not enough. Firms also need the knowledge and skills to use these technologies effectively as part of their marketing activities. In other words, the value of digital technology depends on how well organizations integrate it into their marketing capability (Homburg and Wielgos, 2022).

This perspective is consistent with Trainor et al. (2011), who argue that digital technologies contribute to stronger marketing performance only when they are combined with marketing capabilities. Similar evidence has been reported in studies of SMEs, showing that firms with stronger Digital Marketing Capability are better able to attract customers, strengthen market relationships, and improve business performance through the effective use of digital channels (Chatterjee et al., 2023; Erkan et al., 2019; Mulyana and Hendar, 2023; Ranjan, 2023).

In the Indonesian context, the use of accessible digital platforms is very relevant because most creative SMEs rely on easily accessible and low-cost platforms, such as WhatsApp Business, Instagram, Facebook, TikTok, as well as marketplaces such as Shopee and Tokopedia, to carry out their daily marketing activities. Therefore, Digital Marketing Capability in this study is understood as the ability of organizations to utilize affordable digital technology to improve marketing effectiveness and business performance.

- H_4: Digital Marketing Capability has a positive effect on Performance.

2.6. Environmental Turbulence as a Moderator

Environmental Turbulence describes the degree of change and uncertainty of the environment, such as changes in technology, markets, customers, and competition. In a turbulent environment, agility should become increasingly important as companies need to respond quickly to change (Al Jabri et al., 2024; Haider et al., 2021; İbrahimcioğlu and Kitapçı, 2025; Reed, 2021; Zastempowski and Cyfert, 2023).

However, previous studies suggest that environmental turbulence does not always strengthen the relationship between organizational agility and firm performance. Reed (2021) found that the performance benefits of strategic agility vary across different levels of environmental turbulence. When environmental change becomes excessively intense, continuous adaptation may overwhelm organizational resources, leading to organizational fatigue and reducing the effectiveness of agility (Bekos et al., 2025; İbrahimcioğlu and Kitapçı, 2025; Nguyen et al., 2025). Therefore, the role of environmental turbulence needs to be tested empirically (Bekos et al., 2025; İbrahimcioğlu and Kitapçı, 2025; Nguyen et al., 2025; Reed, 2021).

- H_5: Environmental Turbulence moderates the relationship between Organizational Agility and Performance.

2.7. Talent Management and Digital Marketing Capability Affect Performance

Dynamic Capabilities Theory explains that competitive advantage is not only determined by the quality of human resources, but also by the ability of the organization to develop operational capabilities that can create business value (Teece, 2007; 2018). In the context of creative SMEs, Talent Management acts as a strategic human-capital micro foundation that builds employees' competencies, knowledge, and digital capabilities. These competencies further enable organizations to develop Digital Marketing Capability, which is the ability to utilize accessible digital platforms such as social media, content marketing, web analytics, and email marketing to increase marketing effectiveness.

Thus, Digital Marketing Capability is a mechanism that translates an organization's investment in talent management into improving company performance. Various studies show that digital marketing capabilities are one of the important factors that explain how human resources generate a competitive advantage and improve organizational performance (Homburg and Wielgos, 2022; Ranjan, 2023; Trainor et al., 2011).

- H_6: Digital Marketing Capability mediates the relationship between Talent Management and Performance.

2.8. Organizational Agility mediated by Talent Management will support the implementation of Digital Marketing Capability

Organizational Agility allows organizations to detect changes in the environment and adjust strategies quickly. However, these abilities can only be realized if the organization has talents that are able to learn, adapt, and implement change (Harsch and Festing, 2020; Teece, 2007). Therefore, Organizational Agility first strengthens the practice of Talent Management as a strategic human-capital micro foundation that allows organizations to develop digital competencies and marketing capabilities.

In creative SMEs, the development of Digital Marketing Capability is highly dependent on the quality of talent who manage various digital marketing activities, including social media marketing, content marketing, web analytics, and email marketing. Thus, Organizational Agility does not directly build Digital Marketing Capability but does so through strengthening Talent Management.

- H_7: Talent Management mediates the relationship between Organizational Agility and Digital Marketing Capability.

