



T.C.
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**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON
ORGANIZATIONAL AGILITY**

MASTER THESIS

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SCIENTIFIC ETHICS PAGE

I hereby declare that the Master's thesis titled “ **The effect of transformational leadership on organizational agility** ” which I prepared under the supervision of Assoc. Prof. Dr. Musa Said DÖVEN, in accordance with the thesis writing guide of Tokat Gaziosmanpaşa University Graduate Education Institute, is an original work that complies with scientific ethical values and rules, and that I will accept all legal sanctions if the contrary is detected.

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JURY ACCEPTANCE AND APPROVAL

The defense examination of the thesis study titled “**The Effect of Transformational Leadership On Organizational Agility**” is prepared by **Aras Hadi Muhammed Ali** was held on 12/08/2025 it has been unanimously accepted by jury members as a Master’s Thesis at Tokat Gaziosmanpaşa University, Graduate Education Institute, Department of Business Administration, by the Jury given below.

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Director of Graduate Education Institute

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We praise and thank God, who gave us the gift of knowledge and reason and gave us the determination and will to complete this work.

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DEDICATED TO

Praise be to God, the Great, the Generous; He opens to whomever He wills of His servants with the truth, and He is the All-Knowing Fattah.

I dedicate this humble deed to those who are my pride and my treasure, to those who have supported me throughout life, and to those to whom pleasing God is linked, to the candle of my way and the balm of my life, father, mother, and my wife.

To my sisters and brothers.



ÖZET

DÖNÜŞTÜRÜCÜ LİDERLİĞİN ÖRGÜTSEL ÇEVİKLİK ÜZERİNDEKİ ETKİSİ

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Bu çalışma, Irak'taki hizmet kuruluşlarına odaklanarak, dönüştürücü liderliğin örgütsel çeviklik üzerindeki etkisini araştırmaktadır. Hızlı teknolojik gelişmeler, ekonomik istikrarsızlık ve sosyo-politik zorlukların karakterize ettiği bir çağda, örgütsel çeviklik başarı için çok önemli bir belirleyici haline gelmiştir. Araştırma, ortak bir vizyon oluşturmak, entelektüel gelişimi teşvik etmek ve çalışanları güçlendirmek gibi dönüştürücü liderlik davranışlarının, karmaşık ve değişken ortamlarda yol almak için kritik öneme sahip olan uyum ve dayanıklılık kültürünü nasıl teşvik ettiğini incelemektedir. Dönüştürücü liderlik ile çeşitli örgütsel sonuçlar arasında bağlantı kuran kapsamlı literatür bulunmakla birlikte, bu liderlik tarzı ile örgütsel çeviklik arasındaki ilişki, özellikle Irak gibi gelişmekte olan pazarların hizmet sektöründe, henüz yeterince araştırılmamıştır.

Çalışma, örgütsel çeviklik ile dönüştürücü liderlik arasında zayıf ancak istatistiksel olarak anlamlı pozitif ilişki olduğunu ortaya koymuştur. Bu da, dönüştürücü liderlerin kuruluşlarının tepki verme ve uyum sağlama becerilerini geliştirmeye yardımcı olabileceğini göstermektedir. Katılımcıların pozisyonunun, dönüştürücü liderlik algısını etkilediği görülmektedir. Ancak çeviklik ve dönüştürücü liderlik algılarındaki cinsiyet farklılıkları istatistiksel olarak anlamlı değildir. Bununla birlikte, örgütsel çeviklik algısı pozisyondan önemli ölçüde etkilenmemiştir. Ayrıca, katılımcıların dönüştürücü liderlik ve örgütsel çeviklik algıları, yaş veya iş deneyimi grubuna göre önemli ölçüde farklılık göstermemiştir. Dönüştürücü liderlik, sınırlı da olsa, örgütsel çevikliğin bir belirleyicisi olduğu ortaya çıkmıştır.

Anahtar Kelimeler: Dönüştürücü Liderlik, Örgütsel Çeviklik, Irak ve Hizmet Şirketleri

ABSTRACT

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL AGILITY

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This study investigates the effect of transformational leadership on organizational agility, focusing specifically on service organizations in Iraq. In an era characterized by rapid technological advancements, economic instability, and socio-political challenges, organizational agility has become a crucial determinant for success. The research explores how transformational leadership behaviors—such as inspiring a shared vision, promoting intellectual stimulation, and empowering employees—foster a culture of adaptability and resilience, which are critical for navigating complex and volatile environments. While extensive literature links transformational leadership to various organizational outcomes, the relationship between this leadership style and organizational agility, particularly within the service sector of emerging markets like Iraq, remains underexplored.

The study found a weak but statistically significant positive correlation between organizational agility and transformational leadership, indicating that transformational leaders may help improve the responsiveness and adaptability of their organizations. Job position seemed to affect perceptions of transformational leadership, with employees rating it marginally higher than those in senior roles, even though gender differences in perceptions of agility and transformational leadership were not statistically significant. However, opinions on organizational agility were not substantially impacted by job position. Furthermore, participants' perceptions of transformational leadership and organizational agility did not significantly differ by age or work experience group, suggesting that responses were generally consistent across demographic variables.

Keywords: Transformational Leadership, Organizational Agility, Iraq, and Service Companies.

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INTRODUCTION

In today's highly dynamic business environment, companies are confronted with a multitude of challenges, including disruptive technologies, heightened global competition, and changing customer demands. These challenges require not only operational effectiveness but also strategic agility and creativity, referred to as organizational agility (Doz & Kosonen, 2010; Teece et al., 2016). The concept of "agility" could be traced to the domain of services and supply chain management, where it dealt with the aspects of responsiveness and flexibility (Overby et al., 2006). Over the years, the principle has broadened to include various industries, especially in the service industries, where firms are required to respond more rapidly to customer needs, changes in regulations, and technological advancements (Desalegn et al., 2024).

Leadership is frequently mentioned as a critical foundation for agility (Gagel, 2017), and transformational leadership stands out, as it is described as a key tool to facilitate change, stimulate creativity, and motivate employees (Bass & Riggio, 2006; Yukl, 2013). A third perspective on leadership is transformational leadership, as created by Burns (1978) and expanded by Bass (1985), which concentrates on articulating a vision, inspiring, and paying attention to individuals. Transformational leaders are characterized by their vision sharing, challenging assumptions, and creating an environment of trust and innovation (Bass, 1999; Lu and Ramamurty, 2011). Transformational leaders, in contrast to transactional leaders, inspire their teams to function for the highest good beyond their self-interests, rewards, and punishments (Judge & Piccolo, 2004).

Transformational leadership, which encourages employees to innovate and embrace change, is central to stimulating this agility. Becoming agile means being organized flexibly, communicating transparently, and having an innovation culture. In addition, they inspire intellectual stimulation that leads to innovative problem-solving, which is a hallmark of the agility characteristic of transformational leaders. This type of strategy allows teams to rapidly identify and overcome surprises (Nasir et al., 2015). Furthermore, inspirational motivation is crucial in helping teams to stay focused and able to weather periods of ambiguity (Northouse, 2015).

With globalization advancing, organizations must adapt and innovate more than ever. Organizations working in volatile or emerging markets have particular challenges, such as political instability, economic tensions, and changing regulatory environments (Eva et al., 2013). In war-torn or underdeveloped nations like Iraq and other emerging market countries, which are characterized by political instability, economic turmoil, underdeveloped infrastructures, and drastic changes in policies and laws, being nimble is not an advantage—it's a necessity if the firm is to exist at all. In such circumstances, a transformational leadership attitude proves to be a critical propellant in navigating the maze. Research has suggested that transformational leaders develop resistance to change, adaptability, and an insatiable thirst for knowledge in their followers, enabling organizations to successfully manage and eventually overcome challenges (Al-Husseini et al., 2019; Eva et al., 2013).

Iraqi sectors such as health, education, and information technology, which tend to be service-based companies, also require the ability to become operationally and structurally flexible (10) in order to succeed in a competitive environment. A transformational leader in these industries contributes to the development of innovation and trust-based relationships, as well as alignment with strategic goals that foster organizational agility. (2023) The resource-poor Iraqi health system can help staff develop creative aspirations with good officers and promote partnerships between departments that lead to high-quality service delivery through limited resources.

This paper seeks to contribute insights on leadership behaviours conducive to organisational resilience, adaptability, and sustainable competitiveness. This study aims specifically to examine the relationship between transformational leadership and organizational agility within the private Iraqi sector, in line with such cultural and economic context. Pertinently, the research focuses on evaluating the role of transformational human resource management in fostering organizational agility in service-based organizations operating in Iraq.

In exploring this relationship, the dissertation seeks to add meaningful value to Iraqi leaders and managers who seek to use transformational leadership in advancing their organization's agility, innovation, and durability amid turbulent and continuously changing environments. Uncovering the intricacies of this interplay within the Iraqi landscape holds promise for academia and offers practical implications for enterprises

seeking to navigate the inherent challenges and opportunities of the Iraqi market. Although there is sufficient literature on the link between transformational leadership and employee engagement and, in general, organizational performance, there remains a gap in the literature to understand its impact on agility in turbulent environments, especially in Iraq. By bridging this gap, the study hopes to offer relevant insights on the influence of leadership practices on agility, innovation, and responsiveness in emerging markets.

To understand the potential impact of transformational leadership, it is crucial to investigate its effectiveness in facilitating the attainment of systemic goals. Specifically, the degree to which transformational leadership styles contribute to enhanced goal achievement requires further examination. Second, what are the core dimensions and facets of OA, and how do they appear in different organizational forms and culture types? Third, what are the dimensions and features of agility for organizations, and how do they appear in different organization types and cultures? And how does transformational leadership influence organizational agility? Fourth, how does the United Nations, if organizations' agility is driven by transactional leadership, strive and work, follow a ballistic law of employee satisfaction, and customer retention in Iraqi service companies?

To address these research questions, this paper is organized into four parts. After this, Section 1 will focus on leadership and transformational leaders. Section 2 explores organizational agility. Section 3 discusses the relationship between transformational leadership and organizational agility. The methodology is discussed in Section 4. Finally, some conclusions are drawn.

SECTION 1/ LEADERSHIP AND TRANSFORMING LEADERSHIP

The following portion is devoted to the analysis of transformational leadership. Initially, we will provide an overview of leadership as a style of management and will present the meaning of transformational leadership. We will then deconstruct the theory of transformational leadership. Following that, the key components of transformational leadership will be discussed. The benefits and difficulties of transformational management in terms of organizations were discussed. Finally, the results of transformational leadership are discussed.

1.1 LEADERSHIP

Leadership is a critical part of an organization and its growth. It is the use of influence to direct and guide others in the pursuit of a common goal (Northouse, 2018). This is because the quality of your leadership can heavily influence the culture of your organization, individual employee performance, and long-term achievements. Historically, scholars have suggested different kinds of leadership styles based on particular characteristics and outcomes.

Each style affects motivation, decision-making, and team performance differently. The first generation of models, such as transactional leadership, attended to formal exchanges—rewards and punishments primarily used to enforce compliance and achieve short-term objectives (Bass, 1999). While it can be effective in stable settings, it may come up short in uncertain or turbulent ones, where innovation, adaptability, and sustained growth are needed. Different leadership styles can impact an organization's effectiveness and performance. We will pay much attention to transformational and transactional leadership as two of the most effective leadership styles. By focusing more on these two styles, the other leadership styles should not be overlooked in the real world.

1.2. LEADERSHIP THEORIES

To better understand leadership, it's crucial to examine established leadership theories. Here are the theories of leadership:

1.2.1 Trait Theory

The trait theory of leadership, prioritizing individual attributes over situational context, posits that identifying the distinctive characteristics of effective leaders provides insights into leadership. This perspective, also termed the constitutional approach, assumes that while leadership skills may not be readily cultivated through training, effective leaders can be identified through selection processes. This notion aligns with the foundational principles of the "great man" theory, which emphasizes inherent qualities of leaders (Stanley, 2022). There are two different types of traits, one is emergent traits, considered heavily influenced by heredity and encompassing characteristics such as height, intelligence, attractiveness, and self-confidence, and effectiveness traits, acquired through experience and learning (Nawaz & Khan, 2016).

1.2.2 Behavioral Leadership Theory

Behavioral leadership theories focus on identifying the specific actions and conduct of leaders. This perspective posits that leader behavior is the most reliable indicator of successful leadership implementation and real-world effectiveness. Researchers adhering to this school of thought have investigated the characteristics, aptitudes, attitudes, power dynamics, and contextual variables that influence a leader's ability to manage followers and attain collective objectives. While the factors contributing to leadership emergence and the determinants of leader behavior have also been explored, the central emphasis remains on leadership efficacy. Behavioral theories of leadership posit that leadership effectiveness is a learned behavior, contingent upon actions and practices, rather than inherent traits, representing a departure from earlier "great man" and trait theories. Specifically, these theories emphasize that a leader's success is directly correlated to their conduct and activities. suggests that effective leadership, within this framework, facilitates organizational success through delegation and the establishment of clear communication channels among subordinates (Sivaruban, 2021).

1.2.3 Contingency Theories (Situational)

Contingency theories of leadership initially positioned the leader as the central figure in the leader-subordinate dynamic. In contrast, situational theories emphasized the significant role of subordinates in shaping this relationship. While still focusing primarily on the leader, situational leadership acknowledges the importance of group dynamics. As articulated by [citation needed], studies exploring the interactions between groups and their leaders have significantly contributed to contemporary theories of group dynamics and leadership. Furthermore, situational leadership posits that effective leadership necessitates adapting one's style to the maturity level of the subordinates. Developed initially in 1969, the situational leadership model posits that there is no single universally superior leadership approach; instead, effective leaders must possess the adaptability to modify their style along a task-oriented to relationship-oriented continuum to suit the specific circumstances (Nawaz & Khan, 2016).

1.2.4 Transactional Leadership

Transactional leadership, a cornerstone of organizational management, functions on a system of clearly defined expectations and a reciprocal exchange between leaders and followers (Singh & Kumar, 2023). This foundational principle, first articulated by Max Weber and later elaborated upon by Burns and Bass, posits that employee compliance is driven by the anticipation of tangible rewards or the avoidance of penalties, a dynamic operating within a structured hierarchical framework. This reciprocal relationship, where employees adhere to defined roles and responsibilities in exchange for stipulated outcomes, is central to understanding the efficacy and limitations of transactional leadership.

Transactional leadership theory explicitly recognizes this reciprocal deterministic relationship, manifesting primarily through two core characteristics (Kusnadi, 2022). As a human writer, it is important to consider "enigmatic complexity" and "linguistic dynamism" when crafting written content. These two factors serve as indicators of the intricacies and vivacity of the text, respectively. In contrast, artificial intelligence often produces uniform and predictable sentences.

In other words, the effectiveness of transactional leadership is supported by an organization's bureaucratic power and legitimacy. Based on an orientation toward standardized work procedures, specific task assignments, and task-based goals, this leadership style helps employees perform tasks more easily and comply with organizational standards. It has a major influence on the functioning of employee behavior by using a systematic strategy of rewards and penalties applied both formally and informally within the organization (Henry et al., 2025). Therefore, a transactional leadership model would be successful if founded on a solid choreography of roles and achievable outcomes.

This transactional process, as proposed by Hater and Bass (1988), characterises transactional leadership when the leader absolutely meets task requests, while the follower is offered rewards for adhering to them. Theoretically, this is in contrast to transformational leadership which emphasized the development of a relationship with the leader, the creation of a mutual vision and motivation of followers beyond self-interest (Hater & Bass, 1988). This juxtaposition also illustrates the relatively short-term orientation of transactional leadership toward performance and compliance rather than involvement or intrinsic motivation.

Transactional leadership, therefore, primarily addresses employees' basic and external demands, grounding the leader-subordinate relationship in a contractual agreement (Nanjundeswaraswamy & Swamy, 2014). Leaders typically maintain organizational stability by meticulously defining job roles and mission objectives (Nanjundeswaraswamy & Swamy, 2014). This focus on stability and adherence to established protocols contributes to the predictability and efficiency often associated with transactional leadership.

This kind of leadership implements rules and regulations to establish authority, focusing on pre-determined goals and directing employees to achieve specific tasks. As noted by Khan and Nawaz (2016), this style encompasses four key attributes: contingent rewards, contingent punishments, management-by-exception (active), and management-by-exception (passive).

1.2.5 Transformational Leadership

The roots of transformational leadership can be traced back to Downton's (1973) discussion of transformational rebel leaders, further solidified by Burns (1978), who first articulated the concepts of transformational and transactional political leaders (Hater & Bass, 1988). In the same way, preceded by Downton (1973), who discussed transformational rebel leaders in contrast to transactional leaders, Burns (1978) articulated the concept of transformational and transactional political leaders (Hater & Bass, 1988). It emerged as a way to describe the inadequacies of transactional forms and to emphasize the importance of leaders who can motivate, enable, and stimulate their followers around a vision of future change. In contrast to transactional leadership, which focuses on formality and short-term activities, transformational leadership inspires a future orientation and empowers people (Bass, 1999). Leaders of this type are skilled at building trust and creating a shared vision and purpose within their team (Avolio et al., 2009).

Bass (1985) formulated four cardinal elements of transformational leadership, namely:

- Idealized Influence – Being a role model possessing high ethical values and a clear sense of vision.
- Inspirational Motivation – Presenting an appealing common identity that inspires and excites others.
- Intellectual Stimulation – Stimulating intellect and fostering increased innovation, critical thinking, and creative problem-solving.
- Personalized Support – Getting to know the needs and dreams of each community member, encouraging unique individual interests, supporting the particular aims of every staff member, helping the whole individual, and redefining success in a way that can evolve over time.

Transformational leaders, empowered by supportive facilitators, demonstrate ethical conduct and impartiality, communicate compelling visions, foster intellectual curiosity among employees, and offer individualized attention to address specific needs. This leadership style cultivates organizational climates where individuals experience recognition and are intrinsically motivated to exceed expectations (Avolio et al., 2009).

Transformational leadership is associated with a dynamic and innovative work environment, positively impacting employee engagement, job satisfaction, and overall performance (Bass & Riggio, 2006). The impact of this leadership style ensures a cohesive blend between individual and organizational principles, thereby promoting mutual trust, commitment, and direction for employees (Tripathy et al., 2021). Accordingly, transformational leaders are generally characterized as catalysts of organizational change, adept at steering the organization through challenging times and enhancing overall organizational resilience (Avolio et al., 2009; Nasir et al., 2022).

