

# The Role of Entrepreneurial Agility in Enhancing the Entrepreneurial Intentions of Generation Z Womenpreneurs: A Systematic Literature Review

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## Keywords:

entrepreneurial agility,  
entrepreneurial intention,  
womenpreneurs, generation Z

## Abstract

*This study aims to examine the role of entrepreneurial agility (EA) in enhancing the entrepreneurial intentions of Generation Z womenpreneurs through theoretical perspectives and recent empirical evidence. In the rapidly evolving digital economy, entrepreneurs are required to adapt to market changes, manage uncertainty, and effectively capitalize on emerging opportunities. EA serves as a key capability that drives these abilities, especially for a generation that has grown up closely with technology. This study employs a Systematic Literature Review (SLR) method using the PRISMA 2020 protocol, with literature searches conducted through the Scopus and Google Scholar databases over the past five years, yielding a total of 244 articles (Scopus = 44 articles from 2020–2025 and Google Scholar = 200 articles from 2020–2025). The SLR findings indicate that Generation Z women possess substantial potential to develop digital-based businesses, yet they still face obstacles such as limited experience, fear of failure, and gender disparities. In this context, EA emerges as a determining factor that can enhance confidence, risk-taking readiness, and resilience in navigating business dynamics. Thus, strengthening EA is not only theoretically relevant but also practically essential to support the development of young womenpreneurs in the digital economy era.*

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## INTRODUCTION

The rapid transformation of digital technology innovation has brought significant changes across all sectors, including the global economic landscape. This development has driven the emergence of new economic models that serve as key engines of growth in many countries. It has also contributed to expanding industrial opportunities and creating jobs that increasingly require diverse digital skills (Cueto et al., 2022; Swaramarinda et al., 2025). In Indonesia, the acceleration of the digital economy has become more evident through strengthened technological infrastructure, the rising use of digital services, and the growing number of internet users. APJII data as of August 2025 show that there are 229.42 million internet users in Indonesia, or 80.66% of the total population, with the largest contribution coming from millennials, followed by Generation Z. This condition indicates that Indonesian society has substantial potential to capitalize on digital opportunities; however, this must be supported by human resources who are adaptive and responsive to change (Dabić et al., 2023; Uthaileang & Kiattisin, 2023; Wardana et al., 2023).

The rapid changes triggered by digitalization have created a business environment that is increasingly complex and unstable. This condition, marked by volatility, uncertainty, complexity, and ambiguity (VUCA), requires entrepreneurs to possess a high capacity for adaptation (Varshney, 2020). Individuals equipped with technological capabilities that encourage adaptation and the development of new solutions in response to change tend to be more agile in

entrepreneurial activities (Imjai et al., 2024; Raharjo et al., 2024). In such circumstances, entrepreneurial agility is not only an added value but becomes a fundamental foundation that entrepreneurs must possess to operate effectively amid digital dynamics. This capability allows individuals to transform pressure into opportunities and remain competitive in the modern business environment (Hindrawati et al., 2023; Wang et al., 2022). Therefore, entrepreneurial agility becomes a crucial element in enhancing entrepreneurial readiness and intention.

Generation Z is known as a group born and raised alongside the development of digital technology, which has shaped their strong familiarity with innovation and change. They possess substantial potential to drive the growth of the creative economy and digital entrepreneurship through the digital skills they inherently hold. However, their level of entrepreneurial intention still faces several challenges, such as a lack of readiness to take risks, limited access to information, and insufficient practical experience (OECD, 2023). Data reported by the OECD (2023) and findings from Isaga (2019) also reveal that gender disparities persist within entrepreneurship, where women continue to face greater barriers, including a higher fear of failure, skill gaps, and more limited access to financial resources. These findings indicate that although Generation Z—particularly women—has characteristics that support entrepreneurial engagement, several obstacles may hinder the emergence of entrepreneurial intention. This condition positions women as an important subject of study within the discourse of entrepreneurship in the digital era. Moreover, stronger psychological support and adaptive capabilities are needed for them to sustain and grow.