2.9. Sequential Capability Building from Organizational Agility to Performance

Dynamic Capabilities Theory suggests that higher-order dynamic capabilities create value by fostering internal capabilities to build, develop, and reconfigure capabilities if the organization is able to develop a strategic human-capital micro foundations and operational capabilities that support the implementation of strategies (Teece, 2007; 2018). Based on this perspective, this study views Organizational Agility as a higher-order dynamic capability that allows organizations to adapt to environmental changes. However, the performance improvement does not happen directly. Organizational Agility first strengthens Talent Management as a strategic human-capital micro foundation, which then allows organizations to build Digital Marketing Capability as a functional capability. This capability further increases marketing effectiveness and results in improved performance of creative SMEs.

This sequential capability-building model provides an explanation that the benefits of Organizational Agility on new performance can be realized if the organization is able to develop competent talent and apply it in digital marketing activities based on accessible digital platforms.

In other words, Organizational Agility does not generate performance independently; it initiates a sequential capability-building process through internal capabilities that are converted into organizational performance.

- H_8: Talent Management and Digital Marketing Capability sequentially mediate the relationship between Organizational Agility and Performance.

2.10. Research Framework

This research model was developed based on Dynamic Capabilities Theory, which positions Organizational Agility as a higher-order dynamic capability, Talent Management as a strategic human-capital micro foundation, and Digital Marketing Capability as a functional capability that together explain the improvement of the performance of creative SMEs. This model proposes that Organizational Agility can improve SME performance through sequential capability development, first by strengthening Talent Management, which subsequently supports the development of Digital Marketing Capability. In addition, Environmental Turbulence was tested as a moderation variable to find out whether dynamic environmental conditions strengthened the relationship between Organizational Agility and company performance. The conceptual model is based on Dynamic Capabilities Theory (Teece, 2007, 2018; Teece et al., 1997a) and previous research on Organizational Agility, Talent Management, and Digital Marketing Capability (Harsch and Festing, 2020; Homburg and Wielgos, 2022; Ranjan, 2023). The conceptual framework is presented in Figure 1.

3. METHODS

This study uses a quantitative approach to test the causal relationship between variables in the research model. The object of the research is creative SMEs in Jakarta, Bogor, and Bekasi who have experience in exporting products or importing raw materials, so that they operate in a dynamic business environment. Respondents consist of business owners and managers who are directly involved in strategic decision-making. The sampling technique uses purposive sampling.

Before the main survey was carried out, the researcher conducted a pilot study on 30 respondents to test the validity and initial reliability of the instrument. After the screening process based on the research criteria, 329 respondents were obtained who were eligible for analysis. The entire construct was measured using a five-point Likert scale.

Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) because this method is suitable for testing predictive models involving direct relationships, mediation, and moderation simultaneously. Model evaluation was carried out through two stages, namely outer model testing (outer loading, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted/AVE) and inner model, which included path coefficient, R^2, f^2, Variance Inflation Factor (VIF), fit model, and hypothesis testing using a bootstrapping procedure.

4. RESULTS

4.1. Characteristics of Respondents

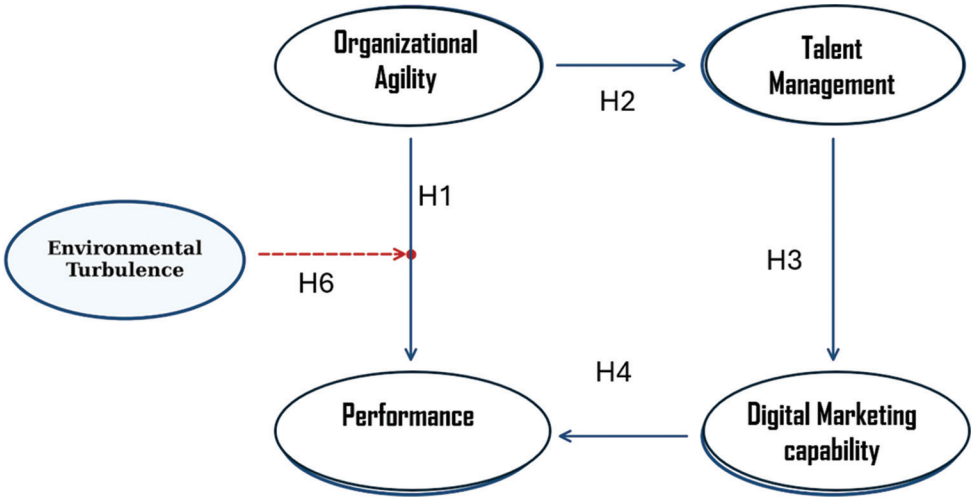
The data analysis indicated the majority of respondents' ages ranged between 35 and 44 years (39.51%) and possessed higher education degrees (59.27%) (Table 1). The study included individuals directly engaged in strategic decision-making, with 63.53% of respondents being owners or senior managers. Most respondents operated in the fashion and beauty sector (55.93%), while nearly two-thirds of the SMEs (63.53%) had been in business for more than 7 years. This profile suggests that the sample largely consisted of established firms with substantial business experience. Many of these SMEs also participated in international business