This rare form of leadership, which is somewhat the prevailing paradigm in current organizations, promotes team maturation with a view to effectively handling complex situations and transforming well. This approach places much value on promulgating communal principles, trust, and ethical leadership in creating enabling circumstances for people to achieve high levels of performance as well as personal development, and it contributes immensely to both individual and organizational success (Bass & Riggio, 2006). Beyond promoting organizational agility, transformational leadership is considered a crucial style for navigating the dynamic contemporary business landscape. Empirical evidence suggests a positive correlation between transformational leadership and enhanced employee engagement, ultimately leading to improved organizational performance across diverse industries (Nasir et al., 2022). Finally, transformational leadership fosters a foundation of trust, honest and open communication, and mutual respect. It promotes proactive thinking where people are expected to learn, adapt, and innovate. Therefore, it is not surprising that organizations adopting this style show both sustained growth and shared increased performance, as a company's dynamic culture and outlook focus on the long term (Northouse, 2018).

1.2.6 Modern Theories

The landscape of leadership theory has evolved significantly beyond traditional models focused on hierarchical power and transactional exchange. The shift towards a more complex and dynamic understanding of modern leadership reflects the changing demands of modern organizations and the increasingly interconnected world. Some of the best examples of modern leadership theories are:

1.2.6.1 Authentic Leadership

Luthans and Avolio (2003) conceptualize authentic leadership within organizational settings as a process underpinned by positive psychological strengths and a supportive organizational milieu. This process cultivates enhanced self-awareness and self-regulation of positive behaviors in both leaders and followers, thereby promoting positive personal growth. Key characteristics of authentic leaders include confidence, hope, optimism, resilience, transparency, a future-oriented ethical compass, and a commitment to developing leadership capacity in their associates. Rather than relying on coercion or rational persuasion, authentic leaders inspire development in others through the modeling of their own values, beliefs, and behaviors (Luthans & Avolio, 2003).

According to Gardner et al (2016) “Authentic leaders are deeply aware of their values and beliefs, they are self-confident, genuine, reliable and trustworthy, and they focus on building followers' strengths, broadening their thinking and creating a positive and engaging organizational context.”

1.2.6.2 Paternalistic Leadership

Paternalistic leadership is defined by a managerial style characterized by a high degree of support and concern for subordinates, often manifested as overprotectiveness and intervention in employee affairs. While consultation with employees may occur, ultimate decision-making authority resides with the manager, fostering an environment lacking in individual responsibility and autonomy. This leadership style can engender a sense of belonging and team cohesion among employees, leading to a perception of being cared for. However, a critical drawback lies in the potential for excessive dependence on the manager and the organization. This dependence can extend beyond professional matters, influencing even basic employee needs and well-being, as exemplified by certain Japanese companies in the 1970s where employees experiencing illness were encouraged to remain present in the workplace despite their condition, illustrating a strong reliance on the company for social support (Stanley, 2022).

1.2.6.3 Charismatic Leadership

Charismatic leadership is fundamentally a perception attributed to individuals by their followers (Conger, 2015). An individual's demonstrated leadership behaviors influence how followers categorize them, extending beyond conventional classifications like task-oriented or social leadership to include assessments of charisma. Crucially, charismatic leaders differentiate themselves by possessing a strategic vision, contrasting with leaders focused on rational or tactical objectives. This vision, in essence, represents an idealized and ambitious future aspiration for the organization. Articulating this vision involves constructing a specific reality through strategic communication, emphasizing the positive attributes of the desired future state while simultaneously highlighting the deficiencies of the current situation. The status quo is often depicted as unacceptable, with the vision presented as a uniquely appealing and achievable solution. Furthermore, charismatic leaders employ a range of behaviors, including persuasive rhetoric, demonstrably high energy, unwavering persistence, unconventional actions, risk-taking, and displays of heroism and self-sacrifice, to underscore their profound motivation and enthusiasm, which subsequently inspires and motivates their followers (Conger, 2015).

1.2.6.4 Laissez-Faire Leaders

Based on scholarly literature, laissez-faire leadership is characterized by minimal involvement in crucial organizational decisions and a tendency to delay responses to important problems. Studies indicate a correlation between laissez-faire leadership and decreased attention to task completion and productivity. This fundamental avoidance of engagement, a defining trait of this leadership style, contributes to follower frustration and diminished self-esteem. Furthermore, laissez-faire leaders demonstrate a lack of concern for followers' actions and their subsequent impact on organizational outcomes, often leading to demotivation. Due to these demonstrably negative attributes, some scholars categorize laissez-faire leadership as a non-leadership approach, effectively dismissing its potential effectiveness (Nawaz & Khan, 2016).

1.2.6.5 Democratic Leadership

The argument upon the philosophical tenets of American pragmatism, particularly as articulated by John Dewey, a rationale for qualified democratic leadership can be established. Furthermore, this argument posits a connection between Dewey's pragmatism and constructivist perspectives prevalent in contemporary sociological analyses of knowledge and culture (Starrat, 2001). Democratic leadership emphasizes the importance of team members as essential contributors to institutional success. This approach prioritizes shared decision-making, with leaders actively integrating subordinate input into the decision-making process (Foels et al., 2000).

1.3 THE THEORETICAL BACKGROUND OF TRANSFORMATIONAL LEADERSHIP

The theory of transformational leadership, initially proposed by Burns (1978), focuses on a leader's ability to motivate and stimulate followers beyond transactional relations. This approach emphasizes the satisfaction of higher-order needs, including self-actualization, rising to the occasion, and fulfilling potential. Bass (1985) subsequently developed Burns's (1978) original construct and identified four essential elements of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Together, these elements serve to stimulate organizational change and improve performance. Transformational leaders and the process of transformational leadership elevate each other and their followers in moving towards collective purposes (Bass & Avolio, 1994).

From a theoretical standpoint, transformational leadership theory postulates that leaders do not lead by commanding followers but rather by inspiring them to elevate their self-interest for the good of the whole (Bass, 1999). This approach to leadership is very successful in situations that demand fast change and excellent flexibility, for example, in environments that need to be innovative or are facing constant changes (Bass & Avolio, 2004). Transformational leadership promotes a workplace attitude that is conducive to creativity, problem-solving, and employee empowerment – all of which contribute to creating organizational agility.

Recent research has focused on the impact of transformational leadership on organizational outcomes, including employee satisfaction, innovation, and performance (Judge & Piccolo, 2004). A sense of empowerment occurs when employees feel they have permission to take risks, develop concepts, and challenge the current way of doing things. This is particularly worthwhile in today's dynamic business environment (Bass & Avolio, 1994).

The conceptual roots of transformational leadership are traced to the writings of James MacGregor Burns, who first introduced the term in his 1978 book, *Leadership*. Burns contrasted transformational leadership with transactional leadership, which involves a system of punishments and rewards to induce followers into leader-follower behavior patterns. Burns contended that transformational leaders create long-term commitment and proactively shape positive organizational change through guidance related to follower goals that align with the values of the organization. Bass (1985) expanded this model by identifying behaviors and attributes that set transformational leaders apart from other leadership styles.

With organizations today operating under conditions of complexity and turbulence, transformational leadership has come to be perceived as a necessary force for leading change (Kotter, 1996). Transformational leaders overcome challenges to lead their organizations by establishing a culture that promotes flexibility, learning, and incremental development. Increased levels of emotional employee involvement allow transformational leaders to motivate their people and effectively support a more flexible workforce, thus enabling their organizations to compete in and adjust to a rapidly changing environment (Avolio, 2011).

1.4 CORE ELEMENTS OF TRANSFORMATIONAL LEADERSHIP

Transformational leadership includes four elements: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Each is a key ingredient in creating a work environment where employees feel motivated, engaged, and able to contribute to the success of the company.

Idealized Influence describes a leader who represents a role model and stands as a good example in attitude, behaviour, and practice. In some cases, the leader's followers

trust and respect the leader so much that they want to emulate the leader's actions; they model themselves after that leader and admire them (Bass, 1999). Inspirational Motivation is about the leader's ability to inspire the team, stimulating the motivation needed to achieve the organization's goals. Leaders outline a vision that reflects followers' values and serves to establish a common purpose, motivating cooperation to accomplish shared goals (Bass & Avolio, 1994).

Research by Walumbwa et al. (2008) notes that idealized influence and inspirational motivation help leaders create followers who are more committed and loyal to the organization. Not only do these actions improve employee engagement, but they also help build a space where high performance and innovation are the norm.

Intellectual Stimulation refers to the leader's capability to stimulate creativity and innovation by questioning assumptions and promoting the exchange of ideas. Intellectually challenging leaders create an environment that encourages employees to be risk-taking and "out-of-the-box" thinkers—a necessary condition to sustaining agility in fast-paced industries (Bass & Avolio, 1994). This phase is critical to industries in which the innovator has the edge.

Individualized Consideration is the extent to which a leader can personally attend to the unique personal and professional needs of each follower. Transformational leaders apply individualized consideration to provide personalized guidance, mentoring, and developmental assignments that allow each worker to develop based on areas of strength and weakness. Such a customized path will result in greater job satisfaction and success, as staff members know they are valued and can achieve their maximum potential (Northouse, 2018). Regardless, the individual growth that is developed may benefit the organization through its employees, which is the basis for the pursuit of both personal and organizational success (Bass, 1999).

1.5 ADVANTAGES OF TRANSFORMATIONAL LEADERSHIP

Doz and Kosonen (2010) state that transformational leadership is particularly advantageous in the development of agility because it creates a culture of change, learning, and innovation. Transformational leaders often develop an inspiring vision that is congruent with the espoused values and future direction of the organisation, which

serves to energise and inspire employees to work towards mutually defined strategic goals. Yet, they also give employees the permission to act, promote experimentation, and affirm calculated risk-taking—all behaviours required for swift adaptation and strategic reorientation.

Transformational leadership significantly contributes to organizational agility by fostering organizational learning and innovation capabilities. Empirical evidence (Judge & Piccolo, 2004) indicates strong positive correlations between transformational leadership behaviors and crucial agility drivers, specifically team adaptability, resilience, and effective knowledge management. This leadership style facilitates information sharing across organizational levels and functions, promotes open communication, and cultivates a psychologically safe environment. Such an environment allows employees to freely express ideas and challenge existing paradigms without apprehension of negative consequences. Furthermore, transactional leadership styles can enhance agility through employee empowerment. Delegating decision-making authority and fostering autonomy enables swifter responses to environmental shifts and facilitates more efficient and agile execution. Yukl (2013) argues that this empowerment contributes to the development of a proactive and flexible workforce, capable of anticipating and responding to environmental changes with confidence and innovative solutions.

In contrast, leadership that relies on command-and-control structures and related predictability, or predictability and control, such as leadership of transactional and autocratic styles, can impede agility.

1.6 CHALLENGES AND CRITICISMS OF TRANSFORMATIONAL LEADERSHIP WITHIN CONTEMPORARY ORGANIZATIONS

However, even transformational leadership has not been spared from its critics. Not all professionals support its appropriateness in all organisations, especially in those with a command, hierarchical or directive style. Besides, the atmosphere in current institutions is not really very supportive of change--and re-use of resources is so much easier than seeking for permanent innovation and change.

One criticism of the transformational model is that it is based on the personality, charisma and emotional intelligence of a leader. Yukl (2013), among other researchers, emphasizes that these traits are necessary to motivate and influence followers. However,

leaders who do not possess these characteristics may struggle to inspire and influence teams, and for these reasons, may not find transformational leadership to be the most effective style. This emphasis on individual leader characteristics raises a significant concern: organizations might become excessively dependent on their charismatic leader. This reliance can interfere with the creation of a shared leadership culture by acting as a barrier to learning leadership skills among other members (Avolio & Bass, 1995). Dependence on one person has a detrimental impact on the organization after the leader loses power or a change in leadership occurs. It is vital to an organization's ability to stay afloat that it develops and fosters leadership skills at all levels.

Further problems arise because the idealistic aspects of transformational leadership—continuous change, personal growth, and empowerment of followers—are emphasized. Critics, such as Bass (1999), posit that this model may not be appropriate for highly formalized, bureaucratic organizations where efficiency, control, and task achievement are priorities. In these contexts, the 'transformational' emphasis on creativity and vision is likely to seem too general and obstructive. These businesses tend to favour operational efficiency over any deviation from established processes. Thus, a transactional rather than transformational leadership style, in which there are clear rewards and penalties tied to performance, would be expected to be more effective (Bass, 1999). This tactical leadership style is results-oriented because the outcome is typically short-term with measurable goals, which is a better fit in an environment that lacks emphasis on forward thinking in favours of task execution. In such a company, relying solely on transformational leadership would be less effective since precise guidance should not be ignored.

Second, it is essential to note that transformational leadership does not work alone. Organizations need a balance of different leadership styles for effective intervention in various challenges encountered (Avolio & Bass, 1995). Over-reliance on any single leadership orientation, including transformational leadership, risks neglecting the inherent complexity and dynamism of real-world contexts, particularly in fields such as international peace studies. A rigid adherence to the long-term vision characteristic of transformational leadership, for example, may prove inadequate in crisis situations demanding immediate and decisive action. Consequently, Dibbern (2013) posits that a

more versatile leadership approach, integrating elements of transformational, transactional, and even laissez-faire styles, may be more efficacious.

1.7 OUTCOMES OF TRANSFORMATIONAL LEADERSHIP

Transformational leaders have received considerable attention in the organizational literature, and for good reason—transformational leadership should yield an abundance of desirable results at both the individual and organizational levels (Avolio et al., 2004). It is this type of leader—one who demonstrates inspiration, motivation, intellectual stimulation, and individual consideration with followers (Bass & Riggio, 2006)—that is linked with a variety of beneficial outcomes.

Employee Engagement and Job Satisfaction: Numerous studies have shown that transformational leaders are more likely to produce engaged and satisfied employees. For example, Judge and Piccolo's (2004) meta-analysis revealed a positive relationship between transformational leadership and job satisfaction and effectiveness in a variety of business organizations. In the same vein, Bakker, Scharp, Breevaart, and de Vries (2020) have also suggested that transformational leadership helps to increase daily work engagement by inducing positive emotions and meaning at work.

Organizational Commitment and Performance:

Charismatic leaders are central to strengthening the emotional connection of employees to the organization. A study of African organizations by Walumbwa and Lawler (2003) revealed a positive and significant relationship between transformational leadership and organizational commitment. Moreover, Moynihan, Pandey, and Wright (2012) found that transformational leadership has a direct, positive impact on performance in public sector agencies because it creates a motivational climate to achieve goals.

Innovation and Creativity: In addition, transformational leadership promotes innovation by developing intellectual stimulation and encouraging risk-taking. Gumusluoglu and Ilsev (2009) revealed that transformational leadership has a significant positive effect on individual and organizational innovation. Leaders who question their own beliefs and embrace new ideas are leaders who foster creativity, she says.

Change processes in organizations: Learning how to be effective is a requirement of learning at work. Because a change process occurs in a complex system, e.g., an

organization, a change agent is mandated to understand its level of operation, scope of work activity, and industry; and, yes, have some ability to influence others engaged in the necessity of doing things differently. Transformational leadership represents a promising leadership style that may increase an organization's capability to adapt. How? By developing team coherence based on shared visions, resilience, and relevance during organizational change (Eisenbeiss et al., 2008) and the resilience of members.

In terms of team cohesion and trust, Dirks and Ferrin's (2002) study illuminates the significance of transformational leadership. This form of leadership has the power to foster trust and promote effective teamwork. Specifically, the leader's trustworthiness is suggested as a positive antecedent of transformational leadership behaviours. These behaviors have, in turn, been associated with increased team cohesion and better collective performance.

SECTION 2/ ORGANIZATIONAL AGILITY

In today's rapidly changing business environment, Organizational agility has become critical to an organisation's success and continued relevance. In the era of technology and globalization, rapid adaptation is key for long-term success (Bekos et al., 2020). This chapter will explore aspects of the business of agility, including roots and characteristics.

2.1 EMERGENCE OF ORGANIZATIONAL AGILITY

The idea of corporate dexterity, born in the charming '90s as the concept of flexible production systems driven by technological advances and changing market requirements, has expanded beyond operations and manufacturing. In modern definitions, corporate agility is the capability to quickly perceive changes in the situation, accelerate decision-making, and implement them swiftly. Originally, agility was conceptualized with a focus on service flexibility, but more recent studies have extended this notion by adding strategic flexibility, leadership, and organizational culture (Overby et al., 2006).

In the late 20th century, agility was promoted as a strategic response to the new dynamic market environments caused by globalization, digital transformation, and the rise of consumer expectations. The roots of agility were also felt to lie in the history of the rush of organizations to be able to survive and thrive in VUCA (volatile, uncertain, complex, ambiguous) settings (Prange, 2021).

Overall, organisational agility is the firm's ability to sense changes in its environment and respond rapidly and effectively while maintaining key operations (Doz & Kosonen, 2010). Establishing agility was initially a reactive response to disturbances but has now become a proactive and strategic organisational capability, as managers anticipate increasing complexities in the current environment that include shifting consumer behaviour, digital progress, and global competition (Asbrock, 2021; Beermann, 2011). Leadership is also essential to enabling organisational agility. Such leadership qualities have been linked to the creation of agile cultures, particularly in the case of transformational leadership.

Temitope (2022) claims that leaders who promote adaptation, innovativeness, and shared value help foster agile abilities. They give teams a lot of autonomy to operate, foster a culture of sharing knowledge, and experiment in a “psychologically” safe environment — in other words, install agility in the organization’s DNA.

To wrap it up, in academics (scholarship, teaching and service) organizational agility has been described as evolving from a strategic luxury to the strategic imperative. Need, as they say, is the mother of invention and a requirement became an agent for survival. But in today’s new digital world agility has become more than simply a tool for survival; now it’s a tool for innovation and growth. As change becomes faster, agility is recognised as the key to sustained competitive advantage, an engaged workforce and market leadership.

2.2 KEY FEATURES OF ORGANIZATIONAL AGILITY

In its current state, this framework has transformed into a comprehensive approach that supports organizations in navigating the tumultuous and ever-evolving landscape of business. Its role is no longer limited to reactive management of chronic crises but rather encompasses a strategic capability composed of several crucial elements—referred to as battles or facets. These components not only help organizations survive the uncertainties of our era but also enable them to do so with vigor and a clear direction. These essential dimensions include responsiveness, resilience, innovation, collaboration, and transformational leadership, all contributing to a culture that embraces learning and agility.