The increasing interest of Gen Z women in entrepreneurship has not been fully matched by strong entrepreneurial intentions. Despite the fact that many of them show enthusiasm for digital entrepreneurship, not all are able to maintain this interest through to the implementation stage. One important factor that can help individuals become more prepared and develop strong entrepreneurial intentions is entrepreneurial agility. Agility has the potential to enhance psychological resilience, confidence, and risk-management abilities among womenpreneurs (Goncalves et al., 2020; Jiao et al., 2024). In addition, this capability enables them to make strategic decisions in constantly changing situations.

Although entrepreneurial agility is widely recognized as essential, there remains limited research examining it within the context of entrepreneurial intention, especially among Generation Z womenpreneurs. Existing studies predominantly discuss agility from the perspectives of organizational adaptation, business resilience, or digital transformation more broadly. This study seeks to address these gaps both conceptually and empirically. Furthermore, there is a lack of comprehensive reviews that analyze the correlation between entrepreneurial agility and entrepreneurial intention within gender and generational contexts. Therefore, a study that systematically compiles and analyzes all findings related to this variable is required.

Based on these gaps, this research is designed as a Systematic Literature Review to identify the role of entrepreneurial agility in enhancing the entrepreneurial intentions of Generation Z womenpreneurs. This review aims to map the conceptual development of agility, examine its relationship with entrepreneurial intention, and construct a conceptual model that can be used for future studies. This research is expected to provide theoretical contributions to the digital entrepreneurship literature, particularly within the context of youth and gender. Additionally, the findings may serve as a foundation for developing policies and programs that better support womenpreneurs in alignment with digital-era needs. Thus, this study offers significant added value in efforts to understand the dynamics of women's entrepreneurship in the digital economy era.

## METHODS

Data collection was conducted using a systematic review by analyzing research manuscripts obtained from Google Scholar, which is nationally indexed, and Scopus, which is internationally indexed, within the last five years. This approach aims to answer the research questions by synthesizing findings from various studies. The steps in conducting a qualitative systematic review include the following: formulating research questions, performing a literature search, selecting relevant articles, analyzing qualitative findings, applying quality control, and preparing the final report. The research questions formulated for this study are as follows:

- a. What are the trends and developments in research on entrepreneurial agility within the digital context?
- b. How does entrepreneurial agility influence entrepreneurial intention, particularly among young generations or women?
- c. What research gaps emerge from the existing literature, and what are their implications for Generation Z womenpreneurs?

The scope of the discussion is limited to the following: (1) identifying articles that discuss the concept of entrepreneurial agility, (2) analyzing the relationship between entrepreneurial agility and entrepreneurial intention, and (3) describing the role of entrepreneurial agility in enhancing entrepreneurial intention among Generation Z womenpreneurs.

To ensure that the study was conducted systematically, this research followed the PRISMA 2020 guidelines (Page et al., 2021). The literature search process was carried out on September 16, 2025, using the Scopus and Google Scholar databases, with searches in Google Scholar conducted using the Harzing's Publish or Perish application. Table 1 presents the search strings used for both databases.