Table 1: Respondent characteristics

Variable	Category	n (329)	%
Age	35-44 years	130	39.51
	25-34 years	116	35.26
Educational attainment	Higher education (Diploma, Bachelor's, Master's, and Doctorate)	195	59.27
Respondent role	Owners and Top Management	209	63.53
Business sector	Fashion and Beauty	184	55.93
	Crafts	77	23.4
Business age	More than 7 years	209	63.53
Monthly revenue	IDR 25–<200 million	276	83.89
	IDR 200 million–<4 billion	48	14.59
International business activities	Importing raw materials	222	67.48
	Exporting products	165	50.15
Primary market	National market	188	57.14
	International market	41	12.46
Low-cost digital platforms used* (multiple responses were allowed)	WhatsApp	266	80.85
	Posted on Instagram	244	74.16
	TikTok	161	48.94
	Posted on Facebook	132	40.12

Selected categories are shown; percentages use N = 329 and may not total 100% within each characteristic

Figure 1: Research framework



activities, with 67.48% importing raw materials and 50.15% exporting their products. As a result, they were more likely to be exposed to changes in global markets and increasing competitive pressures.

The findings also show that digital platforms have become an important part of marketing activities among creative SMEs. WhatsApp (80.85%) and Instagram (74.16%) were the two most widely used platforms, reflecting SMEs' preference for affordable and accessible digital tools to communicate with customers, promote products, and expand their market reach.

4.2. Evaluation of Measurement Models

The results of the outer model evaluation show that the majority of indicators have an outer loading value above 0.70. Some indicators in the Environmental Turbulence and Performance constructs have loading slightly below the ideal limit (0.646-0.685) but are still maintained because the Composite Reliability and AVE values still meet the criteria recommended by Hair et al. (Hair et al., 2022), so that the validity of the construct content is maintained. The reliability and convergent validity assessment results are presented in Table 2.

Specifically ET1 (0.685), ET5 (0.646), and FP1 (0.662)—exhibited loadings slightly below the ideal 0.70 limit, they were retained in the model. According to Hair et al. (Hair et al., 2022), indicators with loadings between 0.40 and 0.70 should only be removed if their exclusion leads to a significant increase in Composite Reliability (CR) or Average Variance Extracted (AVE). Since all constructs in this study already demonstrated robust CR (0.856-0.927) and AVE (0.546-0.697) values well above the required thresholds, these indicators were maintained to preserve the content validity of the Environmental Turbulence and Performance constructs."

The entire construct shows excellent reliability, with Cronbach's Alpha values ranging from 0.793 to 0.908, while Composite Reliability is in the range of 0.856-0.927. The AVE value of the whole construct also exceeds the minimum limit of 0.50, which is between 0.546 and 0.697. These findings show that the entire construct meets the requirements of convergent validity and reliability, so that it is feasible to use for structural model analysis.