Responsiveness, a core tenet of organizational agility, refers to an entity's capacity to adapt swiftly and proficiently to shifts in market dynamics, evolving customer needs, and technological advancements. Agile organizations typically exhibit flatter hierarchies and decentralized power structures, mitigating bureaucratic impediments and facilitating expedited communication and action (Veisheh et al., 2014). Teams are empowered to decide, experiment, and act fast, which is essential in seizing opportunities and de-risking early.

Close to, and related to, responsiveness is resilience, another core element of agility (Purcell et al.). Resilient institutions are those capable of taking hard hits,

adjusting to disruption, and bouncing back stronger from challenges. Whether facing an economic depression, supply chain failure, or public health impact, these organizations reflect on their goals and pivot as appropriate (Kim, Andrew, & Jung, 2020). A resilient institution does not see failure as a derailing force but as something from which it can learn and improve.

Organizational agility is also driven by innovation. Agile companies have created a culture of experimentation in which trying out new concepts is welcomed, and risk is embraced (Trkawi & Ettehad, 2022). This creative environment allows them the freedom to innovate, improve, incorporate, and adapt, as well as outmaneuver any competition. Innovation encompasses not only product innovation but also new approaches and methods to deliver value to stakeholders.

Another important battle is collaboration. Agile businesses break down usual silos and encourage cross-functional collaboration. Such cooperation increases agility through better information flow, coordination, and alignment of objectives between departments (Afsar et al., 2014). Open communication lines, mutual trust, and a common purpose enable teams to act in concert and with unified goals in time-critical situations.

Underlying all this is the impact of transformational leadership, crucial to creating an agile mind-set throughout the organization. Leaders of this nature motivate employees with a collective vision, promote autonomy, and foster growth (Temitope, 2022). They lead change, create psychologically safe spaces, and establish environments where teams feel enabled to ideate, collaborate, and grow. Such leaders embody agility not just as a process but as part of their DNA within the organization.

In summary, organizational agility is characterized by being multi-dimensional: responsiveness, resilience, innovation, collaboration, and visionary leadership. Together, these battles are the foundation.

2.3 ORGANIZATIONAL AGILITY CONCEPT IN THE SERVICE BUSINESS

Organisational agility is the capacity of an organisation to adapt and respond rapidly and effectively to changing conditions within both internal and external environments. Agility has become a key success factor to ensure long-term success and

competitiveness in today's fast-moving and uncertain global environment (Teece et al., 2016).

Leadership is vital for creating and sustaining organizational agility. In particular, transformational leadership plays a major role in effecting change by increasing motivation, stimulating creativity and innovation, fostering critical thinking, and aligning people with shared goals (Avolio et al., 2009). Such leaders cultivate open cultures that encourage experimentation and empower employees to take risks, which in turn boosts engagement and performance (Nasir et al., 2018). More than mere reactive responses, organizational agility represents an organization's natural capacity for ongoing learning, adaptation, and proactive leadership amid significant change. The purpose of the C4U Agile model is to facilitate such agility by turning challenges into opportunities and enabling sustained resilience in a volatile environment.

2.4 ORGANIZATIONAL AGILITY AND ENVIRONMENT AGILITY AND THE BUSINESS ENVIRONMENT

In the dynamic business environment, the duality between organizational agility and its context exerts considerable influence on an organization's ability to handle complexity and uncertainty. To stay competitive, it is crucial for companies to anticipate, react to, and potentially shape external pressures. As reported by Ahmed Waham and colleagues (2020), in the fast-moving technological environment and global markets where we operate today, organizational agility is a necessary condition for organizational survival and success.

Instead of just responding to competitive threats, agile methodologies can be used to help organizations proactively create their competitive advantage and perhaps even lead the industry. Such firms are underpinned by structural processes for anticipating and responding to change; they easily adopt new ideas and maintain constant vigilance regarding emerging trends so that strategies can be prepared in response to competitive actions (Beermann, 2011; Granow & Asbroc, 2021).

This proactive approach will help build resiliency, enabling agile companies to quickly adapt and create under uncertain conditions, even when things are on the upswing. Changes coming from the outside financial shocks, technological shifts,

evolutions of consumer appetites are arriving ever more frequently. Agile enterprises are capable not only of adapting well to such changes but also can reconfigure and realign their strategic plans rapidly, turning threats into potential sources of growth (Kim, Andrew, & Jung, 2020). Their resilience keeps them ahead, even amid extreme uncertainty.

Transformational leadership is instrumental in the development of agility in organisations, as it helps shape a culture that thrives on change and innovation. Such leaders focus their teams on a clear vision, enabling them to be part of the strategic and change process (Bass & Riggio, 2006). They create a shared vision that keeps people focused on common goals despite barriers to change and guides decision-making in uncertainty (Givens, 2008).

The concept of empowerment also plays an essential role in transformational leadership. Leaders support initiative, experimentation, and risk-taking, thus strengthening agility by fostering a culture of flexibility throughout the organisation (Bass & Riggio, 2006). This attitude creates a motivated and highly skilled workforce that can react to new developments. In addition, transformational leaders foster trust, cooperation, and transparency in organisations—all of which are necessary to enable agility. A third perspective considers the crucial role that teamwork and different viewpoints can play in the process of decision-making and the smooth shaping of the change process (Suryadi et al., 2024).

Transformational leaders inspire and involve others—they build trust and foster collaboration so their organizations can thrive in this uncertain business world. They create a culture that values agility, resilience, and continuous improvement so their organizations can remain flexible and competitive. In an era of ongoing innovation, global markets, and consumer choice, agility is becoming increasingly important. The principles of transformational leadership focus on innovation, enabling organizations not only to react to change but to proactively embrace change in order to prepare for a future that did not previously exist (Nanda and Kumar, 2010), thereby making them strong while remaining flexible.

In summary, an organisation must be agile to survive in our increasingly rapid environment. It allows companies to absorb disruptions and dedicate themselves to new opportunities. Transformational leadership cultivates an atmosphere of innovation,

collaboration, and empowerment, which helps organisations navigate uncertainty and succeed over the long term. By being agile and through transformational leadership, organisations can ensure that they are best placed to succeed in an uncertain world

2.5. BENEFITS AND DANGERS OF ORGANIZATIONAL AGILITY

Business agility is the ability to adjust and adapt to changing conditions quickly. The balance between the benefits (competitive edge, agility, and innovation) and the challenges (practices) of using organizational agility is crucial. As previously mentioned, the organization of the future might be based on balancing the potential benefits (competitive advantage and the role of agility and innovation) with the challenges (practices) faced when applying organizational agility.

There are several benefits of an agile company. First, organizational agility is gaining acceptance as a competitive edge. As noted by Teece (2007), firms that can rapidly repurpose their capabilities and resources are more likely to outcompete rivals. Being able to sense newly arising opportunities, turn those into reality, and adapt organizational structures to address changing demands distinguishes agile organizations from non-agile ones; thus, they stay ahead of market trends and disruptions. For example, in technology, firms such as Apple and Google are praised for their nimbleness in addressing consumer demands and industry trends and often roll out new products in response to consumer input. Responsive firms usually prevail over their less flexible rivals by exploiting these opportunities more quickly, ultimately sustaining a competitive advantage (Zhang & Sharifi, 2000).

Innovation & Organizational Agility: Another benefit of being agile is that innovation is significantly connected to organizational agility. Agile organizations promote innovation by establishing conditions that support risk adaptation, experimentation, and continuous learning (Trkawi & Ettehad, 2022). Organizations that focus on agility are typically more innovative because they have a culture that allows people to challenge the status quo and propose new ideas. This new way of thinking is vital for industries where technology is shaking the foundations, including health and pharmaceuticals, where you either innovate fast or die. New technologies, for example, artificial intelligence and big data analysis, may also be crucial in fostering organizational

agility by allowing real-time decision-making and resource allocation (Sherehiy et al., 2014).

Furthermore, according to studies conducted by Afsar et al. (2014), agility enables organizations to generate and reconfigure new business models, helping firms survive in volatile markets. By incorporating agile ways of working into their organizational fabric, businesses can test new business models and technologies without being restricted by more conventional processes.

Although the advantages of agility in organizations are widely recognized, several issues could hinder its achievement. A key challenge is the trade-off between stability and flexibility. (2008) suggested that an organization should find an equilibrium between stability and mutability. Too much structure and process stifles innovation and delays decision-making, while too much flexibility can result in a lack of coordination and strategic focus.

Furthermore, there is substantial resistance to change among employees. Many team members and managers are used to fixed, structured processes and are less amenable to embracing more flexible, agile ways of working. To overcome these obstacles, proactive top management must involve employees actively in participation and advocacy, inform them about the advantages of agility, and facilitate the transition through training and support (Overby, Min & Mahoney, 2006).

SECTION 3/ TRANSFORMATION LEADERSHIP AND ORGANIZATION AGILITY

This section explores the multifaceted concept of organizational agility and its fundamental reliance on effective leadership. This exploration will begin by examining the key capabilities of agility. Following this, we will focus specifically on the relationship between transformational leadership and organizational agility. This analysis will explore the ways that linked transformational leadership and organizational agility, such as empowering employees for change, fostering a vision of adaptability, building organizational culture for agility, encouraging continuous learning and innovation, and the role of agility in decision-making.

3.1 LEADERSHIP AND ORGANIZATIONAL AGILITY

In today's rapidly changing market environments, organizational agility is more important than ever to maintain a competitive advantage. This agility, defined here as the firm's ability to sense and seize new opportunities in its environment quickly (Teece et al., 2016), helps it sustain competition and grow amid turbulent market dynamics. Agility is composed of several key competencies:

- Operational flexibility: the capability to adapt internal processes and structures as necessary throughout its development stages;
- Strategic flexibility: the ability to change long-term plans and objectives according to changing trends or unforeseen circumstances (Doz and Kosonen, 2010);
- Continuing education and on-the-job training, promoting creativity and skill development at every level (Teece et al., 2016).

The effectiveness of these capabilities is frequently tied to leadership—particularly transformational leadership. Bushing and Payne (2018) posit that transformational leaders drive agility by promoting open dialogue, risk-taking, and innovation (Avolio et al., 2009). They cultivate a context where employees feel empowered to share new ideas and respond to differences, increasing adaptability and organizational learning.

For instance, during the COVID-19 crisis, many organizations had to adapt their business models quickly. Those that have adaptive systems, along with transformational

leaders, are more likely to succeed in adjusting their operations, implementing digital solutions, and engaging their customers (Desalegn et al., 2024).

In the end, leadership isn't only about leading others—it's also about fostering flexibility, trust, and guiding organizations through crowded and confusing situations. Transformational leadership is essential in creating organizational agility, empowering teams to turn disruption into opportunity and innovation.

3.2 HOW TRANSFORMATIONAL LEADERSHIP AFFECTS ORGANISATIONAL AGILITY?

Transformational leaders and organizational agility are two related constructs that enable an organization to navigate and succeed in dynamic and fast-changing business environments. Transformational leadership (Bass, 1985) is a type of leadership that motivates employees to perform beyond expectations, promotes innovation, and fosters the growth of human and organizational capabilities. Organizational agility refers to an organization's swift reactions to environmental developments and its capacity to adapt processes, strategy, and structure accordingly, and to innovate to remain competitive.

Transformational Leadership and Organizational Agility: Here are a few ways in which Transformational Leadership and Organizational Agility relate to one another:

Enabling Others to Act: Transformational leaders empower their followers by providing them with independence and confidence in their abilities to make decisions. This empowerment fosters a feeling of self-confidence and innovation, which is essential for agility in the organization. Staff who feel trusted are more likely to contribute ideas and solutions, allowing the organization to respond quickly to change. Bass and Avolio (1994) demonstrated that transformational leadership leads to increased empowerment of employees, which results in faster decision-making in organizations.

Promoting a Vision of the Future: There Is Time to Acculturate. Transformational leaders articulate a clear vision of the future, emphasizing the importance of flexibility, learning, and adaptability as key dimensions of that future. This vision rallies the entire organization toward a shared goal, so that instead of pushing against change, employees pull toward the change process. Givens (2008) noted that when an organization employs a transformational leader, a shared vision fosters a more flexible attitude toward

situational change, enabling employees to understand and align themselves with the ongoing goals of the organization.

Establishing an Organizational Culture That Enables Agility: Transformational leadership emphasizes establishing a culture that is open to innovation and change. Transformational leaders cultivate values such as teamwork, innovation, and willingness to take risks within their teams, which helps the organization become agile. According to Cameron and Quinn (2011), organizations led by transformational leaders tend to have a dynamic culture. A dynamic culture is essential to respond to market changes and technological disruptions.

Promoting Innovation and Lifelong Learning: Transformational leaders encourage innovation and continuous learning, which are essential for fostering new ideas. By fostering a learning culture, transformational leaders help keep their institutions adaptive and capable of acting with new capabilities. Sherehiy et al. (2014) provide insights into how transformational leaders support a learning mindset—a critical enabler of organizational agility amid technological and market disruptions.

Decision Agility: Transformational leadership accelerates decision-making and creates efficient organizations with less bureaucracy. When time is of the essence, transformational leaders ensure that decision-making authority is pushed down to members at all organizational levels, wherever they are, allowing them to act quickly. This is an essential aspect of organizational agility. According to Overby et al. (2006), transformational leadership accelerates decision-making by encouraging employees at all levels to react autonomously to problems without depending on hierarchy, which results in faster adaptation to changes.

Resilience in a Changing World: Agile organizations are not only quick and nimble; they are also able to adapt to setbacks and obstacles. Transformational leaders play a critical role in promoting resilience by inspiring the team to view failures as lessons learned and to persevere during hard times. Jung and Yoon (2020) note that the emotional and relational focus of transformational leadership helps organizations handle crises, overcome hardships, and enhance their agility.

3.3 TRANSFORMATIONAL LEADERSHIP ABOUT ORGANIZATIONAL AGILITY

Organizational agility in today's communities must exemplify the developments made in industry news. Agility describes the ability of an organization to quickly respond to shifts in demand, technology, and consumer tastes, make decisions based on information available at any given time, and implement new ideas through a relentless culture of experimentation. Organizational agility, crucial for sustained competitive advantage, is cultivated through responsiveness, resilience, innovation, and collaborative practices. Key leadership traits foster the ingredients of an adaptable, future-oriented, and flexible organizational climate, necessary for successful competition. More specifically, it is transformational leadership that drives these concepts into the very genetic code of an organization, leading to sustained growth and change (Bass & Riggio, 2006; Givens, 2008).

Organizational agility, as a critical capability in a fast-changing business environment, reflects an organization's speed in adapting to turbulent and dynamic conditions such as technological changes, customers' changing needs, or market instability (Veisheh et al., 2014). Effective decision-making processes and timely execution in an agile manner are required by organizations to take a competitive lead over their competitors (Veisheh et al., 2014). An essential feature of responsiveness is resilience, which is the capacity to recover from disturbances and maintain an upward trajectory of improvement (McGrail et al., 2020; Kim, Andrew & Jung, 2020). In addition, there is a natural driver of agility that arises from innovation, which stirs openness toward new ideas, tries different business models, and uses technology to enhance procedures and outputs (Trkawi & Ettihad, 2022). Ultimately, a holistic and coordinated approach across all organizational functions is essential for effective problem-solving and the expeditious execution of change initiatives (Afsar et al., 2014).

Transformational leadership cultivates responsiveness, resilience, innovation, and collaboration, which are, in turn, nurtured by this leadership style itself. Transformational leaders actively promote organizational cultures that prioritize and encourage change and adaptability, while simultaneously empowering employees to contribute proactively to the organization's sustained success (Bass & Riggio, 2006).

Transformational leadership inspires and motivates employees to go above and beyond, to participate in the organization's vision, and to bring their whole selves to work. Leaders promoting this type of leadership direct the business with a shared vision, a key concept that ensures everyone in the organization pulls in the same direction. Givens (2008), in the same vein, observes that a shared vision is an anchor point providing organizations with a necessary reference, giving them focus and direction amid dynamic market complexities, which they can more easily navigate. In times of change or when the waters get muddy, a clear vision for the future helps keep everyone aligned to a common goal and maintain focus on the distant prize, even when navigating immediacy can feel murky.

Empowerment of employees is an essential element of transformational leadership. Transformational leaders empower their teams to be flexible and creative by inspiring autonomy and creativity, enabling them to respond quickly to changes in the business world. Bass and Riggio (2006) emphasize the positive impact of empowerment on both employees' innovative behavior and organizational performance as a whole. When leaders inspire trust and provide support, employees feel a sense of ownership over their roles and are more likely to offer creative solutions.

Aside from empowerment, trust and transparency play essential roles in fostering an agile organizational culture. Suryadi et al. (2024) emphasize the role of transformational leadership in establishing trust based on transparency, honesty, and integrity. Trust is especially important for better decision-making in times of ambiguity, such as during organizational change. Additionally, transparent leadership fosters trust and empowers employees to become more engaged in co-creating solutions—ensuring the organization is a more nimble and agile contender when addressing external challenges.

Transformational leadership breaks down departmental silos and fosters a cross-functional working environment within the organization. We are generating an engaged culture of knowledge transfer and diverse thinking, facilitated by active managers who take a hands-on approach to career management. An agile structure has the ability to respond in a timely fashion, which, based on this program, makes them more capable of tackling complex problems and newly emerging opportunities (Afsar et al., 2014).

Thus, the essentials of organizational agility are responsiveness, resilience, innovation, and cooperation. It is this manifesto that defines how work should be done in an uncertain and unpredictable world. To truly enable organizational agility, leaders need to proactively stimulate the development of new ideas. One of the key aspects of becoming agile is being able to practice agile leadership, which is largely supported by transformational leadership principles. This type of leadership involves creating a vision, empowering employees, building conviction, and promoting an environment based on cooperation. By leading by example with transformational leadership, leaders enable their organizations to transform as well, promoting adaptability, creativity, and future-mindedness.