**Table 1.** Search Strategy

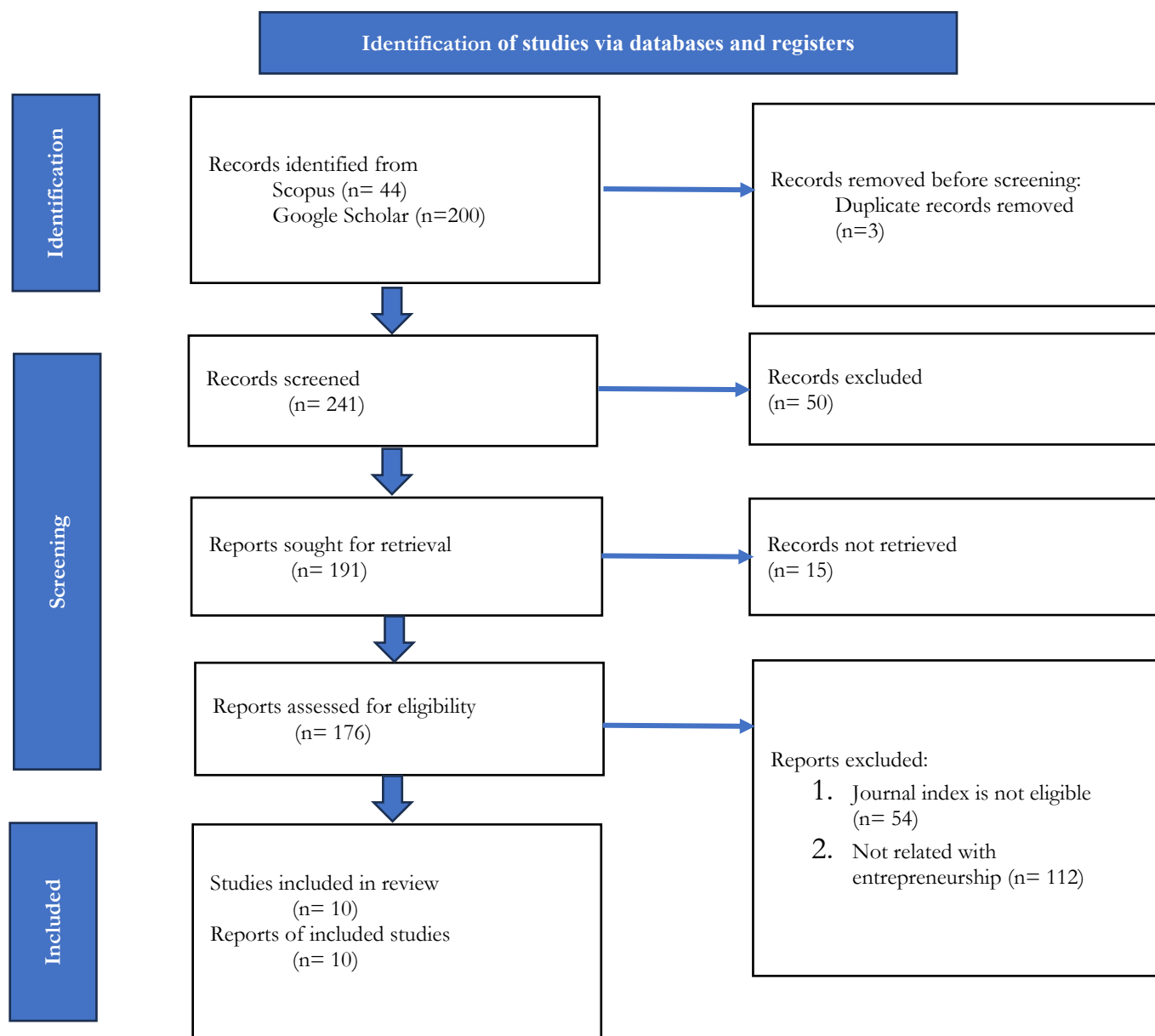
Scopus	Google Scholar
<i>TITLE-ABS-KEY ("entrepreneurial agility" and "digital entrepreneurship" and "entrepreneurial intention")</i>	TITLE ("Kelincahan Berwirausaha" or "entrepreneurial agility", "Kewirausahaan Digital" or "digital entrepreneurship", "Intensi Kewirausahaan" or "entrepreneurial intention")

The search process yielded a total of 244 articles (Scopus = 44 articles from 2020–2025 and Google Scholar = 200 articles from 2020–2025). Subsequently, a selection and evaluation process was carried out to identify the relevant articles. The assessment criteria are presented in Table 2 below:

**Table 2.** Eligibility Criteria

Inclusion Criteria	Exclusion Criteria
Published between 2020 and 2025	Articles or proceedings not indexed by Scopus
This article is a peer-reviewed journal or proceedings	There is no empirical research on entrepreneurial agility in increasing entrepreneurial intentions
Written content in either Indonesian or English	Content unrelated to the digital context

To ensure that the selection and evaluation process was more structured, the researcher utilized EndNote for article screening and Microsoft Excel for coding, sorting, and data analysis. After undergoing the selection process based on the established criteria, 10 out of the 244 articles met the inclusion criteria.



- Not relevant with inclusion criteria

The selected articles were then analyzed by following the steps proposed by Miles & Huberman (2014), namely: (1) data reduction, conducted using Microsoft Excel to facilitate the selection process and focus on key points relevant to the study; (2) data display, presented in the form of tables, narratives, and diagrams that illustrate the relationships between categories; and (3) drawing conclusions, aimed at answering the research questions that were formulated earlier. By applying these procedures, it is anticipated that a comprehensive summary of the findings will be produced for thematic discussion, generating meaningful contributions to the body of knowledge.