Table 2: The reliability and convergent validity assessment

Construct	Cronbach's α	rhoA	Composite reliability	AVE
Digital marketing capability	0.824	0.829	0.884	0.656
Environmental turbulence	0.793	0.818	0.856	0.546
Organizational agility	0.908	0.91	0.927	0.643
Performance	0.848	0.857	0.901	0.697
Talent management	0.898	0.904	0.922	0.663

Table 3: Coefficient of determination

Endogenous construct	R^2	Adjusted R^2
Talent management	0.505	0.504
Performance	0.501	0.495
Digital Marketing capability	0.398	0.396

4.3. Structural Model Evaluation

The R^2 value indicates that the model has predictive ability in the moderate category. Organizational Agility was able to explain 50.5% of the variation in Talent Management (R^2 = 0.505). In contrast, Organizational Agility, Digital Marketing Capability, Environmental Turbulence, and the moderation effect together explained 50.1% of the variation in Performance (R^2 = 0.501). Meanwhile, Talent Management explained 39.8% of the variation in Digital Marketing Capability (R^2 = 0.398). The adjusted R^2 value, which is almost the same as R^2, indicates that the model is quite stable and does not experience overfitting. Table 3 presents the R^2 and adjusted R^2 values for the endogenous constructs.

Effect size (f^2) analysis showed that the relationship between Organizational Agility → Talent Management had a very large effect (f^2 = 1.022), while Talent Management → Digital Marketing Capability also showed a large effect (f^2 = 0.662). In contrast, the direct effect of Organizational Agility → Performance was relatively small (f^2 = 0.067), indicating that the benefits of agility were more realized through internal capability mechanisms than through direct effects on performance. In addition,

both Environmental Turbulence and its interaction effect on Performance have a very small f^2 value (<0.02), so their practical contribution is relatively limited even though the moderation effect is shown to be statistically significant.

The results of the multicollinearity test showed that all VIF values were in the range of 1,000-2,339, which means that all VIF values were below 3.3, the model was free from general method bias and multicollinearity. Thus, the model does not suffer from multicollinearity problems, and the entire estimated path coefficient can be reliably interpreted.

The fit model evaluation showed an SRMR value of 0.087, which is still below the 0.10 limit, indicating an adequate level of model suitability. The NFI value of 0.799 is slightly below the ideal value, but it is still acceptable for PLS-SEM-based exploratory research. Overall, the model fit indicator indicates that the model is feasible to use for hypothesis testing.

4.4. Foundations of Hypothesis Development

Previous research has shown that Environmental Turbulence does not necessarily strengthen the relationship between Organizational Agility and Performance. At a certain level of turbulence, agility can actually lose effectiveness because organizations have to make adjustments continuously, which has the potential to increase operational complexity and organizational fatigue (Bekos et al., 2025; İbrahimcioğlu and Kitapçı, 2025; Nguyen et al., 2025; Reed, 2021). Therefore, this study empirically examines whether Environmental Turbulence moderates the relationship between Organizational Agility and Performance. The results of testing the direct and moderating effects are presented in Table 4.

The results of this study confirm that digital marketing capabilities have a significant direct influence on organizational performance ($\beta = 0.445$; $P < 0.001$). These findings are in line with the literature that emphasizes the importance of utilizing digital technology in improving competitiveness and performance achievement (Chaffey et al., 2009). Thus, the development of digital marketing capabilities can be seen as one of the crucial dynamic capabilities in the era of disruption.

Furthermore, organizational agility has proven to play an important role in moderating factors. The Environmental Turbulence → Performance pathway was not directly significant ($\beta = 0.099$; $P = 0.087$) but became significant through Organizational Agility ($\beta = 0.090$; $P = 0.006$). This shows that environmental uncertainty does not necessarily affect performance but must be responded to through the organization's ability to adapt quickly. These findings are consistent with the dynamic capabilities theory that emphasizes agility as an adaptation mechanism to external turbulence (Teece, 2007).

In addition, talent management has a strong influence on the development of digital marketing capabilities ($\beta = 0.631$; $P < 0.001$). This means that effective talent management is the foundation for organizations to build sustainable digital competencies. The indirect effect of Talent Management → Performance through Digital Marketing Capability was also significant ($\beta = 0.281$; $P < 0.001$), confirming that talent is a strategic human-capital micro foundation of strategic capability (Barney, 1991; Teece, 2007). The indirect effects testing results are presented in Table 5.

Overall, this research model shows that talent management and organizational agility play an important role in dealing with environmental turbulence and utilizing digital marketing capabilities to improve performance. These findings provide a theoretical contribution by strengthening the integration between the Resource-Based View (RBV) and the Dynamic Capabilities Framework, as well as practical implications for creative organizations in Indonesia to focus on talent development and agility as a strategy to deal with market uncertainty. The structural research model results are presented in Figure 2.