3.4 LITERATURE REVIEW

Transformational leadership has gained considerable prominence as one of the most impactful leadership paradigms in both academic discourse and organizational practice. Transformational leadership has gained significant prominence as one of the most impactful leadership paradigms in both academic discourse and organizational practice. Rooted in the seminal work of Burns (1978) and later expanded by Bass and Avolio (1994), transformational leadership is characterized by a leader's ability to inspire and motivate followers through a compelling and meaningful vision, intellectually stimulate them to think critically and creatively, and demonstrate individualized consideration by addressing each follower's unique needs and aspirations. Unlike transactional leadership, which is based on structured exchanges and performance-contingent rewards, transformational leadership transcends immediate self-interest to foster deep commitment, intrinsic motivation, and a collective sense of purpose. This approach has consistently been associated with enhanced employee outcomes, including increased job satisfaction, organizational commitment, creativity, and overall performance (Bass & Riggio, 2006).

Over the past two decades, scholarly inquiry has progressively emphasized the relationship between transformational leadership and the cultivation of dynamic organizational capabilities, with a particular focus on organizational agility. Defined as the capacity of an entity to adapt rapidly and responsively to both internal and external

shifts, encompassing fluctuating market demands, technological advancements, and disruptive events, organizational agility is increasingly recognized as a critical element in navigating the current volatile, uncertain, complex, and ambiguous (VUCA) environment. Consequently, agility has transitioned from a competitive differentiator to a fundamental requirement for organizational survival and long-term sustainability.

Transformational leadership is posited as a catalyst for organizational agility. Doz and Kosonen (2010) contend that this leadership style cultivates an environment conducive to change, continuous learning, and innovation. Specifically, transformational leaders articulate a persuasive vision consistent with organizational values and future goals, effectively motivating individuals to pursue collective strategic aims. Furthermore, they delegate authority to employees, foster experimentation, and advocate for prudent risk-taking, all of which are crucial behaviors for facilitating swift adaptation and strategic realignment within organizations.

Transformational leadership significantly contributes to organizational learning and innovation, which are essential components of organizational agility. Empirical evidence suggests a positive relationship between transformational leadership behaviors and key agility enablers, including team adaptability, resilience, and effective knowledge management practices (Judge & Piccolo, 2004). These leaders facilitate the exchange of information across hierarchical and functional boundaries, foster open dialogue, and nurture an atmosphere of psychological safety, where employees feel safe to voice ideas and challenge the status quo without fear of retribution.

Additionally, transformational leadership contributes to employee empowerment by decentralizing decision-making and encouraging autonomy. This empowerment enhances individual and team responsiveness to emerging challenges, enabling quicker decision-making processes and more flexible execution. Yukl (2013) posits that empowerment cultivates a proactive and adaptable workforce, enabling it to effectively anticipate and react to environmental changes with both assurance and innovative thinking.

On the other hand, more hierarchical leadership orientations that emphasize control and predictability—typified by transactional or autocratic variants—are likely to stymie agility. Such styles can lead to organizational sclerosis and aversion to change, as well as a cultural ethos that stifles creativity and dissent. A lack of empowerment and

psychological safety in these environments may suppress employee engagement and hamper rapid responses during times of disruption.

New research emphasizes the importance of relational factors including trust, emotional intelligence, and communication in building organizational agility. Transformational leadership, rather, fosters the establishment of these types of relationships. Leaders use empathy, active listening, and open communication to create trust between individuals in support of both strong and flexible teams. Consistent with this, both Carmeli and Gittell (2009) find that the quality of relationships among organizational members enhances coordination, cooperation, and responsiveness – all key correlates to firm agility.

Overall, the evidence from the literature consistently confirms that transformational leadership is an essential antecedent of organizational agility. It's what allows companies to cultivate adaptive cultures, build antifragile capabilities, and preserve strategic flexibility when everything is in flux. The need for transformational leaders who can lead their teams into the unknown and through the seemingly impossible with visionary insight, inspiration, and integrity has never been greater as organizations continue to face challenging and unpredictable environments.

3.4.1 Literature Review on Transformational Leadership

Rooted in the seminal work of Burns (1978) and later expanded by Bass and Avolio (1994), transformational leadership is characterized by a leader's ability to inspire and motivate followers through a compelling and meaningful vision, intellectually stimulate them to think critically and creatively, and demonstrate individualized consideration by addressing each follower's unique needs and aspirations. Unlike transactional leadership, which is based on structured exchanges and performance-contingent rewards, transformational leadership transcends immediate self-interest to foster deep commitment, intrinsic motivation, and a collective sense of purpose. This approach has consistently been associated with enhanced employee outcomes, including increased job satisfaction, organizational commitment, creativity, and overall performance (Bass & Riggio, 2006).

In the past twenty years, the study of transformational leadership and dynamic organizational capabilities, in particular organizational agility, has been receiving growing attention. Organizational agility is defined as an organization's capability to adjust and respond to changes rapidly, both internally (e.g., changing market needs, fast-paced development of information and communication technologies) and externally (e.g., market disturbances). In the current volatile, uncertain, complex, and ambiguous (VUCA) world, agility is not a competitive advantage but an organizational necessity, a question of life and death, of sustainability or oblivion.

Researchers such as Doz and Kosonen (2010) claim that transformational leadership is beneficial, given that it encourages a change, learning, and innovative culture conducive to agility. A transformational leadership style involves leaders developing a strong vision for the organization that is in alignment with the values and aspirations of the organization as a whole, and stimulating enthusiasm amongst employees so that they work together to achieve strategic plans.

Transformational leadership plays a crucial role in fostering organizational learning, innovation, and agility. Empirical evidence suggests a strong positive correlation between transformational leadership behaviors and key aspects of agility, including team adaptability, resilience, and knowledge dissemination (Judge & Piccolo, 2004). Transformational leaders cultivate environments characterized by transparent communication, open dialogue, and psychological safety, enabling employees to contribute fully and challenge existing norms without fear of retribution. This, in turn, facilitates learning and innovative outcomes.

Transformational leadership fosters employee empowerment and self-determination, resulting in heightened autonomy. This increased autonomy enhances the responsiveness of individuals and teams to novel challenges, streamlining decision-making processes and shortening response times. Yukl (2013) posits that this empowerment cultivates a proactive, adaptable, and engaged workforce, better equipped to anticipate and address environmental changes with confidence and initiative.

By contrast, leadership styles based on inflexible hierarchies, control, and predictability – typified by transactional or autocratic styles – may inhibit agility. These styles can have the effect of promoting organizational inertia and opposition to change, and a culture that stifles innovation and debate. Without empowerment and psychological

safety in these environments, employee engagement can wither, and critical responses during times of disruption can be slowed.

While such studies have enhanced the understanding of the impact of organizations on organizational agility, they highlight relational factors, such as trust, emotional intelligence, and communication between individuals, as important enablers of organizational agility. Relational processes are central to the role of transformational leadership, which fosters them by creating powerful interpersonal connections. Empathy, active listening, and transparent communication used by transformational leaders contribute to this front-line trust relationship, which facilitates teamwork, cohesion, and flexibility. Indeed, empirical evidence, such as the work of Carmeli and Gittell (2009), demonstrates a positive relationship between high-quality organizational relationships and improved coordination, cooperation, and responsiveness, all conducive to agile ways of operating.

3.4.2 Review of Literature on Organisational Agility

Organizational agility as a concept has been developed as a strategic response to the rising dynamic nature of markets in the latter half of the 20th century due to globalization, digitalization, and more demanding consumer expectations. Earlier foundational work of Tushman and O'Reilly (1996) warned that traditional hierarchical systems would be unable to manage rapid change, and instead called for decentralized, adaptive systems. Likewise, Goldman et al (1995) reported that satisfying the needs of the customer, being ready for change, valuing human knowledge and skills, and enabling virtual partnerships were four dimensions of organizational agility, inferring previous views and placing additional responsibility for the importance of the workforce. This early concentration on adaptability and human capital has paved the way for further investigation of key dimensions and operational dimensions of organizational agility.

Reinforcing a common concept of agility, Arteta and Loveday (2004) define agility as the organization's capability to simplify while at the same time increasing the responsiveness to changes in the environment. They assert that agile organizations demonstrate certain features, including operability, flexibility, fast decision-making, market responsiveness, and a culture of adaptability and change. The authors also note

that the key to success is low integration and system complexity that enables an organization to be agile and effective. The model also emphasizes on capture of key skills and resources, personalized and high-quality product offering and use of real-time information flows to facilitate adaptive performance.” Huazhong et al. (2015), “organizational agility is a key business capability”, that agile organization will be successful in a competitive and altering environment. This concept of agility as a capability is reinforced by (Teece et al., 2016) and described as “the ability of a firm to make swift change or adaptation in the face of marketplace change or challenge. Higher organisational agility allows a firm, therefore, to respond effectively to new entrants, the surfacing of new game-changing technologies or abrupt changes in the overall market environment”. Hellr and Powell (2016) also contend that organizational agility refers to speed and flexibility in company operations, initiatives, and priorities. These perspectives emphasize the multidimensionality of agility, from structure to cultural change, skill development, and a company-wide focus on ‘being fast’ and flexible.

Wendler and Dresden (2014) stress that organizational agility is based on the manager’s comprehension and enablement. They suggest that agility cannot be mandated for employees when it is not underpinned by organizational culture. Such a view emphasizes cultivating personal initiative and development rather than only following top-down regulations. The development of agility in organization theory represents something of a paradigm shift from response adaptation to forward-looking responsiveness. Modern agile businesses focus on an ever-greater need to anticipate, rather than react to, market shifts (Givens, 2008). As Givens (2008) argued, being proactive in this sense makes agility part of the fundamental competitive capability, with the consequence that firms are able to pursue, instead of react to, changes. Therefore, agility is increasingly put into practice in organizational culture through both strategic planning and operational action. This transition represents the evolution of the idea, from reactive change management to a more advanced vision of strategic foresight and proactive control.

In view of the gradually more volatile, uncertain, complex, and ambiguous (VUCA) external environment, organizations have realized agility is a necessity for persistent survival and competitiveness (Prange, 2021). This understanding goes beyond simple agility and now refers to the ability as a capability that is multivariate in

nature, consisting of structural flexibility, quick decision-making, digital inquiry, and dedication to organizational learning (Asghar et al., 2025). The importance of agility is no longer limited to specific sectors. Suryadi et al. (2024) argue that “agility is the new imperative for organizations,” affecting not just technology-intensive enterprises but also those in manufacturing, education, health, and public service. For example, in the services sector, agility allows service processes to quickly adjust to dampen disruptions in global supply chains; and flexible healthcare organizations—because of active adjustments in protocols followed and resources called upon—are especially adept at responding to COVID-19 pandemic-related pressures. In a similar way, agility has become crucial in the digital sector; you need it both for rapidly building and bringing new products and market strategies to the market.

In sum, the academic literature presents organisational agility as a strategic necessity, not as a discretionary feature. Agility, as a characteristic of successful organizations in the modern context, has evolved from a survival strategy to a source of innovation and economic performance. Agility is increasingly considered a strategic prerequisite for maintaining a competitive advantage over time and for empowering employees and market leadership as the pace of change grows rapidly.

3.4.3 Review of Literature of Transformational Leadership In Organizational Agility

In the last two decades, transformational leadership has increasingly been studied regarding its relationship with organizational agility. Some studies have also concentrated in part on the relationship between transformational leadership and organizational agility:

Bass and Avolio (1994): This seminal work on transformational leadership argues that transformational leaders encourage employees to reach higher levels of performance and display behaviours that promote organizational change and innovation. The research has shown that transformational leadership enhances organizational agility through its ability to create an environment that supports rapid response to change.

Givens (2008) examines the contribution of transformational leadership in enabling agility among digital organizations. The study specifically argues that, of dynamic capabilities, the spirit of sensing and responding to the environment dynamically is crucial for an organization to become agile.

Sherehiy et al. (2014) focus on the antecedents of organizational agility in turbulent market environments. Here, we have (presumably) agile change, where agility and organizational continuous improvement are both part of the anatomy of agility, and the agile way of working that provides the new product/service is helping or needing it to succeed. With my agile approach, I could reasonably want the system to be at least somewhat agile. We build upon this work by exploring the impact of transformational leadership on organizational-level agility. According to these authors, transformational leaders enable the development of an organizational climate of learning, innovation, and responsiveness—the essence of agility.

Recent research highlights the crucial role of transformational leadership in fostering organizational agility. Suryadi et al. (2024) found that transformational leadership, by cultivating employee trust, facilitates rapid decision-making and streamlined communication, both critical components of agile organizations. Their study suggests that transformational leadership enhances organizational agility through the mediating effect of trust. Echoing this sentiment, previous studies have emphasized the importance of leadership style in the successful and agile implementation of ICT policies (Bass & Avolio, 1994; Givens, 2008; Overby et al., 2006). In an increasingly volatile and competitive environment, the synergy between transformational leadership and organizational agility is likely to be paramount for long-term organizational success. Avolio and Bass (2004) previously demonstrated a positive correlation between transformational leadership and employee trust and satisfaction. Furthermore, meta-analytic evidence indicates a strong link between transformational leadership and improved subordinate performance and motivation across diverse organizational contexts (Judge & Piccolo, 2004). Specifically, within knowledge-based organizations, Nasir et al. (2018) underscored transformational leadership's positive impact on employee engagement, suggesting that it empowers employees to be more creative and exceed performance expectations.

Transformational leadership is especially effective in leading organisations through the unknown (and the unfamiliar (Eisenbeiss et al., 2008)). This may be explained by the fact that transformational leaders are effective when it comes to conveying a convincing vision, fostering trust, and minimizing resistance to change. Likewise

Northouse (2018) found that transformational leadership plays a significant role in supporting innovation and learning competency in organizations because, through its efforts, organizations can grow and become more adaptive.

Lu & Ramamurthy found that transactional leadership is positively related to transformational leadership and both leadership styles enhance organizational citizenship behaviours, including cooperation, helpfulness, and responsibility. These behaviours, though they often go unacknowledged, are crucial when it comes to creating healthy organizational cultures.

Veiseha, Shiria, and Eghbalib (2014) investigated the impact of transformational leadership on organizational agility, with organizational creativity as a mediator, at the Ilam Gas Refinery in Iran. Using structural equation modeling on data collected from 196 employees, the study found that transformational leadership positively influenced organizational agility. Furthermore, organizational creativity mediated this relationship. The research also indicated that the components of transformational leadership (individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence) individually impacted organizational agility.

Karimi, Daraei, and Sepehr (2016) examined the relationship between transformational leadership and organizational agility at Isfahan University of Technology. Through a descriptive cross-sectional survey design, data were collected using questionnaires from one hundred and nineteen university employees who were randomly selected. The results of the Structural Equation Modeling (SEM) analysis revealed a verified positive relationship between transformational leadership and aspects of organizational agility, namely competency, promptness, and responsibility.

Alzeyoudi and Abdullah (2025) empirically investigated how transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, as well as individualized consideration—affects organizational agility in the UAE Ministry of Interior. Utilizing theoretical lenses such as transformational leadership, change readiness, cultural agility, and cultural intelligence, the study results provided empirical evidence of a positive relationship between the aspects of transformational leadership and organizational agility. The relationship was further mediated by change readiness, while cultural agility demonstrated a moderating effect on the impact of both transformational leadership and change readiness on organizational agility. Statistical analyses, employing

regression, correlation, mediation, and moderation techniques, were conducted using SPSS and SmartPLS software.

Sholokwu (2024) investigated the link between digital transformation leadership and organizational agility, stating that effective digital leadership is essential to survive in an era of technological disruptions and remain competitive. Grounded in contingency theory, the study emphasizes the importance of aligning organizational strategies with environmental demands to achieve agility and highlights the need for resilience and a digital-first mindset. A conceptual review identified gaps in understanding the direct impact of digital transformation leadership on organizational agility, suggesting that leadership development, digital literacy, and strategic alignment are key for successful digital transformation.

In conclusion, the literature unequivocally supports that transformational leadership is a key enabler of organisational agility. It allows organizations to nurture adaptive cultures, build resilience capabilities, and preserve strategic agility in a world of constant change. With organizations facing more complex and unpredictable situations, there's never been a greater need for transformational leaders who can lead their team through uncertainty with “vision, inspiration, and integrity.”

SECTION 4 / METHODOLOGY

4.1 RESEARCH OBJECTIVES

The most important objectives of this study are as follows:

1) To investigate the connection between organizational agility and transformational leadership:

This goal is to examine whether and how transformational leadership practices affect an organization's capacity for response, adaptation, and flexibility in changing circumstances.

2) To compare organizational agility and transformational leadership across demographic aspects: This is to find out whether all or any of the gender, age, job Position and work experience have a significant effect on perception of transformational leadership and agility.

3) To assess how transformational leadership predicts organizational agility: The objective is to ascertain the degree to which transformational leadership can statistically forecast the existence or potency of agility in the company.

4.2 RESEARCH HYPOTHESIS

The primary hypothesis is:

H1: There is a positive and meaningful relationship between transformational leadership and agility.

H2: Transformational Leadership significantly predicts Organizational Agility.

H3: There is a significant difference in transformational leadership between male and female respondents.

H4: There are differences in organizational agility levels with respect to gender.

H5: There are significant differences in perceptions of transformational leadership among various age groups.

H6: There are differences in perceptions of organizational agility among age groups.

H7: The perception of transformational leadership differs by job position.

H8: Job position has a different effect on the perception of organizational agility.

H9: There is a significant difference in transformational leadership perception based on years of job experience.

H10: There is a significant difference in organizational agility perception based on years of job experience.

4.3 STATEMENT OF THE PROBLEM

4.3.1 Identification of Research Gap

Transformational leadership has been widely considered in organizational studies for its impact on several outcomes, including innovation, employee commitment, job satisfaction, and organizational performance (Bass & Riggio, 2006; Nasir et al., 2018). This style of leadership that stresses inspiring followers, encouraging intellectual stimulation, and providing individualized consideration has been acknowledged as a motivating factor for enhancing organizational effectiveness. Transformational leaders are described as having a well-established organizational culture, promoting change and flexibility among workforce members (Northouse, 2018). Although the power of transformational leadership in bringing about positive change is affirmed, we know relatively little about how such leadership affects organizational agility in this sector (Teece, Peteraf, & Leih, 2016).