## RESULTS AND DISCUSSION

### 1. SLR Prisma Results

The in-depth analysis of articles that met the inclusion criteria reveals that the concept of entrepreneurial agility plays a significant role in shaping the readiness and entrepreneurial intentions of young individuals, particularly Generation Z women. The reviewed literature shows that agility manifests in various forms of adaptive capabilities related to psychological resilience, responses to digital disruption, and rapid business decision-making. A summary of the findings is presented in the following table.

**Table 3.** The concept of entrepreneurial agility in forming entrepreneurial intentions

Author and Year	Results
Secundo et al. (2025)	Entrepreneurial agility is a key factor in leveraging digital opportunities, particularly within platform-based ventures and digital ecosystems.
Kang et al. (2024)	Entrepreneurial agility enables entrepreneurs to transform digital knowledge into concrete actions.
Dheer and Castrogiovanni (2023)	The higher a person's agility, the greater their entrepreneurial intention and confidence in starting a business and managing dynamic business challenges.
Zhang et al. (2024)	Young individuals with high levels of agility are better able to manage risks and demonstrate stronger entrepreneurial intentions.
Drydakis (2022)	Entrepreneurial agility strengthens digital literacy and entrepreneurial readiness within a digitized business environment.
Kuvshinikov & Kuvshinikov (2023)	Agility makes a significant contribution to enhancing self-confidence and entrepreneurial preparedness.
Soomro et al. (2020)	The ability to respond swiftly to changes reinforces self-confidence and individuals' perceived capability to start a business.

Sari dan Ahmad (2022)	High agility increases entrepreneurial orientation, readiness for rapid decision-making, and the ability to seize opportunities in uncertain conditions.
Karimi dan Walter (2021)	Entrepreneurial agility plays an important role in influencing entrepreneurial activities.
Hasan et al. (2025)	Entrepreneurial agility serves as an important mediator between entrepreneurship education and entrepreneurial readiness among Generation Z students.

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The findings of the study indicate that entrepreneurial agility makes a significant contribution to enhancing entrepreneurial readiness and intention in the face of digital dynamics and limited experience. Agility enables aspiring entrepreneurs to develop the ability to adapt to rapid changes, respond to risks and uncertainties with greater confidence, seize emerging digital opportunities, and build psychological resilience amid technological disruptions.

In addition, the literature shows that agility often serves as a mediator between digital factors (such as digital literacy, technological competence, and digital mindset) and entrepreneurial intention. These findings suggest that individuals with high levels of agility tend to be better prepared to enter the digital entrepreneurial landscape and are more capable of sustaining their entrepreneurial interest through to the implementation stage.

## DISCUSSION

### 1. The Role of Entrepreneurial Agility in Enhancing Entrepreneurial Intention

Entrepreneurial agility (EA) is the ability of an entrepreneur to understand market changes, adjust strategies, and make decisions quickly when facing uncertainty (Hasan et al., 2025). EA is not merely about acting fast; it also reflects the willingness to experiment, the ability to learn from failure, and the readiness to adjust strategic approaches in response to shifts in the business environment. This capability becomes crucial for entrepreneurs because the digital business ecosystem they encounter is characterized by uncertainty, a rapid pace of change, and high demands for innovation. Thus, EA can be understood as an adaptive capacity heavily influenced by how individuals respond to challenges, interpret learning experiences, and manage daily business dynamics.

Within the framework of the Job Demands–Resources (JD-R) Theory, EA functions as a personal resource that helps entrepreneurs cope with the demands of digital business (job demands). This adaptive capability enables womenpreneurs to remain productive, withstand pressure, and make quick decisions even when market conditions shift dramatically. The ability to sense opportunities, process information rapidly, and direct strategy forms the foundation of agility, which helps individuals convert market pressures into opportunities for growth. When individuals possess this agility, they tend to develop higher levels of motivation and psychological resilience in maintaining or expanding their businesses.