5. DISCUSSION

5.1. Organizational Agility as a Higher-Order Dynamic Capability

This study shows that Organizational Agility translates into performance through Talent Management and Digital Marketing Capability, where the influence of Organizational Agility is much

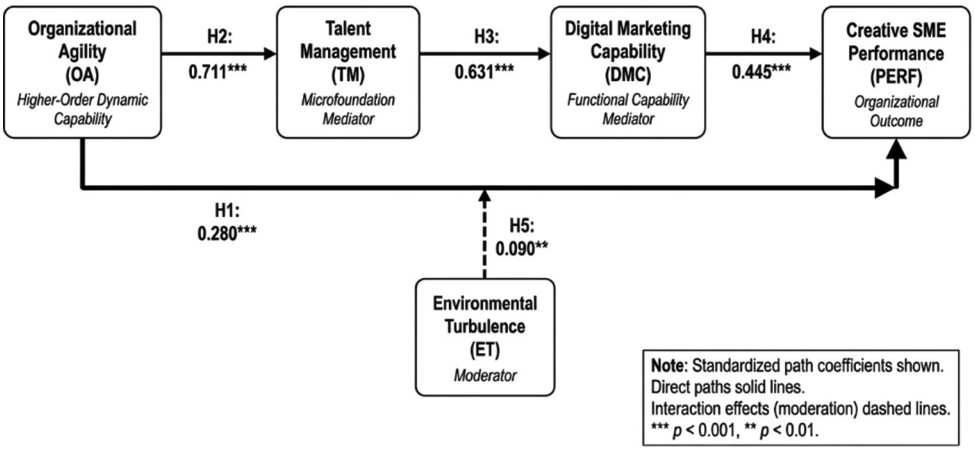
Table 4: Direct effect testing result

Hypothesis	Relationships	Coefficient (O)	T-statistics	P-value	Significance
H_1	Organizational Agility→Performance	0.28	4.305	0	✔ Significant
H_2	Organizational Agility→Talent Management	0.711	26.044	0	✔ Significant
H_3	Talent Management→Digital Marketing Capability	0.631	19.606	0	✔ Significant
H_4	Digital Marketing Capability→Performance	0.445	8.411	0	✔ Significant
H_5	Environmental Turbulence×Organizational Agility→Performance	0.090	2.75	0.006	✔ Significant (moderation)

Table 5: Indirect effects testing results

Hypothesis	Mediation pathway	Coefficient (O)	Sample mean (M)	STDEV	T-statistics	P-value	Significance
H_6	Talent Management→Digital Marketing Capability→Performance	0.281	0.282	0.039	7.168	0	✔ Significant
H_7	Organizational Agility→Talent Management→Digital Marketing Capability	0.449	0.452	0.033	13.485	0	✔ Significant
H_8	Organizational Agility→Talent Management→Digital Marketing Capability→Performance	0.2	0.201	0.029	6.965	0	✔ Significant

Figure 2: Structural model results



stronger on Talent Management than on performance directly. These insights imply that agility does not function as an isolated driver of superior performance; rather, it operates as a higher-order dynamic capability that allows organizations to identify market changes, adjust strategies, and reconfigure internal resources to deal with a dynamic environment. These findings are in line with the Dynamic Capabilities Theory, which states that dynamic capabilities function as an organizational mechanism in integrating, building, and reconfiguring resources to maintain competitiveness (Teece, 2007; Teece et al., 1997a).

To stay competitive, creative SMEs need to adapt to consumer trends, technological developments and market dynamics. But performance improvements aren't just about external responsiveness. They must be about development of internal capabilities. This result is in line with Walter (2021) and Bekos et al. (2025), who stress the importance of organizational agility, which is only beneficial when backed by capabilities that can convert adaptive responses into operational actions.

5.2. Talent Management as a Strategic Human- Capital Micro foundation of Organizational Agility

The findings of the study show that Talent Management is a direct consequence of Organizational Agility, as well as being a strategic human-capital micro foundation that allows organizations to build the next capabilities. This indicates that more agile organizations tend to be better able to adjust human resource management practices through the process of talent attraction, learning and development, career management, retention, and rewards according to changes in the business environment. Thus, agility is not only realized through changes in business strategy but also through the ability of organizations to develop talent that is relevant to market needs.