Organizational agility, which refers to an organization's ability to respond promptly and proactively to changes in the external environment, is essential in the current volatile, uncertain, complex, and ambiguous (VUCA) business milieu (Doz & Kosonen, 2010; Teece et al., 2016). Market dynamics, technology advances, consumer preferences, and geopolitics continue to challenge and determine the shape of organisations. Agility, as defined by Overby et al. (2006), transcends mere responsiveness to environmental volatility, empowering organizations to proactively anticipate and capitalize on emergent opportunities, thereby fostering competitive superiority. This entails swift and decisive action within dynamic and rapidly changing contexts.

While the manuscript exhibits certain methodological weaknesses that raise concerns regarding its overall reliability, it makes a valuable contribution by connecting the theoretical construct of organizational agility (OA) to concrete leadership behaviors. This addresses a significant gap identified by Dinh et al. (2014), who observed a dearth

of research elucidating specific leadership actions that foster OA within organizations. Existing literature primarily examines the broader influence of leadership on organizational outcomes such as performance, innovation, and motivation. Consequently, there is a limited body of empirical evidence specifically investigating the impact of distinct leadership styles, particularly transformational leadership, on organizational agility. Agility, understood as more than effective management in dynamic environments, requires a leadership approach that cultivates a culture characterized by rapid decision-making, adaptability, and continuous learning. The present research addresses the need for further empirical investigation into the relationship between transformational leadership and organizational agility, particularly within rapidly evolving industries such as the service sector.

Empirical research on transformational leadership has primarily focused on its impact on firm performance and innovation (Bass & Riggio, 2006). However, the mechanisms through which transformational leadership, characterized by visionary guidance, employee empowerment, and the cultivation of innovative work environments, promotes organizational agility remain relatively unexplored. Despite the theoretical link between transformational leadership and agility, particularly crucial in the service sector, direct empirical evidence remains limited (Bass & Riggio, 2006). Furthermore, existing studies on the leadership-agility relationship often concentrate on developed economies, neglecting the unique challenges faced by organizations operating in emerging or turbulent markets. Such markets, frequently characterized by political instability, economic volatility, and rapid societal change, necessitate a heightened degree of organizational agility.

A primary shortcoming in the available literature could be attributed to it being dominated by the context of developed countries, where market and leadership realities are perceived to be different from those prevailing in developing countries (e.g., Iraq) (Eva et al., 2013; Al-Husseini, Elbeltagi, & Moizer, 2019). Stable developed economies have predictable political and economic conditions and sound infrastructure, providing for a relatively steady operating environment for businesses. In comparison, companies in emerging markets like Iraq must navigate a far more volatile and uncertain operating space. Political instability, economic turbulence, and ever-changing consumer demand create a very unpredictable, challenging environment in which to operate, nowhere more

so than in Iraq. The complexity and turbulence of the Iraqi market underline the necessity of leadership styles that seek, not only to develop the capacity to sustain shock impact, but also the capacity to continue learn and responding to the frequent change (Alwali, 2023).

In Iraq, service-based companies are particularly vulnerable to such disruptions, where the competitive incentive is to respond rapidly to customer demands and changing market states. Iraq's service sector functions in a form of economy, which is greatly influenced by the instability at the economic level, market and oil price fluctuations, government policies, and the instability in some neighboring regions. In such an environment, the capability to quickly adapt to constant change is needed for an organization's survivability and growth. While Iraqi businesses are increasingly becoming more conscious of being agile, there is still no research regarding the role of transformational leadership in providing practical support for organizational agility in the face of these challenges. This void in the study has not enabled organisations in Iraq and similar markets to have empirically driven leadership to promote agility and respond to the environment.

Despite the growing awareness of the significance of transformational leadership in facilitating organizational changes and adaptability, available empirical evidence for its impact on organizational agility in Iraqi service sectors is limited. The majority of leadership research in this region has been concerned with broader outcomes such as organisational performance, employee motivation, and job satisfaction without investigating how transformational leadership more specifically improves agility (Al-Husseini, Elbeltagi, and Moizer, 19; Ewa et al., 2013). Furthermore, little is known about organizational agility in the Iraqi context, and there is limited research about the leadership behaviours that support organizational agility in the service industry, particularly in unstable and uncertain situations.

The purpose of the current study is, therefore, to fill this critical gap in the literature by exploring how transformational leadership may enhance organizational agility in Iraq's service sector. To see how the transformational leadership behaviors—inspiring a shared vision, fostering intellectual stimulation, promoting innovation, and enabling employees—contribute to organizational agility, the study will be conducted. The paper argues that, to influence the Iraqi management practices that result in low

agility, we need to understand the specific challenges that the Iraqi economic and cultural environment creates for businesses and how transformational leadership may help address some of these challenges.

This study aims to empirically investigate the relationship between transformational leadership practices and organizational agility within service-sector firms operating in emerging markets. Specifically, the research seeks to generate actionable insights for leaders in the Iraqi service sector, enabling them to foster agility and innovation to enhance competitiveness. Furthermore, by addressing the unique challenges of conducting business in Iraq, the findings are intended to offer contextually relevant and practically applicable recommendations for the Iraqi business community.

4.3.2 Rationale for the Study

In this fast-paced world of transformative technology, market disruption, and hyper-competition, organizational agility has emerged as a key characteristic for companies in all business sectors to thrive in the marketplace. Agility is even more critical to service-based firms. As customer requirements are increasing and markets and competition are increasingly volatile, firms must be able to quickly adapt to changes in market demands and competition pressure (Doz & Kosonen, 2010; Lindskog & Netz, 2021). In an ever-evolving business world, the ability to rapidly innovate, pivot, and address new challenges has a direct effect on customer satisfaction, operational efficiency, and ultimately, success. Agility is not only about responding to change; it is about getting ahead of it and placing the business in the position of success even in the face of uncertainty (Overby et al., 2006).

The urgency of being agile is even more searing in Iraq, where there are significant socio-political and economic challenges. The nature of working in a service industry in Iraq means that businesses have to continually manage volatility in customer demand, economic insecurity in the market, and regular political uncertainty (Al-Husseini, Elbeltagi, & Moizer, 2019; Eva et al., 2013). And these barriers—domestic and foreign—make for a volatile situation where being nimble and adjusting to political and policy changes can be a life or death matter. Agility is even more important here because of the many challenges Iraqi businesses face, particularly those operating in the

service sector. With economic uncertainty, fluctuating oil prices, and erratic consumer tastes, agility is what these business types need to stay competitive. This increased uncertainty makes the need to develop a corporate culture that values adaptability, endurance, and creativity more necessary than ever to remain relevant in an ever-changing, unpredictable world.

Good leadership is critical for developing and maintaining organisational agility in this turbulent context. Leaders are essential to creating a culture in which change is not simply controlled but welcomed. The literature of transformational leadership advocates it as a key source of achieving organizational flexibility. Transformational leaders share vision, stimulate intellectual thinking, and grant followers the autonomy to take a lead and innovate (Bass & Riggio, 2006; Northouse, 2018). This style of leadership encourages the creation of a motivating and positive setting in which employees can think innovatively, think creatively, and work with other teams to achieve organisational goals. By giving employees the authority to make decisions and to try out new concepts, transformational leaders install the characteristics that enable organizations to adapt to changes in their environment easily. By enhancing innovation culture and responsive flexibility, transformational leaders contribute to maintaining organizational agility (Nasir et al., 2022).

Although the association between transformational leadership and organizational agility looks encouraging, leadership's contribution to the development of agility was underexplored, particularly in the service industry of the emerging economy context, as the Iraqi context. Despite the extensive literature regarding the positive effects of transformational leadership in Western contexts, there is a paucity of studies investigating the direct impact of transformational leadership upon agility in emerging markets that are characterised by volatility and uncertainty. The purpose of this paper is to fill this gap and explore the influence of transformational leadership on organizational agility in the Iraqi service sector. It aims to reveal how transformational leaders facilitate the development and maintenance of an agile organizational culture, to provide a practical understanding of leadership practices that support service-based organisations in sustaining their responsiveness to market and contextual perturbations.

The research will explore the nature of transformational leadership: visionary, intellectual stimulation, and individualized consideration extents. This paper, in light of

these recent trends, introduces new contemporary styles that influence agility practices within a service-based contextual setting in Iraq. It will also examine how transformational leaders can drive innovation and build team spirit in their ranks to put organizations ahead of rivals, regardless of political turmoil, economic uncertainty, or technological upheaval. In addition, the present study will offer a theoretical model and practical insights on leadership styles that are most suitable for supporting agility in its distinctive socio-cultural setting in Iraq, hence helping service business leaders. This knowledge will assist business leaders in Iraq in adapting their leadership styles to deal with the exceptional challenges and opportunities of the Iraqi context.

Theoretically, this study extends beyond practical implications by contributing to theory-building work on leadership and agility—oxygenating scholarly discussion on leadership in emerging markets. This work aims to add substance to the sentiment that context matters in leadership practice. It demonstrates the effects of political confusion, economic disorganization, and cultural conditioning on a certain style of leadership. This is particularly true in developing countries, where business methods can be radically different from those found in the developed world. The joint contribution is valuable to scholars and practitioners alike, demonstrating leadership in adjusting to such an extraordinary context.

Of greater significance is that the study will add to the debate regarding how transformational leadership can promote agility in a turbulent, complex arena. Like great explorers of the unknown, the new economy in Iraq emphasizes the importance of good leadership to make room for flexibility, creativity, and resilience, which has never been more crucial. It will provide leaders with a guide on how to catalyze change, stimulate creativity, and build an organization that is well-positioned to succeed in uncertain times. The research will provide practical advice to support service-based companies across Iraq to better adapt to changing market conditions, ensuring long-term success and competitiveness.

4.4. LIMITATIONS OF THE STUDY

This research faced several key limitations that warrant acknowledgement. These limitations included:

Time Constraints: The study was conducted under a strict timeframe, requiring efficient execution of research tasks despite competing demands on the researchers' time. Balancing the study's needs with other obligations demanded meticulous time management and consistent effort.

Participant Recruitment Challenges: Securing a sufficient number of participants proved to be a significant obstacle. Relying on voluntary participation complicated the process of identifying and recruiting suitable individuals for the sample population. Overcoming this hurdle necessitated the implementation of creative recruitment strategies and sustained outreach efforts.

4.5 DATA COLLECTION AND ANALYSIS METHODS

This research falls into the category of quantitative research designed for statistical analysis of the relationship between transformational leadership and organizational agility. A structured questionnaire will be used as the principal data collection instrument. The questionnaire is expected to consist of two major sections. The first part comprises four factors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

The second part will be used to measure organizational agility. These items will be drawn from existing agility scales in the literature, including factors such as speed of response, independence in decision-making, cross-functional collaboration, and adaptability.

The study's subjects are middle and upper management in industries such as technology, healthcare, education, and the production sector. Stratified random sampling will be conducted to enhance generalizability. This sampling will evenly distribute all approaches across the sample space by industry type and company size.

Data will be captured in a database and statistically analyzed using selected software packages. A statistical package (e.g., SPSS or R) analysis will follow. Data analysis steps: import the collected data (Excel) into a database for this research to verify the reliability and consistency among all 15 collected data points. Descriptive statistics, such as frequency, percentage, mean, standard deviation (SD), median with range, and percentage change, will be used to summarize and generate

information about these variables, e.g., gender, age, industry type, and job role. After that, inferential statistics will be used to examine the hypotheses of the study. The correlation between transformational leadership dimensions and organizational agility will be tested by using the Pearson test. In addition, stepwise multiple regression will be used to examine whether transformational leadership can predict agility with demographic variables as control factors.

For the reliability of measurements, Cronbach's alpha test will be used. Values greater than 0.70 will be indicative of acceptable internal consistency. In addition, EFA will be conducted to examine the construct validity of the scales by verifying that items converge (i.e., load) onto the corresponding factors.

Overall, the strict implementation of these procedures will result in an inclusive (statistically) and empirically robust investigation of the influence of transformational leadership on organizational agility.

4.6 METHODOLOGY

This study will follow a quantitative, correlational research design. The aim is to examine the relationship between transformational leadership (independent variable) and organizational agility (dependent variable) within different organizational contexts. The use of a cross-sectional survey allows for the collection of a large volume of data within a short time frame.

The research will utilize a positivist approach, assuming that social phenomena can be objectively measured and analyzed. Participants will respond to structured questionnaires, enabling statistical examination of trends, relationships, and differences between variables. The study's methodology is designed to provide empirical evidence of whether and how transformational leadership influences agility in organizations.

4.7 RESEARCH QUESTIONNAIRE

The main instrument for gathering data for this study is a structured questionnaire. There are two primary sections to the questionnaire. The respondents' professional and demographic traits—such as age, gender, job title, and years of experience—are the main focus of the first section. For consistency and ease of analysis, these questions are closed-

ended and provide respondents with multiple-choice answers. Such background data collection facilitates comparisons between various groups and aids in understanding the makeup of the study sample. Additionally, this section serves as a foundation for investigating the ways in which demographic and occupational factors might affect opinions or answers in the questionnaire's second section, which focuses on the primary research variables. The second part of the questionnaire consists of the research scales which consists of two scales:

Transformational Leadership: Each of the 6 items that make up the Transformational Leadership scale in this study is intended to gauge how much a leader exhibits transformational leadership behaviors. Respondents can indicate how much they agree or disagree with each statement by rating each item on a 7-point Likert scale that goes from Strongly Disagree to Strongly Agree. Carless, Wearing, and Mann (2000) created a clear and accurate tool to evaluate transformational leadership behaviors like inspiring vision, promoting innovation, offering personalized attention, and cultivating team commitment. The scale is derived from their work. Greater sensitivity combined with less bias is realized in measuring respondents' opinions when based on a seven-point scale. This provides richer statistical analysis and increases face and systemic validity.

Organizational Agility: This study employed six items from the Organizational Agility scale, which measure a firm's ability to respond quickly and effectively to internal and external changes. Respondents indicate how strongly they disagree or agree with statements about agility and adaptability on a 7-point Likert scale ranging from Strongly Disagree to Strongly Agree. This scale was modified from Cegarra-Navarro, Soto-Acosta, and Wensley (2015), who created it to assess important aspects of organizational agility, including decision-making flexibility, response speed, learning capacity, and innovation readiness.

4.8 ETHICAL CONSIDERATIONS

Ethical integrity is the foundation of this research. Participation in the research will be voluntary, and informed consent forms containing information regarding the objectives, procedures, and rights of the participants will be signed by the students. All respondents will remain anonymous, and their identities confidential. No

personally identifiable information will be collected, and data will be encrypted and kept securely.

Ethical approval will also be sought from an appropriate Institutional Review Board (IRB) or Ethics Committee prior to the study. There will be no consequences if participants decide not to complete the study. Results will be reported truthfully and openly, without fabrication, falsification, or plagiarism.

4.9 FINDING & ANALYSIS

This chapter provides an overview of the findings of the study and their relationship to the research questions and hypotheses proposed in Chapter 1. These findings are analyzed and discussed in relation to the literature, contributing to a fuller understanding of the directionality of linear effects found, as well as patterns and relationships observed. This paper will elaborate on the theoretical implications of such findings by investigating their possible contributions to the field and its limitations, which require further research.

4.9.1 Sample Size

This study will test the effect of Workforce Dynamics PSM on companies in seven sectors in Erbil, Iraq (Zain Iraq and Asiacell in telecommunications, Nahrain Group for construction and real estate, Iraqna for technology and IT services, Hawler Medical University for education, KII Bank for banking and financial services), as well as including government public administration. Furthermore, firms in the Sulaymaniyah region, such as Suleimaniyah Chamber of Commerce, Avesta Group, Peshawa Group, Nalia Group, and Basra Oil and Gas Company, extend the boundaries of investigation. By examining 400 cases in these organizations, the study seeks to identify patterns and insights associated with employee demographics, job levels, work tenure, and type of organization, which will help develop a comprehensive overview of the Iraqi labor force.

Table 4.1. Gender Specification

Gender	Frequency	Percent
Male	202	50.5
Female	198	49.5
Total	400	100.0

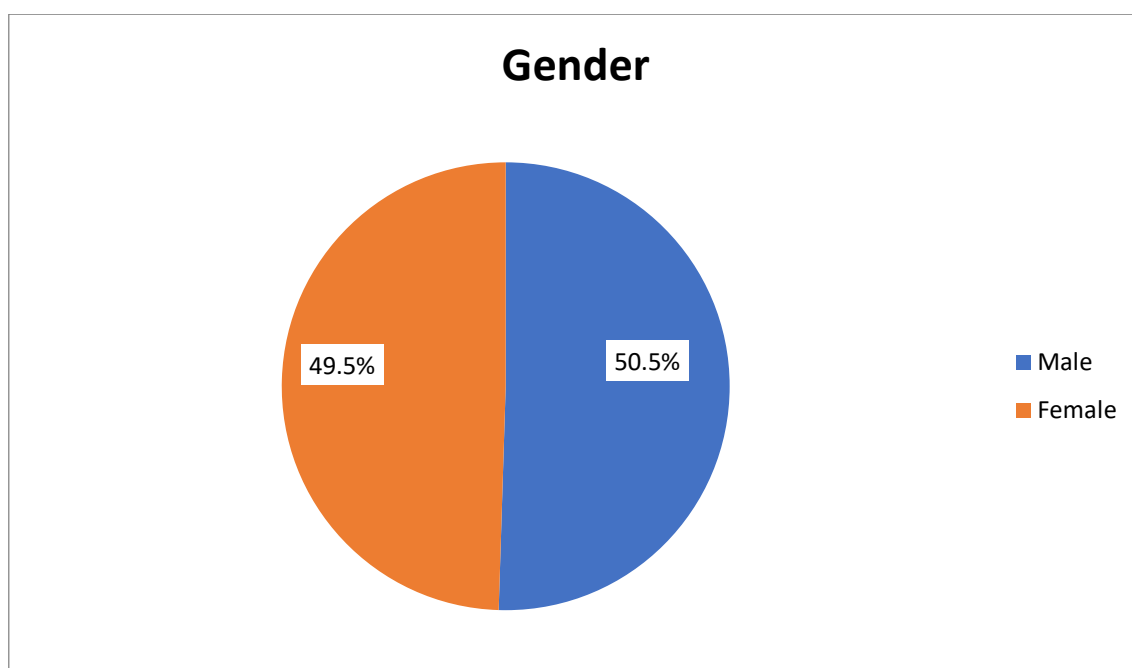


Figure 4.1. Gender Participants

Gender: There are almost the same number of women and men: 202 (50.5%) men and 198 (49.5%) women, respectively. This balanced sample minimizes gender bias and therefore enables us to objectively compare organizational agility between males and females. Such an equal distribution contributes to making the current study representative and generalizable. The approximately equal number of men and women in the study population makes comparison by gender useful. It guarantees that if differences are found in organizational agility, these differences would not be the result of different sample sizes but of real possible discrepancies in perceptions or experiences related to agility. This proportionate distribution of data also enhances the credibility of applying the statistical tests.