Meanwhile, in the perspective of the Theory of Planned Behavior (TPB), entrepreneurial intention is shaped by attitude toward the behavior, subjective norms, and perceived behavioral control. Entrepreneurial agility strongly influences the first two components, particularly attitude and perceived behavioral control. Agile individuals tend to have a more positive attitude toward entrepreneurial activities because they perceive market dynamics as opportunities for innovation rather than threats. Moreover, EA enhances perceived behavioral control as individuals feel more

capable of navigating uncertainty, adjusting strategies, and making quick strategic decisions. This confidence strengthens their intention to engage in entrepreneurship, increases their willingness to take risks, and improves their readiness to face challenges.

Previous studies support the influence of EA on entrepreneurial intention. Research by Soomro et al. (2020), Kuvshnikov & Kuvshnikov (2023), and Sari & Ahmad (2022) shows that adaptive agility contributes to self-confidence, risk-taking readiness, and the enhancement of entrepreneurial orientation. These findings confirm that EA is an important predictor for individuals who are considering or beginning their entrepreneurial journey. Therefore, EA plays a direct role in shaping entrepreneurial intention by fostering positive attitudes, self-control, and the ability to manage uncertainty. This agility becomes the psychological foundation that enables individuals to survive and grow within rapidly changing business environments.

## **2. The Role of Entrepreneurial Agility in Enhancing Entrepreneurial Intention among Generation Z Womenpreneurs**

In the context of gender, the role of entrepreneurial agility (EA) becomes increasingly relevant when examined in relation to Generation Z womenpreneurs. This group has grown within a dynamic digital ecosystem, yet they continue to face structural and psychological challenges that differ from those encountered by male entrepreneurs. Prior studies indicate that women tend to worry more about failure, have limited access to information, and possess lower confidence when taking risks. Other research also highlights persistent gender gaps in leadership positions (Balachandra, 2020; Kroska & Cason, 2019) and in access to capital, including biases in funding, as women receive less venture investment and fewer bank loans (Bullough et al., 2021). These conditions have the potential to reduce entrepreneurial intention, particularly among younger generations.

Generation Z is known for being technologically adaptive, fast learners, and highly responsive to change—characteristics that are closely associated with the development of entrepreneurial intention. However, without deeper adaptive capabilities such as agility, these traits do not automatically strengthen entrepreneurial intention. EA can function as a psychological capital that helps close existing gender gaps. Womenpreneurs with high agility tend to be more confident in experimenting with strategies, testing new business models, and responding quickly to digital trends. This sense of confidence fosters stronger entrepreneurial intentions because they feel capable of managing digital market uncertainties and prepared to face risks (Stephan et al., 2023).

EA also helps young women overcome the social and psychological challenges often experienced throughout the entrepreneurial process. By becoming more adaptive, they are able to view change as an opportunity rather than a threat, refine strategies after failure, and make more mature business decisions. These capabilities are crucial in the rapidly evolving context of digital entrepreneurship. Such agility determines whether a womenpreneur can sustain, grow, or withdraw from entrepreneurial activities. Therefore, EA not only strengthens entrepreneurial intention but also helps Generation Z womenpreneurs overcome gender-based barriers.

## **CONCLUSION**

Based on the findings of the systematic literature review, this study confirms that entrepreneurial agility (EA) is a key capacity that plays a significant role in enhancing the entrepreneurial intention of Generation Z womenpreneurs in the digital economy era. EA emerges as a form of adaptive agility that enables individuals to respond quickly to market changes, interpret

uncertainty as an opportunity, and adjust business strategies dynamically. Through the integration of the Theory of Planned Behavior and the Job Demands–Resources Theory, it can be concluded that EA strengthens positive attitudes, increases perceived behavioral control, and serves as a psychological resource that helps womenpreneurs cope with the pressures and demands of the digital business environment.

The SLR results indicate that Generation Z women possess great potential for developing digital-based businesses; however, they still face challenges such as limited experience, fear of failure, and gender gaps. In this context, EA becomes a decisive factor that enhances confidence, risk-taking readiness, and resilience in navigating business dynamics. Thus, strengthening EA is not only theoretically relevant but also practically important in supporting the development of young womenpreneurs.

Overall, this study emphasizes that the development of entrepreneurial agility should become a central focus in empowerment programs, entrepreneurship education, and policies targeting the digital generation of women. Efforts to strengthen this adaptive agility have the potential to help Generation Z womenpreneurs build stronger, more sustainable entrepreneurial intentions that are responsive to emerging opportunities in the rapidly evolving digital economy.

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