These findings support Teece's (Teece, 2007; 2018) view that micro foundations are the main foundation for the implementation of Dynamic Capabilities Theory. The results of the study are also in line with Harsch and Festing (2020) and Zake et al. (2024), who affirm that organizations that are able to systematically develop talent have better adaptability and learning in dealing with environmental changes.

5.3. Talent Management Enables Digital Marketing Capability

One of the main contributions of this research is to show that Talent Management is a major determinant in building Digital Marketing Capability. These findings show that the success of the digital transformation of creative SMEs is not solely determined by technology investment, but by the quality of human resources who are able to utilize the technology effectively. In other words, Digital Marketing Capability is the result of the talent development process, not just the result of digital technology adoption.

In the context of Indonesian creative SMEs, Digital Marketing Capability is realized through the use of accessible digital platforms, such as social media, content marketing, web analytics, and digital communication that are relatively accessible to business actors.

Digital technology enables creative SMEs to reach wider markets, strengthen customer relationships, and respond more quickly to changing customer needs without making substantial investments in advanced technologies. The results suggest that digital marketing capability is shaped not only by technology adoption but also by the organization's ability to develop and manage talented employees. This finding adds to earlier studies (Apasrawirote et al., 2022; Homburg and Wielgos, 2022; Ranjan, 2023) by highlighting talent management as a key organizational foundation for building effective digital marketing capability.

5.4. Development of Sequential Capability Enhances SME Performance

The results suggest that the relationship between Organizational Agility and SME performance is an indirect relationship, where Organizational Agility affects SME performance through a series of internal capability development. Firms that are fast to adapt to environmental change also tend to invest more in talent management. The better the management of talent, the more employees will have the knowledge and skills to adopt and use digital marketing more effectively. As digital marketing capability improves, firms will be better able to reach customers, respond to market needs, and deliver better business performance.

This finding adds to the understanding of Dynamic Capabilities Theory. Organizational Agility is not enough to improve performance. Its contribution depends on the firm's ability to develop complementary capabilities that translate adaptive responses into operational results. Talent Management provides the human foundation to this process, while Digital Marketing Capability enables firms to leverage that human capital for market-oriented activities. In this way, agility does not exist in a vacuum but is supported by other organizational capabilities, which create value. The results thus provide support for the claims by Helfat and Peteraf (2003), Ranjan et al. (2020), and Yi et al. (2023) that operational capabilities are critical in translating strategic capabilities into organizational performance.

5.5. The Significance of Organizational Agility in Turbulent Environments

The results show that environmental turbulence does not have a direct effect on SME performance but positively moderates the relationship between organizational agility and performance. This implies that environmental volatility is not a direct determinant of success in an organization, but a boundary condition delineating when organizational agility is more valuable. This is especially true for creative SMEs working in volatile markets with rapidly changing consumer tastes, digital technology and product trends. In such volatile conditions, the more agile firms are better able to spot new opportunities, adjust their marketing strategies, bring out new products and react quickly to changes in the market, while the less agile firms struggle to remain competitive.

Furthermore, these results provide strong support for contingency theory, which states that the effectiveness of organizational capability is highly contingent on the environmental turbulence in which they are deployed (Tallon et al., 2019). The size of the moderation effect presented here is modest, but it does support the proposition that organizational agility will become increasingly important as environmental uncertainty increases. This concurs with the recent research by Bekos et al. (2025) and Nguyen et al. (2025) which indicate that the agility of SMEs helps them to sustain their performance much better in highly dynamic business environments.

5.6. Managerial and Practical Implications

The findings in this study provide several managerial and practical implications for business owners, managers, and decision-makers in the creative industry sector and digital-based organizations in Indonesia, especially SMEs.