Table 4.2. Age of Participants

Age	Frequency	Percent
Below 30 Years	263	65.8%
Above 30 Years	137	34.2%
Total	400	100%

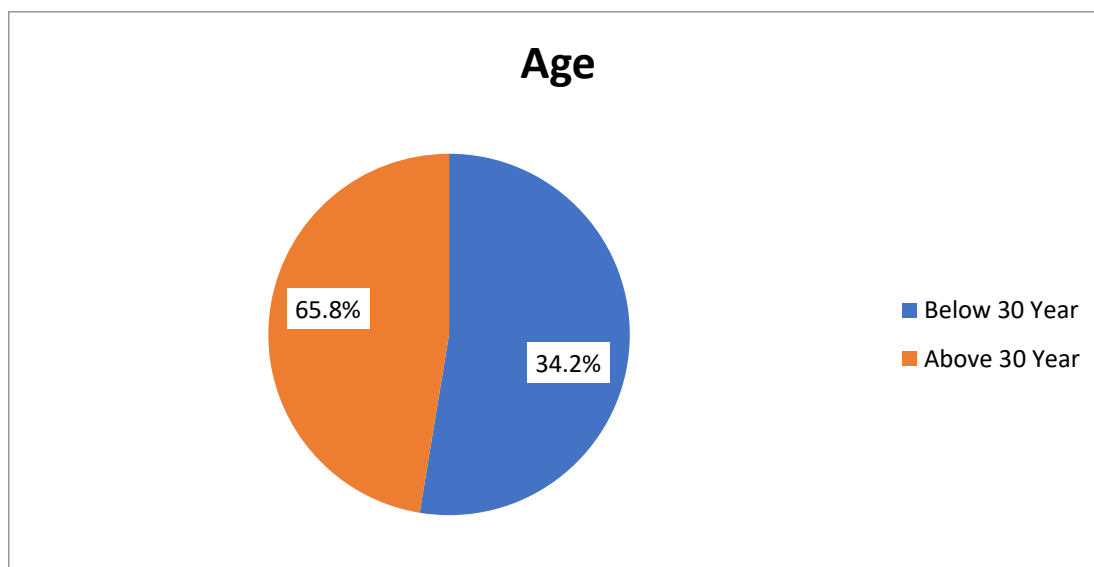


Figure 4.2. Age Participants

Age: The age distribution of the study participants is displayed in Table 4.8.1.2, which reveals that 263 respondents, or 65.8% of the total, are under 30 years old, while 137 participants, or 34.2% of the total, are over 30. This suggests that the sample is primarily made up of younger people, which could have an impact on the general viewpoints or actions noted in the research because younger workers may have different experiences or attitudes than their more senior counterparts. The total sample size of 400 represents the entire population surveyed.

Table 4.3. Job Position of Participants

Job Position	Frequency	Percent
Management	139	34.8%
Employee	261	65.2%
Total	400	100%

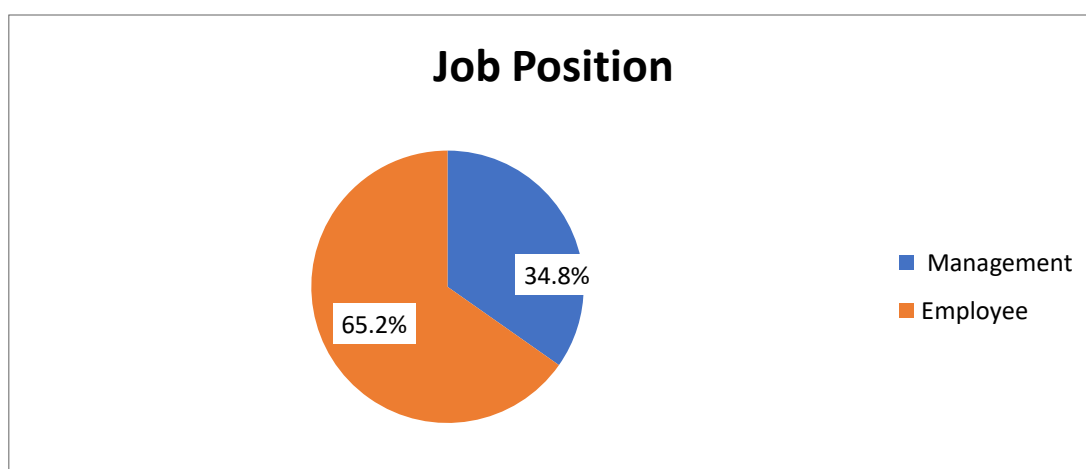


Figure 4.3. Job Position

Job Position: The distribution of participants by occupation is shown in Table 4.8.1.3, where 139 participants (34.8%) are in management positions and the majority, 261 participants (65.2%), are employees. This suggests that there is a greater percentage of non-management employees in the sample, representing a wide variety of organizational roles. Analysis across various levels of responsibility is made possible by this distribution, which may also highlight disparities in viewpoints or experiences between the organization's managerial and employee groups. The study has 400 participants in total.

Table 4.4. Job Experience of Participants

Experience	Frequency	Percent
Less than 1 year	128	32.0
1-3 years	151	37.8
4-6 years	62	15.4
7 years or more	59	14.8
Total	400	100.0

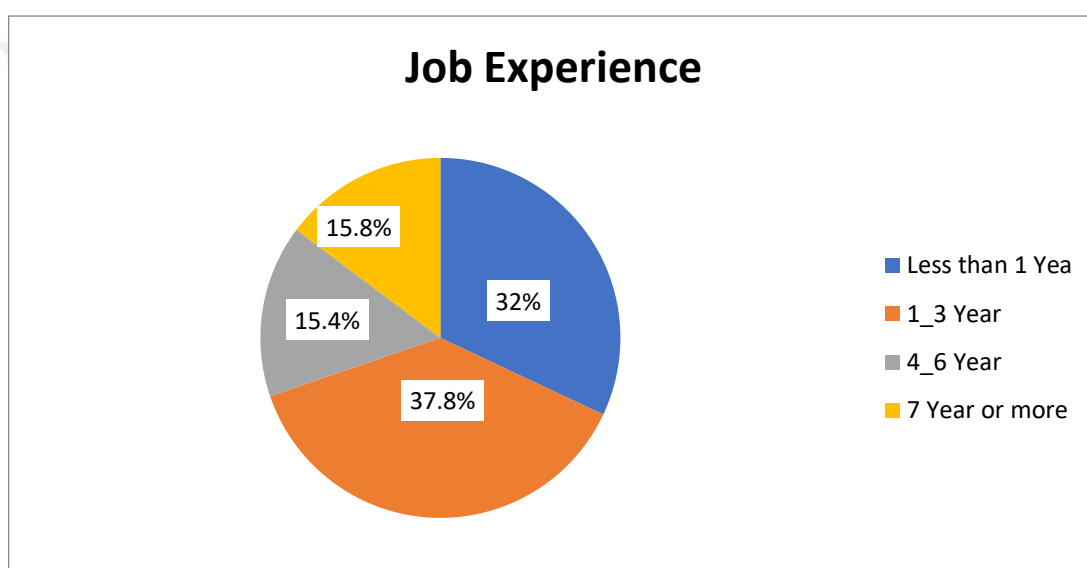


Figure 4.4. Job Experience

Job experience: The data collected on job experience reveals a distribution across four categories: "Less than 1 year," "1-3 years," "4-6 years," and "7 years or more." The most substantial proportion of respondents (37.8%) reported having between 1 and 3 years of job experience ($n = 151$). A further 32.0% ($n = 128$) possessed less than 1 year of experience. Combined, these two categories represent nearly 70% of the sample (69.8% cumulative percent), suggesting a workforce predominantly characterized by early-career professionals.

4.9.2 Cronbach'S Alpha Based on Reliability Statistics

A popular metric for evaluating internal consistency is Cronbach's Alpha, which assesses how well a test or questionnaire's items capture a single unidimensional latent construct. In essence, it looks at the average correlation between the items, showing how consistently they produce results. While higher values (such as above 0.80) indicate strong reliability, a Cronbach's Alpha value of 0.70 or higher is typically regarded as acceptable. Very high values (above 0.95), however, could indicate item redundancy. According to Tavakol and Dennick (2011), this coefficient is crucial for confirming the validity of scales used in social science and educational research (p. 53).

Table 4.5. Reliability Statistics

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Transformational Leadership	0.882	6
Organizational Agility	0.875	6

Strong internal consistency is shown for both scales in Table 5. With a Cronbach's alpha of 0.882 for all six items, Transformational Leadership easily surpasses the generally recognized cutoff point of 0.70 and shows that the items consistently measure the same underlying construct. With the same number of items, Organizational Agility also achieves a high alpha of 0.875, indicating that respondents' responses to these questions are closely related to one another and capture a coherent aspect of agility. Near-identical alpha values suggest that the two constructs are equally reliable, which supports the use of these scales for additional statistical analyses and strengthens the belief that any relationships with other variables that are observed are not the result of measurement error.

4.9.3 Cronbach`S Alpha Based on Scale Statistics

A technique for evaluating the internal consistency of a group of items in a scale or questionnaire is Cronbach's Alpha, which is based on scale statistics. It usually goes with data like the overall scale's mean, variance, and standard deviation in scale statistics. This background aids researchers in comprehending the scale's overall reliability as well as the responses' typical patterns across all scale items. Cronbach's Alpha indicates whether the items consistently measure the same underlying concept and reflects the average inter-item correlation. While lower values might suggest inconsistencies or the need to revise items, a higher value (typically ≥ 0.70) indicates the scale is reliable (DeVellis, 2017, p. 109).

Table 4.6. Cronbach`S Alpha Based on Scale Statistics

Variable	Scale Statistics				
	Mean	Variance	Std. Deviation	Cronbach`s Alpha	N of Items
Transformational Leadership	4.4458	1.855	1.0798	0.882	6
Organizational Agility	4.7587	3.864	1.5412	0.875	6

According to their Cronbach's Alpha values, the reliability analysis shown in Table 4.8.3 indicates that the Transformational Leadership and Organizational Agility scales have high internal consistency. The six items in this scale consistently measure the same underlying construct, as indicated by the Cronbach's Alpha for Transformational Leadership of 0.882, which is higher than the generally recognized cutoff of 0.70. Although participants' responses varied, there was strong consistency among the items, as evidenced by the standard deviation of 1.0798 and variance of 1.855, which further reflects a moderate spread of responses. Participants generally reacted favorably to transformational leadership behaviors, as indicated by the mean score of 4.4458.

With a Cronbach's Alpha of 0.875, the Organizational Agility scale likewise demonstrates strong reliability, supporting the internal consistency of the six items used to gauge this construct. Participants' perceptions of organizational agility appear to vary more than those of Transformational Leadership, as indicated by the slightly higher standard deviation of 1.5412 and variance of 3.864. The high alpha value, however, suggests that

the scale items continue to capture a standard underlying dimension accurately despite this variability. According to the mean score of 4.7587, most respondents believe their companies are moderately to highly agile. These results support the suitability of both scales for additional statistical analysis in the study and validate their reliability.

4.9.4 Variables Descriptive Statistics

By highlighting the main characteristics of the data, descriptive statistics help to give a clear understanding of it. This entails displaying indicators of variability like standard deviation along with measures of central tendency like the mean, median, and mode (Alreck & Settle, 1995). To provide a descriptive overview of the dataset, the mean and standard deviation were computed for every item in the current study.

4.9.3.1 Transformational Leadership

Table 7 shows the mean, standard deviation, minimum, and maximum values for the variable items of transformational leadership.

Table 4.7. Descriptive Statistics for Transformational Leadership

Items	N	Mini	Maxi	Mean	Std. Deviation
Communicates a clear and positive vision of the future.	400	1.00	7.00	4.422	1.28574
Treats staff as individuals, supporting and encouraging their development.	400	1.00	7.00	4.375	1.35609
Gives encouragement and recognition to staff.	400	1.00	7.00	4.562	1.42343
Fosters trust, involvement, and cooperation among team members.	400	1.00	7.00	4.400	1.32074
Encourages thinking about problems in new ways and questions assumptions.	400	1.00	7.00	4.560	1.44798
Instills pride and respect in others and inspires me by being highly competent.	400	1.00	7.00	4.355	1.32981

With mean scores ranging from 4.355 to 4.562, the descriptive statistics for transformational leadership items show that participants generally have a favorable opinion of leadership behaviors. These are the most well-known transformational behaviors, as evidenced by the highest mean for "Gives encouragement and recognition to staff" ($M = 4.562$) and "Encourages thinking about problems in new ways" ($M = 4.560$). The moderate degree of response variability indicated by standard deviations, which range from 1.28 to 1.44, suggests that participants' experiences with these leadership traits varied somewhat.

4.9.3.2 Organizational Agility

Table 8 shows the mean, standard deviation, minimum, and maximum values for the variable items of transformational leadership.

Table 4.8. Descriptive Statistics for Organizational Agility

Items	N	Mini	Maxi	Mean	Std. Devi
We can rapidly respond to customers' needs.	400	1.00	7.00	4.7575	1.93470
We can rapidly adapt production to demand fluctuations.	400	1.00	7.00	4.6850	1.97751
We have the ability to cope with problems from suppliers rapidly.	400	1.00	7.00	4.6650	1.97675
We rapidly implement decisions to face market changes.	400	1.00	7.00	4.5250	2.12737
We continuously search for ways to reinvent or redesign our organization.	400	1.00	7.00	4.9500	1.84690
We see market changes as opportunities for rapid capitalization.	400	1.00	7.00	4.9700	1.92050

With mean scores ranging from 4.5250 to 4.9700, the descriptive statistics for organizational agility items show that respondents generally had a favorable opinion of them. The highest-rated item indicated strong agreement on proactive and adaptive

organizational behavior, "We see market changes as opportunities for rapid capitalization" ($M = 4.9700$), which was closely followed by "We continuously search for ways to reinvent or redesign our organization" ($M = 4.9500$). The comparatively high standard deviations (ranging from 1.84 to 2.13), which show significant response variability, reflect participants' varying perspectives or experiences with organizational agility.

4.9.4 Test of Normality

Various criteria for skewness and kurtosis have been suggested in the literature to determine whether data obtained from a sample exhibit a normal distribution. These criteria indicate that for data to be normally distributed, skewness and kurtosis values should be within the ± 1 range (Hair, Black, Babin, & Anderson, 2014), ± 1.5 range (Tabachnick & Fidell, 2013), or ± 2 range (George & Mallery, 2010). The results obtained from this perspective indicate that while some items and variables of the data meet the normal distribution assumption, others do not. Furthermore, Kline (2011) stated that for data to be normally distributed, skewness values should be within the ± 3 range and kurtosis values should be within the ± 10 range. (Develi, 2020). The symmetry of the distribution for each variable is included in Table 9.

Table 4.9. Skewness and Kurtosis of Variables

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Transformational Leadership	-0.773-	0.122	0.750	0.243
Organizational Agility	-0.357-	0.122	-0.827-	0.243

With a standard error of 0.122 and a skewness of -0.773, Transformational Leadership exhibits a moderately negative skew. This implies that a greater proportion of participants gave transformational leadership higher ratings, with fewer low ratings skewing the distribution slightly to the left.

However, Organizational Agility shows only a slight left skew, with a skewness of -0.357 and the same standard error. While it still leans slightly toward higher ratings, this suggests a more symmetrical distribution than transformational leadership. With a positive kurtosis value of 0.750, Transformational Leadership exhibits a more peaked distribution, with responses grouped around the mean. Organizational Agility, on the other hand, has a negative kurtosis of -0.827, indicating a flatter distribution with more scattered answers.

The results obtained from this perspective indicate that while items and variables of the data meet the standard distribution assumption. This indicates that the distribution of data does not deviate significantly from normality, supporting the validity of subsequent parametric analyses and confirming that the assumption of normality has been met for these variables.

4.9.5 Factor Analysis for Transformational Leadership

The data's suitability for dimension reduction and structure detection is confirmed by the factor analysis carried out for the study variables. While Bartlett's Test of Sphericity was significant ($p < .001$), proving that the correlation matrices were not identity matrices. Therefore, suitable for factor analysis, the Kaiser-Meyer-Olkin (KMO) measures across variables were all above the acceptable threshold of 0.80, indicating adequate sampling adequacy. The first component extracted for each variable (organizational agility and transformational leadership) explained a significant amount of variance, with values above 50%, indicating strong unidimensionality, according to the Total Variance Explained table. Additionally, each construct's Component Matrix displayed high factor loadings (the majority above 0.70), confirming the measurement items' construct validity and internal coherence. As shown below.

Table 4.10. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.836
Bartlett's Test of Sphericity	Approx. Chi-Square	1912.474
	Df	21
	Sig.	.000

The data are appropriate for factor analysis, according to Table 4.8.6's findings. The sample is sufficient and the variables have enough common variance to support a factor analysis, according to the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, which is 0.836, above the suggested minimum value of 0.60. Furthermore, the results of Bartlett's Test of Sphericity are highly significant ($\chi^2 = 1912.474$, $df = 21$, $p < .001$), suggesting that the correlation matrix is not an identity matrix and that the relationships between the variables are sufficiently strong to move forward with factor extraction. These findings demonstrate that principal component analysis is a reliable method for locating the dataset's underlying factor structures.

Table 4.11: Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.872	55.319	55.319	3.872	55.319	55.319
2	1.061	15.152	70.471	1,061	15,152	70,471
3	.774	11.055	81.527			
4	.576	8.227	89.754			
5	.443	6.334	96.088			
6	.231	3.305	99.393			
7	.042	.607	100.000			

Extraction Method: Principal Component Analysis.

According to Table 4.8.6.2's Principal Component Analysis results, the first extracted component has an eigenvalue of 3.872, which explains 55.319% of the total variance. This is a significant percentage and suggests that there is only one dominant factor underlying the observed variables. The cumulative explained variance for the first two components is 70.471%, with the second component contributing an extra 15.152%

and having an eigenvalue just above 1.0 (1.061). Nonetheless, the first component is usually kept as the most significant factor since it is the only one that surpasses the Kaiser criterion (eigenvalue > 1) and explains the majority of the variance. This demonstrates that the scale is unidimensional and that there is a strong correlation between the items being measured and a single underlying construct.

Table 4.12. Component Matrix

	Component	
	1	2
Transformational Leadership1	,530	,149
Transformational Leadership2	,932	-,128
Transformational Leadership3	,742	-,061
Transformational Leadership4	,744	,282
Transformational Leadership5	,845	-,151
Transformational Leadership6	,129	,949
Transformational Leadership7	,941	-,126
Extraction Method: Principal Component Analysis.		
a. 2 Components extracted.		

According to the component matrix, principal component analysis was used to extract a two-factor solution for the transformational leadership themes. With loadings ranging from .530 to .941, most items—TL1, TL2, TL3, TL4, TL5, and TL7—load strongly on Component 1, suggesting that they measure a standard underlying dimension of transformational leadership. The loadings of TL2 (.932) and TL7 (.941) are significantly high, indicating that they are key indicators of this factor. On the other hand, TL6 loads incredibly high on Component 2 (.949) but very low on Component 1 (.129), suggesting that it may represent a different sub-dimension and is not appropriate for this study, so the researcher considers this item necessary. Delete the criterion to find other results based on the results and data.

Note: Factor Analysis after this 6th item was removed

Table 4.13. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,844
Bartlett's Test of Sphericity	Approx. Chi-Square	1884,604
	Df	15
	Sig.	,000

The KMO and Bartlett's Test results attest to the data's appropriateness for factor analysis. The sample is adequate and the variables share enough common variance, as indicated by the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy of 0.844, which is significantly higher than the acceptable threshold of 0.60. Furthermore, Bartlett's Test of Sphericity is highly significant ($\chi^2 = 1884.604$, $df = 15$, $p < .000$), indicating that there are important relationships between the variables and that the correlation matrix is not an identity matrix. These results confirm that factor analysis is a suitable method for investigating the data's underlying structure in more detail.

Table 4.14. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,860	64,335	64,335	3,860	64,335	64,335
2	,789	13,145	77,480			
3	,598	9,964	87,444			
4	,479	7,986	95,430			
5	,232	3,862	99,291			
6	,043	,709	100,000			
Extraction Method: Principal Component Analysis.						

The results of a Principal Component Analysis (PCA), in which one dominant component was extracted, are displayed in the total variance explained table. With an eigenvalue of 3.860, the first component explains 64.335% of the variance. This suggests strong unidimensionality since it shows that a single underlying factor accounts for a sizable portion of the dataset's variance. The eigenvalues of the remaining components are all well below 1, and their contributions to the overall variance are much smaller—the second component, for instance, only makes up 13.145%. In comparison, the others make up less than 10%. Only the first component is kept by the Kaiser criterion, which retains factors with eigenvalues greater than 1. This confirms the scale's internal coherence and structural validity by demonstrating that the items primarily measure a single latent construct.

Table 4.15. Component Matrix

	Component
	1
Transformational Leadership1	,529
Transformational Leadership2	,935
Transformational Leadership3	,744
Transformational Leadership4	,738
Transformational Leadership5	,848
Transformational Leadership7	,943
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

The Component Matrix for Transformational Leadership is shown in Table 4.8.7.3 and is based on a Principal Component Analysis single-factor extraction, with values ranging from .529 to .943. The results show that the majority of the items have strong factor loadings, suggesting a high level of correlation between them and the underlying factor. TL7 (.943) and Transformational Leadership2 (.935) exhibit the highest loadings, indicating that they are the most representative of the construct. The unidimensional nature of the scale is further supported by the strong loading of additional items, TL3 (.744), TL4 (.738), and TL5 (.848). TL1 (.529) satisfies the acceptable

threshold for factor inclusion despite having a comparatively lower loading. The analysis demonstrates that the six items accurately assess a single, consistent aspect of transformational leadership.

4.9.6 Factor Analysis for Organizational Agility

Table 4.16. KMO and Bartlett's Test for Organizational Agility

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,816
Bartlett's Test of Sphericity	Approx. Chi-Square	1942,608
	Df	15
	Sig.	,000

The Organizational Agility scale's KMO and Bartlett's Test results are shown in Table 4.8.8.1, which suggests that factor analysis is a good fit for the data. With a meritorious Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy of 0.816, it is indicated that the sample is sufficient and that the items have enough common variance to support factor extraction. Furthermore, the correlation matrix differs significantly from an identity matrix, as confirmed by the statistical significance of Bartlett's Test of Sphericity ($\chi^2 = 1942.608$, $df = 15$, $p < .001$). This outcome validates the suitability of applying Principal Component Analysis to the Organizational Agility construct by confirming the existence of patterned relationships among the items.

Table 4.17. Total Variance Explained for Organizational Agility

Total Variance Explained for Organizational Agility						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,877	64,610	64,610	3,877	64,610	64,610
2	,924	15,396	80,006			
3	,672	11,194	91,201			
4	,335	5,589	96,790			
5	,105	1,749	98,539			
6	,088	1,461	100,000			
Extraction Method: Principal Component Analysis.						

The Principal Component Analysis Total Variance Explained for the Organizational Agility construct is displayed in Table 4.8.8.2. According to the results, 64.610% of the variance was explained by a single dominant component, which had an eigenvalue of 3.877. This high percentage indicates strong unidimensionality, meaning that one factor effectively captures the majority of the information found in the original six items. The remaining components are unsuitable for retention under the Kaiser criterion because they each have eigenvalues significantly below one and contribute very little to the variance (for example, the second component only accounts for 15.396%). Overall, the findings support the scale's factorial validity and internal coherence by confirming that the Organizational Agility items significantly load on a single latent construct.

Table 4.18. Component Matrix for Organization Agility

6	Component
	1
Organizational Agility1	,524
Organizational Agility2	,917
Organizational Agility3	,888
Organizational Agility4	,533
Organizational Agility5	,928
Organizational Agility6	,909
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

The Component Matrix for Organizational Agility is shown in Table 4.8.8.3, which shows the factor loadings of each item on a single extracted component that was obtained through Principal Component Analysis. All six items have a positive, moderately to strongly correlated relationship with the underlying factor, as indicated by the loadings, which range from 0.524 to 0.928. With incredibly high loadings, items Organizational Agility2 (0.917), Agility5 (0.928), and Agility6 (0.909) appear to be the most significant predictors of the organizational agility construct. Agility1 (0.524) and Agility4 (0.533), on the other hand, have lower but still respectable loadings and make a significant contribution to the overall factor structure. The Organizational Agility scale's unidimensionality and construct validity are supported by the steady and robust loadings across the majority of its items.

4.9.7 Correlation between Transformational Leadership and Organizational Agility

A statistical technique for determining the direction and strength of a relationship between two or more variables is correlation analysis. It aids researchers in comprehending the relationship between changes in one variable and changes in another. For example, Pearson's correlation coefficient (r) shows the degree of a linear

relationship; values near 0 indicate little or no linear correlation, while values near +1 or -1 indicate a strong relationship (Pallant, 2020, p. 139). Correlation analysis is frequently used in social and psychological research to investigate relationships between concepts like organizational outcomes and leadership behaviors.

Table 4.19. Descriptive Statistics and Correlations (n = 400)

4	Variable	M	SD	1	2	3	4	5	6
1.	TL	4.45	1.08	—					
2.	OA	4.76	1.54	.14**	—				
3.	Gender	1.50	0.50	-.05	.03	—			
4.	Age	2.30	1.05	-.03	.02	-.12*	—		
5.	Job Position	2.48	0.69	.12*	-.01	-.02	-.05	—	
6.	Experience	2.13	1.03	-.05	-.03	-.01	.00	-.00	—
Note. TL = Transformational Leadership; OA = Organizational Agility. Gender coded as 1 = Male, 2 = Female. * $p < .05$, ** $p < .01$.									

The study variables' descriptive statistics and correlations are shown in Table 4.8.9. The findings demonstrate a weak positive relationship between organizational agility (OA) and transformational leadership (TL) ($r = 0.14$, $p < .01$), suggesting that greater organizational agility is linked to higher levels of TL. Additionally, there was a slight but significant positive correlation between TL and job position ($r = 0.12$, $p < .05$), indicating that people in higher positions are more likely to perceive transformational leadership. There was a slight tendency for the age distribution to differ by gender, as indicated by the slight negative correlation between age and gender ($r = -0.12$, $p < .05$). There were few relationships between the remaining variables, as evidenced by the weak and non-statistically significant correlations of all the other variables.

4.9.8 Predicated Effect of Transformational Leadership on The Organizational Leadership (Regression)

Regression is a simple yet powerful statistical method used to analyze the relationship between a dependent variable and one or more independent variables. It is

often used to predict outcomes, analyze patterns and understand the relationship between one variable and another. At its very simplest, linear regression investigates the relationship between changes an independent variable and ensuing movement in a dependent. For purposes of understanding associations between variables and guiding decisions on the basis of data, this approach is also common in psychology as well as in other areas such as economics and education (Tabachnick & Fidell, 2019, p. 118).

Table 4.20. Predicted Effect of Transformational Leadership on The Organizational Leadership

Transformational Leadership	R	Variance(R ²)	Beta(β)	T-test	P value	F	Df
Organizational Agility	0,137	0,019	0,137 ^a	2,759	,006	7,615	399

The relationship between transformational leadership and organisational agility was tested through a regression analysis. There is a slight positive linear correlation between the two variables with $R = 0.137$. Transformational leadership explains only 1.9% of the variance in organizational agility with R^2 value = 0.019. It is currently not the case for all principals, but at least a few individuals in some regions are exercising transformational leadership. The direction and strength of the influence by the predictor has been confirmed also by standardised Beta ($\beta = 0.137$).

A T-value of 2.759 and a P-value of 0.006, both of which are below the conventional alpha threshold of 0.05, support the regression's statistical significance. This suggests that the relationship is unlikely to be the result of chance and is statistically significant. Furthermore, the overall statistical significance of the regression model is confirmed by the F-statistic, which stands at 7.615 with 399 degrees of freedom. Notwithstanding the low R^2 , the findings imply that Transformational Leadership influences Organizational Agility in the sample in a significant, if minor, way.

The hypothesis (H2) that transformational leadership significantly predicts organizational agility is accepted, as the regression results show a statistically significant relationship. The p-value (0.006) is below the 0.05 threshold, confirming significance, while the t-test and F-statistic further support the model's validity. Although the

explained variance ($R^2 = 0.019$) is relatively small, the findings indicate that transformational leadership does have a positive and meaningful, albeit modest, predictive effect on organizational agility.

4.9.9 Level of Transformational Leadership According to Gender

Table 4.21. Independent Sample T-Test by Gender

Transformational Leadership	Gender	N	M	SD	T	Sig. (2-tailed)
	Male	202	4.4983	1.04077	0.983	0.326
	Female	198	4.3923	1.11805		
Note;	M= mean, SD= standard Deviation, T= t_test					

The findings of an independent sample t-test used to determine whether male and female respondents' perceptions of transformational leadership differ statistically significantly are shown in table 21. The results indicate that the mean score of male participants ($N = 202$) was marginally higher than that of female participants ($N = 198$), who reported a mean score of 4.3923 ($SD = 1.11805$) ($M = 4.4983$, $SD = 1.04077$). Notwithstanding this numerical discrepancy, the computed t-value is 0.983 and the corresponding two-tailed significance (p-value) is 0.326, both of which are higher than the generally recognized cutoff point of 0.05 for statistical significance. This finding implies that gender has no discernible effect on participants' perceptions or ratings of transformational leadership in the sampled population, as the observed difference in mean scores is not statistically significant. Therefore, it seems that respondents, both male and female, have similar opinions about leadership behaviors in this situation.

The hypothesis (H3) that there is a significant difference in the level of transformational leadership based on gender is rejected, as the independent sample t-test results show no statistically significant difference between males and females. The p-value (0.326) is well above the 0.05 threshold, indicating that any observed difference in mean scores is not meaningful. Therefore, perceptions of transformational leadership appear consistent across genders in this study.

4.9.10 Level of Organizational Agility According to Gender

Table 4.22. Independent Sample T-Test for Gender

5 Organizational Agility	Gender	N	M	SD	T	Sig. (2-tailed)
	Male	202	4.7120	1.54739	-0.612	0.541
	Female	198	4.8064	1.53732		
Note;	M= mean, SD= standard Deviation, T= t_test					

The findings of an independent samples t-test investigating gender differences in organizational agility perceptions are shown in Table 22. According to the data, the mean score for male respondents (N = 202) was 4.7120 (SD = 1.54739), whereas the mean score for female respondents (N = 198) was slightly higher at 4.8064 (SD = 1.53732). The t-test yielded a p-value of 0.541 and a t-value of -0.612. The difference between the two means is not statistically significant because the p-value is higher than 0.05. This implies that there is no discernible gender difference in the way that male and female participants view organizational agility. As a result, it doesn't seem that gender significantly influences how this sample views organizational agility.

The hypothesis (H4) that there is a significant difference in the level of organizational agility based on gender is rejected, since the independent sample t-test results show no statistically significant difference between males and females. The p-value (0.541) is much higher than the 0.05 significance threshold, indicating that the small variation in mean scores does not reflect a meaningful difference. Thus, organizational agility is perceived similarly by both genders in this study.

4.9.11 Level of Transformational Leadership According to Age

Table 4.23. Independent Sample T-Test According to Age

6 Transformational Leadership	Age	N	M	SD	T	Sig. (2-tailed)
	Below 30 years	263	4.4125	1.0966	-0.854	0.394
	Above 30 Years	137	4.5097	1.0472		
Note;	M= mean, SD= standard Deviation, T= t_test					

There was no statistically significant difference between the two groups in terms of perceptions of transformational leadership between participants under 30 and those over 30 using the independent samples t-test. Although the average perception of transformational leadership was slightly higher among participants over 30 than among those under 30, the difference in means was not very significant. The p-value was higher than the traditional 0.05 significance level, suggesting that respondents' attitudes toward transformational leadership in this sample are not influenced by age. This implies that leadership behaviors like vision sharing, intellectual stimulation, and personalized attention are perceived similarly by younger and older employees.

The hypothesis (H5) that there is a significant difference in the perception of transformational leadership across different age groups is rejected. The independent sample t-test shows a p-value of 0.394, which is greater than the 0.05 significance level. Although the mean score for participants above 30 years ($M = 4.5097$) is slightly higher than those below 30 years ($M = 4.4125$), this difference is not statistically significant. Therefore, age does not appear to play a meaningful role in shaping perceptions of transformational leadership in this study.

4.9.11 Level of Organizational Agility according to Age

Table 4.24. Independent Sample T-Test According to Age Organizational Agility

4 Organizational Agility	Age	N	M	SD	T	Sig. (2-tailed)
	Below 30 years	263	4.7541	1.5618	-0.083	0.934
	Above 30 Years	137	4.7676	1.5064		
Note;	M= mean, SD= standard Deviation, T= t_test					

There was almost no difference between the two groups in the independent samples t-test that looked at how participants under 30 and those over 30 perceived organizational agility. The nearly identical mean scores reported by both age groups suggest that they have a similar and consistent opinion of how flexible, responsive, and adaptive their organization is. Age has no discernible impact on employees' perceptions of organizational agility in this situation, as evidenced by the incredibly low t-value and the high p-value, which is significantly above the 0.05 significance level. Regardless of generational differences, this uniformity may be the result of standardized organizational procedures, agile practices, and cultural values that are applied equally to all age groups. This keeps younger and older employees experiencing and evaluating agility similarly.

The hypothesis (H6) that there is a significant difference in the perception of organizational agility across different age groups is rejected. The independent sample t-test result shows a very high p-value of 0.934, which is far above the 0.05 threshold, indicating no statistically significant difference between the groups. While the mean score for those above 30 years ($M = 4.7676$) is nearly identical to that of those below 30 years ($M = 4.7541$), the difference is negligible. This suggests that age does not influence how participants perceive organizational agility in this study.

4.9.12 Level of Transformational Leadership According to Job Position

Table 4.25. Independent Sample T-Test According to Job Position

5	Transformational Leadership	Job Position	N	M	SD	T	Sig. (2-tailed)
		Management	139	4.3885	1.1850	-0.775	0.439
		Employee	261	4.4764	1.0201		
Note;		M= mean, SD= standard Deviation, T= t_test					

The high p-value above the 0.05 threshold indicates that there was no statistically significant difference between the management and employee groups' perceptions of transformational leadership in the independent samples t-test. Employees' mean score was marginally higher than managers', but not enough to indicate a significant difference in opinions. The results suggest that managers' and workers' views of transformational leadership practices in the workplace are largely consistent. A unified leadership culture, consistent exposure to leadership techniques, or common organizational values that have an equal impact on perceptions at all levels of the hierarchy could be the cause of this consistency.

The hypothesis (H7) that there is a significant difference in transformational leadership perception according to job position is rejected. The independent sample t-test shows a p-value of 0.439, which is well above the 0.05 significance level, indicating no meaningful statistical difference between management (M = 4.3885, SD = 1.1850) and employees (M = 4.4764, SD = 1.0201). Although employees reported slightly higher mean scores compared to management, the difference is too small to be considered significant, suggesting that perceptions of transformational leadership are relatively consistent across job positions.

4.9.13 Level of Organizational Agility according to Job Position

Table 4.26. Level of Organizational Agility According to Job Position

Organizational Agility	Job Position	N	M	SD	T	Sig. (2-tailed)
	Management	139	4.6847	1.5849	-0.701	0.484
	Employee	261	4.7982	1.5190		
Note;	M= mean, SD= standard Deviation, T= t_test					

Since the p-value is significantly higher than the 0.05 cutoff, the independent samples t-test examining organizational agility perceptions by job position does not reveal any statistically significant differences between management and employee groups. Employees' mean score was marginally higher than management's, but this does not suggest a substantial difference in opinions. The findings indicate that organizational agility is viewed fairly consistently across levels of hierarchy, which could be due to shared organizational strategies, consistent application of agility-related practices, and a culture of work that encourages responsiveness and flexibility across all job roles.