1. Digital Marketing Capability is proven to be one of the main factors that improve organizational performance. Therefore, organizations need to increase investment in digital infrastructure, marketing analytics, and the use of digital platforms to strengthen relationships with customers. The development of digital capabilities not only expands market reach but also increases the speed of organizations in responding to changing consumer behavior and competitive dynamics. Although by utilizing low-cost social media, this needs to continue to be improved
2. Organizations need to build "Organizational Agility" as a strategic ability to deal with changes in the increasingly dynamic business environment. Agility is not only interpreted as the ability to react quickly, but also as the ability of organizations to accelerate decision-making, increase the flexibility of business processes, and encourage an adaptive work culture. Thus, organizations will be better prepared to face technological changes, customer preferences, and ever-growing competitive pressures
3. The study shows that talent management is an important foundation for building digital marketing capability (DMC). Digital transformation is not only about investment in technology, but also about the quality of human resources that can manage and apply these technologies effectively. Hence, organizations should focus on strategies for recruitment, training, competency development and talent retention that foster digital competency, creativity and adaptability. For SMEs, management is different from large companies and it can be applied according to their needs in order to keep and reward the key employees that drive innovation, digitalization and production in the company
4. This study shows that "Environmental Turbulence" does not have a direct effect on organizational performance, but strengthens the relationship between "Organizational Agility" and performance. These findings provide an important message that it is not enough for organizations to be aware of environmental uncertainties. Instead, organizations need to build internal adaptation mechanisms, such as "real-time market sensing," "scenario planning," organizational learning, and rapid decision-making. Through this mechanism, environmental change is no longer seen as a mere threat but can be used as an opportunity to create innovation, strengthen competitiveness, and improve organizational performance.

5.7. Conceptual and Theoretical Contributions

This research contributes to Dynamic Capabilities Theory by introducing a sequential capability-building mechanism that clarifies how organizational agility is converted into organizational performance (Lu and Ramamurthy, 2011; Tallon and Pinsonneault, 2011; Teece et al., 1997b), rather than focusing only on the direct impact of organizational agility on organizational performance. It posits that organizational agility functions as a higher-order dynamic capability, primarily serving as an enabler rather than an independent catalyst for exceptional performance (Chakravarty et al., 2013; Teece et al., 2016; Winter, 2003). The findings indicate that agility does not yield outcomes immediately; rather, it must be converted into more effective organizational capabilities to provide genuine value (Akter et al., 2022; Bekos et al., 2025; Reed, 2021).

Our study provides a clearer explanation for the contradictory findings in the organizational agility literature. Organizational Agility improves performance by sequentially building complementary capabilities. First, it improves talent management as a strategic human-capital base that allows the development of digital marketing capability, which in turn enhances performance outcomes. In doing so, the study extends Dynamic Capabilities Theory by showing how higher-order dynamic capabilities are translated into business value.

6. CONCLUSION

This research shows that Organizational Agility improves the performance of creative SMEs both directly and through strengthening Talent Management and Digital Marketing Capability. These findings indicate that Organizational Agility plays a role as a higher-order dynamic capability that encourages organizations to build internal capabilities before producing performance improvements. In the context of Indonesian creative SMEs, Talent Management functions as a micro-foundation that enables the development of Digital Marketing Capability, especially through the use of accessible digital platforms to support marketing activities.

Environmental Turbulence positively moderates the relationship between Organizational Agility and performance. This finding indicates that turbulent environments increase the strategic value of organizational agility. In this study, there are several limitations. First, the research uses a cross-sectional design, so it has not been able to capture changes in organizational capabilities over time. Second, the object of research is limited to creative SMEs in Jakarta, Bogor, Depok and Bekasi that have carried out export or import activities. Hence, the generalization of research results needs to be done carefully. Third, the research model still explains 50.1% variation in organizational performance, so there are still other factors outside the model that can affect the performance of SMEs.

Overall, this study suggests that Organizational Agility should be viewed not as a direct source of competitive advantage but as a higher-order dynamic capabilities whose value depends on its ability to stimulate complementary organizational capabilities. By introducing a sequential capability-building mechanism linking Organizational Agility, Talent Management, and Digital Marketing Capability, this study offers a more explicit explanation of how dynamic capabilities are transformed into organizational performance. This perspective helps reconcile the inconsistent findings reported in previous Organizational Agility research and contributes to the continued refinement of Dynamic Capabilities Theory.

Further research is recommended to test this model in the industrial sector and the wider region using a longitudinal design. In addition, future research can include other capabilities, such as innovation capability, entrepreneurial orientation, or digital leadership, to expand the development of Dynamic Capabilities Theory and test the effectiveness of the use of low-cost and advanced digital technologies in improving organizational performance.

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