The hypothesis (H8) that there is a significant difference in organizational agility perception according to job position is rejected. The independent sample t-test result shows a p-value of 0.484, which is greater than the 0.05 threshold, indicating no statistically significant difference between management (M = 4.6847, SD = 1.5849) and employees (M = 4.7982, SD = 1.5190). Although employees reported slightly higher mean scores for organizational agility compared to management, the difference is minor and not significant, suggesting that both groups share similar perceptions of organizational agility regardless of job position.

4.9.14 Level of Transformational Leadership According to Job Experience:

Table 4.27. ANOVA Results for Job Experience

	N	Mean	Std. Deviation	Sum of Squares		df	F	Sig(2tailed)
Less than 1 year	128	4.4336	1.0803	Between Groups	3.964	4	1.135	0.335
1_3 year	151	4.5177	1.0154	Within Groups	361.141	395		
4_6 year	62	4.5081	0.9767	Total	465.104	399		
7 years or more	59	4.2232	1.3132					
Total	400	4.4458	1.0796					

The findings of a one-way ANOVA examining how work experience affects perceptions of transformational leadership are shown in Table 4.27. Employees with less than one year of experience reported a mean score of 4.4336, those with one to three years reported a mean score of 4.5177, those with four to six years reported a mean score of 4.5081, and those with seven years or more reported a slightly lower mean score of 4.2232. These mean scores are pretty close across the various experience groups. According to this, employees with longer tenure may have somewhat more critical opinions of transformational leadership, perhaps as a result of increased exposure to organizational realities over time. In contrast, newer employees tend to have more positive opinions. In terms of statistics, the ANOVA results indicate an F-value of 1.135 and a p-value of 0.335, both of which are higher than the standard cutoff point of 0.05. This suggests that there is no statistically significant difference in how transformational leadership is perceived across job experience levels. Consequently, job experience does

not seem to have a substantial impact on how employees in this sample perceive transformational leadership, despite slight differences in mean scores. A consistent leadership style used throughout the organization may be the reason for the comparatively uniform perception across groups. Based on the ANOVA results, the p-value for differences in transformational leadership perception across job experience groups is 0.335, which is greater than the standard significance level of 0.05. This indicates that the differences in means are not statistically significant, and therefore the hypothesis (H9) stating that there is a significant difference in transformational leadership perception based on years of job experience is rejected.

4.9.15 Level of Organizational Agility according to Job Experience

Table 4.28. ANOVA Results for Job Experience

	N	Mean	Std. Deviation	Sum of Squares		df	F	Sig(2tailed)
Less than 1 year	128	4.8164	1.5661	Between Groups	1.004	4	0.140	0.936
1_3 year	151	4.7649	1.4605	Within Groups	946.743	395		
4_6 year	62	4.6855	1.6209	Total	947.747	399		
7 years or more	59	4.6949	1.6348					
Total	400	4.7588	1.5412					

The ANOVA results assessing organizational agility levels across various groups according to work experience are shown in Table 4.28. All experience categories have mean scores that are very close to the overall mean of 4.7588: less than 1 year ($M = 4.8164$), 1–3 years ($M = 4.7649$), 4–6 years ($M = 4.6855$), and 7 years or more ($M = 4.6949$). This suggests that, irrespective of tenure length, a consistently positive perception of organizational agility is present. Additionally, the standard deviations stay comparatively close, indicating that responses are consistent across experience levels.

From a statistical perspective, the significance level is 0.936 and the F-value is 0.140, both of which are significantly higher than the usual cutoff of 0.05. This indicates that employees' perceptions of organizational agility are not statistically different depending on their work experience. To put it another way, organizational agility is not influenced by work experience in this organization. This could suggest that all employee levels and experience groups receive the same training and application of agility practices and strategies.

Based on the ANOVA results, the p-value for differences in organizational agility perception across job experience groups is 0.936, which is much greater than the standard significance level of 0.05. This indicates that the differences in means are not statistically significant, and therefore the hypothesis (H10) stating that there is a significant difference in organizational agility perception based on years of job experience is rejected.

4.9.16 Test of Hypotheses:

A thorough summary of the findings from the hypothesis testing carried out during the study is provided in Table 28. Relationships between organizational agility, transformational leadership, and different demographic variables were evaluated using statistical techniques such as regression, t-tests, ANOVA, and correlation. Based on statistical significance levels, usually at the 0.05 threshold, the table clearly shows whether each hypothesis was supported (accepted) or not supported (rejected). This organized presentation makes it simple to understand which hypothesized relationships were supported by the data and clarifies the empirical evidence supporting the study's theoretical framework.

Table 4.29. Test Hypotheses

Hypotheses	Results
H1: There is a significant positive relationship between transformational leadership and organizational agility.	Accepted
H2: Transformational leadership significantly predicts organizational agility.	Accepted
H3: There is a significant difference in the level of transformational leadership based on gender.	Rejected
H4: There is a significant difference in the level of organizational agility based on gender.	Rejected
H5: There is a significant difference in the perception of transformational leadership across different age groups.	Rejected
H6: There is a significant difference in the perception of organizational agility across different age groups.	Rejected
H7: There is a significant difference in transformational leadership perception according to job position.	Rejected
H8: There is a significant difference in organizational agility perception according to job position.	Rejected
H9: There is a significant difference in transformational leadership perception based on years of job experience.	Rejected
H10: There is a significant difference in organizational agility perception based on years of job experience.	Rejected

CONCLUSIONS

This research has explored the impact of transformational leadership on organizational agility and the correlation between transformational leadership and organizational agility. Also, find out the level of transformational leadership and organizational agility according to (gender, age, job position, and job experience).

Several important conclusions about the connection between organizational agility and transformational leadership can be made based on the analysis and interpretation of the data. Above all, the study demonstrates a slight but positive relationship between organizational agility and transformational leadership. This implies that, while it might not be the sole or most important factor, transformational leadership helps an organization adjust and react to change. The results show that perceptions of organizational agility and transformational leadership are generally consistent across various demographic groups, including age, gender, job position, and work experience. Although organizational agility was statistically significantly predicted by transformational leadership, the explained variance was relatively low. This implies that while transformational leadership contributes to agility, it should be weighed against other environmental, strategic, and structural elements that also affect organizational agility.

Finally, the overall results indicate that fostering transformational leadership behaviors at all organizational levels can be a fundamental tactic to improve agility. Organizations must, however, also take into account how leadership is enhanced by procedures, guidelines, and learning cultures that promote flexibility, responsiveness, and teamwork. Leadership development must be incorporated into a larger strategic vision that empowers staff, deconstructs hierarchies, and uses feedback mechanisms to adapt to change, creating truly agile organizations that continuously adapt.

The results of this study contribute to a more nuanced view of the relationship between transformational leadership and organizational agility by partially aligning with some lines of the literature while deviating from others. Similar to the findings of this study, some academics have concluded that transformational leadership is not a dominant predictor in and of itself, despite having a favorable relationship with agility. For instance, Sherehiy et al. (2014) emphasize that leadership and more general organizational

processes like innovation and continuous improvement work together to create agility. Suryadi et al. (2024) argue that trust and contextual enablers are mediating the effect, so leadership alone cannot create agility. Similarly, Veisheh et al. (2014) demonstrate organizational creativity as a moderator--which is consistent with the argument that transformational leadership only enables agility when in combination with organisational systems designed to promote it.

These viewpoints support the findings of the current study, which showed a weak but statistically significant positive association. This suggests that leadership does contribute, although frequently in a secondary way and combination with other factors.

A significant amount of research, on the other hand, paints a contrasting picture, highlighting the direct and consequential impact of transformational leadership on organizational agility. According to seminal research by Bass and Avolio (1994) and Bass and Riggio (2006), transformational leadership significantly improves responsiveness, creativity, and adaptability—all of which are essential components of agility. Judge and Piccolo (2004) also find strong positive relationships between agility drivers, including team resilience and adaptation, and transformative leadership characteristics. In the UAE public sector, transformational leadership and agility have a strong positive association, according to more recent research (Alzeyoudi and Abdullah, 2025), which is further reinforced by mediating characteristics like change preparedness. Research points to a more potent and reliable function for transformative leadership in fostering agility than the one shown in this study.

Contextual and structural dynamics can be used to interpret the differences between our study and a large portion of the body of existing work. The relatively small impact observed in the Iraqi service industry can be a result of institutional capacity limitations, economic uncertainty, and sociopolitical instability. If organizational learning processes, cultural mechanisms, and adaptable structures are not in place, leadership behaviors may be required, but they are insufficient to provide agility in such settings. Accordingly, this study proposes that transformative leadership should be considered a significant facilitator of agility, while its influence is influenced and, in certain situations, constrained by contextual constraint.

DISCUSSIONS

In line with earlier studies in the field, the results of this one show a weak but statistically significant correlation between organizational agility and transformational leadership. Veisheh et al. (2014), for instance, concluded that organizational creativity serves as a mediator between transformational leadership and organizational agility. Although we did not specifically look at mediation in our study, the positive relationship between transformational behaviors and agility supports the fundamental idea that innovative, visionary, and empowered leadership fosters adaptive organizational practices. These results demonstrate that transformational behaviors can have a cascading effect on an organization's agility structure even when they are moderately present.

Furthermore, a more robust and complex relationship was discovered by Alzeyoudi and Abdullah (2025), who identified both moderation by cultural agility and mediation by change readiness. While transformational leadership plays a role in agility, its predictive value was lower in the current study's regression analyses compared to their analysis. This implies that, in the absence of mediating and moderating variables, transformational leadership alone may not explain the extent to which agility is achieved. Other influencing factors, such as those related to change readiness or cultural considerations, need to be investigated in future studies so that the full scope of influence is understood (and the relationship is probably more nuanced and context-dependent, given this discrepancy).

In line with Karimi et al. (2016), who also noted that neither gender nor demographics were significant in their effect on leadership evaluation, these factors apparently have little bearing on perceptions of organizational agility or transformational leadership within this study. This supports the notion that men and women equally perceive effective transformational leadership, no doubt because of its general appeal based on intellectual stimulation and inspirational motivation. These findings illustrate the role of leadership behaviors in fostering organizational-level perceptions that are based on experiences with roles and context, rather than gender.

Likewise, no marked age-mediated differences were found between transformational leadership and agility, which further supports the claim of Sholokwu (2024) that it is not personal traits but structural alignment and digital adaptation that steer

agility and leader responsiveness. In constructive environments where organizational processes enable adaptability and shared learning, young and mature workers alike can feel equally empowered and agile when it comes to leadership in continual learning time. This universality means that, while in civil mature society, it does not constrain or enhance organizational agility—agility depends on structures and leadership support; age diversity alone neither hinders nor facilitates a company's agility. It is interesting to note that the current study discovered that perceptions of transformational leadership were influenced by job position, with lower-level employees having a more positive opinion of their leaders than senior staff. The results of Alzeyoudi and Abdullah (2025), where leadership perceptions were not broken down by position, are somewhat different from this. The disparity may be explained by proximity bias, where senior staff members evaluate leadership based on organizational outcomes and strategic effectiveness. At the same time, lower-tier employees may interact with transformational leaders more frequently and thus judge them on daily support, communication, and motivation. This demonstrates why, to grasp the scope of perception fully, transformational leadership must be examined through both operational and strategic lenses. But according to Sholokwu (2024), who maintained that agility is ingrained in organizational frameworks and thus consistently experienced at all levels, job position had no discernible impact on organizational agility perceptions in the current study. This demonstrates how well organizational culture, training, and shared systems distribute agile practices and mindsets across levels of hierarchy. The success of institutional strategies in developing unified responses to external changes is indicated when agility is independent of rank.

Moreover, the experience level played a small role in how people viewed organizational agility and transformational leadership. This validates previous results, such as organizational acculturation, continuous development efforts, and standardized leadership practices, which can reduce the influence of tenure on perception. Accordingly, in the study by Karimi et al. (2016), comparable results illustrating that organizational systems maintain leadership involvement for both low-experienced and high-experienced nurses were observed. These results also seem to suggest that a strong innovation culture can even bridge perception gaps related to experience and generation.

Finally, the small effect of transformational leadership on organizational agility in the regression model suggests that, while useful in itself, leadership is one of many equally important antecedents to agility. This aligns with Sholokwu's (2024) study, which established that organizational resilience, strategic alignment, and digital transformation have a significant impact on firm agility. Our findings stress that a multidimensional approach to promoting agility is indispensable, where leadership as a foundational element should be complemented with digital infrastructure, cultural agility, structural flexibility, and policies fostering innovation. This nuanced understanding is vital for the survival of organizations seeking success in volatile and changeable contexts.



RECOMMENDATIONS

Drawing on the socio-economic and demographic status of employees across different organizations in Erbil, Iraq, based on the results of this study's workforce dynamics, there are a few general recommendations for enhancing organizational behavior and employee experiences. These truly reflect the challenges and opportunities we face with our workforce today.

Improve Leadership Development Programs: Too often, organizations neglect to design and improve leadership development programs focused on providing current and emerging leaders with the skills needed to create an engaging, productive environment. This requires establishing formal training programs that examine different leadership styles, effective ways of communication, and tools for engaging employees. Leadership efforts should be offered not only to current leaders but also to high-potential employees in order to prepare them for future leadership opportunities. In addition, companies can put in place mentorship and coaching programs that match experienced leaders with less experienced employees for the purpose of transferring knowledge and advancing career development. Such mentoring benefits both the development of future leaders and supports and guides less experienced employees.

Implement a Robust Training Program: Since a large portion of the secondary sales force has less than four years of experience, organizations should focus on building robust and structured training programs. Such efforts should include comprehensive onboarding programs that immerse new employees in company culture, values, and expectations. Firms should also offer ongoing professional development that supports current market trends as well as the specific career plans of each professional. Providing relevant skills training based on the needs of workers can improve their skill levels, job satisfaction, and, in general, retention rates. It is also advisable to perform frequent evaluations of training effectiveness, with a view toward maintaining programs that are current and effective.

Gender Equity in Career and Advancement Opportunities: Despite the fact that the United States workforce is relatively balanced, women continue to be underrepresented in leadership roles and career opportunities—corporations must proactively promote gender equity. This can be accomplished through focused hiring to

bring in talent from diverse backgrounds, and leadership development programs tailored for women. Clearly defining and making transparent the promotion process based on meritocracy, skill sets, and performance is key to enabling all employees, both male and female, to prosper in their careers. Additionally, companies can implement programs like sponsorship to help high-potential women build careers by matching them with senior staff who provide support.

Promote an Inclusive Organizational Culture: Organizations must purposefully foster an inclusive culture that values different perspectives and experiences. This means creating policies that encourage transparency, inclusivity in decision-making, and acknowledgment of employee contributions. Diversity and inclusion training should be conducted regularly to ensure employees are aware and to cultivate a culture of respect and teamwork within the business. Formation of employee resource groups (ERGs) that allow underrepresented individuals to share their experiences, connect, and contribute to company initiatives will help them feel a sense of belonging.

Enhance Nonprofit Sector Representation: This can be addressed through ongoing research designs that sufficiently target the nonprofit sector and consider its specific challenges and experiences in the HRM context. The nonprofit, third (voluntary), and civil society sectors are vital to community development and welfare provision, even though they may face different problems from those encountered by capitalist enterprises. Examining this sector offers insights into the practical sequencing of resource management, community engagement, and workforce dynamics in nonprofits, which could further inform our understanding of workforce issues across sectors.

Action Item: Create Customized Strategies for Organizational Agility. Organizations can remain agile in the face of changing markets and skilled workforces by assessing their current agility level and creating customized strategies to strengthen it. This may involve streamlining decision-making processes to respond more quickly to new challenges and opportunities. Organizations must develop a culture of innovation that encourages employees to propose new ideas and solutions, giving them the autonomy to step up and help the organization succeed. Agile, adaptable, and resilience training programs can also prepare employees for uncertainty and change.

Encourage Work-Life Balance Measures: To foster employee well-being and job satisfaction, organizations need to commit to implementing work-life balance policies. This could include enabling flexible work schedules, such as providing employees the opportunity to work remotely and at times that meet their needs and obligations. Fitness programs, mindfulness coaching, and mental health services should also be offered. Organizations that prioritize work-life balance see higher employee productivity, lower burnout, and better retention rates.

Carry Out Longitudinal Studies for Continuous Improvement: Future research should include longitudinal studies to examine time-dependent changes in workforce dynamics. Researchers could gain valuable insights by collecting and analyzing data on employee experiences, organizational practices, and workforce trends to assess how well implemented best or model practice strategies have worked thus far and whether they address changing realities for employee caregivers. This ongoing research will provide organizations with a mechanism to evolve and enhance themselves continuously and ensure they remain aligned with the new context of the workforce environment.

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APPENDIXES

Survey Form

Dear Participant

Researcher is conducting a scientific research on (The Effect of Transformational Leadership on Organizational Agility) in order to serve the field of scientific research, so researcher ask you to answer all the questions honestly. Your cooperation is appreciated.

Prepared by:

Aras Hadi Muhammed Ali

Advisor

Doç. Dr. Musa Said DÖVEN

Notice//

Put a tick ✓ in the box of the choices given.

No registration is required

All information is protected and used for scientific purposes

Section 1: Demographic and Institutional Questions

1. **What is your age?**
A) Below 30 B) 30 and above
2. **What is your gender?**
A) Male B) Female
3. **What is your job position in the organization?**
A) Management B) Staff/Employee
4. **How many years of experience do you have in your current organization?**
A) 1-7 years B) 7 More than 7 years
5. **What type of organization do you work for?**
A) Private B) Public C) Nonprofit D) Other (Please specify): _____

Section 2: Transformational Leadership

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree

N	Item	1	2	3	4	5	6	7
1	Communicates a clear and positive vision of the future.							
2	Treats staff as individuals, supporting and encouraging their development.							
3	Gives encouragement and recognition to staff.							
4	Fosters trust, involvement, and cooperation among team members.							
5	Encourages thinking about problems in new ways and questions assumptions.							
6	Instills pride and respect in others and inspires me by being highly competence.							

ITEMS

Section 3: Organizational Agility

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Partially Disagree	Neutral	Partially Agree	Agree	Strongly Agree

ITEMS

N	Item	1	2	3	4	5	6	7
1	We have the ability to rapidly respond to customers' needs.							
2	We have the ability to rapidly adapt production to demand fluctuations.							
3	We have the ability to rapidly cope with problems from suppliers.							
4	We rapidly implement decisions to face market changes.							
5	We continuously search for ways to reinvent or redesign our organization.							
6	We see market changes as opportunities for rapid capitalization.							